



City Council Finance Committee

Meeting Agenda

Tuesday, September 15, 2020
3:00 p.m.

This meeting will be held electronically. Residents interested in listening to the meeting or making public comments can join in one of two ways:

- 1) You can call in to +1 669 900 6833 or 833 548 0276 (toll free) Webinar ID # 861 6584 3703.**
- 2) You can log in via your computer. Please visit the City's website here to link to the meeting: <https://www.louisvilleco.gov/government/city-council/city-council-meeting-agendas-packets-minutes>.**

The Committee will accommodate public comments during the meeting. Anyone may also email comments to the board prior to the meeting at kevinw@louisvilleco.gov.

- I. Call to Order
- II. Roll Call
- III. Approval of Agenda
- IV. Approval of the Minutes from the August 18, 2020 Meeting (page 2)
- V. Public Comments on Items Not on the Agenda
- VI. Presentation from Chandler Asset Management, the City's Investment Advisor
- VII. Recreation Center Revenue Projections (page 8)
- VIII. Annual Key Performance Indicators Data Update (page 12)
- IX. Sales Tax Report for the Month Ended July 31, 2020 (page 64)
- X. Review of Non-Profit Grant Program (page 85)
- XI. Staff Reports/Updates/Discussions
 - Preliminary Assessed Valuation (page 97)
 - 2020 Work Plan (page 98)
- XII. Possible Discussion Items for Next Regular Meeting (*tentatively* scheduled for October 20, 2020)
 - 2021-2022 Operating & Capital Budget
 - Preliminary Assessed Valuation
- XIII. Adjourn

City of Louisville, Colorado

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**City Council
Finance Committee
Meeting Minutes
Monday, August 18, 2020
Electronic Meeting**

CALL TO ORDER

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

ROLL CALL

The following were present:

City Council: Mayor Pro Tem Maloney, Council Member Lipton, Council Member Leh, Council Member Fahey, and Council Member Dickenson

Staff/Others Present: Heather Balsler, City Manager, Megan Davis, Deputy City Manager, Kevin Watson, Director of Finance Nathan Mosley, Director of Parks, Recreation & Open Space, Kurt Kowar, Director of Public Works, Chris Neves, Director of Information Technology, Emily Hogan, Assistant City Manager for Communications & Special Projects, Kathy Martin, Recreation Superintendent, Kim Baker, Senior Accountant, and Penney Bolte, Tax Manager

Absent: None

APPROVAL OF THE AGENDA

Finance Committee Members approved the agenda as presented.

APPROVAL OF THE MINUTES FROM THE JULY 21, 2020 MEETING

The Finance Committee approved the July 21, 2020 minutes as presented.

PUBLIC COMMENTS ON ITEMS NOT ON THE AGENDA

None.

2020-2026 RECREATION CENTER REVENUE PROJECTIONS

Director of Parks, Recreation and Open Space Nathan Mosely, reviewed with the Finance Committee a summary memo outlining revised revenue projections and assumptions for the Recreation and Senior Center. Director Mosely stated that, based on feedback that the projections and assumptions presented at the July Finance Committee meeting may be too optimistic, new projections have been developed using “best case”, “most likely”, and “worst case” scenarios.

Director Mosely stated that July ended with an overall 47% operational revenue decrease, which is right in the middle of three assumption models. Director Mosely stated that details of each assumption scenario are included in the packet along with line item detail of revenue projections for each model.

Finance Committee Member Lipton stated that he had discussed a more streamlined way to present the assumption models with Director Mosely, and suggested the financial schedules include only the top 10 revenue categories with one line item for all remaining categories.

Member Lipton stated that expense projection numbers are needed to determine the funding gaps for 2020 and 2021, and that there may need to be additional discussions regarding the anticipated recovery assumptions.

Finance Committee Member Leh requested Director Mosely describe each revenue type included and reported as “operational revenue”. Director Mosely stated he would identify each revenue source (membership, program, sales/use tax, and inter-fund transfers) in future correspondence.

Finance Committee Chairperson Maloney asked Director Watson if the reformatting of the Recreation Center budget schedule could be accomplished within the next two weeks. Director Watson stated it could. Chairperson Maloney asked if the matching expenses could be provided as well. Director Watson stated the expense piece is more challenging and would take longer, as CIP and other transfers all impact the final budget numbers. City Manager Balser stated that staff had planned to provide all the revenue and expense information for the September 15, 2020 budget presentation to the full City Council.

Director Mosely stated that using the “most likely” model, expense projections would represent a \$215K shortfall which would be needed from the General Fund.

The Finance Committee and staff discussed other issues including:

- Using the “most likely” scenario model for 2020

- Whether use of the square-root model is too pessimistic for future years' projections
- Public response once COVID-19 vaccine is available, and degree and timing of a rebound for 2021 and 2022
- That recreation services may recover at a different rate than the overall economy

The Finance Committee directed staff to utilize the "most likely" model for its assumptions, and potentially double the rebound estimates for 2022 and beyond. Member Lipton stated for the "most likely" scenario, he would anticipate an 80% recovery by 2022 with smaller growth each subsequent year. The Finance Committee agreed and stated "best case" and "worse case" scenarios could be adjusted accordingly as information becomes available.

City Manager Balsler stated that revised spreadsheets can be provided to the Committee in advance of the full City Council discussion September 15, 2020.

The reports and corresponding narrative can be located in the packet of the August 18, 2020 Finance Committee Meeting.

SALES TAX REPORTS FOR THE MONTH AND QUARTER ENDED JUNE 30, 2020

Tax Manager Penney Bolte presented the month-end and quarter-end reports through June 2020 to the Finance Committee.

Finance Committee Members and staff discussed whether inter-governmental revenue is included in the sales tax reports. Finance Director Watson stated it is not, and that is appropriate that shared revenue sources not assessed and directly collected by the City, be reported as inter-governmental revenue.

The reports and corresponding narrative can be located in the packet of the August 18, 2020 Finance Committee Meeting.

CAPITAL IMPROVEMENTS PROGRAM REPORT FOR THE QUARTER ENDED JUNE 30, 2020

Finance Director Kevin Watson presented the CIP report to the Finance Committee and stated that Finance staff and Department Directors are available to answer any questions.

Finance Committee Member Lipton commented on the lack of spending, understanding that it has been a difficult period. Member Leh stated that the City is also short-staffed. City Manager Balsler stated that there are still projects being

worked on that will be completed in 2020, but that some projects will not be done this year.

Finance Committee Chairperson Maloney stated that the report was very comprehensive and answers well all the Committee's questions.

The reports and corresponding narrative can be located in the packet of the August 18, 2020 Finance Committee Meeting.

CASH & INVESTMENTS REPORT FOR THE QUARTER ENDED JUNE 30, 2020

Finance Director Kevin Watson presented to the Finance Committee the cash and investment reports prepared by Chandler Asset Management, the City's Investment Advisor.

Director Watson stated he had met with Scott Prickett and Julie Hughes that morning to discuss various economic issues and trends. Director Watson noted that things are changing rapidly, and asked the Finance Committee if they would like to meet with Chandler again before the end of the year to receive an update on the latest economic information.

The Finance Committee Members asked how they should be interpreting and using the information provided to make budget decisions. Director Watson stated the report is intended to provide full disclosure, as these documents are posted on the City's website and available to the public.

The Committee stated it would be beneficial to meet with Chandler as part of the budget process scheduled to begin mid-September. Director Watson stated he would see if the Chandler representatives could be available for the September Finance Committee meeting.

The reports and corresponding narrative can be located in the packet of the August 18, 2020 Finance Committee Meeting.

REVENUE PROJECTION DASHBOARDS

Director Watson presented the dashboards and stated that the revenue projections in orange are provided by the various departments and remain unchanged. Director Watson also stated that the 2020 budget column reflects the amended budget numbers, and that as information becomes available, the projections will continue to be modified.

Finance Director Kevin Watson reviewed the (6) possible projection changes made based on current revenue trends, and asked the Committee if they agreed with the

proposed revenue projection changes which would be used for the budget process.

Member Leh stated he has a great deal of confidence in Director Watson's analysis and recommendations, and had no objections. Member Lipton asked Director Watson what his level of confidence is in the revised projections. Director Watson stated that the data coming in supports his projections, but that the question is whether or not the Committee is confident in having these numbers used for the budget process. The Finance Committee unanimously agreed to accept the revenue projection revisions proposed by Director Watson.

Chairperson Maloney asked if the revenue projections for the Recreation Center were the previous numbers provided under the "best case" scenario. Director Watson confirmed, but stated those would be amended to reflect the use of the "most likely" scenario model discussed earlier.

The reports and corresponding narrative can be located in the packet of the August 18, 2020 Finance Committee Meeting.

STAFF REPORTS/UPDATES/DISCUSSIONS

Update on Sales & Use Tax Software Project (SUTS) and CML Model Ordinance

Finance Committee Chairperson Maloney stated he met with Director Watson and Tax Manager Bolte to develop a project schedule, milestones, and financial analysis for ongoing discussions of the SUTS project.

2020 Work Plan

Chairperson Maloney stated the Committee had earlier agreed to add Chandler Asset Management to the agenda for the September 2020 Finance Committee Meeting.

Director Watson noted that the KPI review is on the September agenda, and asked the Committee if they still wanted to do a preliminary review.

Assistant City Manager Emily Hogan stated that the data has been updated for 2020 KPI's with estimates for the end of the year, as well as estimates for 2021 and 2022. Finance Committee Member Leh stated that a review may not be necessary prior to the budget presentation, but that he would like to see the final report. Finance Committee Member Lipton asked if the list has been coded for "traffic-light" analysis to make the review of the KPI's easier. Assistant Manager Hogan stated the report does not yet reflect that specific color-coding, but that the report can highlight the areas that are not meeting their respective effectiveness targets.

Finance Committee Chairperson Maloney stated that he would work with Director Watson to finalize the September 2020 agenda.

DISCUSSION ITEMS FOR THE NEXT REGULAR MEETING

The September regular Finance Committee Meeting is scheduled for Tuesday, September 15, 2020 at 3:00 p.m.

Items scheduled for discussion at the next meeting include:

- Recommended Budget
- Preliminary Assessed Valuation
- Revenue Projection Dashboards

ADJOURN

The meeting was adjourned at 4:27 p.m.



ECONOMIC UPDATE

SEPTEMBER 8, 2020

Economic Update

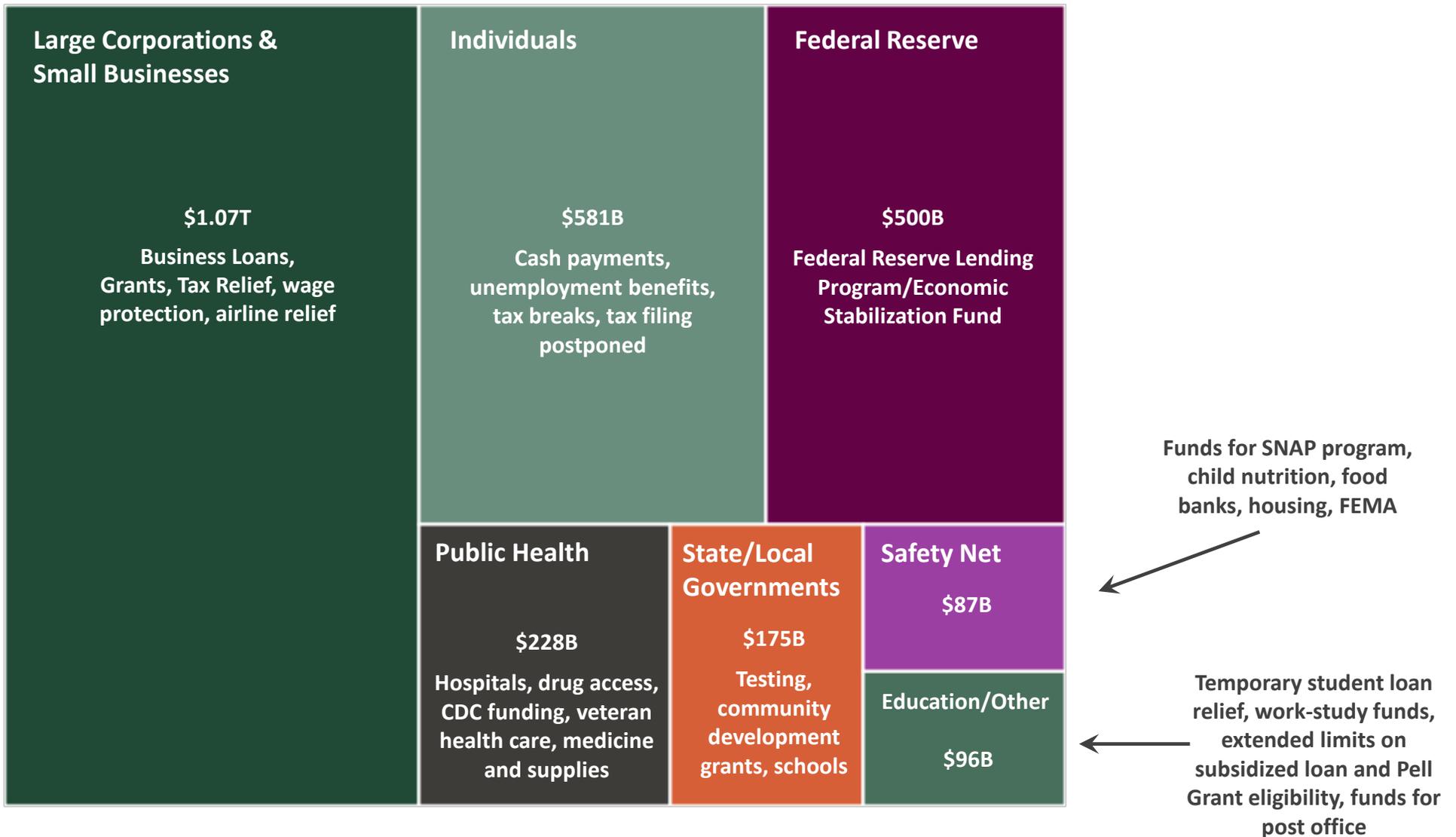
- The second quarter was likely the low point for economic activity and the consensus forecast calls for a fairly strong rebound in activity in the current quarter and a slowing pace in improvement thereafter. However, the outlook remains uncertain. We believe the outlook for economic activity is dependent on the course of the pandemic, the amount of additional fiscal relief from the government, and the timeline for a vaccine. Notably, the effects of the pandemic continue to weigh heavily on the labor market. The Fed's highly accommodative monetary policy framework, along with a swift and robust fiscal policy response from the government earlier this year, has provided support for the financial markets amid a very challenging economic backdrop.
- As expected, the Federal Open Market Committee kept the fed funds target rate unchanged at their July meeting in a range of 0.0% to 0.25%. The Fed extended its emergency lending programs through the end of 2020, a three-month extension, and will continue to use its balance sheet to support the flow of credit and stability of financial markets. Fed Chair Powell indicated that the Fed is more cautious about the downside risks to the economy and less concerned about the upside and potential threat of inflation. In August, Fed Chair Powell delivered a speech at the annual Economic Policy Symposium and unveiled a modest shift to the Fed's monetary policy framework. While the Fed is not abandoning its 2.0% inflation target, the Fed will now seek to achieve inflation that averages 2.0% over time. Should the labor market tighten, the Fed will put less emphasis on preemptive monetary policy tightening to prevent an overshoot of inflation. Instead, the Fed will wait for evidence that inflation is heating up and allow inflation to run above 2.0% for some (unspecified) period of time before it looks to tighten policy. The Fed's updated framework essentially signals that the fed funds target rate is likely to stay low for an extended period of time.
- On a year-to-date basis, the yield on 2-year Treasuries was down 144 basis points to 0.13% and the yield on 10-year Treasuries was down about 121 basis points to 0.71% at the end of August. In August, the Treasury yield curve steepened, driven by an increase in longer-term rates. We believe a wave of new Treasury issuance in August put increased upward pressure on longer-term rates. Inflation expectations were also creeping higher. So far in September, the yield curve has flattened slightly, reversing some of the curve steepening in August.

Unprecedented Fed Intervention

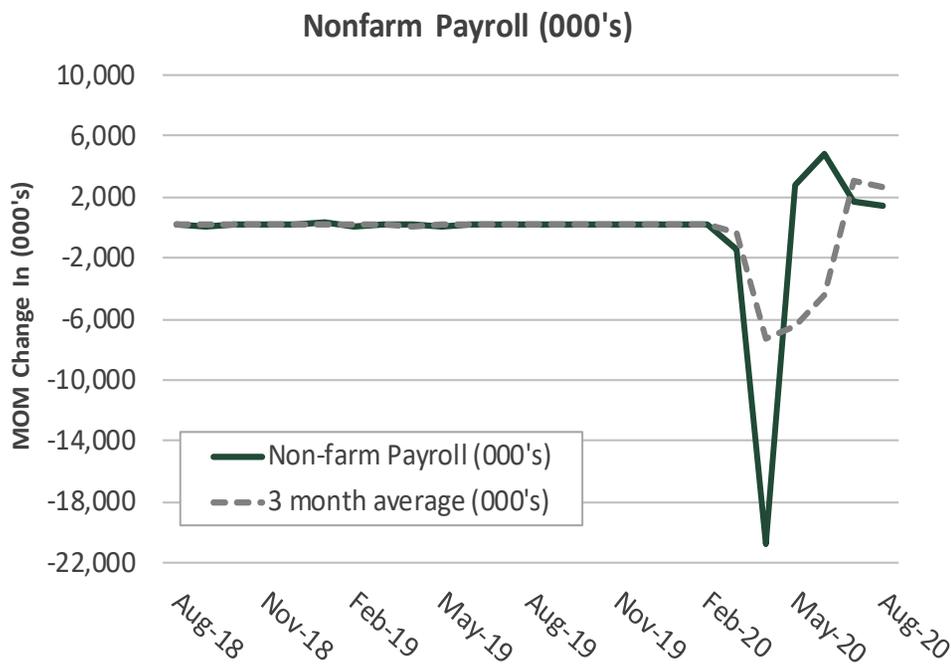
Fed Action	Details
Rate Cuts	<ul style="list-style-type: none"> • Cut fed funds target rate by 1.50% to 0.00-0.25% • Discount window rate lowered to 0.25% • Fractional reserve requirement 0% • Interest on Excess Reserves cut to 0.10%
TSY/Agency MBS Purchases	<ul style="list-style-type: none"> • Purchases in the amounts needed to ensure smooth market functioning
Repo Operations	<ul style="list-style-type: none"> • \$1.5 trillion+ short-term repo facilities to provide liquidity
Commercial Paper Funding Facility (CPFF)	<ul style="list-style-type: none"> • Purchases of Tier 1 CP*
Primary Dealer Credit Facility (PDCF)	<ul style="list-style-type: none"> • Loans to Primary Dealers up to 3 months
Money Market Mutual Fund Liquidity Facility (MMLF)	<ul style="list-style-type: none"> • Liquidity to MMFs in form of loans to banks to purchase assets from MMFs
FX Swap Lines	<ul style="list-style-type: none"> • Temporary lending to boost circulation of dollars worldwide
Primary Market Corporate Credit Facility (PMCCF)	<ul style="list-style-type: none"> • Purchases of investment grade corporate debt directly from issuers**
Secondary Market Corporate Credit Facility (SMCCF)	<ul style="list-style-type: none"> • Purchases of investment grade debt and ETFs (IG and HY) in the secondary market
Term ABS Loan Facility (TALF)	<ul style="list-style-type: none"> • Loans to investors to buy highest-rated ABS, CMBS and CLOs to support consumer and business credit
Municipal Liquidity Facility	<ul style="list-style-type: none"> • Up to \$500 billion in lending to states and municipalities via debt security purchases from states, counties, and cities
Main Street Lending Program	<ul style="list-style-type: none"> • Up to \$600 billion in loan purchases from small- and mid-sized businesses
Paycheck Protection Program Liquidity Facility (PPP)	<ul style="list-style-type: none"> • Liquidity to participating financial institutions through term financing backed by PPP loans to small businesses

**CP issuers that were Tier 1 as of March 17, 2020 and were subsequently downgraded to no lower than Tier 2 may be eligible on a one-time basis. **Issuers that were rated at least Baa3/BBB- as of March 22, 2020 and were subsequently downgraded to no lower than Ba3/BB- may be eligible.*

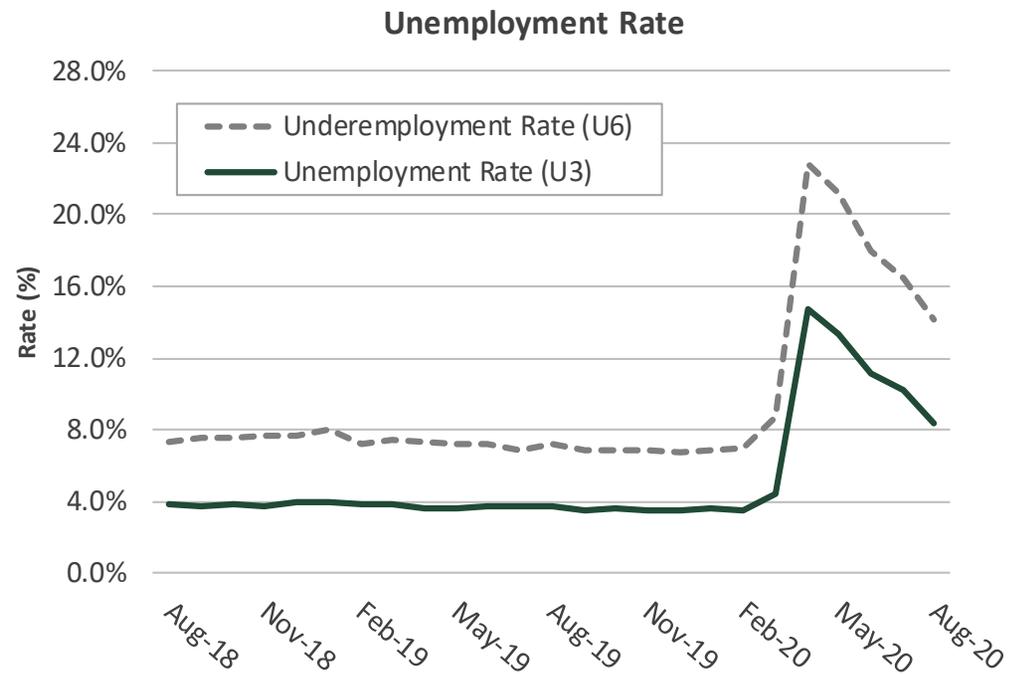
CARES Act and Other Fiscal Stimulus: \$2.7 Trillion and Counting



Employment



Source: US Department of Labor

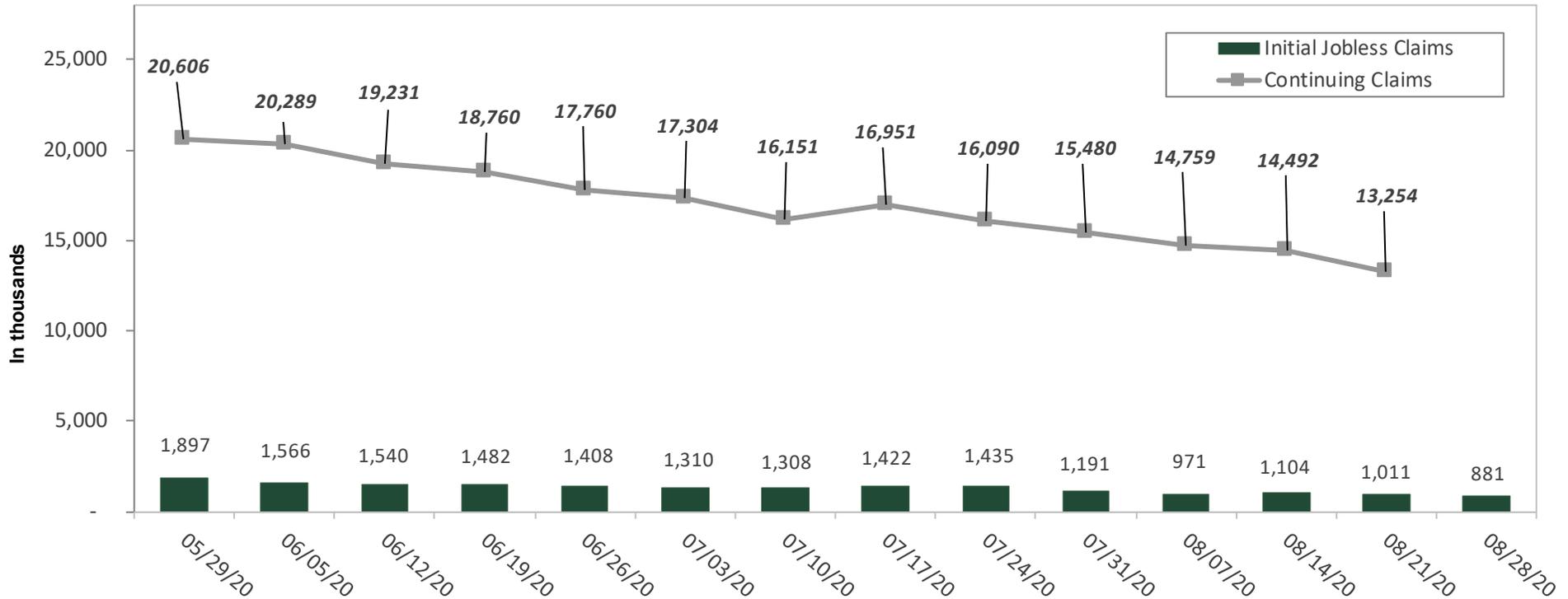


Source: US Department of Labor

U.S. nonfarm payrolls were in line with expectations, increasing by 1,371,000 in August versus expectations of 1,350,000. This follows increases of 4,781,000 and 1,734,000 in June and July, respectively. In August, a larger than expected increase in government payrolls (driven in part by temporary 2020 Census workers) offset a lower than expected increase in private payrolls. The unemployment rate declined to 8.4% in August (versus expectations of 9.8%) from 10.2% in July. The participation rate improved to 61.7% in August, from 61.4% in July, but remains well below the pre-pandemic rate of 63.4% in January and February. Furthermore, workers who classified themselves as employed but absent from work in the August survey understated the unemployment rate by about 0.7%. The U-6 underemployment rate, which includes those who are marginally attached to the labor force and employed part time for economic reasons, remained very high but eased to 14.2% in August from 16.5% in July.

Initial Claims for Unemployment

Initial Claims For Unemployment May 29, 2020 - August 28, 2020

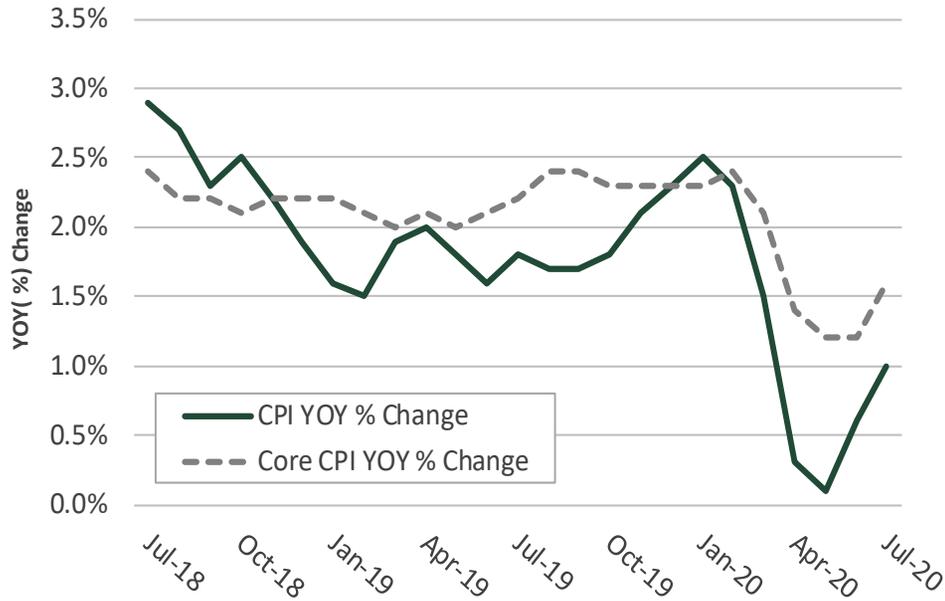


Source: US Department of Labor

In the most recent week, initial jobless claims increased by 881,000, which was lower than the prior week level of 1,011,000. The level of continuing unemployment claims (where the data is lagged by one week) remained high in the week of August 21st at about 13.3 million but was down from the prior week level of nearly 14.5 million. Although continuing jobless claims have declined from the peak of nearly 25 million in early May, they remain well above the 2019 average of 1.7 million.

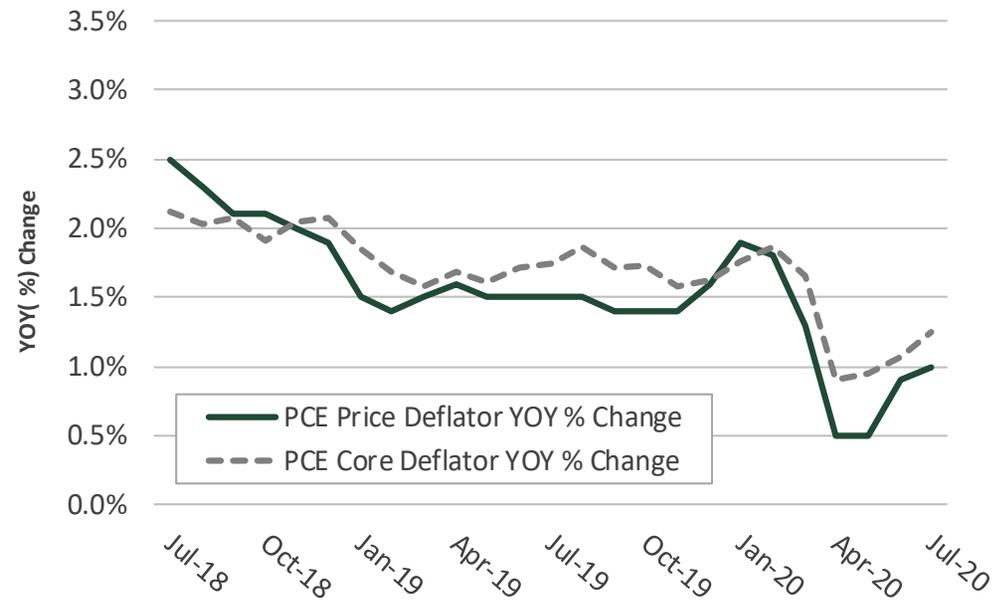
Inflation

Consumer Price Index (CPI)



Source: US Department of Labor

Personal Consumption Expenditures (PCE)

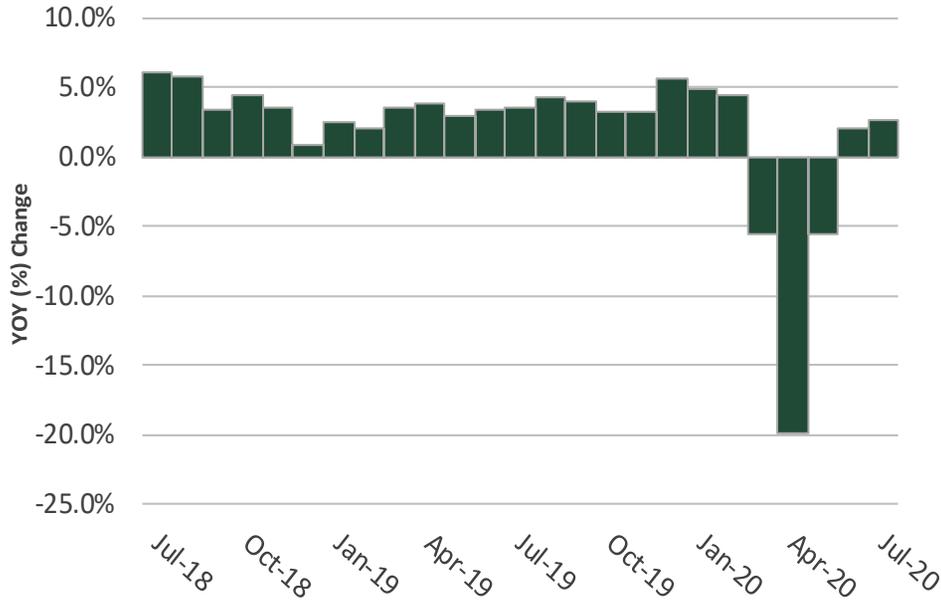


Source: US Department of Commerce

The Consumer Price Index (CPI) was up 1.0% year-over-year in July, versus up 0.6% in June. Core CPI (CPI less food and energy) was up 1.6% year-over-year in July, versus up 1.2% in June. The Personal Consumption Expenditures (PCE) index was up 1.0% year-over-year in July, versus up just 0.9% year-over-year in June. Core PCE, which is the Fed's primary inflation gauge, was up 1.3% year-over-year in July, versus up 1.1% year-over-year in June. Pricing pressures are increasing but both CPI and PCE remain lower than pre-pandemic levels, indicating that the effect of the pandemic has been deflationary.

Consumer

Retail Sales YOY % Change



Source: US Department of Commerce

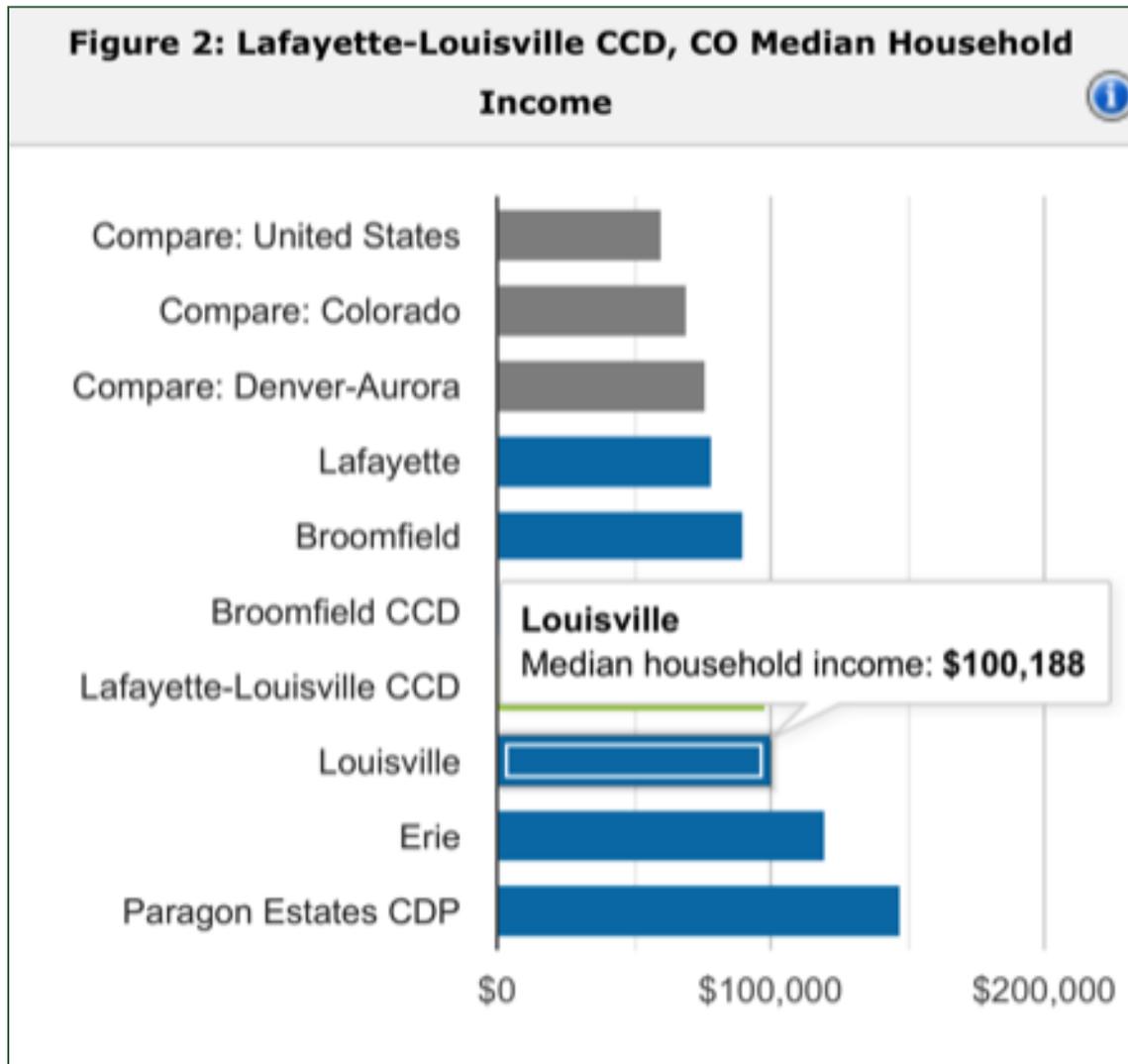
Consumer Confidence



Source: The Conference Board

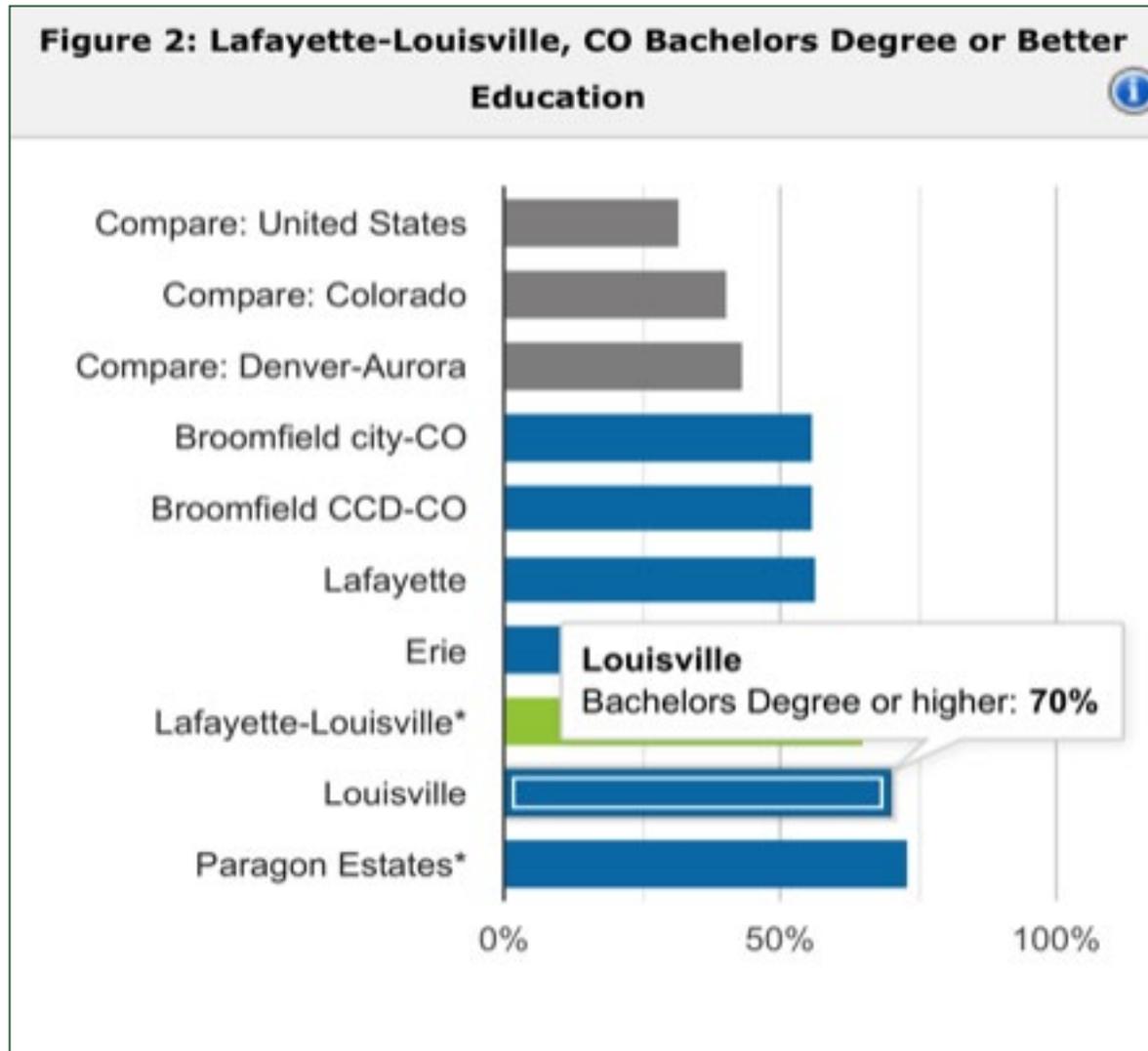
Retail sales were softer than expected in July. Nevertheless, on a year-over-year basis, retail sales were up 2.7% in July, an improvement from 2.1% in June. On a month-over-month basis, retail sales were up just 1.2% in July, following an 8.4% increase in June. Excluding autos and gas, retail sales were up 1.5% in July, which was better than expected. Spending at electronics and appliance stores jumped nearly 23% in July. Spending on clothing, restaurants, health & personal care, and online retail also increased in July. The Consumer Confidence index fell to 84.8 in August from 91.7 in July. We believe the large decline was likely due in part to the expiration of expanded unemployment benefits at the end of July.

Local Data – Household Income



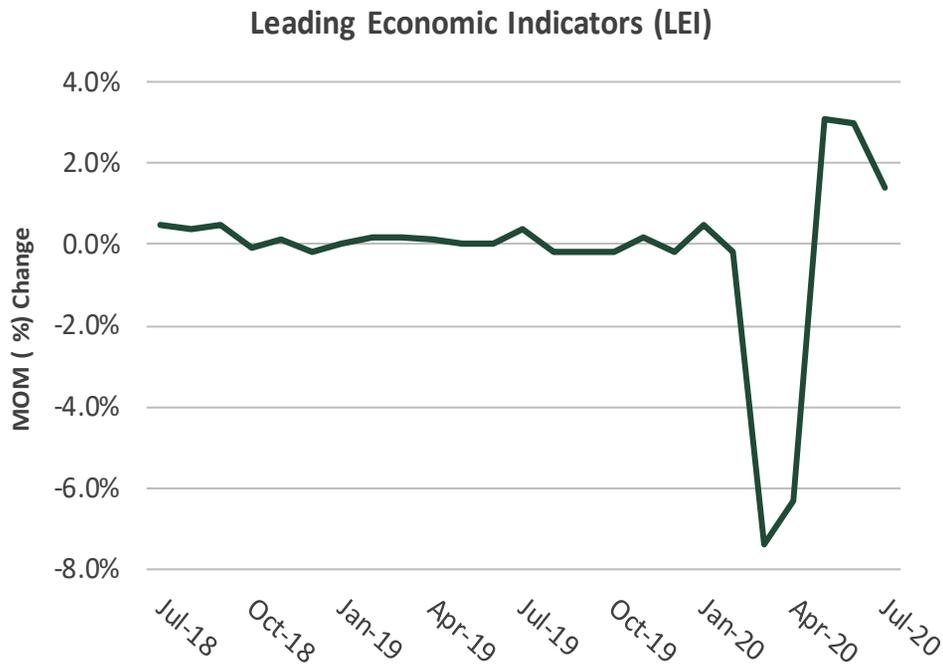
Source: <https://www.towncharts.com/Colorado/Economy/Lafayette-Louisville-CCD-CO-Economy-data>

Local Data - Education

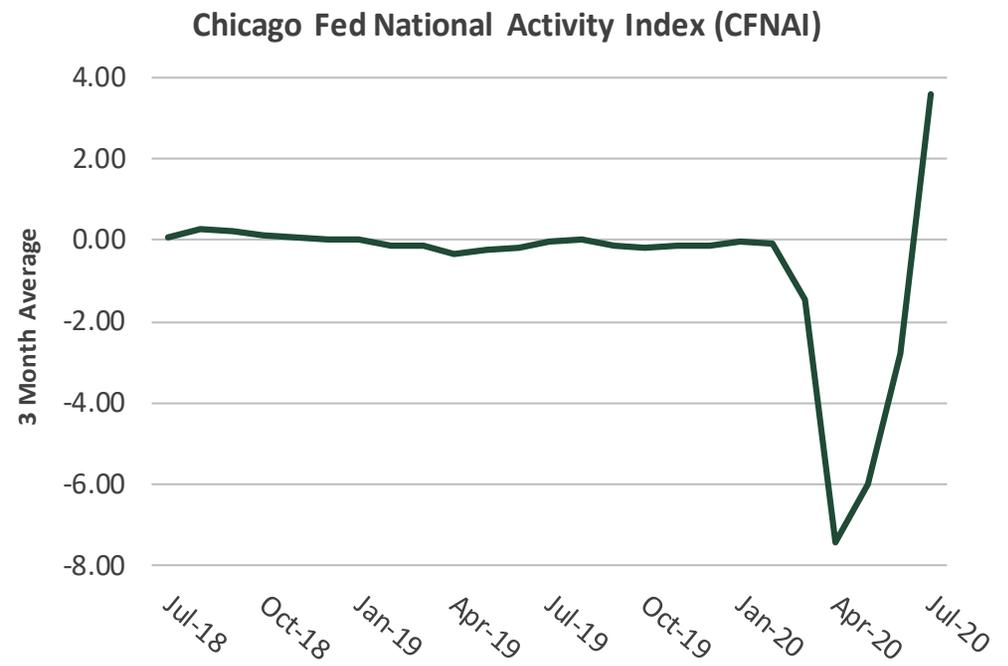


Source: <https://www.towncharts.com/Colorado/Economy/Lafayette-Louisville-CCD-CO-Economy-data>

Economic Activity



Source: The Conference Board

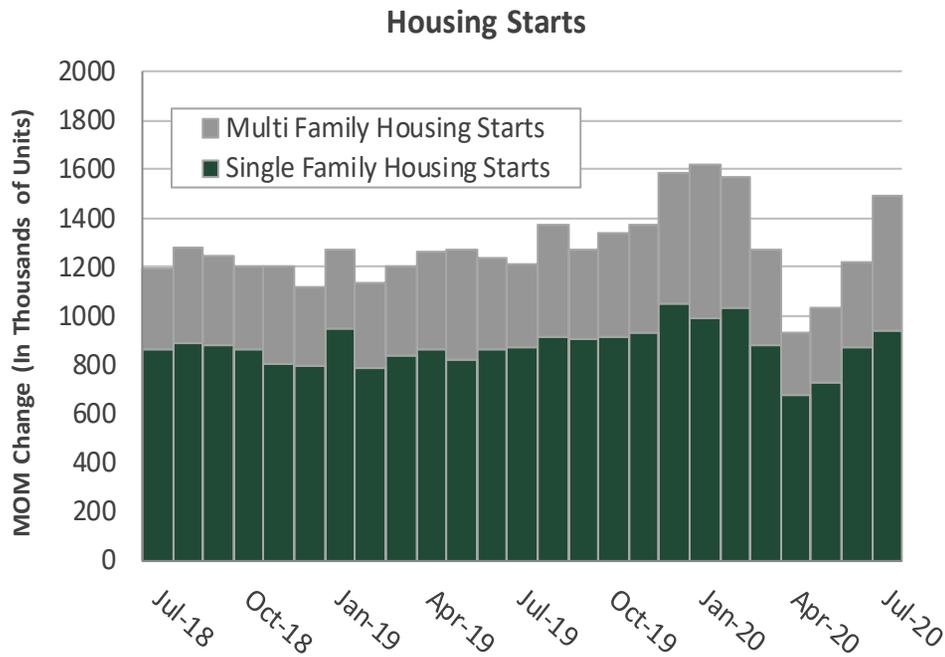


Source: Federal Reserve Bank of Chicago

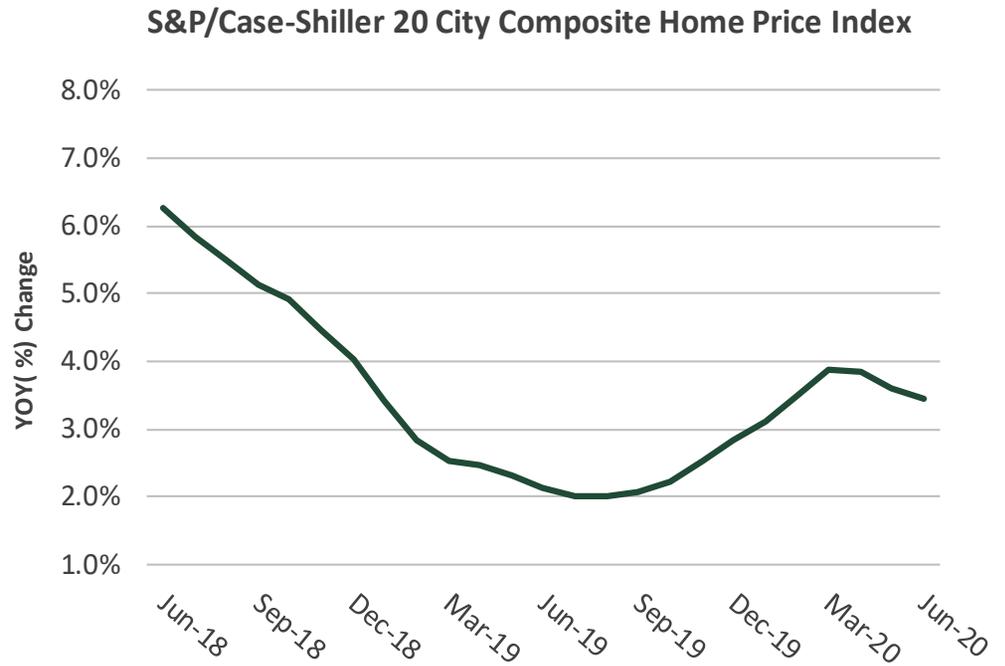
The Conference Board's Leading Economic Index (LEI) rose 1.4% in July, following a 3.0% increase in June. On a year-over-year basis, the LEI was down 6.8% in July versus down 7.7% in June. According to the Conference Board, the post-pandemic recovery appears to be "losing steam" and the pace of economic growth is likely to weaken through year-end. The Chicago Fed National Activity Index (CFNAI) declined to 1.18 in July from 5.33 in June. However, on a 3-month moving average basis, the CFNAI improved to +3.59 in July from -2.78 in June, which is above the -0.7 recessionary level for the first time since February.



Housing



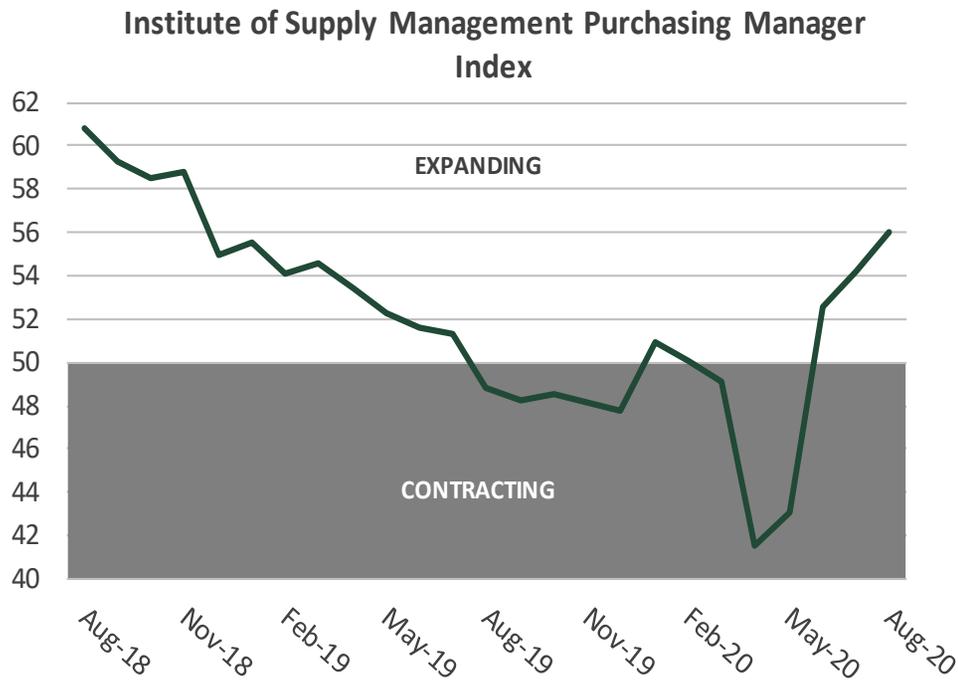
Source: US Department of Commerce



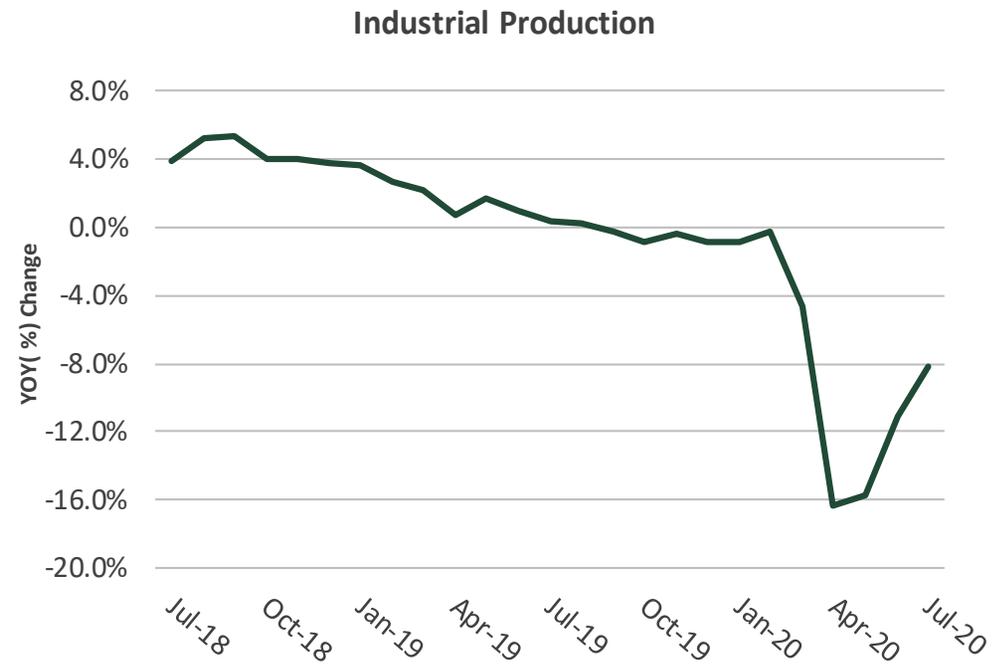
Source: S&P

Total housing starts surged nearly 23% in July to an annual pace of 1,496,000. Single family starts rose 8.2% to an annualized rate of 940,000, while multi-family starts soared 58.4% to an annualized rate of 556,000. On a year-over-year basis, housing starts were up 23.4% in July, with single family starts up 7.4% year-over-year, and multi-family starts up 65.0%. Meanwhile, permits were up 18.8% in July on a month-over-month basis, to an annualized rate of 1,495,000. According to the Case-Shiller 20-City home price index, home prices were up 3.5% year-over-year in June versus up 3.7% year-over-year in May. Home prices have been generally resilient despite the weak economic backdrop and we believe low inventory and low mortgage rates continue to support prices.

Manufacturing



Source: Institute for Supply Management



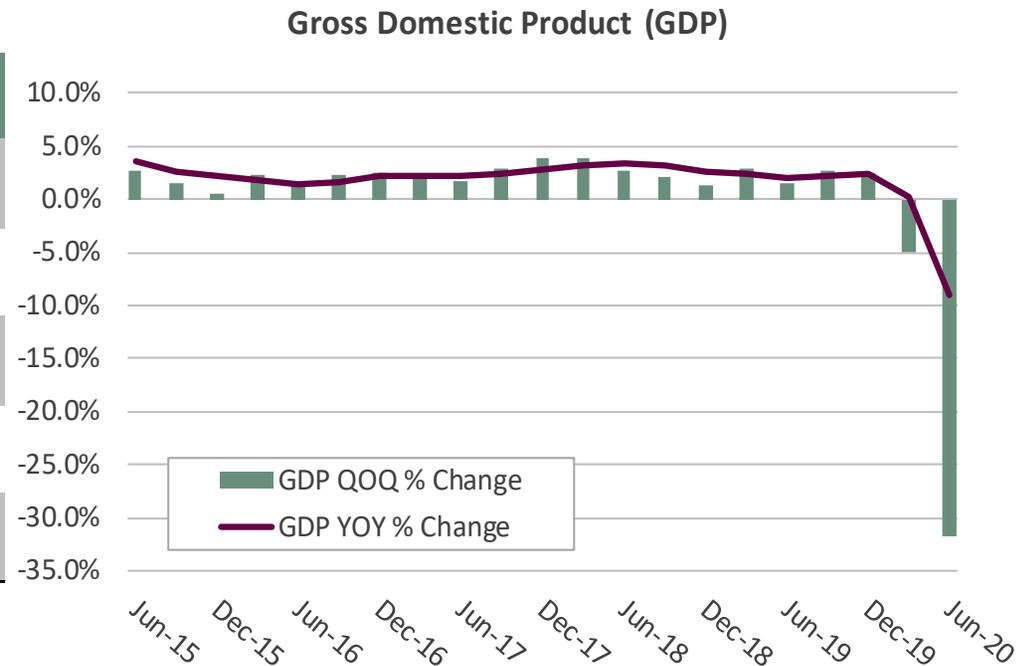
Source: Federal Reserve

The Institute for Supply Management (ISM) manufacturing index improved to 56.0 in August from 54.2 in July. New orders rose more than six points to 67.6. The reading above 50.0 suggests that the manufacturing sector is expanding. The Industrial Production index was down 8.2% year-over-year in July, versus down 11.0% in June. On a month-over-month basis, the Industrial Production index increased 3.0% in July, following a 5.7% increase in June. Capacity Utilization improved to 70.6% in July from 68.5% in June, but remains well below the long-run average of 79.8%. Overall manufacturing conditions have improved, following a deep contraction.

Gross Domestic Product (GDP)

Components of GDP	9/19	12/19	3/20	6/20
Personal Consumption Expenditures	1.8%	1.1%	-4.8%	-24.8%
Gross Private Domestic Investment	0.3%	-0.6%	-1.6%	-8.7%
Net Exports and Imports	0.0%	1.5%	1.1%	0.9%
Federal Government Expenditures	0.3%	0.3%	0.1%	1.2%
State and Local (Consumption and Gross Investment)	0.1%	0.2%	0.1%	-0.4%
Total	2.6%	2.4%	-5.0%	-31.7%

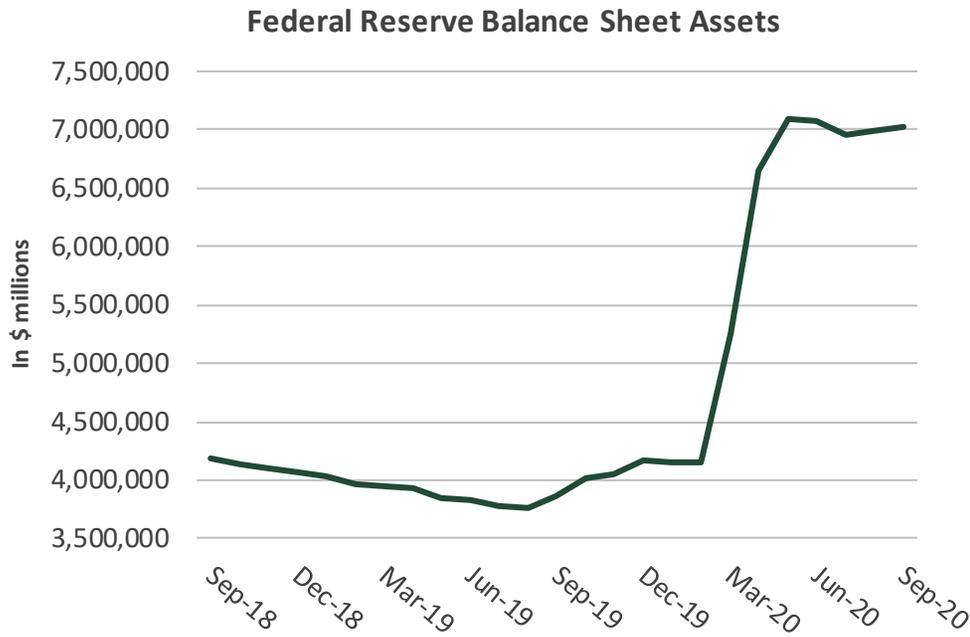
Source: US Department of Commerce



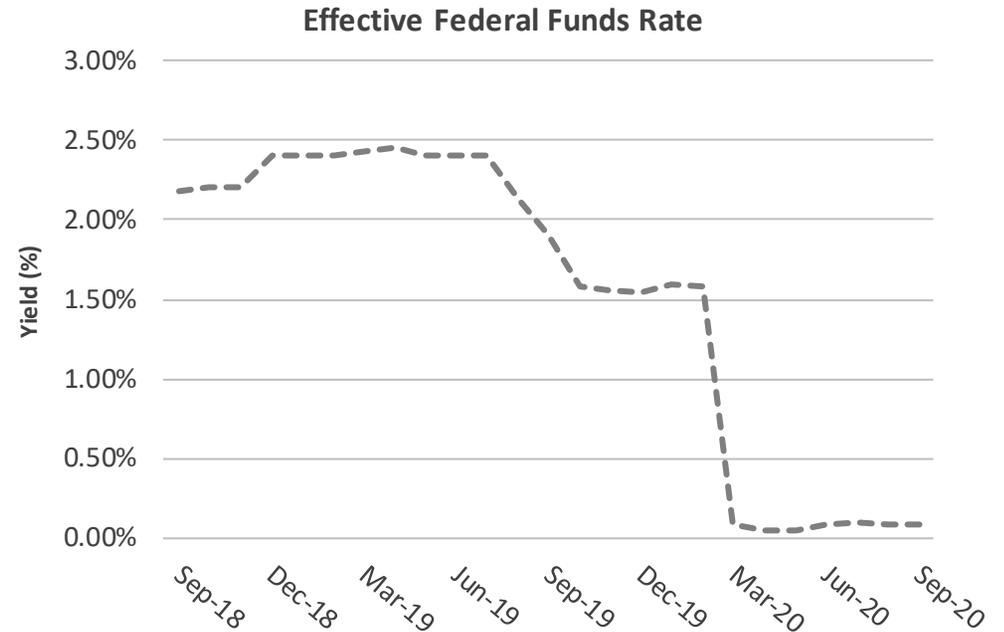
Source: US Department of Commerce

According to the second estimate, US gross domestic product (GDP) declined at an annual rate of 31.7% in the second quarter, just slightly less negative than the initial estimate of -32.9% but still the largest decline on record. This follows a 5.0% annualized decline in first quarter GDP. Personal consumption expenditures plunged 34.1% in the second quarter, following a 6.9% decline in the first quarter. The consensus forecast calls for a fairly strong rebound in consumer spending and overall economic activity in the third quarter, and a slowing pace of improvement in activity thereafter. According to the National Bureau of Economic Research, the US economy officially entered a recession in February 2020, following a 128-month economic expansion. Economic data remains weak but is showing early signs of improvement, which suggests that the recession (which is the period between the peak of economic activity and the trough) may technically already be over.

Federal Reserve



Source: Federal Reserve

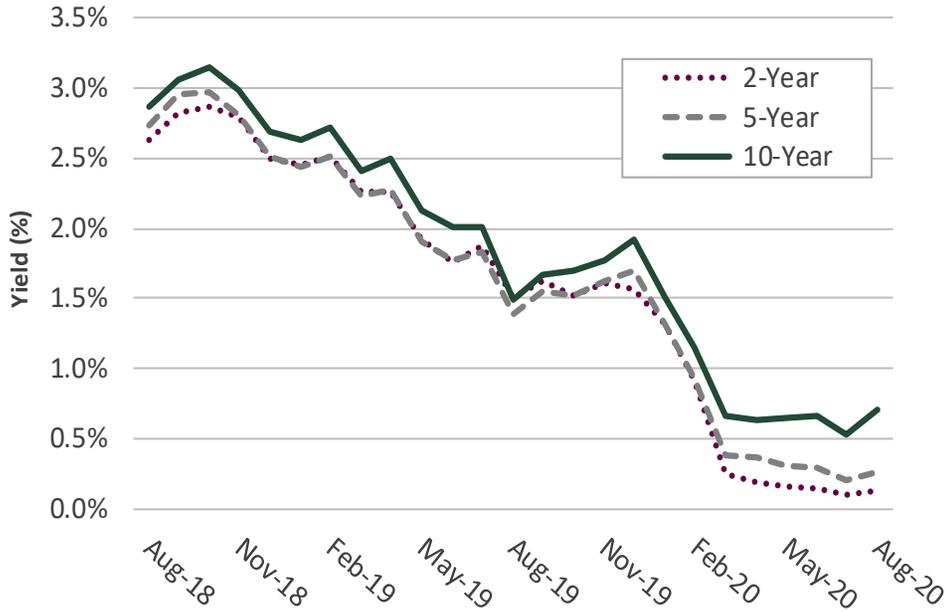


Source: Bloomberg

The Fed has taken a wide range of aggressive actions to help stabilize and provide liquidity to the financial markets. The Fed has lowered the fed funds target rate to a range of 0.0%-0.25% and continues to purchase Treasury and agency mortgage-backed securities to support smooth market functioning. Policymakers reinstated the Commercial Paper Funding Facility and Money Market Mutual Fund Liquidity Facility in order to provide liquidity to the commercial paper, money markets, and the municipal bond markets. The Fed has established the Primary Market Corporate Credit Facility and Secondary Market Corporate Credit Facility to support the corporate bond market. The Term Asset-Backed Securities Loan Facility has been established to enable the issuance of asset-backed securities backed by student loans, auto loans, credit card loans, and loans guaranteed by the Small Business Administration. The Fed has established the Paycheck Protection Program Liquidity Facility and Fed's Main Street Lending Facility to support the flow of credit to businesses. The Fed established the Municipal Liquidity Facility to purchase short-term debt directly from US states, counties, and cities. The Fed has also provided short-term funding through large-scale repo operations and lowered the reserve requirement for depository institutions.

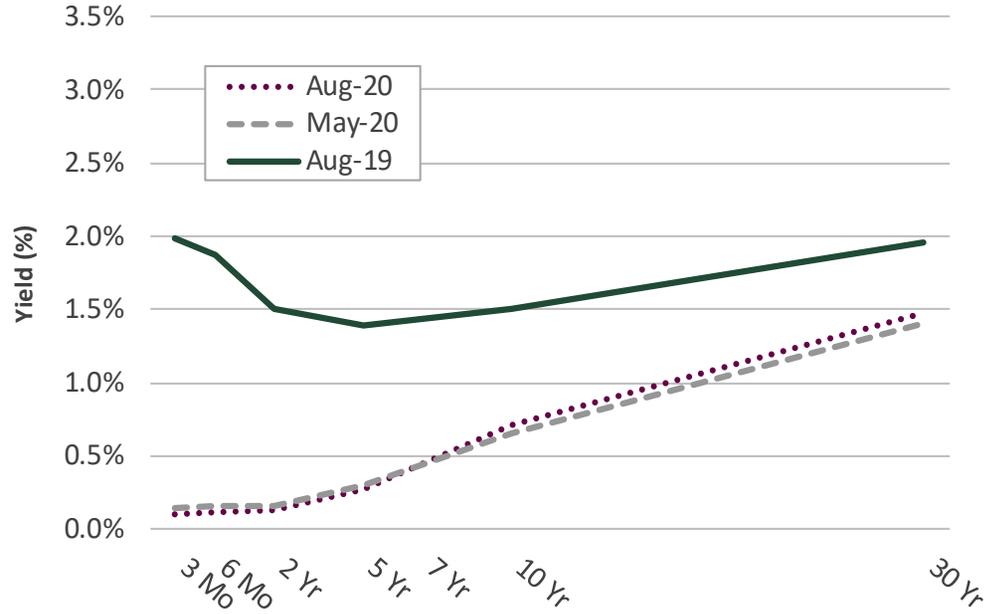
Bond Yields

US Treasury Note Yields



Source: Bloomberg

US Treasury Yield Curve



Source: Bloomberg

At August month-end, Treasury yields were much lower on a year-over-year basis. The 3-month T-bill yield was down 188 basis points, the 2-year Treasury yield was down 137 basis points, and the 10-Year Treasury yield was down 79 basis points, year-over-year. Much of the spread movement was in the month of March 2020, with the Fed cutting rates by a total of 150 basis points and concerns about a global recession and a flight to safe-haven assets driving down yields across the curve.

Disclosures

2020 Chandler Asset Management, Inc., An independent Registered Investment Adviser

This report 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 publication but may become outdated or superseded at any time without notice. Any opinions or views expressed are based on current market conditions and are subject to change. This report may contain forecasts and forward-looking statements which are inherently limited and should not be relied upon as indicator of future results. Past performance is not indicative of future results. This report is no intended to constitute an offer, solicitation, recommendation or advice regarding any securities or investment strategy and should not be regarded by recipients as a substitute for the exercise of their own judgment.

Fixed income investments are subject to interest, credit and market risk. Interest risk: the value of fixed income investments will decline as interest rates rise. Credit risk: the possibility that the borrower may not be able to repay interest and principal. Low rated bonds generally must pay higher interest rates to attract investors willing to take on greater risk. Market risk: the bond market in general could decline due to economic conditions, especially during periods of rising interest rates.



To: Finance Committee
From: Nathan Mosley, Director of Parks, Recreation and Open Space
Date: September 15, 2020
Subject: Recreation Center Revenue Update

Purpose

The purpose of this agenda item is to provide an update on Recreation Center revenue to the Finance Committee that includes July and August revenues since the facilities reopening on July 1st, 2020.

Background

On March 14, 2020, the City closed the Recreation & Senior Center (RSC), the Library, the Museum and Arts Center until further notice. Two days later, on March 16, the Coal Creek Golf Course (CCGC) was closed as well. These closures were made in an effort to reduce community transmission of the virus consistent with state and local requirements and public health guidance.

While the Coal Creek Golf Course was able to reopen on April 25, the Louisville Recreation and Senior Center remained closed through June 30, reopening on Wednesday July, 1. Currently the Recreation Center is operating under local, state and federal guidance. This currently includes requiring facial coverings, capacity restrictions and other social distancing measures. The Senior Center remains closed based on guidance from the state.

At the August meeting, staff presented three revenue scenarios for discussion and consideration by the Finance Committee. Based on that discussion and direction from the Finance Committee staff updated revenue projections based on the most likely case scenario. Staff also indicated that they would continually monitor revenue, provide updates to the Finance Committee and adjust projections moving forward as necessary.

Year to Date Revenue Update

As part of this ongoing process, staff is providing actual revenue from the Recreation Center since opening on July 1st. The intent is to provide this current information and utilize it to make updates to revenue projections in anticipation of the 2021/22 budget process. Staff is currently focused on projecting 2020 revenues that will provide the Finance Committee and City Council with realistic projections related to transfers needed from the General Fund to support the Recreation Fund in 2020.

In this memo the term **Recreation Center Revenues** includes all fees for service, sales and use taxes and any additional revenue that is accounted for in the Recreation Fund (interest earnings, solar credits, insurance proceeds, etc). The term **Total Revenue** includes all recreation center revenues as well as General Fund and Capital Project fund transfers.

July Financials

July was the first full month of operation since closing on March 14th. Revenues for the month of July included the following:

July	Month to Date	Year to Date
Recreation Center Revenue	207,967	1,316,628
General Fund Transfer	182,255	637,892
Capital Fund Transfer	21,250	74,375
Total Revenue	411,472	2,028,895

The revenue for July represent a 35% decrease to Recreation Center revenues compared to July 2019. Total revenues including transfers was down only 14% over July 2019. This is mainly due to large transfers in July. Year to date total revenue is down 38% compared to 2019.

In addition to revenue, expenses play a key role in the financial stability of the recreation center. Expenditures for the month of July were down 30% compared to 2019 and year to date expenses for the Recreation Center are down 16%.

August Financials

Operations of the Recreation Center have continued without significant changes to public health guidelines going into the second month of reopening. August revenues include the following:

August	Month to Date	Year to Date
Recreation Center Revenue	186,328	1,504,241
General Fund Transfer	91,127	729,020
Capital Fund Transfer	10,625	85,000
Total Revenue	288,080	2,318,261

Recreation Center revenue in August was down about 10% compared to July (207,967 v/s 186,328). This is in line with historical revenue declines in the month of August but staff will continue to monitor future months to see if historical seasonality continues or if the impacts of the pandemic change these trends going forward.

Recreation Center revenue for the month of August was down 43% compared to August 2019. Total revenues including transfers were down 40% compared to August 2019. Year to date total revenue stayed steady at a 38% decline over 2019 revenues.

Expenditures for the month of August were down 36% compared to 2019 and year to date expenses are down 19%.

A spreadsheet is attached to this memo that provides revenue detail for July, August and year to date. In an attempt to make the information more accessible some smaller revenue accounts have been rolled up into larger categories. The spreadsheet also includes updated Most Likely

Case and Worst Case scenario estimates based on actual revenues for the two months the facility has operated. Finally the spreadsheet also includes revenue targets for September through December to help gauge our progress towards meeting the Most Likely Case estimate.

Next Steps

Staff will continue to evaluate Recreation Center revenue and update revenue projections in October for the 2021/22 budget process to ensure adequate money is allocated to cover any necessary transfers from the General Fund.

Attachment(s):

1. September Finance Committee Recreation Center Revenue Update

Recreation Center Revenue Update
YTD through August
Department: Parks & Recreation

Account Description	2019 Actual	2020 Most Likely Case Revenue Est.	2020 Worst Case Revenue Est.	2020 YTD through August	2020 July Actual	2020 August Actual	2020 September Target	2020 October Target	2020 November Target	2020 December Target
TAX REVENUE & TRANSFERS										
Sales Tax	703,632	612,160	612,160	357,820	67,108	50,510	66,128	58,498	48,325	81,389
		-13.00%	0.00%	58.45%						
Use Tax	233,324	188,810	188,810	120,125	16,254	12,133	17,858	15,798	13,050	21,979
		-19.08%	0.00%	63.62%						
Other operating Revenue	92,229	140,910	119,774	144,800	16,848	3,459	-	-	-	-
		52.78%	-15.00%	102.76%						
Transfer from General Fund	1,735,360	1,525,120	1,525,120	729,020	182,255	91,128	206,986	183,103	151,259	254,752
		-12.12%	0.00%	47.80%						
Transfer from Capital Project Fund	125,000	126,500	126,500	85,000	21,250	10,625	10,790	9,545	7,885	13,280
		1.20%	0.00%	67.19%						
OPERATIONAL REVENUE										
Rec Center Membership Fee	1,577,090	610,680	519,078	445,360	24,832	3,261	42,983	38,024	31,411	52,902
		-61.28%	-15.00%	72.93%						
Rec Center Daily User Fees	203,288	51,050	43,393	45,132	868	1,332	1,539	1,361	1,124	1,894
		-74.89%	-15.00%	88.41%						
Rec Center Adult Sports Fees	32,383	14,600	12,410	14,586	600	11,197	4	3	3	4
		-54.91%	-15.00%	99.90%						
Recreation Center Rental Revenue	90,293	22,510	19,134	13,572	521	(1,455)	2,324	2,056	1,698	2,860
		-75.07%	-15.00%	60.29%						
Recreation Center - Senior Revenue	108,938	222,990	189,542	137,394	53,947	29,448	22,255	19,687	16,263	27,391
		104.69%	-15.00%	61.61%						
Recreation Center - "Other" revenue	90,679	26,800	22,780	21,759	(1,306)	36	1,311	1,159	958	1,613
		-70.45%	-15.00%	81.19%						
Recreation Center - Aquatic revenue	156,131	33,690	28,637	18,977	284	5,465	3,825	3,384	2,795	4,708
		-78.42%		56.33%						
Recreation Center - Memory Square revenue	46,270	-	-	-	-	-	-	-	-	-
		-100.00%								
Recreation Center - Youth Activities revenue	266,879	92,500	78,625	63,310	12,770	12,516	7,589	6,714	5,546	9,341
		-65.34%	-15.00%	68.44%						
Recreation Center - Youth Sports revenue	178,470	68,890	58,557	55,624	12,877	23,498	3,449	3,051	2,521	4,245
		-61.40%	-15.00%	80.74%						
Recreation Center - Adult Fitness revenue	216,396	69,420	59,007	65,782	2,365	34,929	946	837	691	1,164
		-67.92%	-15.00%	94.76%						
Total Revenue	5,856,360	3,806,630	3,603,524	2,318,261	411,473	288,082	386,976	342,325	282,790	476,278
		-35.00%	-5.34%	60.90%						

SUBJECT: ANNUAL KEY PERFORMANCE INDICATORS DATA UPDATE

DATE: SEPTEMBER 15, 2020

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

SUMMARY:

Staff is providing the annual Key Performance Indicator (KPIs) data update for the City's performance measurement program. Staff has highlighted outcome measures in the 2020 data that the Finance Committee may want to discuss in terms of progress meeting program/sub-program goals, resources, etc.

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 current KPIs were used for the 2017/2018 and 2019/2020 biennial budgets.

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. Each effectiveness measure has a target listed.

The City recently went through a process to refine the current KPIs but these will not take effect until 2021.

ATTACHMENT(S):

1. 2020 KPI Data Update

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	2019 ACTUAL	2020 ESTIMATED	2021 PROJECTED	2022 PROJECTED
Workload						
Public Information Requests Filled		Requests	188	200	200	200
City Council Agenda Items ¹		Items	387	400	350	350
Board & Commission Applications Processed		Items	55	45	60	60
Special Event Permits Processed		Items	44	16	35	35
Open Government Trainings Offered		Units	4	6	4	6
Liquor/Marijuana Licenses Processed ²		Items	114	135	120	120
Pages Added to Records Archive		Pages	109,122	165,000	125,000	125,000
Efficiency						
Open Government Training Cost per Attendee		\$/Attendee	\$71	\$80	\$80	\$80
Ave. Special Event Permit Processing Time ³		Hours per Permit	2.5	2.5	2.5	2.5
Effectiveness						
Overall Rating of Dog License Program ⁴	Target = 5	Rating 1 to 5	5	5	5	5
Meeting Minutes are Accurate ⁵	Target = 5	Rating 1 to 5	5	5	5	5
Meeting Minutes are Completed within Deadline ⁵	Target = 5	Rating 1 to 5	5	5	5	5
Overall Rating of Liquor/Marijuana License Program	Target = 5	Rating 1 to 5	4.8	5	5	5

¹ Includes regular City Council meetings, Special City Council Meetings, and Study Sessions.

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

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

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

⁵ 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. Survey conducted every other year.

* New metric that will be incorporated into customer service survey 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	2019 ACTUAL	2020 ESTIMATED	2021 PROJECTED	2022 PROJECTED
Workload						
City Facilities Managed ¹		#	31	31	31	31
Efficiency						
BTUs/Gross Square Foot for City Hall		kBTU/GSF	64	60	60	60
BTUs/Gross Square Foot for City Services		kBTU/GSF	67	60	60	60
BTUs/Gross Square Foot for Library		kBTU/GSF	148	130	130	130
BTUs/Gross Square Foot for Recreation/Senior Center		kBTU/GSF	265	200	200	200
BTUs/Gross Square Foot for Police/Court		kBTU/GSF	134	120	120	120
City Hall Water Usage		Gallons	76,000	80,000	80,000	80,000
City Services Water Usage		Gallons	4,160,000	4,000,000	4,000,000	4,000,000
Library Water Usage		Gallons	272,000	270,000	270,000	270,000
Recreation/Senior Center Water Usage		Gallons	3,060,000	3,000,000	3,000,000	3,000,000
Police/Court Water Usage		Gallons	1,693,000	1,600,000	1,600,000	1,600,000
Annual City Fleet Fuel Consumption		Gallons	56,752	57,000	57,000	57,000
City Energy Upgrade Cost Savings		\$ Saved	\$0	\$0	\$0	\$0
Effectiveness						
City Facility GHG Emissions ²	Target = 5,000	MTCO2	NA*	NA*	NA*	NA*

¹ Equals number of buildings listed in Facilities module of Lucity.

² GHG emissions are measured in MTCO2 and capture emissions from electricity and natural gas usage at nine major City facilities: Library, Recreation Center, Police, City Hall, City Services, Wastewater, North Water Treatment, South Water Treatment, and Golf Clubhouse.

* Data should be available starting in 2021 – staff is currently onboarding all facilities into EnergyStar.

**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	2019 ACTUAL	2020 ESTIMATED	2021 PROJECTED	2022 PROJECTED
Workload						
Journal Entries Posted		Entries	4,670	4,870	4,960	5,040
Accounts Payable & P-Card Transactions		Transactions	9,962	9,500	10,000	10,250
Receipts Processed		Transactions	36,614	34,000	35,000	35,000
Sales & Use Tax Returns Processed		Returns	22,651	23,000	23,000	23,000
Payroll Checks & NOD's Processed		Transactions	10,372	8,400	9,500	10,500
Utility Bills Processed		Billings	87,578	87,600	87,800	87,900
Combined Utility Revenue Collected ¹		Dollars	\$10,263,944	\$10,500,000	\$10,900,000	\$11,200,000
Average Cash & Investment Balance and Rate of Return		Average \$'s	\$54,700,000	\$55,500,000	\$55,000,000	\$55,000,000
		Rate of Return	2.127%	1.000%	0.075%	1.000%
Efficiency						
Direct Op Cost to Process One PR Trans		Cost/Trans (\$'s)	\$7.03	\$8.80	\$7.80	\$7.40
Direct Op Cost to Process One AP Trans		Cost/Trans (\$'s)	\$7.07	\$5.90	\$5.60	\$5.70
Direct Op Cost to Process One Utility Bill		Cost/Bill (\$'s)	\$0.86	\$0.90	\$0.94	\$0.99
Effectiveness						
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 ²	Target = 95%	Accuracy	93.8%	92.5%	95.0%	95.0%
Sales & Use Tax Audit Evaluation Rating ³	Target = 4	Percent Favorable	5	4	4	4
Sales/Use Tax Training Evaluation Rating ³	Target = 5	Percent Favorable	5	5	5	5

¹ Includes water, wastewater, and storm water user fees (excludes tap fees).

² Excludes interfund transfers.

³ 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 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	2019 ACTUAL	2020 ESTIMATED	2021 PROJECTED	2022 PROJECTED
Workload						
Public Meetings ¹		Meetings	49	50	50	50
City Council Agenda Items		Items	345	400	350	350
City Council Requests ²		Items	100	100	100	100
Total All Funds Budget ³		\$	\$53,214,800	\$53,668,200*	\$48,000,000	\$50,000,000
Efficiency						
\$ per Capita		Program \$	\$5,977,210	\$5,696,000*	\$5,000,000	\$5,250,000
		Sub-Program \$	\$2,217,730	\$1,411,980*	\$1,200,000	\$1,300,000
% of Total All Funds Budget ³		Program %	11.2%	10.6%*	10.4%	10.5%
		Sub-Program %	4.1%	2.6%	2.5%	2.6%
Avg. Days to Respond to City Council Request		Days	3 days	3 days	3 days	3 days
Effectiveness						
Bond Rating	Target = AA+	S&P Rating	AA+	AA+	AA+	AA+
"Overall Performance of Louisville City Government" Rating ⁴	Target = 5	Rating 1 to 5	4	4	5	5
"Quality of Services Provided by City" Rating ⁴	Target = 5	Rating 1 to 5	4	4	5	5
"City Operates by Strong Values and Ethics" Rating ⁴	Target = 5	Rating 1 to 5	4	4	5	5
"City is Going in the Right Direction" Rating ⁴	Target = 5	Rating 1 to 5	4	4	5	5
"We do Things Efficiently and Well" Rating ⁴	Target = 5	Rating 1 to 5	4	4	5	5
City Employee Satisfaction with Leadership ⁵	Target = 5	Rating 1 to 5	4	4	5	5

¹ City Council regular meetings and study sessions.

² Items submitted for staff follow-up by City Council.

³ Excludes interfund transfers.

⁴ 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. Survey conducted every other year.

⁵ Based on most recent Employee Survey results.

* Total all funds budget as adopted during budget process. Does not reflect adjustments related to COVID-19.

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	2019 ACTUAL	2020 ESTIMATED	2021 PROJECTED	2022 PROJECTED
Workload						
Citywide FTEs		FTE Positions	262.04	235.12	238	240
Citywide Employees (Full & Part Time)		Active Employees	581	300	320	350
Recruiting/Hiring/Screening (Vacant Positions Filled)		Positions	256	175	225	255
Applications Reviewed		Applications	2,989	2,000	2,900	3,550
Training Classes Offered to Employees		Classes	27	40	45	45
Personnel Actions (PA) processed		PAs	2,833	2,500	2,500	2,550
Employee Relations Cases ¹		Cases	40	30	20	20
Volunteer Backgrounds and Verifications of Employment processed		Number Completed	59/89	40/85	75/90	75/90
Unemployment Claims		Number Processed	16	120	50	25
Efficiency						
\$ Per FTE (Benefits) ²		\$	\$12,235	\$12,900	\$13,500	\$14,000
Average Time Between Position Closed & Offer Made ³		Calendar Days	25	30	30	30
Ratio of HR Staff per City-Wide Employees		HR /City-Wide employees	1:116	1:50	1:53	1:58
HR Budget/General Fund Expenditures ⁴		%/General Fund	3.25%	3.48%	TBD	TBD
Effectiveness						
City Employee Satisfaction with Climate ⁵	Target = 3.75	Rating 1 to 4	3.88 = Very Positive	Conducted in odd years	3.90	Conducted in odd year
Employee Turnover	Target = 10%	% Turnover among FTEs	16%	10%	10%	10%
Performance Appraisals Completed on Schedule	Target = 75%	% Completed within 30 Days of Due Date	48.4%	52.3%	55%	60%
Satisfaction Rating for Training Classes Offered ⁶	Target = 90%	Rating 1 to 5	Average of 4.4 on 5 point scale or 89%	Average of 4.3 on a 5 point scale or	Average of 4.3 on a 5 point scale or	Average of 4.3 on a 5 point scale or

INDICATOR		UNIT	2019 ACTUAL	2020 ESTIMATED	2021 PROJECTED	2022 PROJECTED
			positive response	88% positive response	88% positive response	88% positive response
Workers Compensation Rating	Target = .75	Experience Mod	.91	.92	.90	.89

¹ Case defined as coaching opportunity or situation that requires extended follow-up (more than one hour) and assistance from Human Resources for resolution.

² This indicates cost of Health, Dental, and Vision benefits.

³ Data based on date position was closed until date position is offered to the candidate).

⁴ General Fund expenditures (excluding interfund transfers).

⁵ Based on most recent Employee Survey results: Very Positive = 3.75+, Positive = 3.45-3.74, Somewhat positive = 3.23-3.44, Neutral = 3.01-3.22, Negative = 3.0 and below. Survey conducted every other year.

⁶ Based on evaluation survey rating customer service with rating on a scale of 1-5.

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	2019 ACTUAL	2020 PROJECTED	2021 PROJECTED	2022 PROJECTED
Context Data and General Information						
IT FTEs		FTE Positions	5.35	5.12	5.35	5.35
Citywide FTEs		FTE Positions	262.04	235.12	238	240
Citywide Employees (Full & Part Time)		Active Employees	581	300	320	350
Workload						
Data Networks Supported (VLANS)		Items	79	111	120	120
Enterprise Devices Supported		Items	942	1050	1050	1050
Servers Supported		Items	67	81	75	75
Workstations Supported		Items	341	363	350	350
Total Help Desk Tickets		Items	1925	2600	2400	2400
Enterprise Applications Supported		Items	40	43	47	47
Efficiency						
IT Expense per FTE ¹		Expense/FTE	\$1,493	\$1,439	\$1,422	\$1,409
IT Budget/General Fund Expenditures ¹		%/General Fund	2.27%	1.90%	1.90%	2.27%
Average Expenditures Per Workstation		\$/Workstation	\$2,000	\$2,000	\$1,800	\$1,800
Effectiveness						
IT-to-City Staff FTE Ratio	Target = 2.50%	% of FTE	2.04%	2.18%	2.25%	2.23%
Infrastructure Availability	Target = 99%	% of Time	99.99%	99.99%	99.99%	99.99%
Performance Rating on Internal Survey ²	Target = High	High/Med/Low	HIGH	HIGH	HIGH	HIGH
% RUN Operations (Standard 80%)	Target = 75%	%	40%	44%	60%	75%
% GROW Operations (Standard 15%)	Target = 15%	%	20%	28%	20%	15%
% TRANSFORM Operations (Std 5%)	Target = 10%	%	40%	28%	20%	10%

¹ General Fund expenditures (including interfund transfers as most are recurring).

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

³ 2019 IT Actual General Fund Budget \$391,243.31

⁴ 2020 IT Projected General Fund Budget \$338,320.00

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	2019 ACTUAL	2020 ESTIMATED	2021 PROJECTED	2022 PROJECTED
Workload						
City Legal Work ¹		Hours	2034	2050	2050	2050
Water Attorney Legal Work		Hours	223	245	230	230
Urban Renewal Legal Work		Hours	78	80	80	80
Education/Trainings Offered ²		Units	4	6	4	6
Efficiency						
City Legal Work \$/Year		\$	\$388,611	\$390,000	\$400,000	\$400,000
Water Legal Work \$/Year		\$	\$50,392	\$95,000	\$90,000	\$90,000
Urban Renewal Work \$/Year		\$	\$16,000	\$16,000	\$16,000	\$16,000
Effectiveness						
Customer Service Survey Results ³	Target = 5	Rating 1 to 5	N/A	4	4	4
¹ Includes formal and informal legal opinions or interpretations, research, and litigation by the City Attorney. ² Open government trainings also included in City Clerk/Public Records Sub-Program. ³ Based on evaluation survey rating customer service with rating on a scale of 5=Excellent, 4=Good, 3=Average, 2= Below Average, 1=Poor. Conducted by Legal Committee starting in 2019.						

**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	2019 ACTUAL	2020 ESTIMATED	2021 PROJECTED	2022 PROJECTED
Workload						
Newsletters Produced		Units	4	4*	4*	4*
Meetings Broadcast on Channel 8/ Streaming Online ¹		Units	47	60	50	50
Citizen Inquiries		Items	255	300	300	300
Website Content Updates Monthly		Updates/Month	220	400	400	400
Social Media Posts ²		Items	199	246	300	350
Projects Posted on Engage Louisville		Items	5	5	10	10
Press Releases Issued		#	12	10	15	15
Community Workshops ³		#	5	5	5	5
Efficiency						
Ave. Response Time/Citizen Inquiry		Days	2 days	2 days	2 days	2 days
Cost to Produce Newsletter per Capita		\$	\$2.10	\$1.55*	\$1.75*	\$2.00
Effectiveness						
Website Enotification Subscribers	Target = 5,000	Subscribers	1,600	1,927	1,858	2,500
Website Visitors	Target = 400,000	Visitors	223,000	306,000	325,000	350,000
Social Media Followers ²	Target = 7,000	Followers	4,500	6,109	6,500	7,000
Engage Louisville Users	Target = 1,000	Users	200	482	494	600
Attendees per Community Workshop	Target = 50	Attendees	30	30	40	40
“Opportunities to Participate in Community Matters” Rating ⁴	Target = 5	Rating 1 to 5	N/A**	N/A**	N/A**	N/A**
“Information about City Council, Planning Commission and Other Official City Meetings” Rating ⁴	Target = 5	Rating 1 to 5	N/A**	N/A**	N/A**	N/A**

INDICATOR		UNIT	2019 ACTUAL	2020 ESTIMATED	2021 PROJECTED	2022 PROJECTED
"Louisville Website" Rating ⁵	Target = 5	Rating 1 to 5	3	N/A ^{***}	4	4
"Information about City Plans and Programs" Rating ⁴	Target = 5	Rating 1 to 5	N/A ^{**}	N/A ^{**}	N/A ^{**}	N/A ^{**}
¹ Includes City Council, Planning Commission and Historic Preservation Commission Meetings. ² Includes City of Louisville's Facebook and Twitter followers. ³ Workshops not related to Community Design. ⁴ 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. ⁵ Based on evaluation survey from website with rating on a scale of 5=Excellent, 4=Good, 3=Average, 2= Below Average, 1=Poor. *Only three newsletters were printed/mailed due to COVID-19 budget cuts. 1 newsletter was produced in PDF with a limited print run at City facilities. ** Started tracking community workshops in 2020 and did not host any in-person workshops due to COVID-19. *** City to launch redesigned website in July 2020 and did not survey users as a result.						

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	2019 ACTUAL	2020 ESTIMATED	2021 PROJECTED	2022 PROJECTED
Workload						
Sustainability Events and Programs ¹		#	9	5	9	10
Sustainability Communications ²		Items	63	65	65	70
Efficiency						
Average Cost per Sustainability Event		\$/Event	\$315	\$150	\$350	\$350
Effectiveness						
Residential Waste Diversion ³	Target = 55%	%	45%	52%	55%	55%
Commercial Waste Diversion ⁴	Target = 37%	%	15%	15%	16%	17%
Community GHG Emissions ⁵	Target = 170,000	MTCO2e	161,560	162,000	165,000	175,000
Community Energy Use/per Capita (Electricity) ⁶	Target = 2,700	kWh/Capita	2,539	2,700	2,600	2,550
Water Use/per Capita	Target = 52,000	Gallons/Capita	46,427	47,000	49,000	50,000
“Environmental Sustainability as City priority” Rating ⁷	Target = 95%	% High or Medium	95%	95%	91%	91%

¹ Includes Sustainability Series, Green Business Program, Energy Future Collaboration, zero waste events, etc. Due to COVID, 2020 events and programs are expected to decline.

² Includes website updates, social media, press releases, evaluation surveys, City Manager updates, community updates, digital newsletter, graphics, reports, LSAB packets and agendas, etc.

³ Due to change in City hauler in September 2019, residential diversion only covers September to December 2019.

⁴ Commercial diversion collected from ReTRAC hauler reporting.

⁵ Based on most recent annual Xcel Community Energy Report. Measure in MTCO2e includes both electricity usage and natural gas. With large scale developments currently being evaluated, community-wide GHG are not predicted to decrease, but increase in 2021 and 2022.

⁶ Based on most recent Xcel Community Energy Report (Residential kWh from Xcel energy/population = kWh per capita). Predicted to increase in 2020 due to work and study from home and other COVID effects that might increase residential usage.

⁷ Based on most recent Citizen Survey results. Previously asked in 2016 Citizen Survey as “Encouraging Sustainability for Both Residential and Commercial Properties” Rating.

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	2019 ACTUAL	2020 ESTIMATED	2021 PROJECTED	2022 PROJECTED	
Workload							
Municipal Code Amendments		# Processed	5	3	2	2	
Long Rang Plan Projects		# Worked On	2	2	2	1	
Long-Range Planning Projects (Area Plans, Neighborhood Plans, etc.)		Hours (Estimates)	1000	800	1000	1200	
Community Open Houses/Meetings		Events	3	4	5	5	
Efficiency							
Sub-Program Expenditures per Code Amendment ¹		\$/ Amendment	\$98,342	\$147513	\$221269	\$221269	
Sub-Program Expenditures per Long-Range Plan or Study ¹		\$/Plan	\$245,855	\$221,855	\$221,855	\$221,855	
Number of Visits on Engage Louisville for Community Design Related Projects/Cost ¹		# of Visits/\$	\$260	\$220	\$110	\$110	
Effectiveness							
New Development Audit Rating ²		Target = 4.5	Rating 1 to 5	3.5	3.75	3.75	4.0
"Overall Performance of the Louisville Planning Department" Rating ³		Target = 4.5	Rating 1 to 5	4.5	N/A ⁴	4.6	4.6
"The Public Input Process on City Planning Issues" Rating ³		Target = 4.5	Rating 1 to 5	4	N/A ⁴	4.5	4.5
"Sense of Community" Rating ³		Target = 4.5	Rating 1 to 5	4	N/A ⁴	4.5	4.5
"Overall Image or Reputation of Louisville" Rating ³		Target = 4.5	Rating 1 to 5	4	N/A ⁴	4.5	4.5
"Ease of Walking in Louisville" Rating ³		Target = 4.5	Rating 1 to 5	4	N/A ⁴	4.5	4.5

INDICATOR	UNIT	2019 ACTUAL	2020 ESTIMATED	2021 PROJECTED	2022 PROJECTED
Number of Subscribers on Engage Louisville for Community Design Related Projects	#	106	200	400	400
<p>¹ 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.</p> <p>² 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.</p> <p>³Based 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.</p> <p>⁴Data not collected due to COVID19 Closure</p>					

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	2019 ACTUAL	2020 ESTIMATED	2021 PROJECTED	2022 PROJECTED
Workload						
Pre-Application Conferences		# Held	10	6	8	8
Development Review Applications (PUD, SRU, Plats, etc.)		# Processed	14	10	12	14
Administrative Reviews/Amendments		# Processed	7	8	10	12
Building Permits Processed		# Processed	2,633**	1,200	1,300	1,400
Building Inspections Completed		# Completed	9,104**	6,000	6,500	7,000
Efficiency						
Sub-Program Expenditure per Development Application ¹		\$/Application	\$56,454	\$59,277	\$48,499	\$41,038
Sub-Program Expenditure per Building Permit Review ¹		\$/Permit	\$450	\$889	\$821	\$762
Sub-Program Expenditure per Inspection ¹		\$/Inspect	\$130	\$178	\$164	\$152
Building Permit Review Time		Ave Review Time	9 days	14 days	14 days	14 days
Development Review Time		Ave Review Time	26 weeks	24 weeks	24 weeks	24 weeks
Effectiveness						
Building Inspection Rollovers ²	Target = 0	Ave./Month	10	0	0	0
Customer Service and Program Rating ³	Target = 3.5	Rating 1 to 5	4.56	N/A	4.6	4.6
"Planning Review Process for New Development" Rating ³	Target =3.5	Rating 1 to 5	4.52	N/A	4.6	4.6
"Building Permit Process" Rating ³	Target =3.5	Rating 1 to 5	4.53	N/A	4.6	4.6
"Building/Construction Inspection Process" Rating ³	Target =3.5	Rating 1 to 5	4.54	N/A	4.6	4.6
¹ 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. ² Rollover is when there is not enough staffing to complete all scheduled inspections for the day and inspections rollover to the following business day. ³ Based on evaluation survey rating customer service with rating on a scale of 4=Excellent, 3=Good, 2= Fair, 1=Poor. Rating scale changed to 1-5 starting in 2019. ** Increase due to re-roof permits from June 2018 hail storm.						

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	2019 ACTUAL	2020 ESTIMATED	2021 PROJECTED	2022 PROJECTED
Workload						
Historic Preservation Commission Public Hearings		# Processed	11	15	15	15
Subcommittee Reviews		# Processed	15	15	15	15
Social Histories Reports		# Reports	7	7	7	7
Outreach Events		# of Events	4	0	5	5
Special Projects (Preservation Master Plan, Historic Context Studies, etc.)		Hours	40	80	20	20
Efficiency						
Direct Cost per HPC Applications Processed ²		\$/# Processed	\$21,761	\$13,056	\$13,056	\$13,056
Direct Cost per Historic Preservation Administrative Review ¹		\$/# Processed	\$29,014	\$26,112	\$26,112	\$26,112
Demolition Subcommittee Review Time		Average Review Time (Days)	10	14	14	14
Ratio of Grant Funds Awarded to Administrative Costs ²		% Grants to Admin Costs	.6	1.0	.6	.6
Effectiveness						
Landmarked Structures	Target = 5	# per Year	3	6	6	6
Historic Structure Assessments Grants(HSA)	Target = 15	# per Year	9	15	15	15
Grants/Loans Approved	Target = \$250,000	\$	273,161	400,000	250,000	250,000
Engagement at Outreach Events	Target = 200	Total # of Participants	N/A*	0	200	200
Zoning Incentives	Target = 5	# Permits Using Bonuses	2	2	2	2
Demolition Stays Resulting in Preservation	Target = 1	% Resulting in Preservation	0	0	1	1
¹ 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. ² 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. * Was not counted in 2019						

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	2019 ACTUAL	2020 ESTIMATED	2021 PROJECTED	2022 PROJECTED
Workload						
Cultural Council Events Managed		Events	23	4	15	25
Rental Contracts Managed		Contracts	56	12	50	60
Marketing Materials Produced ¹		Items	220	75	220	220
Vendor Contracts Managed		Items	82	6	80	80
City Special Events Managed ²		Events	9	4	10	10
Public Art Pieces Managed ³		Pieces	6	27	30	30
Efficiency						
\$ per Event		Street Faire	\$65,519	\$47,500	\$75,000	\$75,000
		July 4th	\$32,280	\$0	\$32,000	\$32,000
		Fall Festival	\$20,293	\$6,000	\$12,000	\$14,000
		LCC Events	\$20,000	\$13,220	\$20,000	\$20,000
Marketing Cost/Attendee		Cost/Attendee	\$0.18	\$1.40	\$0.20	\$0.20
Staff Hours/Volunteer Hours		Hours/Hours	1,840/1,400	2,080/1,060	2,080/1,400	2,080/1,500
Downtown Flowers		\$	\$15,359	\$12,600	\$10,000	\$16,000
Holiday Lights		\$	\$48,165	\$40,000	\$40,000	\$59,000
Effectiveness						
"Opportunities to Participate in Special Events and Community Activities" Rating ⁴		Target = 80%	% Excellent or Good 68%	90%	90%	90%
Fall Festival		Target = 8,000	Attendees	8,000	1,000	8,000
4 th of July		Target = 5,000	Attendees	5,000	0	5,000
LCC Events ⁵		Target = 8,000	Attendees/Event	7,500	320	5,000
Street Faire ⁶		Target = 40,000	Attendees	28,500	0	40,000
Average Rating of Programs ⁷		Target = 5	Rating 1 to 5	4	N/A	4
Total LCC Revenue of Tickets Sold		Target = \$6,500	\$	\$9,170	\$2,575	\$6,000
					\$9,500	

INDICATOR		UNIT	2019 ACTUAL	2020 ESTIMATED	2021 PROJECTED	2022 PROJECTED
Steinbaugh Pavilion Utilization	Target = 250/365	Days Arts Use/Available Days	181/365	168/245	190/365	190/365
Arts Center Utilization	Target = 340/365	Days of Arts Use/Available Days	328/365	107/245	175/365	330/365

¹ Includes posters, e-newsletters, paid advertisements, handbills, radio ad copy, social media posts and press releases.

² Includes each individual City special event managed including: 4th 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.

³ Number of public artwork pieces under the care of the City and available for public viewing on an ongoing or rotating basis.

⁴ Based on most recent Citizen Survey results.

⁵ Maximum capacity for the Louisville Center for the Arts is 105.

⁶ Total for all Street Faire nights.

⁷ Based on evaluation survey rating customer service with rating on a scale of 5=Excellent, 4=Good, 3=Average, 2= Below Average, 1=Poor.

* Survey not conducted in 2020 due to COVID.

Cultural Services Program Key Indicators Library Services Sub-Program

Goals

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

Objectives

Provide information and technology to all members of the community, with assistance from an approachable, knowledgeable staff. Foster lifelong learning by delivering wide-ranging, hands-on learning activities and programs to all ages. Practice and reinforce the skills needed for reading readiness with young children so that they are poised to be successful learners when they enter school.

INDICATOR		UNIT	2019 ACTUAL	2020 ESTIMATED	2021 PROJECTED	2022 PROJECTED
Workload						
Check-outs and Renewals ¹		Items	622,553	250,000	400,000	625,000
Check-outs and Renewals for Louisville Items only		Items	562,579	215,000	350,000	563,000
Library Card Holders		Resident Library Card	25,348	23,000	24,000	25,500
Programs for Adults, Teens, and Children ²		# of Programs	1,032	300	500	1,000
Ave Number of WiFi Users		Daily	155	150	*250	250
Visitors		Annual	232,650	50,000	150,000	225,000
Efficiency						
Check-outs per FTE ³		Items/FTE	31,926	23,076	28,000	32,000
Program Attendance per 1,000 Served ⁴		Units	715	200	300	700
Summer Reading Program Participation (Age 11 and Under)		Total Registrants	3158	N/A	3100	3300
Annual Library Website Page Views		Total Page Views	246,977	200,000	250,000	250,000
Study Rooms Booked		Ave.% Open Hours	63%	20%	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	8	7	4	4
Effectiveness						
Programs for Adults, Teens, and Children ⁵	Target = 22,000	Total Attendance	24516	8,000	12,000	25,000
“Overall Performance of Louisville Public Library” Rating ⁶	Target = 4	Rating 1 to 5	4.6	4.6	4.6	4.6
“Louisville Public Library Programs” Rating ⁶	Target = 4	Rating 1 to 5	4.5	4	4.5	4.5
“Services at the Louisville Public Library” Rating ⁶	Target = 4	Rating 1 to 5	4.4	4	4.5	4.5

"Louisville Public Library Services Online" Rating ⁶	Target = 4	Rating 1 to 5	4.2	4.5	4.3	4.3
"Summer Reading Program Motivated Kids to Read More" ⁷	Target = 4	Rating 1 to 5	4.3	4.3	4.3	4.3
"Adult and Teen Programs Rated Good or Excellent" ⁷	Target = 4	Rating 1 to 5	4.6	4	4.3	4.6

¹ Includes Louisville items and other consortium items checked out.

² Staff-created and hosted programs.

³ Only includes physical items (books, DVDs, magazines, etc.). FTE reduced in 2020 from 19.5 to 13. Projecting 19.5 FTE again in 2022.

⁴ Statewide average for municipal libraries serving 25,000-100,000 is 543. (Source: Library Research Service).

⁵ Statewide average for municipal libraries serving 25,000-100,000 is 16,667. (Source: Library Research Service).

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

⁷ 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

* Most patrons' devices now connect automatically after their initial sign-on.

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	2019 ACTUAL	2020 ESTIMATED	2021 PROJECTED	2022 PROJECTED
Workload						
Total Collection Size ¹		Items	21,504	21,904	22,404	22,904
Total Items Cataloged		Items	12,200	12,320	12,620	12,920
Programs and Outreach Offered		Programs Offered	53	7	25	35
Efficiency						
Attendance to Resident Ratio		Att./Population	19.5%	.7%	3.5%	6.5%
Staff Time per Item Acquired		Hours	.5	.5	.5	.5
Average Attendance per Program		Att./Program	78.2	22	30	40
Effectiveness						
"Overall Performance of the Louisville Historical Museum" ²	Target = 4	Rating 1 to 5	4.59	4.75 (95% on community survey)	4.50	4.50
"Louisville Historical Museum Programs" Rating ²	Target = 4	Rating 1 to 5	4.88	4.50 (90% on community survey)	4.50	4.50
"Louisville Historical Museum Campus" Rating ²	Target = 4	Rating 1 to 5	4.29	4.50 (90% on community survey)	4.00	4.00
Visitors	Target = 4,300 in 2019, 800 in 2020, 1,800 in 2021 & 2022	Annual	5038	800	2000	2400
Program and Outreach Attendance ³	Target = 1,900 in 2019, 120 in 2020, 700 in 2021, 1000 in 2022	Attendance	4145	154	750	1400
Web Access Users (Site Visits)	Target = 7,000-10,000	Total Site Visits	13,013	14,500	14,800	15,100
Historic Photos and Documents Catalogued and Accessible (Total) ⁴	Target = 250 items added online per year	Items	4,805	5,225	5,525	5,825

History Foundation Paying Members ⁵	Target = net of 40 new members added per year	Members ⁵	1711	1760	1800	1840
Percent of Residents Who are Members	Target = 7.8 % in 2019, 7.9 % in 2020, 8.0% in 2021 & 2022	% of Total	8.0%	8.3%	8.5%	8.6%

¹ Includes digitized images.
² Based on evaluation survey rating customer service with rating on a scale of 5=Excellent, 4=Good, 3=Average, 2= Below Average, 1=Poor.
³ Includes First Friday Art Walks, special open houses, and offsite programs such as walking tours and outreach programs.
⁴ Not all photos that the Museum has in its collection and digitizes may legally be made accessible online.
⁵ 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.

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	2019 ACTUAL	2020 ESTIMATED	2021 PROJECTED	2022 PROJECTED
Context Data and General Information						
Licensed Businesses ¹		Units	960	944	925	940
Workload						
BAP Agreements Negotiated		Units	4	9	5	6
Meetings Facilitated ²		Units	22	35	36	36
Retention Visits		Units	4	25	50	50
Lease Management (building & parking)		Items	3	3	3	3
Efficiency						
Project Construction Valuation per \$1.00 BAP Incentive Paid		\$	70.70	100	125	70
BAP Incentives Paid per Job Added ³		\$	89	4,900	1,000	1,000
Annual Sales & Use Tax \$ per \$1.00 BAP Incentive		\$	6.33	6	10	5
Effectiveness						
Sales Tax \$/Capita	Target = \$740	\$	16,086,625/ 21,216= 758	13,000,000/ 21,132= 612	14,500,000/ 21,253= 682	15,000,000/ 21,274= 705
Total Number of Louisville Employees	Target = 15,500	#	16,295	16,000	16,300	17,000
Median Household Income ⁴	Target = \$95,000	\$	100,188	100,250	100,400	100,500
Investment in Louisville Commercial Property ⁵	Target = \$35,000,000	\$	73,742,798	40,000,000	45,000,000	50,000,000
Vacancy Rates	Target = 10% Office 15% Retail 10% Industrial	Office %	8.95	8.87	9.68	9.57
		Retail %	15.30	10.04	11.67	10.98
		Industrial %	14.79	8.42	8.79	5.67

¹ Active, licensed in-city businesses.

² Includes meetings of the Louisville Revitalization Commission, Business Retention & Development Committee, and Economic Vitality Committee

³ Calculated based on actual rebates paid to 2019 BAP recipients

⁴ U.S. Census figure for the City of Louisville.

⁵ Based upon noted value of commercial building permits.

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	2019 ACTUAL	2020 ESTIMATED	2021 PROJECTED	2022 PROJECTED
Workload						
OSAB Ranked & Council Reviewed Candidate Parcel ¹		Units	Yes	N/A	Yes	Yes
Property Owners Contacted		Contacts	1	2	1	1
Efficiency						
Number of Properties Actively Worked on		Units	1	2	1	1
Effectiveness						
Candidate List is Up-to-Date	Target = Yes	Annual Review	Yes	Yes	Yes	Yes
Rights of First Refusal Secured ²	Target = 1	Rights	0	0	TBD	TBD
Conservation Easements Secured ²	Target = 1	Units	0	0	TBD	TBD
¹ OSAB has ranked and approved. OSAB sent 2019 rankings to Council in 2020. A new 2020 ranking will not occur due to COVID-19. ² Open space acquisitions are subject to external forces that are difficult to predict.						

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	2019 ACTUAL	2020 ESTIMATED	2021 PROJECTED	2022 PROJECTED
Workload						
Education Programs*		# of Programs	37	10	40	40
Volunteer Programs ^{1*}		# of Programs	20	15	25	25
Efficiency						
Average Participants per Education Program ²		Participants/ Program	58	25*	60	60
Total Hours Donated to Volunteer Programs		Hours	1453.5	200*	1500	1500
Effectiveness						
Average Overall Rating of Education Programs ³	Target = 4.5	Rating 1 to 5	4.9	5	5	5
Average Overall Rating of Volunteer Programs ³	Target = 4.5	Rating 1 to 5	4.9	5	5	5
Better Understanding of Open Space Attributes ³	Target = 4.5	Rating 1 to 5	4.5	4.75	5	5
*Education and volunteer programming has significantly decreased in 2020 due to the COVID-19 pandemic and required social distancing requirements.						
¹ Volunteer programs include: Adopts, OSAB, Weed Whackers, Raptor Monitors, Photo Points, Burrowing Owls, and Group Projects (counting each individual group project).						
² This is the true average that includes highly attended education programs (7 in 2019). When highly-attended programs are subtracted from tally the average for 2019 is 15. 2020: A total of 32 programs have been cancelled in 2020 due to the COVID-19 pandemic. 2020 Average participants is based on 5 in-person programs provided and does not include alternative COVID-19 programs offered online or self-guided as the number of participants cannot be determined.						
³ Based on surveys sent to participants in education programs 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 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	2019 ACTUAL	2020 ESTIMATED	2021 PROJECTED	2022 PROJECTED
Workload						
City Owned Open Space Acreage		Acres	695	695	695	695
Open Space Expenditures ¹		Total Exp	\$331,671	\$390,110	\$387,260	\$387,260
Hours of Weed Control (Chemical) ²		Hours	97.75	225	250	275
Hours of Weed Control (Mechanical) ³		Hours	493.5	250	400	400
Contracts Managed Annually		Contracts	11	11	12	12
Ranger Naturalist Enforcement Contacts with Users for Dog Off-Leash ⁴		Citations or Penalty Assessment/Written Warnings/Verbal Warnings	3/65/16	5/61/38	5/96/24	10/100/25
Efficiency						
Open Space Expenditures per Acre		Exp./Acres	\$477	\$561	\$557	\$557
Open Space Expenditures per Capita		Exp./Capita	\$15.63	\$18.38	\$18.22	\$18.20
\$ per Acre of Weed Control		\$/Acre	\$242.14	\$254.27	\$267	\$280
Purple Loosestrife Treated		% Treated	100	100	100	100
Myrtle Spurge Treated		% Treated	100	100	100	100
Effectiveness						
"Maintenance of Open Space" Rating ⁵	Target = 3.5	Rating 1 to 5	4.5	NA	4.5	4.5
Dogs Off-Leash Over Time ⁶	Target = 50	#	84	104	125	125
% of Acreage Free of High Priority Weeds	Target = 80%	% of Total	83	85	87	89
% of all Open Space Zoned ⁷	Target = 100%	% of Total Zoned Agricultural	100%/73%	100%/73%	100%	100%
		% of Total Zoned Preservation				
		% of Total Zoned Recreational				

INDICATOR	UNIT	2019 ACTUAL	2020 ESTIMATED	2021 PROJECTED	2022 PROJECTED
<p>¹ Expense for the Admin & Operations Sub-Program.</p> <p>² Herbicide contract only. Chemical control hours were lower in 2019 due to inclement weather which caused cancellations of scheduled fall treatments.</p> <p>³ Includes contractor, staff, and volunteer effort. Mechanical control hours in 2020 have declined due to limited staffing, cancelation of Youth Corps, and the inability for volunteer help until July due to the COVID-19 pandemic.</p> <p>⁴ Predictions for increasing dog off-leash contacts for 2021 and 2022 are based on several factors. First, in 2020, Ranger staff are prioritizing COVID social distancing messaging and foot/bike patrol for increased visibility which is resulting in more complete patrol coverage and discovery of more violations. Second, based on the volume of calls that staff continue to receive about dogs off leash, these calculations assume that off-leash violations are saturating. In other words, more thorough patrol time will result in rangers contacting more individuals who have not yet received warnings or citations. Third, 2019-2020 saw reduced Ranger staffing for much of 2020 due to COVID freeze on rehiring the position whereas these 2021 and 2022 calculations assume full, year-round coverage by two Rangers.</p> <p>⁵ Based on annual OSAB review with rating on a scale of 5=Excellent, 4=Good, 3=Average, 2= Below Average, 1=Poor. Due to COVID-19 OSAB meetings were canceled and the rating did not occur.</p> <p>⁶ Actual sightings of on duty Rangers.</p> <p>⁷ 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>					

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	2019 ACTUAL	2020 ESTIMATED	2021 PROJECTED	2022 PROJECTED
Workload						
Public Meetings for New Trails ¹		Meetings	1	1	2	2
Length of New Trails ²		Miles	.14	0.54	0	.46
Number of New Trail Connections		Connections	1	1	0	1
Trails – Total Miles in Open Space		Miles	23.81	24.36	24.36	24.82
Trails – Soft Surface in Open Space		Miles	14.45	14.45	14.45	14.91
Trails – Hard Surface in Open Space		Miles	9.37	9.91	9.91	9.91
Efficiency						
\$ per square Foot ³		\$/Foot	\$20.55	\$25.69	0	\$36.98
Sub-Program Cost per Mile ⁴		\$/Mile	\$3,948	\$2,223	\$2,233	\$2,181
Time to Resolve Reported User Safety Maintenance Item		Days	2	4	2	2
Total Number of Wayfinding Signs		Units	0	0	0	20
Effectiveness						
Number of Trail Connections and Crossings Remaining to be Completed	Target = 24	Total	24	23	23	22
“Maintenance of the Trail System” Rating ⁵	Target = 90%	% Excellent or Good	90%	94%	94%	95%
Number of Dog Composting Bag Refills ⁶	Target = 90,000	#	95,250	95,500	95,750	96,000
Trash Containers Rating ⁷	Target = 4	Rating 1 to 5	4	NA	4.5	4.5
Maintenance Rating ⁷	Target = 4	Rating 1 to 5 in Spring	4.25	NA	4	4.5
		Rating 1 to 5 in Fall				

INDICATOR	UNIT	2019 ACTUAL	2020 ESTIMATED	2021 PROJECTED	2022 PROJECTED
<p>¹ Occurred as part of an OSAB meeting Discussion Item.</p> <p>² 2020 Coyote Run; 2020 Design 104th St; 2022 Construct 104th St. Trail.</p> <p>³ Includes estimated construction costs (not design). Includes all work (grubbing, mobilization, removal of old segments, etc.)</p> <p>⁴ Includes budget for "Trail Maintenance" and "New Trails" Sub Programs for total trail miles. 2020 -2022 decrease reflects a decrease in trail maintenance funding.</p> <p>⁵ Based on most recent Citizen Survey results.</p> <p>⁶ Number of "composting" doggie bags used at Community Park and the Davidson Mesa dog off-leash area.</p> <p>⁷ Based on annual OSAB review with rating on a scale of 5=Excellent, 4=Good, 3=Average, 2=Below Average, 1=Poor. OSAB did not meet or rank in 2020 due to COVID-19.</p>					

Parks Program Key Indicators Cemetery Sub-Program

Goals

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

Objectives

Provide a suitable final resting place that meets community needs.

INDICATOR		UNIT	2019 ACTUAL	2020 ESTIMATED	2021 PROJECTED	2022 PROJECTED
Workload						
Total Acreage		Acres	9	9	9	9
Plots-Occupied ¹		Plots	2164	2204	2244	2288
Plots-Vacant ²		Plots	2419	2379	2339	2299
Plots Sold		Plots	34	35	40	40
Efficiency						
Cost to Inter (Adult Size) ³		Ave \$/Per	\$1,330	\$1,330	\$1,330	\$1,396
Cost to Inter (Cremation) ³		Ave \$/Per	\$480	\$480	\$480	\$404
Cost per Plot ⁴		Ave \$/Plot	\$1,290	\$1,290	\$1,290	\$1,354
Acreage Maintained/FTE		Acres/FTE	7.89	7.89	7.89	7.89
Effectiveness						
PPLAB Rating ⁵	Target = 4	Rating 1 to 5	4	4	4	4
Projected Supply of Plots Relative to Demand ⁶	Target = 5	Years of Supply	20	20	20	19

¹ Number was reached by best available data.

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

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

⁴ 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.

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

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

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	2019 ACTUAL	2020 ESTIMATED	2021 PROJECTED	2022 PROJECTED
Workload						
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 ¹		Hours	36,500	28,820	40,660	42,740
Adopt-a-Park Program ²		Programs	0	0	2	2
Efficiency						
Park Expenditures per Acre ³		Total \$/Acre	\$4,597	\$4,137	\$4,784	\$4,878
Facility Shelter Rentals		Reservations	332	0	340	340
Effectiveness						
"Adequacy of Parks" ⁴	Target = 4	Rating 1 to 5 in Spring	4	4	4	4
		Rating 1 to 5 in Fall				
"Adequacy of Playing Fields" ⁴	Target = 4	Rating 1 to 5 in Spring	4	4	4	4
		Rating 1 to 5 in Fall				
"Adequacy of Playgrounds" ⁴	Target = 4	Rating 1 to 5 in Spring	4	4	4	4
		Rating 1 to 5 in Fall				
Net Savings from Using Volunteers ⁵	Target = \$1,750	\$	0	0	\$508	\$508

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

² Figures represent number of adopt-a-park programs.

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

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

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

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	2019 ACTUAL	2020 ESTIMATED	2021 PROJECTED	2022 PROJECTED
Context Data and General Information						
Housing Units		Units	8,866	8,966	9,066	9,266
Workload						
Code Violation Summons ¹	# of Summons for Dog Issues ²					
	# of Summons for Vehicles ³		28/ 196/ 2	14/ 98/ 1	28/ 196/ 2	28/ 196/ 2
	# of Summons for Signs					
Code Violation Warnings ¹	# of Warnings for Dog Issues ²					
	# of Warnings for Vehicles ³		111/ 804/ 6	55/ 402/ 3	111/ 804/ 6	111/ 804/ 6
	# of Warnings for Signs					
Patrol Hours ⁴		Hours	198,500	148,875	198,500	198,500
Code Reports		CE Reports	925	725	925	925
Animals Impounded		Impounds	5	5	5	5
Parking Spaces w/ Restricted Hours ⁵		Spaces	30	25	25	25
Parking Citations Issued		Citations	795	400	795	795
Efficiency						
Parking Spaces Monitored per Hour ⁵		Spaces/Hour	20	10	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
Effectiveness						
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	72	72	72	72

INDICATOR		UNIT	2019 ACTUAL	2020 ESTIMATED	2021 PROJECTED	2022 PROJECTED
Issues (Dogs, Noise, Weeds, etc.) ⁶ Rating						
Code Compliance Education Materials Published and/or Communicated	Target =4	Publications	4	1	4	4
Code Violation Reoccurrences	Target = 4	Repeat Violations	6	6	6	6

¹ Based on full-time staffing of two Code Enforcement Officers.

² Dog bites or vicious/barking dogs.

³ Vehicle parking or abandoned/commercial/recreational vehicles.

⁴ Much of 2019 numbers are estimates-factoring in Old Records Management System/New Records Management System/New System for reporting Daily Field Activity.

⁵ 65 spaces added mid-2018

⁶ Based on most recent Citizen Survey results.

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	2019 ACTUAL	2020 ESTIMATED	2021 PROJECTED	2022 PROJECTED
Workload						
Total Caseload		Total Cases	1346	800	1250	1400
Cases Resolved through Mail-in Option		Mail-in Option	207	300	250	300
Caseload Requiring Court Hearing		Court Hearings	1017	500	1000	1100
Cases Requiring Jury Trial		Jury Trials	0	2	2	2
Efficiency						
Ratio of Cases to FTEs ¹		Ratio	708	421	657	737
Average Staff Time per Case		Hours	2.85	3.0	2.5	2.5
Average Time for Resolution of Cases		Days	30	30	30	30
Effectiveness						
Average Overall Rating of Programs ²	Target = 5	Rating 1 to 5	5	5	5	5

¹ Includes Court staff, City Clerk staff, Judge, and Prosecuting Attorney.

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

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	2019 ACTUAL	2020 ESTIMATED	2021 PROJECTED	2022 PROJECTED
Workload						
Outreach Programs		Programs	8	4	10	12
Unduplicated Program Participants		Participants	300	300	300	300
Calls for Service/Officer Initiated Activity		Computer Aided Dispatch Calls	17,463	15,000	18,000	18,000
Watch Total		Hours	1,451,134	1,451,134	1,632,022	1,632,022
Case Investigation		Hours	546,644	605,348	605,348	605,348
Total Cases Assigned for Follow-up		Cases	2,358	1,600	1,900	1,900
Arrests		Items	519	260	520	520
72-Hour Mental Holds		Items	87	87	87	87
Addiction Recovery Center Holds		Item	61	61	61	61
Reports (Crime, Incident, and Traffic Accident)		Items	3,647	3,200	3,700	3,700
Traffic Citations		Citations	569	284	570	570
Alarms Responded to		False Alarms/Total Alarms	833/834	400/401	400/401	400/401
Efficiency						
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
Effectiveness						
"Visibility of Patrol Cars" Rating ¹	Target = 90%	% Excellent or Good	89	90	90	90
"Enforcement of Traffic Regulations" Rating ¹	Target = 90%	% Excellent or Good	81	81	90	90
Cases Cleared	Target = 190	Cases Cleared	180	140	190	200
City of Louisville Crime Rate ²	Target = 129	Crime Rate	129	129	129	129

¹ Based on most recent Citizen Survey results.

² National Incident Based Records Part 1 and Part 2 crimes.

*Much of 2019 numbers are estimates-factoring in Old Records Management System/New Records Management System/New System for reporting Daily Field Activity.

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	2019 ACTUAL	2020 ESTIMATED	2021 PROJECTED	2022 PROJECTED
Context Data and General Information						
Adult Population ¹		Residents 18-59 Years of Age	21,216	21,232	21,253	21,274
Workload						
Adult Fitness Classes Offered		Classes/Week	140	40	75	125
Catalog		#	3	1	3	3
Facilities/Equipment Maintained		Units	155	155	150	150
Efficiency						
Adult Programs Cost Recovery per Class		%	75%	N/A	80%	90%
Effectiveness						
“Current Recreation Programs for Adults” Rating ²	Target = 80%	% Excellent or Good	80%	N/A	80%	80%
Average Overall Rating of Fit Zone ²	Target = 4.5	Rating 1 to 5	4.5	N/A	4	4
Adult Participation in Fitness Classes	Target = 46,000	Total Attendance in Classes	60,000	30,000	40,000	60,000
Average Overall Rating of Fitness Classes ²	Target = 4.5	Rating 1 to 5	4.5	N/A	4	4
Average Utilization of Cardio Equipment	Target = 83,000 (50% of Total Users)	# of Users	41,500	N/A	35,000	40,000
Average Overall Rating of Cardio Equipment ²	Target = 4	Rating 1 to 5	4	N/A	4	4
Average Utilization of Weights	Target = 85%	% Utilization	75%	N/A	50%	70%
Average Overall Rating of Weights ²	Target = 4	Rating 1 to 5	4	N/A	4	4

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

² Based on evaluation survey rating customer service with rating on a scale of 5=Excellent, 4=Good, 3=Average, 2= Below Average, 1=Poor. Survey not completed due to COVID closure in 2020 before KPI were due.

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	2019 ACTUAL	2020 ESTIMATED	2021 PROJECTED	2022 PROJECTED
Workload						
Water Aerobics Classes ¹		Classes	1,650	252	1,155	1,320
Group Swim Lessons ²		Classes	352	64	246	281
Private Lessons ³		Classes	178	47.25	89	106
On Deck Pool Maintenance ⁴		Hours	2,562	1,444	2,562	2,562
Swim Lesson Participation		Attendees	1,555	304	1,091	1,247
Contract Pool Rental		Lane Hours Rented	1,400	70	1,400	1,500
Open Swim ⁵		Hours	4,900	1,500	3,400	4,900
Efficiency						
Open Swim Attendees		Attendees	12,218	N/A	13,500	13,500
Memory Square Pool Attendees		Attendees	13,718	N/A	15,000	15,000
Private Lesson Participant Cost		\$/Class	\$20	\$30	\$30	\$30
Swim Lesson Participant Cost		\$/Class	\$6.12	\$6.25	\$6.25	\$6.25
Open Swim Cost ⁶		\$/Attendee	\$14.02	N/A	12.74	12.74
Memory Square Pool Cost ⁶		\$/Attendee	\$12.49	N/A	\$11.46	\$11.46
Community CPR Classes Offered		Classes	15	1 Virtual	11	12
Lifeguard Classes Conducted		Classes	6	1	10	10
Lifeguards Hired		New Employees	28	-44	40	40
Birthday Party Pool Usage		Birthday Parties	157	22	109	125
Group Pool Rental		Hours	52	N/A	36	42
Effectiveness						
Water Aerobics Participation	Target =75%	Class Attendance	80%	90%	80%	80%
Average Rating of Programs ⁷	Target = 3.75	Rating 1 to 5	4.0	4.0	4.0	4.0

INDICATOR	UNIT	2019 ACTUAL	2020 ESTIMATED	2021 PROJECTED	2022 PROJECTED
¹ Aerobics classes calculated 33 per week @ 50 weeks. ² Total number of lessons conducted. ³ Total number of hours private lessons conducted.. ⁴ Maintenance hours calculated by .25 hour of maintenance completed by part-time staff during operational hours and scheduled shifts, maintenance was still be performed during COVID shutdown. ⁵ Hours calculated when the pools were designated as open swim. ⁶ Cost calculated using total expense/attendance. ⁷ Based on evaluation survey rating customer service with rating on a scale of 5=Excellent, 4=Good, 3=Average, 2= Below Average, 1=Poor.					

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	2019 ACTUAL	2020 ESTIMATED	2021 PROJECTED	2022 PROJECTED
Workload						
Total Rounds		Rounds	29,014	31,000	31,000	31,000
Season Passes		Units	500	496	510	520
Cart Rentals		Units	16,406	14,000	17,000	17,000
Total Playable Days ¹		Playable Days	215	257	274	274
Guest Lessons Attended		Hours	1,360	1000	1,200	1,300
Course Maintenance		FTEs	8.5	TBD	TBD	TBD
Marketing Effort ²		Hours	832	832	832	832
Tournaments/Outings/Club Events		Events	175	110	175	175
Efficiency						
Average Revenue per Round		\$/Round	\$59.55	\$57.14	\$58.00	\$58.00
Cart Rental Rev./Cart Lease Debt Service		Rev/Expense	\$4.05	N/A	N/A	N/A
Average Revenue per Playable Day ¹		Rev/playable days	\$8,065	\$9,000	\$9,000	\$9,000
Effectiveness						
Net Revenue or (Loss) ³	Target = \$64,000	\$	\$133,313	64,000	64,000	64,000
Resident Participation ("Played Golf at the Coal Creek Golf Course") ⁴	Target = 18%	% Response	18	18	18	18
Overall Quality of the Coal Creek Golf Course Golfer Rating ⁵	Target = 4	Rating on scale of 1 to 5	4	4	4	4

¹ 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.

² Includes following marketing efforts: Website, Denver Golf Expo, Avid Golfer, Golf Now, Rock Creek Living, Golf Passport, and Unlimited Card.

³ After 100% of operational expenditures.

⁴ Based on revised categorization of players offering resident discounts to confirmed Louisville residents.

⁵ 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.

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	2019 ACTUAL	2020 ESTIMATED	2021 PROJECTED	2022 PROJECTED
Context Data and General Information						
Senior Population ¹		Residents Greater than 59	3,910	4,060	4,210	4,360
Workload						
Special Events ²		#	1,322	225	250	250
Fitness/Health and Wellness Events		#	5,915	2,958	4,141	4,732
Trips		Events	64	12	18	18
Daily Lunch Program		Days Open	243	290	243	243
Classes and Workshops		Participants	1,720	129	120	120
Volunteer Opportunities		Hours	3,500	2,500	4,000	4,250
Drop in Programs ³		Participants	47,891	3,300	5,000	5,000
Resources – Information & Referrals		Contacts	240	180	240	250
Resources – Community Outreach ⁴		Participants	3,000	3,050	3,100	3,150
Efficiency						
Average Cost per Participant Lunch		\$/Participant	6.00	6.00	6.00	6.35
Average Cost per Participant ⁵		\$/Participant	18.78	12.86	19.30	19.65
Effectiveness						
“Overall of the Louisville Senior Center” Rating ⁶	Target = 80%	% Excellent or Good	N/A	N/A	N/A	N/A
“Current Programs and Services for Seniors” Rating ⁶	Target = 80%	% Excellent or Good	N/A	N/A	N/A	N/A
Average Overall Rating of Programs ⁷	Target = 4.5	Rating 1 to 5	4.75	N/A	4.50	4.50
Day Trip Events	Target = 650	#	680	120	120	120
Lunch Bunch Events	Target = 168	#	78	23	30	30
Dinner Group Events	Target = 120	#	104	25	30	30

INDICATOR		UNIT	2019 ACTUAL	2020 ESTIMATED	2021 PROJECTED	2022 PROJECTED
Total Meals Served	Target = 9,000	Meals Served	9084	21,112	9,000	9,000
Volunteers ⁸	Target = \$51,250	Rate of Volunteers/Hour	36,750	26,250	42,000	44,625
Silver Sneakers Participation Rate ⁹	Target = 49%	% Participation	54%	20%	40%	50%

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

² Special Events includes Special Programs, i.e Tax Aide.

³ Drop in count includes refreshment visitors, began tracking in 2019.

⁴ Includes Support Groups and Loan Closet check outs.

⁵ Amount of expenses for number of meals ordered; budgeted amount/estimated number of meals ordered.

⁶ Based on most recent Citizen Survey results.

⁷ Based on evaluation survey rating customer service with rating on a scale of 5=Excellent, 4=Good, 3=Average, 2= Below Average, 1=Poor.

⁸ Based on the rate \$10.50 per hour from the formula Boulder County released for volunteers in 2017.

⁹ Silver Sneakers Colorado Retention Rate is 50% in 2017.

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	2019 ACTUAL	2020 ESTIMATED*	2021 PROJECTED	2022 PROJECTED
Context Data and General Information						
Youth Population ¹		Youth 0-17	8,988	9,256	9,300	9,450
Workload						
Summer Day Camp Attendees		Participants	630	N/A	630	630
Preschool Program Attendees ²		Participants	356	525	486	486
General Youth Attendees ³		Participants	4,470	4,096	1,000	4,000
Youth Sports Attendees		Participants	2,130	1,117	1,491	1,704
Youth Sports Volunteer Hours		Hours	7,422	1,089	5,218	5,964
Nite at the Rec Attendees		Participants	4,230	938	0	0
Catalog		#	3	1	3	3
Efficiency						
\$ per Summer Day Camp Participant		Exp./Participant	\$198	\$0	\$198	\$198
\$ per Preschool Participant		Exp./Participant	\$371	\$255	\$276	\$276
\$ per General Youth Program Participant		Exp./Participant	\$18	\$20	\$81	\$20
\$ per Teen Program Participant ⁴		Exp./Participant	N/A	N/A	N/A	N/A
\$ per Youth Sports Participant		Exp./Participant	\$103	\$109	\$112	\$102
\$ per Nite at the Rec Participant		Exp./Participant	\$8.00	N/A	N/A	N/A
Effectiveness						
“Current Recreation Programs for Youth” Rating ⁵	Target = 95%	% Excellent or Good	100%	100%	95%	95%
Average Overall Rating of General Youth Programs ⁶	Target = 4.5	Rating 1 to 5	4.88	5	4.5	4.5
Average Overall Rating of Preschool ⁶	Target = 4.5	Rating 1 to 5	4.91	5	5	5
Average Overall Rating of Summer Day Camp ⁶	Target = 4.5	Rating 1 to 5	4.8	N/A	4.5	4.5

INDICATOR		UNIT	2019 ACTUAL	2020 ESTIMATED*	2021 PROJECTED	2022 PROJECTED
Average Overall Rating of Youth Sports Programs ⁶	Target = 4.5	Rating 1 to 5	4.75	5	5	5
Total Youth Activities Participants ⁷	Target = 13,000	Participants	11,816	6,636	3,607	6,820

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

² Includes individual 1x virtual preschool classes in April and May due to COVID in person cancellations. Includes 1x story time viewings at 3,441 views. In person attendance is very low due to COVID-19.

³ Large drop as we phase back to in person programs vs virtual for 2021 and are limited in program attendance (do not foresee large events like Touch A Truck that bring in 3,500 attendees in 2021)

⁴ Teen attendance is grouped into General Youth Workload.

⁵ Based on most recently Citizen Survey results.

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

⁷ Youth sports participation for 2020 includes You Tube views of Sports Action videos.

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	2019 ACTUAL	2020 ESTIMATED	2021 PROJECTED	2022 PROJECTED
Workload						
Street Area Resurfaced		SY	154,000	99,000	66,000	85,000
Sidewalk Repaired		SF	41,000	91,000	60,000	78,000
Striping		SF	32,000	28,000	19,000	25,000
Street Area Patched		SY	2,000	6,000	4,000	5,000
Street Area Crack Sealed		LB	42,000	45,000	30,000	39,000
		SY	169,000	180,000	120,000	155,000
Efficiency						
Ave. Cost per Resurfaced Street Area		\$/SY	29.1	27.8	27.8	27.7
Ave. Cost per Resurfaced Sidewalk Area		\$/SF	6.9	13.1	13.1	13.2
Ave. Cost per Patched Area		\$/SY	67.9	58.2	58.2	57.9
Ave. Cost for Crack Sealing		\$/SY	.4	.4	.4	.4
Electricity Cost per Light		\$/Light	264	276	282	288
Effectiveness						
Overall Pavement Condition	Target = 75	PCI ¹	68	67	70	72
Miles of Street in Poor Condition of PCI ¹ <35 ²	Target = 0	Miles	2.5	1.5	2.6	2.4
Average Condition of Local Streets ²	Target = 75	PCI ¹	70	71	71	69
Average Condition of Collector Streets ²	Target = 75	PCI ¹	58	66	70	72
Average Condition of Arterial Streets ²	Target = 75	PCI ¹	70	69	68	76
"Street Maintenance in Louisville" Rating ³	Target = 100	% Excellent or Good	64	70	70	70

¹ PCI is the Pavement Condition Index.

² Based on street survey conducted in 2015.

³ Based on most recent Citizen Survey results.

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	2019 ACTUAL	2020 ESTIMATED	2021 PROJECTED	2022 PROJECTED
Workload						
Active Projects		Items	5	7	7	5
Community Requests ¹		Items	35	35	35	35
Efficiency						
Project per Project Manager		Projects/FTE	2.5	3.5	3.5	2.5
Staff Cost % of CIP (Overhead)		%	20	20	20	20
Effectiveness						
Number of Traffic Accidents	Target = 0	Accidents	250	120	190	260
Number of Pedestrian/Bike-Related Accidents	Target = 0	Accidents	1	2	2	2
Street and Intersection LOS ²	Target = C	Grade	C	C	C	C
¹ Official requests from residents for transportation improvements. ² Peak Hour Level of Service for Arterial streets.						

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	2019 ACTUAL	2020 ESTIMATED	2021 PROJECTED	2022 PROJECTED
Workload						
Miles of Streets Plowed		Lane Miles	21,484	15,000	15,000	15,000
City Facilities Shoveled ¹		Square Feet	37,692	37,692	37,692	37,692
Public Parking Lots Plowed ¹		Square Feet	478,000	478,000	478,000	478,000
Miles of Sidewalks and Trails Plowed ¹		Miles	42	42	42.5	42.5
Deicer Used		Tons	1,478	1,000	1,000	1,000
Category II to IV Snow Events ²		Events/Year	19	13	13	13
Efficiency						
Average Cost per Category II Event		\$/# Storms	\$8,077/16	\$7,600/TBD	\$8,000/TBD	\$8,000/TBD
Average Cost per Category III Event		\$/# Storms	\$11,976/6	\$10,500/TBD	\$11,000/TBD	\$11,000/TBD
Average Cost per Category IV Event		\$/# Storms	\$33,602/1	\$16,800/TBD	\$17,500/TBD	\$17,500/TBD
Ave Time to Resolve Category II Events ³		Nearest Hour	71	40	40	40
Ave Time to Resolve Category III Events ³		Nearest Hour	84	75	75	75
Ave Time to Resolve Category IV Events ³		Nearest Hour	382	193	193	193
Effectiveness						
"Snow Removal/Street Sanding" Rating ⁴	Target = 100%	% Excellent or Good	52%	50%	50%	50%

¹ Reported by Parks Department.

² Category II=2' to 6"; Category III= 6" to 12"; Category IV= over 12".

³ Time from first plow out to all plows back.

⁴ Based on most recent Citizen Survey results.

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	2019 ACTUAL	2020 ESTIMATED	2021 PROJECTED	2022 PROJECTED
Workload						
Turf Maintenance ¹		SF	1,200,000	1,200,000	1,200,000	1,200,000
Trees Pruned/Removed ²		Trees	350	350	350	350
Planting Bed Maintenance ³		SF	93,500	93,500	93,500	93,500
Total SF of Streetscapes ⁴		SF	2,301,100	2,308,500	2,308,500	2,308,500
Total SF of Irrigated Streetscapes ⁵		SF	738,020	738,020	738,020	738,020
Total Hard Surface Streetscapes ⁶		SF	358,080	363,380	363,380	363,380
Street Lights		Items	1,811	1,865	1,870	1,875
Efficiency						
Cost per 1,000 SF Turf ⁷		\$/1,000 SF	\$138	\$142	\$146	\$150
Cost per Tree ⁷		\$/Tree	\$129	\$133	\$137	\$141
Cost per 100 SF Planting Bed ⁷		\$/100SF	\$79	\$158	\$162	\$167
Water Score (Irrigation Gal/SF)		Gal/SF	7	9	9	9
Effectiveness						
PPLAB Rating ⁸	Target = 4	Rating 1 to 5 of Residential Corridor	4	4	4	4
		Rating 1 to 5 of Collector/Industrial Corridor	4	4	4	4
		Rating 1 to 5 of Arterial Corridor	4	4	4	4
"Maintenance of medians and street landscaping" Rating ⁸	Target = 90%	% Excellent or Good	86%	86%	86%	86%
"Street lighting, signage, and street markings" Rating ⁸	Target = 90%	% Excellent or Good	81%	80%	80%	80%

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

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

INDICATOR	UNIT	2019 ACTUAL	2020 ESTIMATED	2021 PROJECTED	2022 PROJECTED
<p>³ Planting Bed – Landscape beds (Perennial), Annual Flower beds. Estimated number.</p> <p>⁴ Streetscape - Any public property adjacent to a public street. Examples are medians, ROW's, and entry features. Estimated number.</p> <p>⁵ Irrigated Streetscapes – Irrigated medians, Irrigated adjacent ROW's, irrigated entry features and gateways (S-3 – Dillon/McCaslin, Gateway – McCaslin/South Boulder Rd.).</p> <p>⁶ Hard Surface Streetscapes – examples: cobblestone beds, crusher fines, concrete, brick and asphalt. Estimated number.</p> <p>⁷ Estimated numbers</p> <p>⁸Based on annual PPLAB review with rating on a scale of 5=Excellent, 4=Good, 3=Average, 2= Below Average, 1=Poor.</p> <p>⁹Based on most recent Citizen Survey results.</p> <p>* Numbers are based on staff estimates. Addition of work order system could provide more detailed data in the future.</p>					

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	2019 ACTUAL	2020 ESTIMATED	2021 PROJECTED	2022 PROJECTED
Context Data and General Information						
Total Single Family Households ¹		Households	8,889	8,900	8,905	8,910
Workload						
Total Single Family Households Served ²		Households	5,472	5,480	5,490	5,500
Efficiency						
Total Expenditures per Ton of Material		\$/Ton	245.77	245	245	245
Average Monthly Billing Cost/Account		\$	24.85	21.30	21.30	21.30
Solid Waste Tonnage (Landfill) ³		Tons	3,701	3,800	3,900	4,000
Recyclables Tonnage ⁴		Tons	1,692	1,800	2,000	2,200
Compostable Materials Tonnage ⁵		Tons	1,210	1,280	1,300	1,340
Effectiveness						
% of Waste Diverted from Landfill ⁶	Target = 50%	%	35	36	37	38
Solid Waste Lbs./Household (Landfill) ⁷	Target = N/A*	Lbs./Household	1,948	2,000	2,050	2,100
Recyclables Lbs./Household ⁷	Target = N/A*	Lbs./Household	1,095	1,150	1,250	1,350
Compostable Materials Lbs./Household ⁷	Target = N/A*	Lbs./Household	295	300	350	400

¹ Includes all single family households charged the hazardous waste fee.

² Includes all single family households receiving Republic trash/recycling/compost collection services.

³ Total single family tonnage from city-contracted service

⁴ Total single family tonnage from city-contracted service

⁵ Total single tonnage from city-contracted service

⁶ Total community-wide diversion provided by ReTRAC Hauler by City report and includes branch recycling, leaf drop off and scrap metal recycling.

⁷ Total single family tonnage provided by ReTRAC Diversion Rate Report

* This metric is user generated. City outreach to increase recycling/composting will likely not show an impact in tons.

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	2019 ACTUAL	2020 ESTIMATED	2021 PROJECTED	2022 PROJECTED
Workload						
Inlets Cleaned		Count/Total	483/940	1,000/940	1,000/940	1,000/940
Quality Monitoring Tests		Tests	12	12	12	12
Street Sweeping		Lane Miles	2,573	3,000	3,000	3,000
Public Information and Education Items		Events	7	3	7	7
Efficiency						
Cost per Mile of Collection System ¹		\$/Mile	\$10,032	\$10,524	\$10,000	\$10,000
Maintenance and Repairs per FTE		MR/FTE	\$627/FTE	\$658/FTE	\$625/FTE	\$625/FTE
Effectiveness						
CDPHE Compliance	Target = Yes	Full Compliance	Yes	Yes	Yes	Yes
Number Illicit Discharges	Target = 0	#	5	10	15	15
"Storm Drainage (Flooding Management)" Rating ²	Target = 100	% Excellent or Good	88%	88%	88%	88%
Number of Times Each Street is Swept	Target = 2	Times	2	2	2	2
¹ Year-to-year variance is related to basins and locations change annually. ² Based on most recent Citizen Survey results.						

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	2019 ACTUAL	2020 ESTIMATED	2021 PROJECTED	2022 PROJECTED
Workload						
Sewer Line Jetting and Cleaning		Linear Feet	143,287	200,000	200,000	200,000
Industrial Pretreatment Program		# of SIUs	5	10	15	20
Efficiency						
Average Wastewater Treated (Daily)		MGD	1.77	1.86	1.95	2.04
Treatment Cost per 1,000 Gallons ¹		\$/1,000 Gallons	\$1.32	\$1.49	\$1.40	\$1.34
Energy Usage per MGD		Energy(kWh)/MG	4,526	4,494	4,469	4,454
Available Reclaimed Wastewater Used ²		%	83%	95%	90%	90%
		MG	54	62	58	58
Effectiveness						
CDPHE Compliance ⁵	Target = Full	Full Compliance	No	No	Yes	Yes
USEPA Compliance	Target = Full	Full Compliance	Yes	Yes	Yes	Yes
Odor Complaints ³	Target = 0	Complaints	0	0	0	0
"Waste Water (Sewage System)" Rating ⁴	Target = 100	% Excellent or Good	91%	91%	91%	91%

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

2 The City's water rights provided a varied annual amount of reclaim water, 65 MG is the estimated maximum.

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

4 Based on the most recent Citizen Survey results.

5 2019 compliance: Effluent Manganese, Whole Effluent Toxicity, Nitrite, and Ammonia exceeded limits. 2020 compliance: WWTP discharged partially treated wastewater to Coal Creek.

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	2019 ACTUAL	2020 ESTIMATED	2021 PROJECTED	2022 PROJECTED
Workload						
Surveys to Detect Water Main Leaks		Feet	277,059*	215,215	134,008	276,359
Water Main Flushing		Feet	277,059	322,574	244,376	277,059
Water Main Valves Exercised ¹		Units	1715	1183	640	1715
Potable Water Measured and Billed		MG	985	1028	1128	1128
Hydrants Maintained ¹		Units	673	458	229	640
Potable Water Produced Annually (MG) ²		HBWTP	461	422	500	500
		SCWTP	579	672	700	700
Efficiency						
Energy per MGD		E/MGD	1,356	1,714	1,563	1,563
Potable Water Unaccounted ³		%	5.3%	6%	6%	6%
Cost per MGD Billed		\$/MGD	\$114	\$137	\$125	\$125
Effectiveness						
"Quality of Louisville Water" Rating ⁴	Target = 100%	% Excellent or Good	88%	88%	88%	88%
Compliance with State & Federal Standards ⁵	Target = Yes	Full Compliance	Yes ⁵	Yes ⁵	Yes	Yes

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

² HBWTP is the Howard Berry Water Treatment Plant & SCWTP is the Sid Copeland Water Treatment Plant.

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

⁴ Based on most recent Citizen Survey results.

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

* Decrease in surveys to detect water main leaks in 2019 as staff changes areas of town, which changes the footage.

**SUBJECT: SALES TAX REPORTS FOR THE MONTH ENDED JULY 31,
2020**

DATE: SEPTEMBER 15, 2020

PRESENTED BY: PENNEY BOLTE, FINANCE DEPARTMENT

SUMMARY:

Attached are the monthly revenue reports for sales tax, lodging tax, auto use tax, consumer use tax, and building use tax for the month ending July 31, 2020.

Also included are year-to-date sales tax revenue reports by area, by industry (in total, and for inside and outside City), and the revenue by area graphs for restaurants.

Total revenue through July 2020 for the specific taxes contained on the Revenue History report has decreased 7.7% YTD from the same period in 2019.

Excluding audit revenue, sales tax is trending 0.7% below 2019 YTD, and consumer use tax is trending 19.5% below 2019 YTD.

Sales tax revenue for the month of July 2020 decreased 11.5% from July 2019. YTD sales tax revenue is 1.1% below 2019 and 6.6% above budget.

Lodging tax revenue for July 2020 decreased 66.7% from July 2019, and YTD revenue is down 60.7% as compared to 2019. Lodging tax revenue is currently 1.9% below budget.

Auto use tax revenue for July 2020 increased 0.3% from July 2019. YTD revenue is down 23.5% to 2019 but 35.5% above budget.

Building use tax revenue for July 2020 decreased 74.6% from July 2019. YTD revenue is 19.9% below 2019 revenue YTD, and 2.3% below budget.

Consumer use tax revenue for July 2020 decreased 22.6% from July 2019 and YTD revenue is currently 20.4% below 2019. Consumer use tax is currently 63.7% above budget.

The monthly and year-to-date sales tax revenue **by area reports** represent the YTD retail health of various quadrants of the City. These reports include all vendors remitting tax to the City.

SUBJECT: SALES TAX REPORTS FOR THE MONTH ENDED JULY 31, 2020

DATE: SEPTEMBER 15, 2020

PAGE 2 OF 3

The Monthly Revenue by Area sales tax report for July 2020 indicates increases for Louisville Plaza, Hwy 42 South, South Boulder Rd., and Residential. The Interchange, Outside City, McCaslin North, Downtown, CTC, Hwy 42 North, Pine Street, Centennial Valley, and South Suburban areas all decreased for the month.

The first year-to-date Revenue by Area report through July 2020 is a one-page snapshot for major areas in the City. The original (13) sectors have been combined into (5) major areas, McCaslin/Western, CTC/Eastern, South Boulder Rd/Northern, Downtown/Central and Outside City.

Through July 2020, Outside City and South Boulder Rd/Northern areas have continued to increase. McCaslin/Western, Downtown, and CTC/Eastern areas have declined.

The second year-to-date Revenue by Area report through July 2020, provides a look at individual areas of the City. Areas that have increased or are rebounding include, Outside City, Louisville Plaza, Hwy 42 South, South Boulder Rd, Centennial Valley, and Residential. The most impacted areas of the City through July 2020 remain the Interchange, Downtown, McCaslin North, CTC, Pine St, Hwy 42 North, and South Suburban.

The monthly and year-to-date sales tax revenue **by industry reports** represent the retail health of individual industry sectors of the City. These reports include all vendors remitting tax to the City.

The Monthly Revenue by Industry report for July 2020 indicates gains for the industries Grocery, Building Materials, General Merchandise, Finance/Leasing, Furniture, Wholesale, and Automotive. The industries Food/Beverage, Communications/Utilities, Services, Manufacturing and Apparel, all declined for the month of July 2020.

The first year-to-date Revenue by Industry sales tax report, represents (13) industry sectors that have been grouped into (7) major categories and are color-coded.

Most major industry sectors ended up or steady through July 2020, but there were declines for Food/Beverage, Services (which includes Hotels), and the All Other Retail sector (which includes manufacturing, furniture, wholesale, automotive, apparel and agriculture).

The second year-to-date sales tax report by industry provides a closer look at each industry. This trend has remained unchanged for several months and reflects steady or increasing revenue for all industry sectors except Food/Beverage, Services, and Manufacturing.

SUBJECT: SALES TAX REPORTS FOR THE MONTH ENDED JULY 31, 2020

DATE: SEPTEMBER 15, 2020

PAGE 3 OF 3

The last set of year-to-date reports by industry, separate Inside-City and Outside-City sales tax revenue.

Through July 2020, Inside-City sales tax revenue has decreased 8.2%. This is a slight increase over previous months. Declines continue across the board with the exception of Grocery, Building Materials, and Automotive categories.

Through July 2020, Outside-City sales tax revenue has increased 15.6%. Increases remain across the board with declines in Services, Manufacturing, and a small decline for Building Materials.

The Restaurant Revenue graphs through July 2020, reflect the continuing upward trend for most areas. The recovery for the Downtown area has improved through July 2020.

CITY OF LOUISVILLE

**Revenue History
2016 through 2020**

YEAR	MONTH	SALES TAX	CONS. USE TAX	BLDG USE TAX	AUTO USE TAX	LODGING TAX	AUDIT REVENUE	TOTAL	
2020	JANUARY	1,146,885	139,124	167,476	143,490	20,259	10,328	1,627,562	
	FEBRUARY	1,010,556	181,982	213,379	138,820	18,916	62,695	1,626,348	
	MARCH	1,453,347	128,050	101,197	68,233	17,511	33,347	1,801,683	
	APRIL	1,043,220	102,057	369,619	61,493	4,291	56,334	1,637,014	
	MAY	1,104,718	86,298	182,958	52,846	7,772	34,308	1,468,899	
	JUNE	1,620,670	135,567	62,081	152,603	13,238	126,571	2,110,730	
	JULY	1,231,987	76,551	53,104	160,605	20,902	7,733	1,550,883	
	AUGUST	-	-	-	-	-	-	-	-
	SEPTEMBER	-	-	-	-	-	-	-	-
	OCTOBER	-	-	-	-	-	-	-	-
	NOVEMBER	-	-	-	-	-	-	-	-
	DECEMBER	-	-	-	-	-	-	-	-
	YTD TOTALS		8,611,383	849,628	1,149,815	778,089	102,888	331,316	11,823,118
YTD Variance % to Prior Year		-0.7%	-19.5%	-19.9%	-23.5%	-60.7%	-8.2%	-7.7%	
2019	JANUARY	1,071,558	127,245	86,502	201,074	21,423	18,826	1,526,627	
	FEBRUARY	936,429	147,890	265,760	118,258	21,707	67,844	1,557,888	
	MARCH	1,334,863	152,930	65,076	142,231	27,356	74,188	1,796,643	
	APRIL	1,159,948	284,945	203,698	123,778	30,600	27,803	1,830,773	
	MAY	1,223,169	92,960	281,555	162,333	44,797	105,311	1,910,125	
	JUNE	1,579,107	154,476	324,102	109,552	53,263	44,863	2,265,363	
	JULY	1,366,196	95,129	208,918	160,122	62,859	22,182	1,915,406	
	AUGUST	1,488,654	113,156	88,430	145,808	57,724	810,122	2,703,894	
	SEPTEMBER	1,501,976	140,882	143,151	143,031	46,348	30,769	2,006,157	
	OCTOBER	1,338,241	99,425	142,592	178,136	42,935	157,833	1,959,161	
	NOVEMBER	1,208,379	101,710	213,900	126,120	27,259	7,513	1,684,881	
	DECEMBER	1,878,105	209,877	64,581	125,652	18,444	13,671	2,310,329	
	YTD TOTALS		16,086,625	1,720,626	2,088,265	1,736,096	454,714	1,380,924	23,467,249
YTD Variance % to Prior Year		5.0%	19.1%	-8.1%	-14.6%	-3.8%	142.5%	6.2%	
2018	JANUARY	1,141,972	128,132	293,454	114,134	29,376	13,506	1,720,575	
	FEBRUARY	984,046	102,847	264,342	135,811	26,701	22,330	1,536,077	
	MARCH	1,254,090	142,326	80,344	151,611	29,394	63,215	1,720,980	
	APRIL	1,131,949	124,051	131,283	134,771	32,459	6,816	1,561,328	
	MAY	1,284,619	86,666	86,100	124,497	44,481	(24,431)	1,601,930	
	JUNE	1,458,894	144,902	67,534	100,297	57,035	30,865	1,859,528	
	JULY	1,247,212	74,536	202,707	189,545	58,802	18,943	1,791,745	
	AUGUST	1,198,848	98,692	356,991	286,799	58,980	196,689	2,196,997	
	SEPTEMBER	1,425,270	145,883	295,455	233,665	45,157	125,089	2,270,519	
	OCTOBER	1,187,020	103,396	294,551	240,914	39,845	10,093	1,875,820	
	NOVEMBER	1,113,867	98,406	128,352	173,601	31,504	24,264	1,569,994	
	DECEMBER	1,889,403	194,260	71,376	146,093	18,792	82,181	2,402,104	
	YTD TOTALS		15,317,190	1,444,095	2,272,490	2,031,737	472,526	569,560	22,107,598
YTD Variance % to Prior Year		9.8%	5.1%	24.6%	36.5%	-8.6%	-43.8%	9.6%	
2017	JANUARY	1,052,366	120,516	275,878	144,997	27,069	27,040	1,647,866	
	FEBRUARY	864,842	92,210	103,187	110,561	24,240	8,935	1,203,976	
	MARCH	1,182,825	127,911	300,687	123,024	33,056	48,822	1,816,325	
	APRIL	1,044,230	108,870	95,596	92,463	34,743	97,793	1,473,695	
	MAY	1,183,115	88,324	76,348	137,918	49,217	20,318	1,555,239	
	JUNE	1,336,406	188,150	151,145	96,187	61,489	600,842	2,434,220	
	JULY	1,137,813	82,143	94,455	123,752	61,409	25,805	1,525,376	
	AUGUST	1,119,641	78,263	126,830	145,656	67,270	16,805	1,554,465	
	SEPTEMBER	1,209,258	172,598	125,682	140,721	51,452	60,646	1,760,358	
	OCTOBER	1,154,708	74,279	164,724	122,230	49,334	11,343	1,576,618	
	NOVEMBER	1,112,434	87,717	37,893	132,970	26,870	45,130	1,443,015	
	DECEMBER	1,554,048	153,334	271,190	118,218	30,714	50,309	2,177,813	
	YTD TOTALS		13,951,686	1,374,317	1,823,614	1,488,699	516,863	1,013,786	20,168,965
YTD Variance % to Prior Year		8.7%	-16.0%	-8.9%	9.7%	3.3%	135.0%	7.5%	
2016	JANUARY	886,723	222,163	174,842	100,855	25,767	8,203	1,418,554	
	FEBRUARY	920,875	109,063	76,430	97,034	28,321	23,180	1,254,904	
	MARCH	1,054,128	112,590	159,627	121,325	32,422	21,364	1,501,456	
	APRIL	949,906	131,439	62,683	109,192	35,442	122,599	1,411,260	
	MAY	1,032,963	93,047	235,856	90,115	48,597	24,809	1,525,386	
	JUNE	1,216,853	145,283	510,772	109,738	56,221	8,832	2,047,699	
	JULY	1,136,035	65,541	161,699	140,522	61,691	233	1,565,722	
	AUGUST	1,050,800	124,102	155,447	112,981	60,005	3,013	1,506,350	
	SEPTEMBER	1,153,466	101,636	64,269	115,244	49,801	12,266	1,496,681	
	OCTOBER	1,003,857	244,682	305,287	124,471	46,278	3,267	1,727,843	
	NOVEMBER	1,005,580	94,546	49,929	95,372	33,551	85,313	1,364,290	
	DECEMBER	1,420,942	192,820	44,792	140,458	22,127	118,246	1,939,385	
	YTD TOTALS		12,832,129	1,636,914	2,001,634	1,357,306	500,223	431,325	18,759,531
YTD Variance % to Prior Year		7.2%	28.6%	26.3%	-1.1%	7.2%	-6.4%		

**City of Louisville, Colorado
Total Sales Tax Revenue
2016 -2020**

Month Of Sale	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Actual	Mnthly % Of 2019	Y-T-D % Of 2019	Mnthly % Of Budget	Y-T-D % Of Budget
Jan	890,050	1,054,675	1,150,144	1,071,177	1,070,955	1,148,141	107.2%	107.2%	107.2%	107.2%
Feb	922,502	866,877	999,636	987,642	963,167	1,051,314	106.4%	106.8%	109.2%	108.1%
Mar	1,055,715	1,189,196	1,259,719	1,362,876	1,210,059	1,456,090	106.8%	106.8%	120.3%	112.7%
Apr	964,682	1,045,769	1,132,162	1,181,395	1,131,337	1,070,452	90.6%	102.7%	94.6%	108.0%
May	1,043,401	1,192,302	1,287,256	1,225,638	1,203,174	1,120,186	91.4%	100.3%	93.1%	104.8%
Jun	1,218,023	1,859,310	1,467,403	1,583,559	1,389,725	1,631,190	103.0%	100.9%	117.4%	107.3%
Jul	1,136,243	1,149,068	1,252,821	1,396,010	1,207,387	1,235,686	88.5%	98.9%	102.3%	106.6%
Aug	1,053,719	1,134,443	1,202,431	2,287,534	1,250,790		0.0%	78.5%	0.0%	92.4%
Sep	1,154,610	1,256,653	1,432,059	1,520,636	1,290,234		0.0%	69.1%	0.0%	81.3%
Oct	1,003,914	1,160,202	1,187,678	1,484,215	1,166,457		0.0%	61.8%	0.0%	73.3%
Nov	1,011,439	1,124,996	1,132,530	1,209,275	1,138,080		0.0%	56.9%	0.0%	66.9%
Dec	1,422,983	1,571,740	1,896,863	1,882,142	1,594,993		0.0%	50.7%	0.0%	59.6%
Totals	12,877,281	14,605,231	15,400,702	17,192,097	14,616,360	8,713,059				
% Of Change	6.0%	13.4%	5.4%	11.6%	-15.0%					

**City of Louisville, Colorado
Lodging Tax Revenue
2016 -2020**

Month Of Sale	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Actual	Mnthly % Of 2019	Y-T-D % Of 2019	Mnthly % Of Budget	Y-T-D % Of Budget
Jan	25,767	27,069	29,376	21,423	10,348	20,259	94.6%	94.6%	195.8%	195.8%
Feb	28,321	24,240	26,701	21,707	10,143	18,916	87.1%	90.8%	186.5%	191.2%
Mar	32,422	33,056	29,394	27,356	11,783	17,511	64.0%	80.4%	148.6%	175.6%
Apr	35,442	34,743	32,459	30,600	12,508	4,291	14.0%	60.3%	34.3%	136.2%
May	48,597	49,217	44,481	44,797	18,100	7,772	17.3%	47.1%	42.9%	109.3%
Jun	56,221	61,489	57,035	53,263	20,147	13,238	24.9%	41.2%	65.7%	98.7%
Jul	61,691	61,409	58,802	62,859	21,835	20,902	33.3%	39.3%	95.7%	98.1%
Aug	60,005	67,270	58,980	57,724	21,667		0.0%	32.2%	0.0%	81.3%
Sep	49,801	51,452	45,157	46,348	17,324		0.0%	28.1%	0.0%	71.5%
Oct	46,278	49,334	39,845	42,935	17,176		0.0%	25.2%	0.0%	63.9%
Nov	33,551	26,870	31,504	27,259	11,638		0.0%	23.6%	0.0%	59.6%
Dec	22,127	30,714	18,792	18,444	9,223		0.0%	22.6%	0.0%	56.6%
Totals	500,223	516,863	472,526	454,714	181,890	102,888				
% Of Change	6.5%	3.3%	-8.6%	-3.8%	-60.0%					

**City of Louisville, Colorado
Auto Use Tax Revenue
2016 -2020**

Month Of Sale	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Actual	Mnthly % Of 2019	Y-T-D % Of 2019	Mnthly % Of Budget	Y-T-D % Of Budget
Jan	100,855	144,997	114,134	201,074	86,820	143,490	71.4%	71.4%	165.3%	165.3%
Feb	97,034	110,561	135,811	118,258	78,500	138,820	117.4%	88.4%	176.8%	170.8%
Mar	121,325	123,024	151,611	142,231	87,320	68,233	48.0%	75.9%	78.1%	138.8%
Apr	109,192	92,463	134,771	123,778	77,434	61,493	49.7%	70.4%	79.4%	124.8%
May	90,115	137,918	124,497	162,333	78,968	52,846	32.6%	62.2%	66.9%	113.7%
Jun	109,738	96,187	100,297	109,552	77,370	152,603	139.3%	72.0%	197.2%	126.9%
Jul	140,522	123,752	189,545	160,122	87,944	160,605	100.3%	76.5%	182.6%	135.5%
Aug	112,981	145,656	286,799	145,808	100,200		0.0%	66.9%	0.0%	115.3%
Sep	115,244	140,721	233,665	143,031	98,684		0.0%	59.6%	0.0%	100.6%
Oct	124,471	122,230	240,914	178,136	101,447		0.0%	52.4%	0.0%	89.0%
Nov	95,372	132,970	173,601	126,120	81,318		0.0%	48.3%	0.0%	81.4%
Dec	140,458	118,218	146,093	125,652	85,656		0.0%	44.8%	0.0%	74.7%
Totals	1,357,306	1,488,699	2,031,737	1,736,096	1,041,660	778,089				
% Of Change	-1.1%	9.7%	36.5%	-14.6%	-40.0%					

Actual G/L amounts may vary

**City of Louisville, Colorado
Building Use Tax Revenue
2016 -2020**

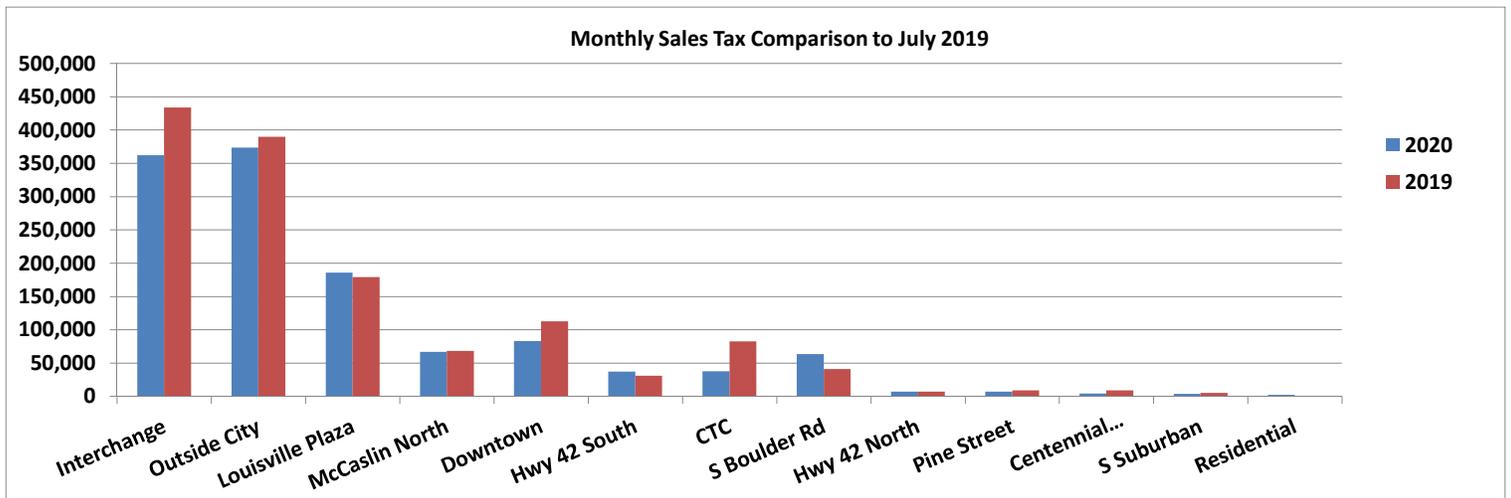
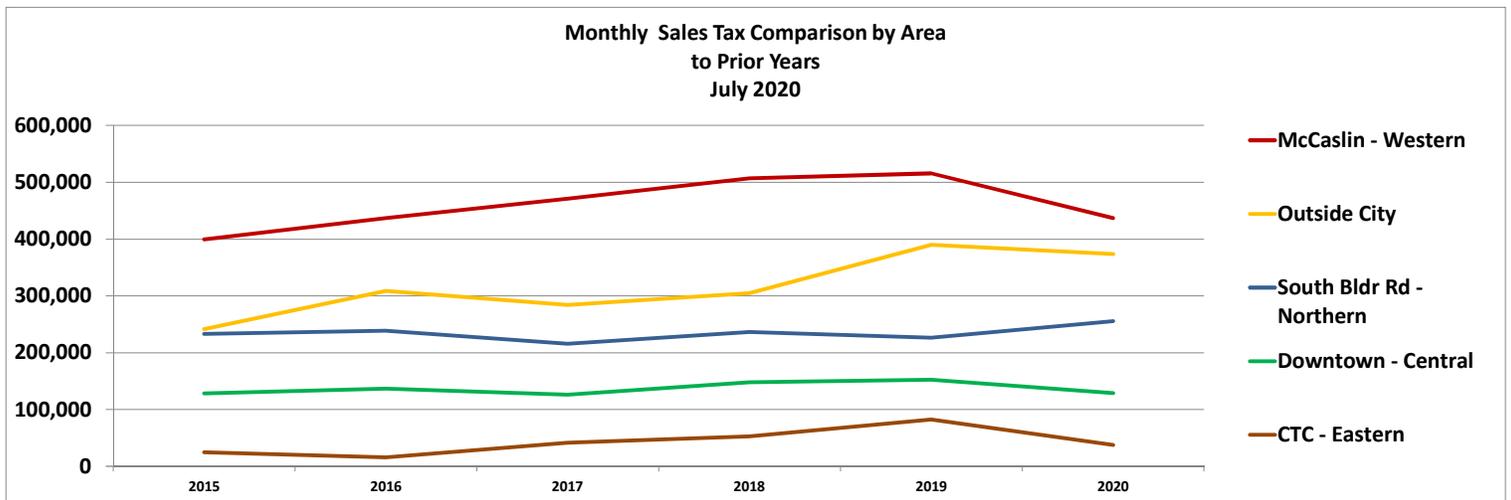
Month Of Sale	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Actual	Mnthly % Of 2019	Y-T-D % Of 2019	Mnthly % Of Budget	Y-T-D % Of Budget
Jan	174,842	275,878	293,454	86,502	159,054	167,476	193.6%	193.6%	105.3%	105.3%
Feb	76,430	103,187	264,342	265,760	145,403	213,379	80.3%	108.1%	146.8%	125.1%
Mar	159,627	300,687	80,344	65,076	162,892	101,197	155.5%	115.5%	62.1%	103.1%
Apr	62,683	95,596	131,263	203,698	129,786	369,619	181.5%	137.1%	284.8%	142.6%
May	235,856	76,348	86,100	281,555	192,670	182,958	65.0%	114.6%	95.0%	131.0%
Jun	510,772	151,145	67,534	324,102	197,737	62,081	19.2%	89.4%	31.4%	111.1%
Jul	161,699	94,455	202,707	208,918	189,923	53,104	25.4%	80.1%	28.0%	97.7%
Aug	155,447	126,830	356,991	88,430	175,614		0.0%	75.4%	0.0%	85.0%
Sep	64,269	125,682	295,455	143,151	133,049		0.0%	69.0%	0.0%	77.4%
Oct	305,287	164,724	294,551	142,592	188,403		0.0%	63.5%	0.0%	68.7%
Nov	49,929	37,893	128,352	213,900	115,811		0.0%	56.8%	0.0%	64.2%
Dec	44,792	271,190	71,376	64,581	104,718		0.0%	55.1%	0.0%	60.7%
Totals	2,001,634	1,823,614	2,272,470	2,088,265	1,895,060	1,149,815				
% Of Change	26.3%	-8.9%	24.6%	-8.1%	-9.3%					

**City of Louisville, Colorado
Consumer Use Tax Revenue
2016 -2020**

Month Of Sale	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2020 Actual	Mnthly % Of 2019	Y-T-D % Of 2019	Mnthly % Of Budget	Y-T-D % Of Budget
Jan	226,633	140,390	132,262	142,282	83,381	144,086	101.3%	101.3%	172.8%	172.8%
Feb	126,682	97,871	106,800	159,797	69,342	181,982	113.9%	107.9%	262.4%	213.5%
Mar	129,773	153,044	173,536	189,651	97,805	153,037	80.7%	97.4%	156.5%	191.2%
Apr	177,473	204,559	127,868	290,688	100,596	103,828	35.7%	74.5%	103.2%	166.0%
May	103,736	96,617	100,007	165,145	77,712	99,949	60.5%	72.1%	128.6%	159.2%
Jun	152,470	252,267	166,583	185,766	112,607	221,745	119.4%	79.8%	196.9%	167.1%
Jul	65,541	93,569	87,178	103,361	60,161	79,979	77.4%	79.6%	132.9%	163.7%
Aug	124,102	82,678	257,159	122,267	94,474		0.0%	72.5%	0.0%	141.5%
Sep	110,699	184,530	250,108	150,826	103,677		0.0%	65.2%	0.0%	123.1%
Oct	247,533	78,777	111,410	105,704	94,428		0.0%	60.9%	0.0%	110.1%
Nov	155,633	114,528	102,920	106,814	98,618		0.0%	57.2%	0.0%	99.2%
Dec	227,012	169,722	268,009	217,819	196,739		0.0%	50.7%	0.0%	82.8%
Totals	1,847,288	1,668,551	1,883,839	1,940,122	1,189,540	984,605				
% Of Change	26.9%	-9.7%	12.9%	3.0%	-38.7%					

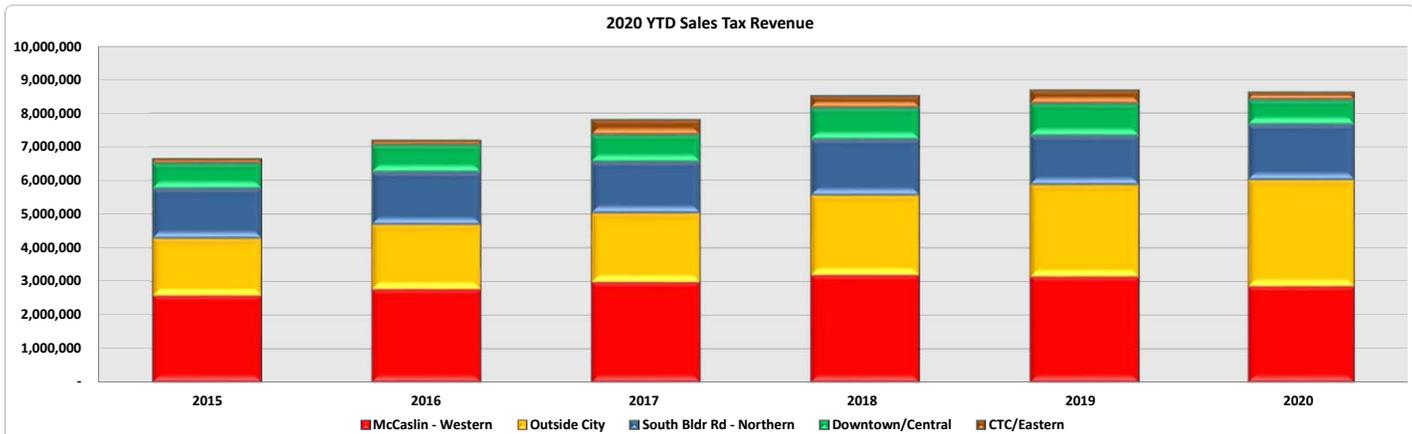
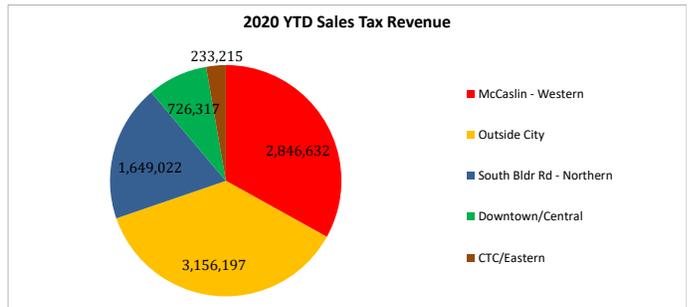
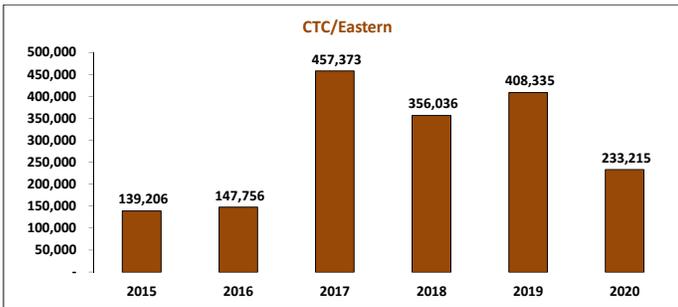
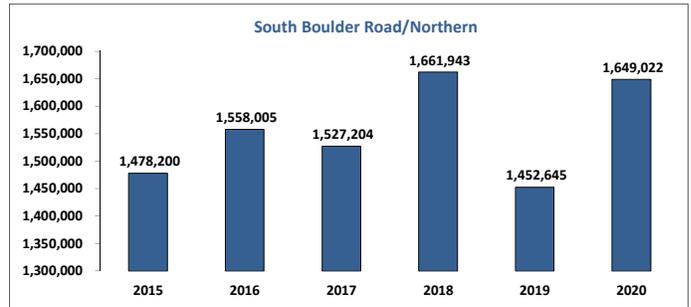
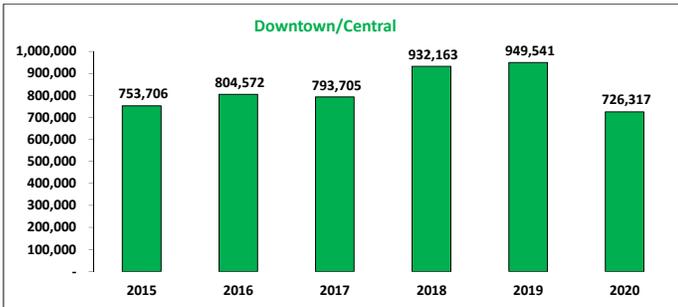
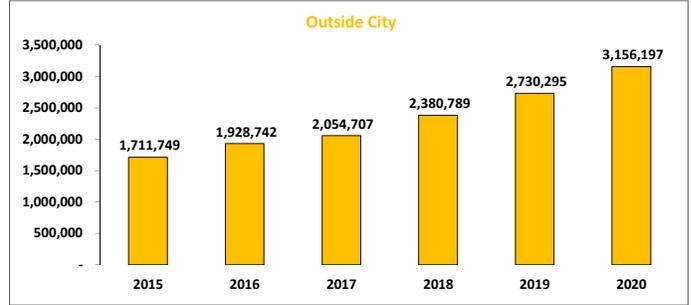
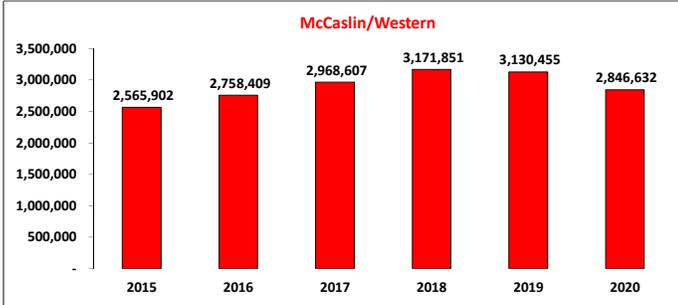
Monthly Sales Tax Revenue Comparisons by Area (July 2020)

AREA NAME	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Actual	% Of Total	% Change
Interchange	332,955	365,234	401,652	425,868	433,546	362,162	29.4%	-16.5%
Outside City	241,579	308,616	283,881	304,378	389,841	373,395	30.3%	-4.2%
Louisville Plaza	162,084	165,569	164,019	170,532	178,727	185,640	15.1%	3.9%
McCaslin North	59,727	59,737	58,623	66,605	67,955	66,777	5.4%	-1.7%
Downtown	96,279	103,109	90,042	110,836	112,499	82,808	6.7%	-26.4%
Hwy 42 South	25,135	26,455	27,334	29,271	30,930	37,111	3.0%	20.0%
CTC	24,320	15,775	41,396	52,386	82,317	37,677	3.1%	-54.2%
S Boulder Rd	64,071	65,022	42,650	57,144	40,693	63,325	5.1%	55.6%
Hwy 42 North	6,762	7,688	9,091	8,456	6,910	6,648	0.5%	-3.8%
Pine Street	5,905	6,530	7,575	6,972	8,628	6,720	0.5%	-22.1%
Centennial Valley	3,176	6,710	5,729	7,740	8,885	4,052	0.3%	-54.4%
S Suburban	3,504	5,040	4,915	6,422	5,160	3,697	0.3%	-28.4%
Residential	836	549	908	603	104	1,974	0.2%	1798.1%
Total Revenue	1,026,333	1,136,035	1,137,813	1,247,212	1,366,196	1,231,987		
% Of Change	18.4%	10.7%	0.2%	9.6%	9.5%	-9.8%		



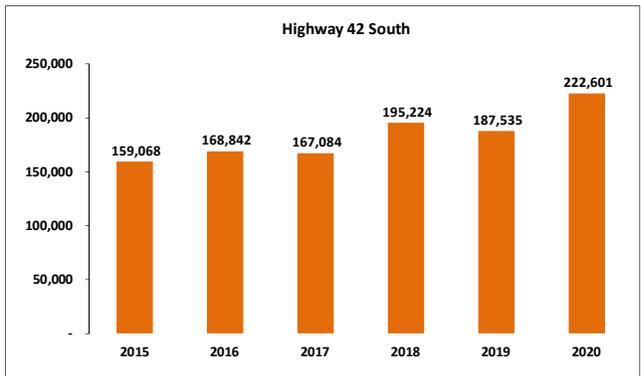
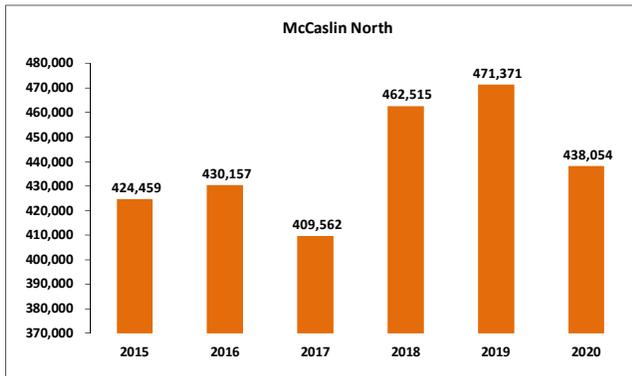
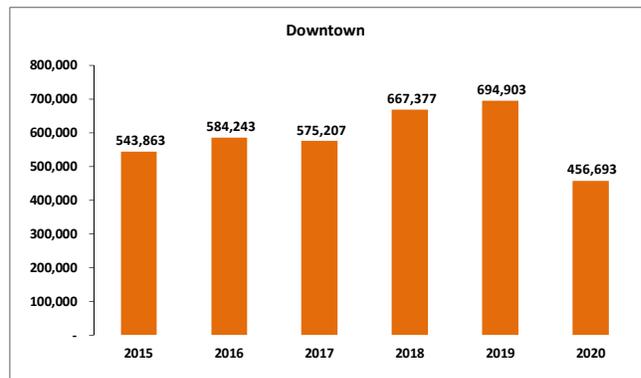
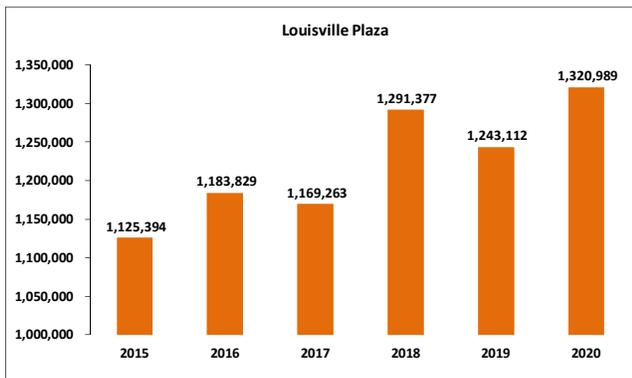
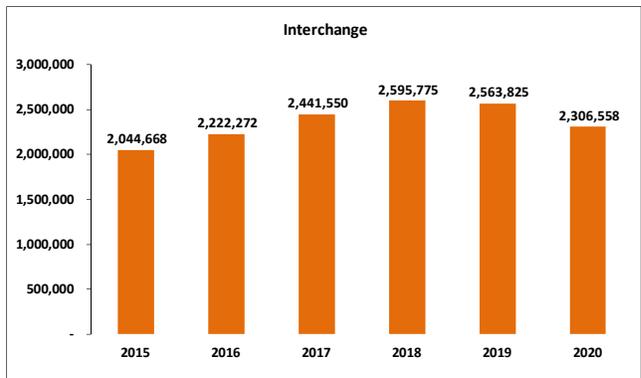
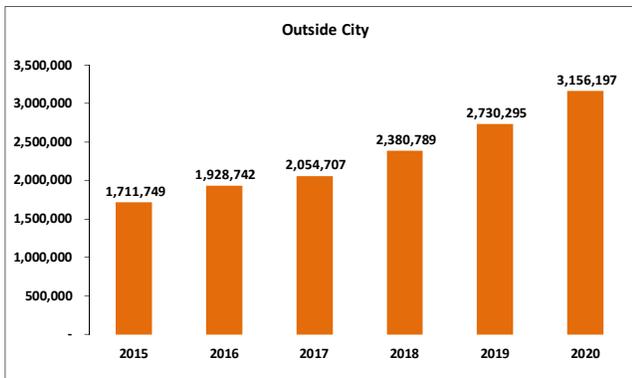
CITY OF LOUISVILLE
Sales Tax Revenue History by Area (Jan. - July 2020)

	2015	% Var	2016	% Var	2017	% Var	2018	% Var	2019	% Var	2020	% Var	% of Total
McCaslin - Western	2,565,902	3.71%	2,758,409	7.50%	2,968,607	7.62%	3,171,851	6.85%	3,130,455	-1.31%	2,846,632	-9.07%	33.1%
Outside City	1,711,749	-1.16%	1,928,742	11.37%	2,054,707	6.53%	2,380,789	15.87%	2,730,295	14.68%	3,156,197	15.60%	36.7%
South Bldr Rd - Northern	1,478,200	26.17%	1,558,005	32.98%	1,527,204	-1.98%	1,661,943	8.82%	1,452,645	-12.59%	1,649,022	13.52%	19.1%
Downtown/Central	753,706	8.19%	804,572	15.49%	793,705	-1.35%	932,163	17.44%	949,541	1.86%	726,317	-23.51%	8.4%
CTC/Eastern	139,206	12.43%	147,756	19.33%	457,373	209.55%	356,036	-22.16%	408,335	14.69%	233,215	-42.89%	2.7%
	6,648,763	7.3%	7,197,483	8.3%	7,801,597	8.4%	8,502,782	9.0%	8,671,270	2.0%	8,611,383	-0.7%	

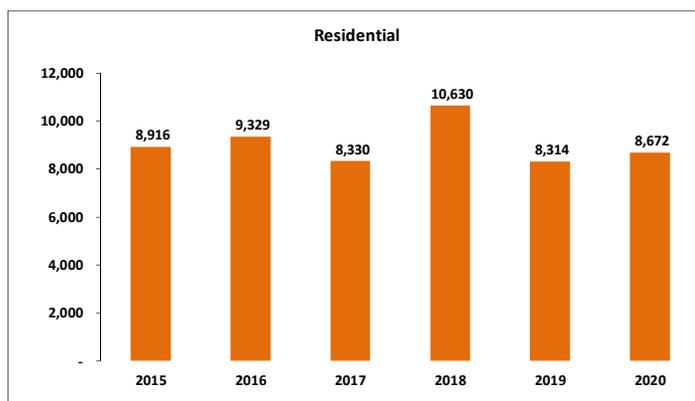
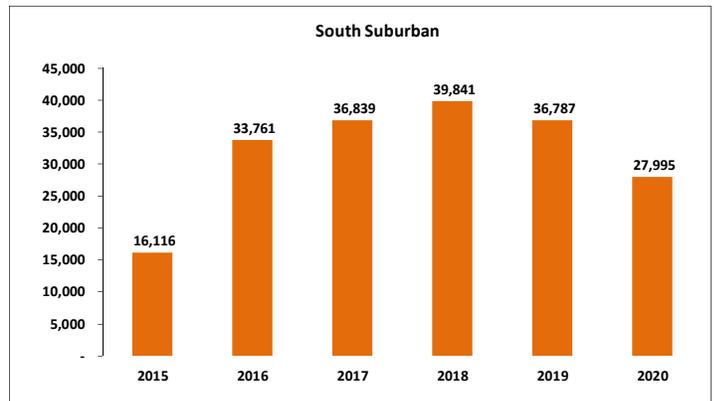
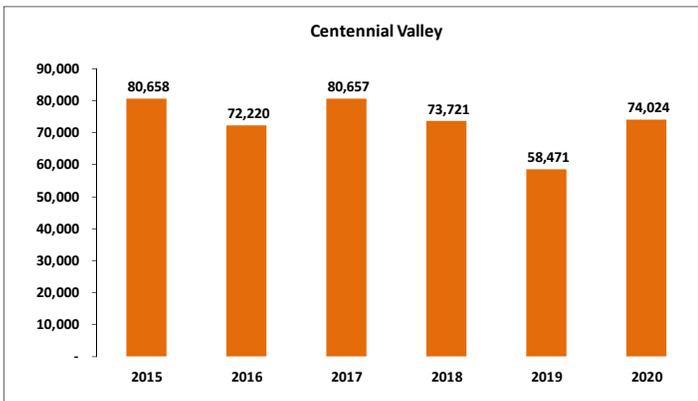
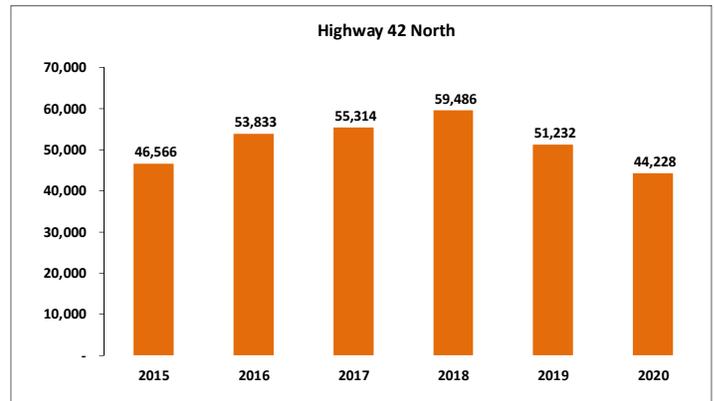
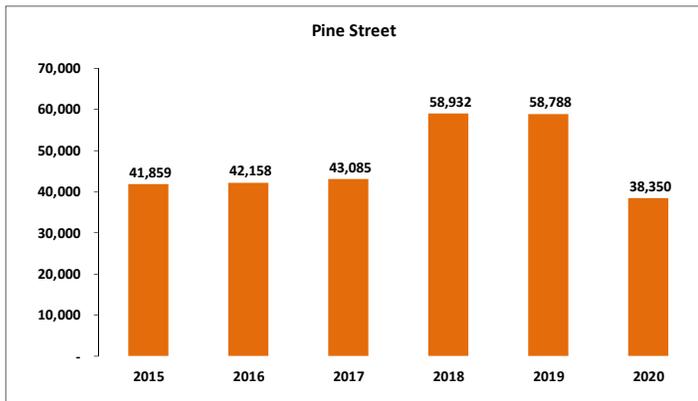
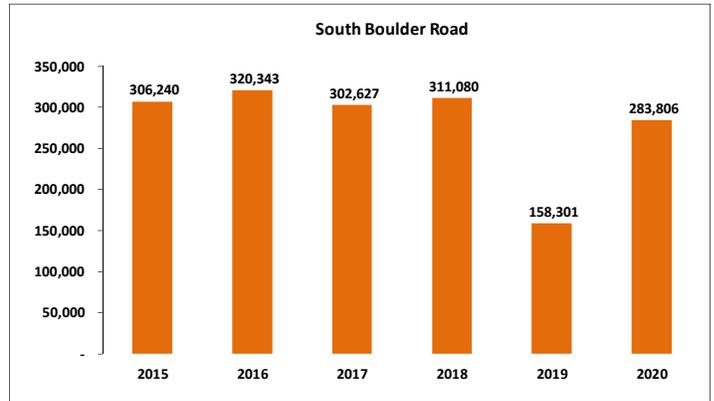
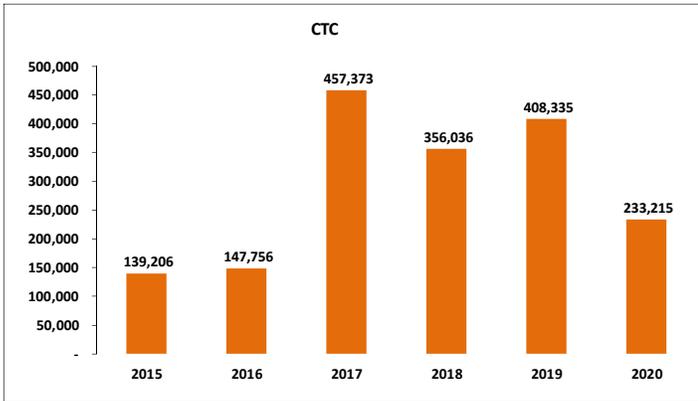


CITY OF LOUISVILLE
Revenue History by Area (Jan. - July 2020)

	2015	% Var	2016	% Var	2017	% Var	2018	% Var	2019	% Var	2020	% Var	% of Total
Outside City	1,711,749	-1.2%	1,928,742	12.7%	2,054,707	6.5%	2,380,789	15.9%	2,730,295	14.7%	3,156,197	15.6%	36.65%
Interchange	2,044,668	3.5%	2,222,272	8.7%	2,441,550	9.9%	2,595,775	6.3%	2,563,825	-1.2%	2,306,558	-10.0%	26.78%
Louisville Plaza	1,125,394	8.1%	1,183,829	5.2%	1,169,263	-1.2%	1,291,377	10.4%	1,243,112	-3.7%	1,320,989	6.3%	15.34%
Downtown	543,863	7.4%	584,243	7.4%	575,207	-1.5%	667,377	16.0%	694,903	4.1%	456,693	-34.3%	5.30%
McCaslin North	424,459	5.4%	430,157	1.3%	409,562	-4.8%	462,515	12.9%	471,371	1.9%	438,054	-7.1%	5.09%
Hwy 42 South	159,068	10.9%	168,842	6.1%	167,084	-1.0%	195,224	16.8%	187,535	-3.9%	222,601	18.7%	2.58%
CTC	139,206	12.4%	147,756	6.1%	457,373	209.5%	356,036	-22.2%	408,335	14.7%	233,215	-42.9%	2.71%
South Boulder Rd	306,240	246.4%	320,343	4.6%	302,627	-5.5%	311,080	2.8%	158,301	-49.1%	283,806	79.3%	3.30%
Pine Street	41,859	0.2%	42,158	0.7%	43,085	2.2%	58,932	36.8%	58,788	-0.2%	38,350	-34.8%	0.45%
Hwy 42 North	46,566	11.1%	53,833	15.6%	55,314	2.8%	59,486	7.5%	51,232	-13.9%	44,228	-13.7%	0.51%
Centennial Valley	80,658	2.1%	72,220	-10.5%	80,657	11.7%	73,721	-8.6%	58,471	-20.7%	74,024	26.6%	0.86%
South Suburban	16,116	-5.7%	33,761	109.5%	36,839	9.1%	39,841	8.1%	36,787	-7.7%	27,995	-23.9%	0.33%
Residential	8,916	76.0%	9,329	4.6%	8,330	-10.7%	10,630	27.6%	8,314	-21.8%	8,672	4.3%	0.10%
	6,648,763	7.3%	7,197,483	8.3%	7,801,597	8.4%	8,502,782	9.0%	8,671,270	2.0%	8,611,383	-0.7%	

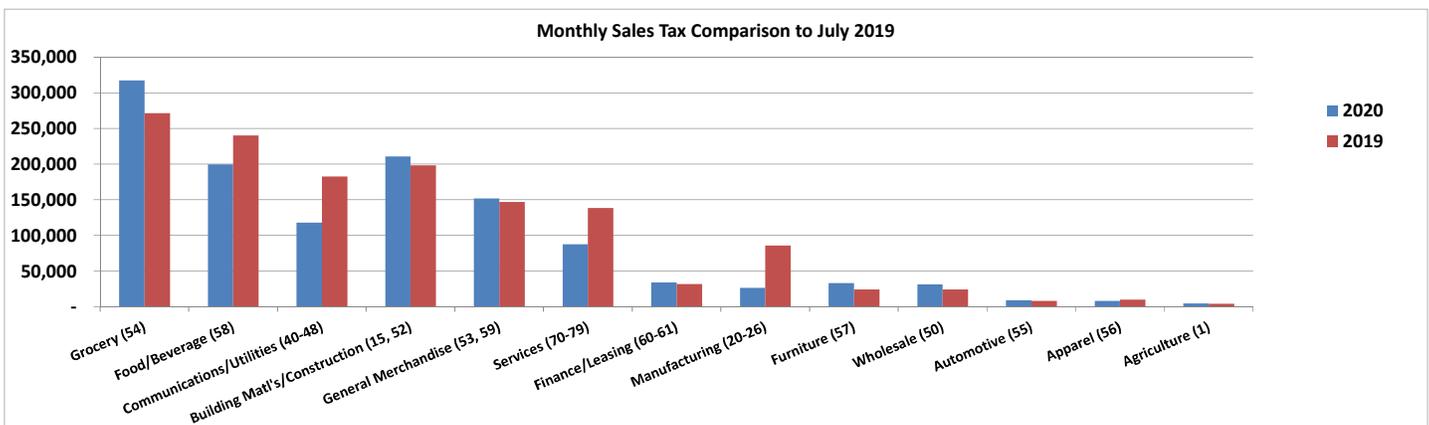
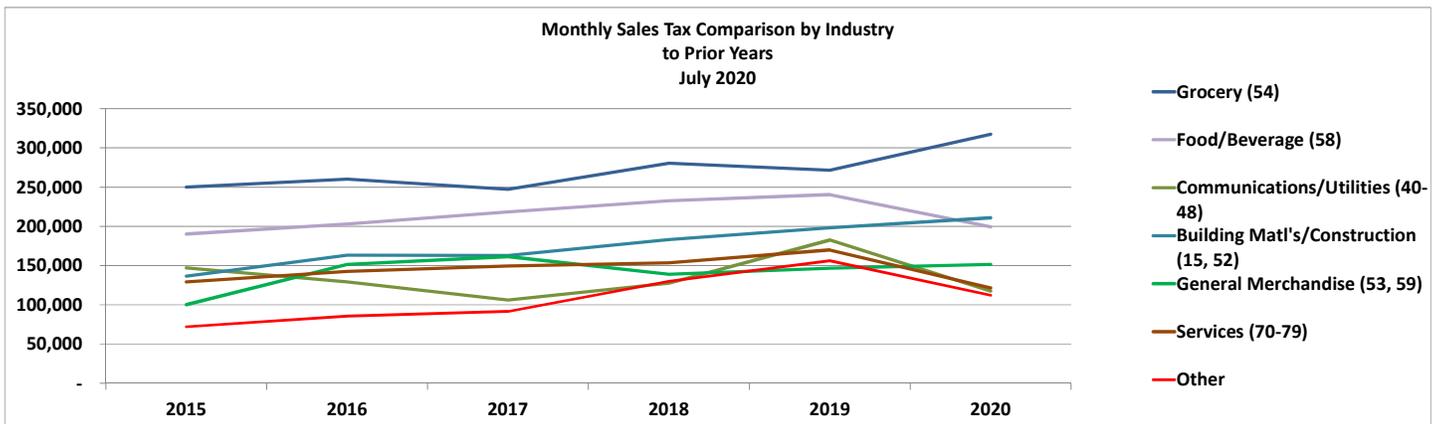


CITY OF LOUISVILLE
Revenue History by Area (Jan. - July 2020)



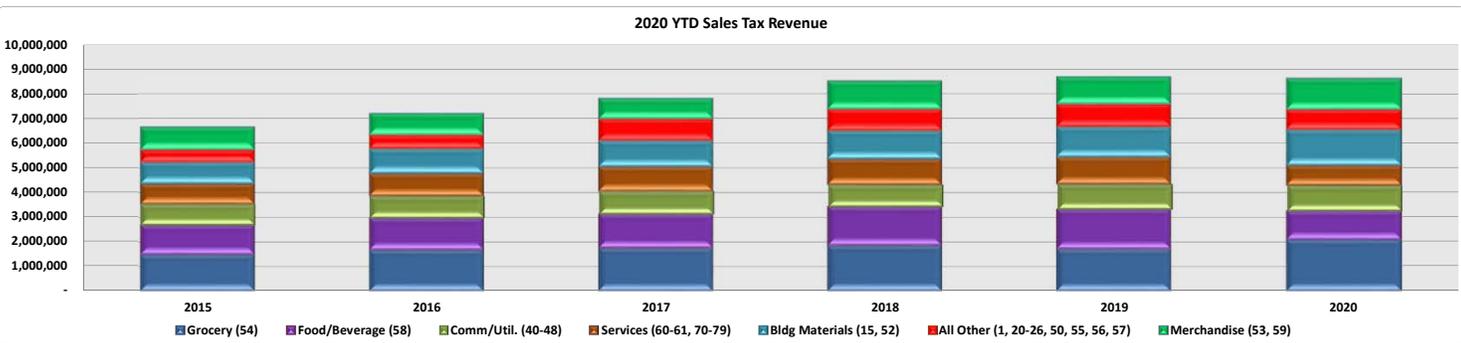
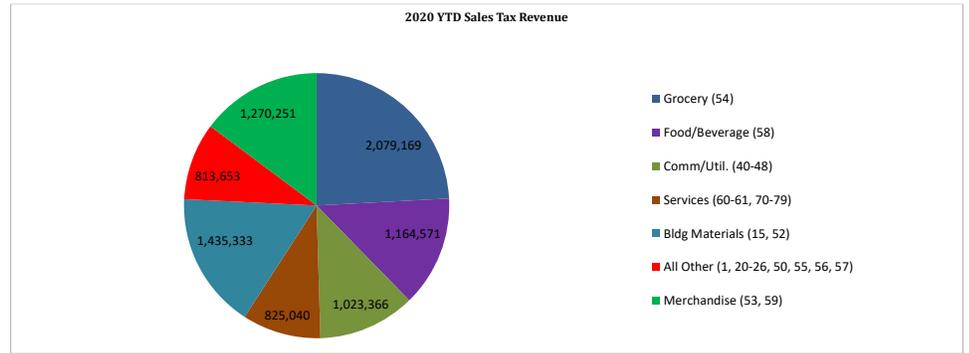
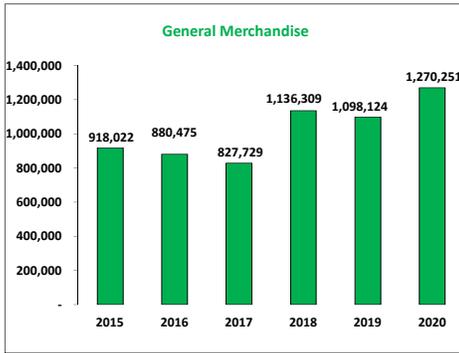
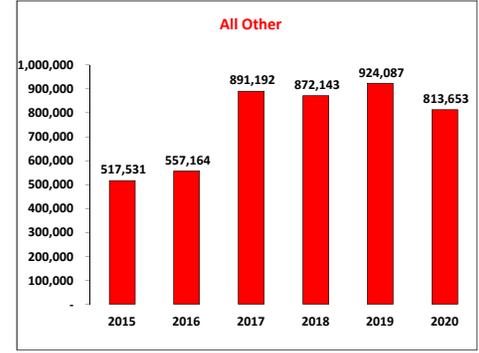
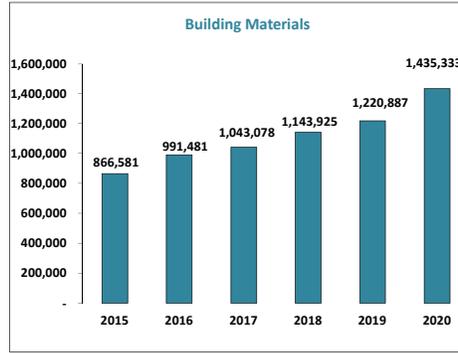
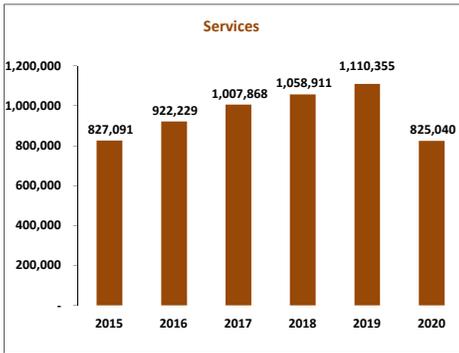
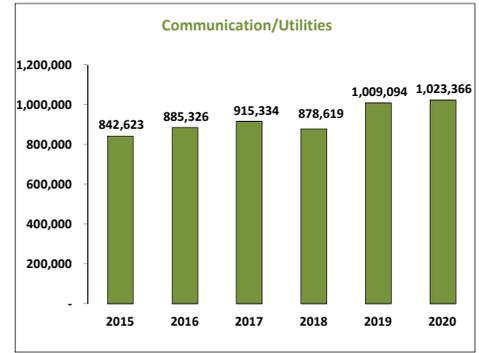
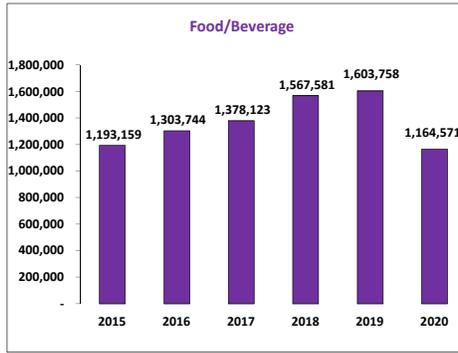
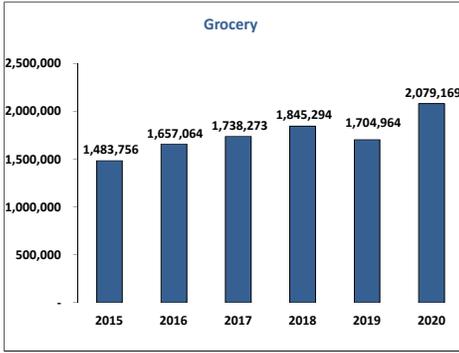
Monthly Sales Tax Revenue Comparisons by Industry (July 2020)

AREA NAME	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Actual	% Of Total	% Change
Grocery (54)	250,277	260,269	247,369	280,540	271,796	317,515	25.8%	16.8%
Food/Beverage (58)	190,241	203,238	218,481	232,871	240,546	199,691	16.2%	-17.0%
Communications/Utilities (40-48)	147,412	129,307	106,241	127,930	182,645	117,787	9.6%	-35.5%
Building Mat'l's/Construction (15, 52)	136,659	163,252	163,014	183,124	198,183	211,091	17.1%	6.5%
General Merchandise (53, 59)	100,286	151,550	161,488	138,937	146,897	151,836	12.3%	3.4%
Services (70-79)	103,855	116,076	118,003	121,467	138,324	87,636	7.1%	-36.6%
Finance/Leasing (60-61)	25,495	26,749	31,520	32,118	31,631	34,012	2.8%	7.5%
Manufacturing (20-26)	12,970	27,727	30,805	61,873	85,781	26,596	2.2%	-69.0%
Furniture (57)	24,632	23,040	17,002	22,182	24,329	33,119	2.7%	36.1%
Wholesale (50)	20,828	16,865	21,817	24,299	24,117	31,219	2.5%	29.4%
Automotive (55)	3,114	5,223	8,464	7,107	7,918	8,996	0.7%	13.6%
Apparel (56)	6,875	7,578	8,783	9,810	9,868	8,032	0.7%	-18.6%
Agriculture (1)	3,686	5,161	4,826	4,954	4,162	4,459	0.4%	7.1%
Totals	1,026,333	1,136,035	1,137,813	1,247,212	1,366,196	1,231,987		
% Of Change	18.4%	10.7%	0.2%	9.6%	9.5%	-9.8%		



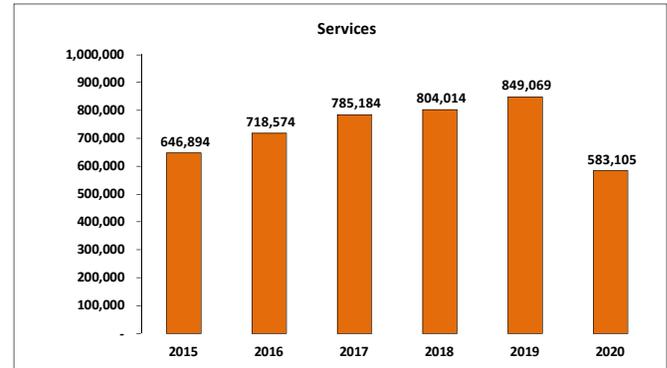
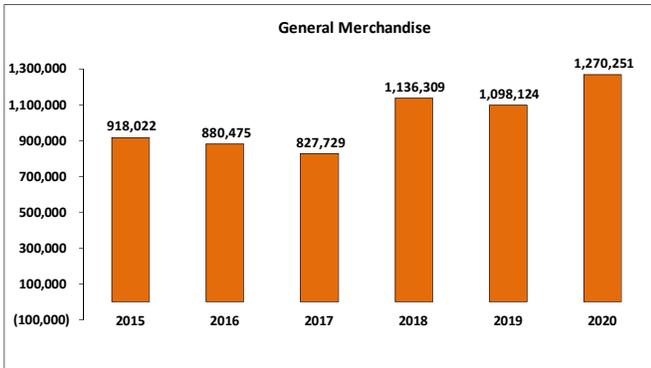
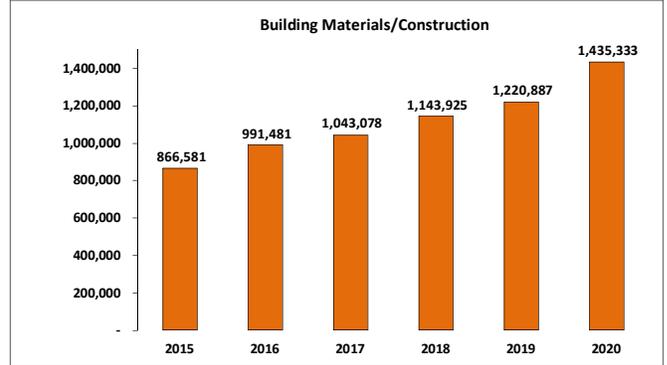
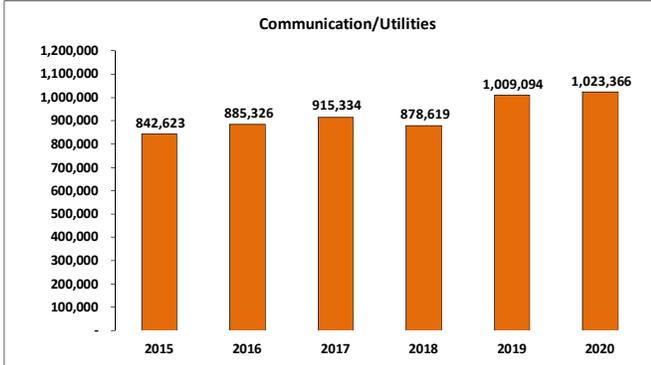
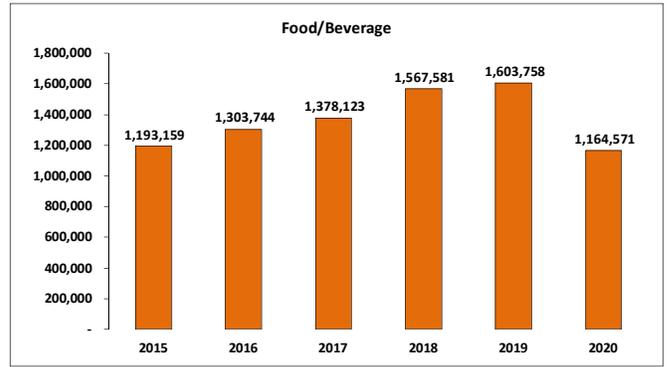
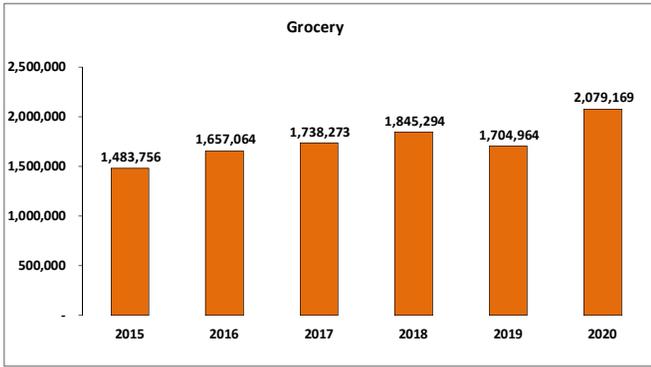
CITY OF LOUISVILLE
Revenue History by Industry (Jan. - July 2020)

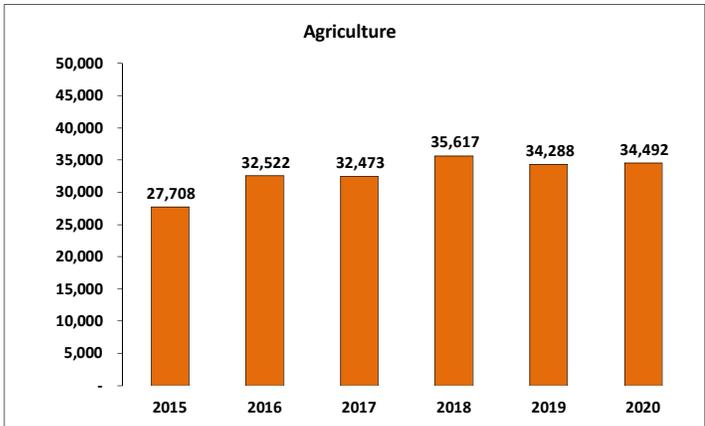
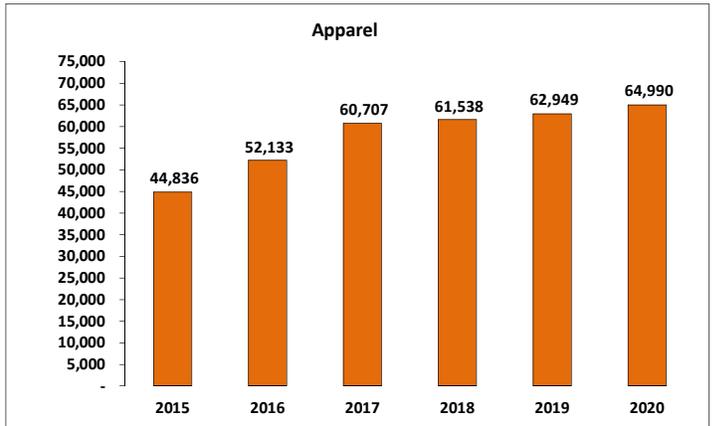
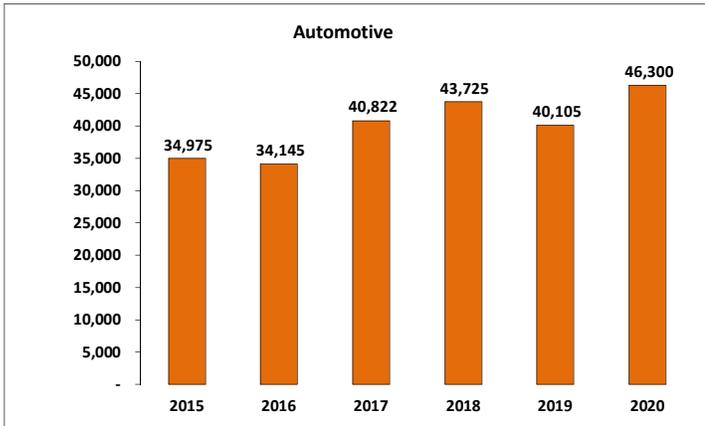
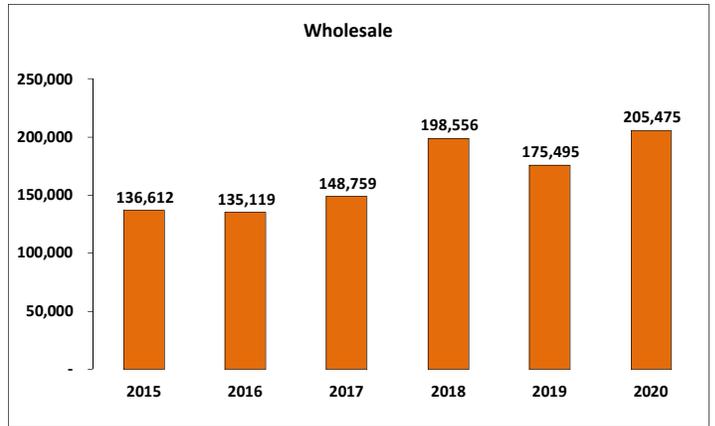
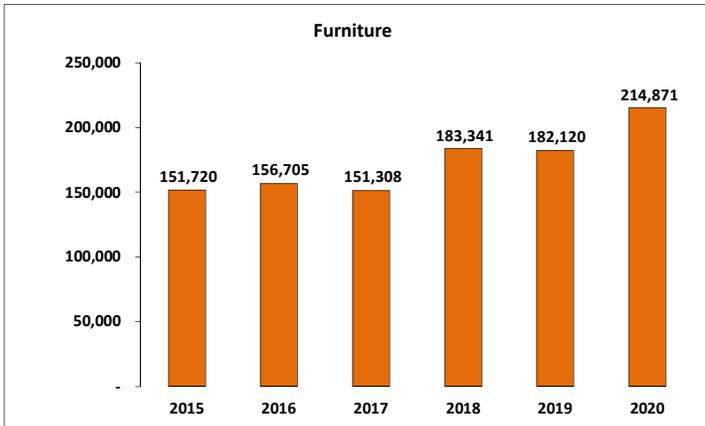
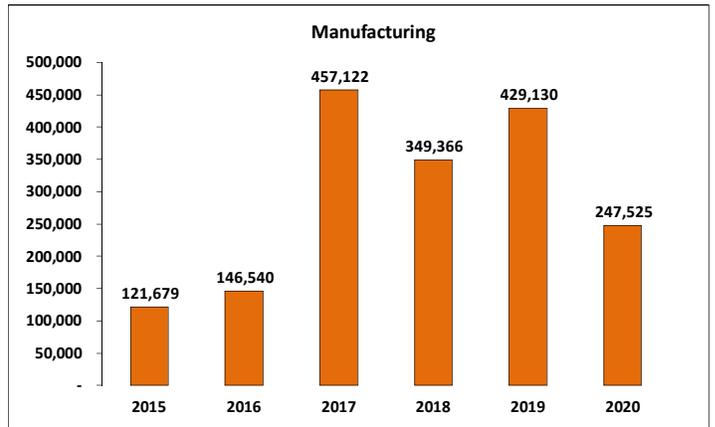
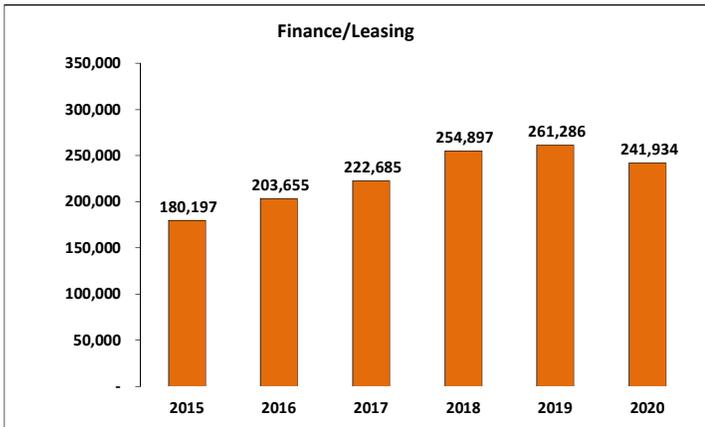
	2015	% Var	2016	% Var	2017	% Var	2018	% Var	2019	% Var	2020	% Var	% of Total
Grocery (54)	1,483,756	26.5%	1,657,064	11.7%	1,738,273	4.9%	1,845,294	6.2%	1,704,964	-7.6%	2,079,169	21.9%	24.1%
Food/Beverage (58)	1,193,159	6.0%	1,303,744	9.3%	1,378,123	5.7%	1,567,581	13.7%	1,603,758	2.3%	1,164,571	-27.4%	13.5%
Comm/Util. (40-48)	842,623	-3.5%	885,326	5.1%	915,334	3.4%	878,619	-4.0%	1,009,094	14.8%	1,023,366	1.4%	11.9%
Services (60-61, 70-79)	827,091	17.2%	922,229	11.5%	1,007,868	9.3%	1,058,911	5.1%	1,110,355	4.9%	825,040	-25.7%	9.6%
Bldg Materials (15, 52)	866,581	-1.6%	991,481	14.4%	1,043,078	5.2%	1,143,925	9.7%	1,220,887	6.7%	1,435,333	17.6%	16.7%
All Other (1, 20-26, 50, 55, 56, 57)	517,531	-10.6%	557,164	7.7%	891,192	60.0%	872,143	-2.1%	924,087	6.0%	813,653	-12.0%	9.4%
Merchandise (53, 59)	918,022	6.5%	880,475	-4.1%	827,729	-6.0%	1,136,309	37.3%	1,098,124	-3.4%	1,270,251	15.7%	14.8%
	6,648,763	7.3%	7,197,483	8.3%	7,801,597	8.4%	8,502,782	9.0%	8,671,270	2.0%	8,611,383	-0.7%	



CITY OF LOUISVILLE
Revenue History by Industry (Jan. - July 2020)

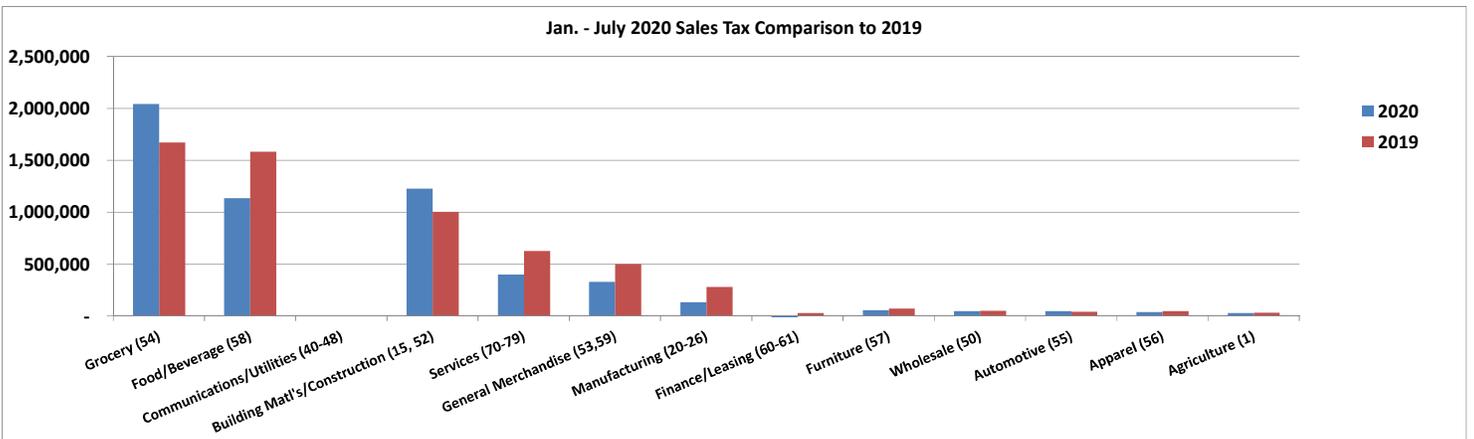
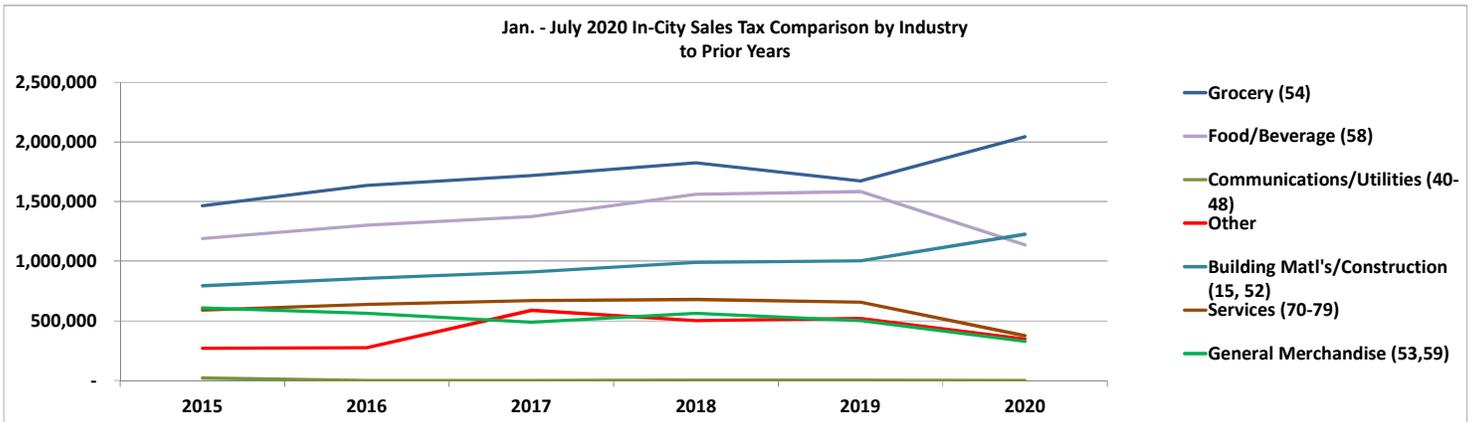
	2015	% Var	2016	% Var	2017	% Var	2018	% Var	2019	% Var	2020	% Var	% of Total
Grocery (54)	1,483,756	26.5%	1,657,064	11.7%	1,738,273	4.9%	1,845,294	6.2%	1,704,964	-7.6%	2,079,169	21.9%	24.1%
Food/Beverage (58)	1,193,159	6.0%	1,303,744	9.3%	1,378,123	5.7%	1,567,581	13.7%	1,603,758	2.3%	1,164,571	-27.4%	13.5%
Comm./Util. (40-48)	842,623	-3.5%	885,326	5.1%	915,334	3.4%	878,619	-4.0%	1,009,094	14.8%	1,023,366	1.4%	11.9%
Bldg Mat'l's. (15, 52)	866,581	-1.6%	991,481	14.4%	1,043,078	5.2%	1,143,925	9.7%	1,220,887	6.7%	1,435,333	17.6%	16.7%
Merchandise (53, 59)	918,022	6.5%	880,475	-4.1%	827,729	-6.0%	1,136,309	37.3%	1,098,124	-3.4%	1,270,251	15.7%	14.8%
Services (70-79)	646,894	16.2%	718,574	11.1%	785,184	9.3%	804,014	2.4%	849,069	5.6%	583,105	-31.3%	6.8%
Fin./Lease (60-61)	180,197	21.1%	203,655	13.0%	222,685	9.3%	254,897	14.5%	261,286	2.5%	241,934	-7.4%	2.8%
Manufacturing (20-26)	121,679	-31.5%	146,540	20.4%	457,122	211.9%	349,366	-23.6%	429,130	22.8%	247,525	-42.3%	2.9%
Furniture (57)	151,720	18.5%	156,705	3.3%	151,308	-3.4%	183,341	21.2%	182,120	-0.7%	214,871	18.0%	2.5%
Wholesale (50)	136,612	-15.7%	135,119	-1.1%	148,759	10.1%	198,556	33.5%	175,495	-11.6%	205,475	17.1%	2.4%
Automotive (55)	34,975	-19.0%	34,145	-2.4%	40,822	19.6%	43,725	7.1%	40,105	-8.3%	46,300	15.4%	0.5%
Apparel (56)	44,836	13.2%	52,133	16.3%	60,707	16.4%	61,538	1.4%	62,949	2.3%	64,990	3.2%	0.8%
Agriculture (1)	27,708	-2.0%	32,522	17.4%	32,473	-0.1%	35,617	9.7%	34,288	-3.7%	34,492	0.6%	0.4%
	6,648,763	7.3%	7,197,483	8.3%	7,801,597	8.4%	8,502,782	9.0%	8,671,270	2.0%	8,611,383	-0.7%	





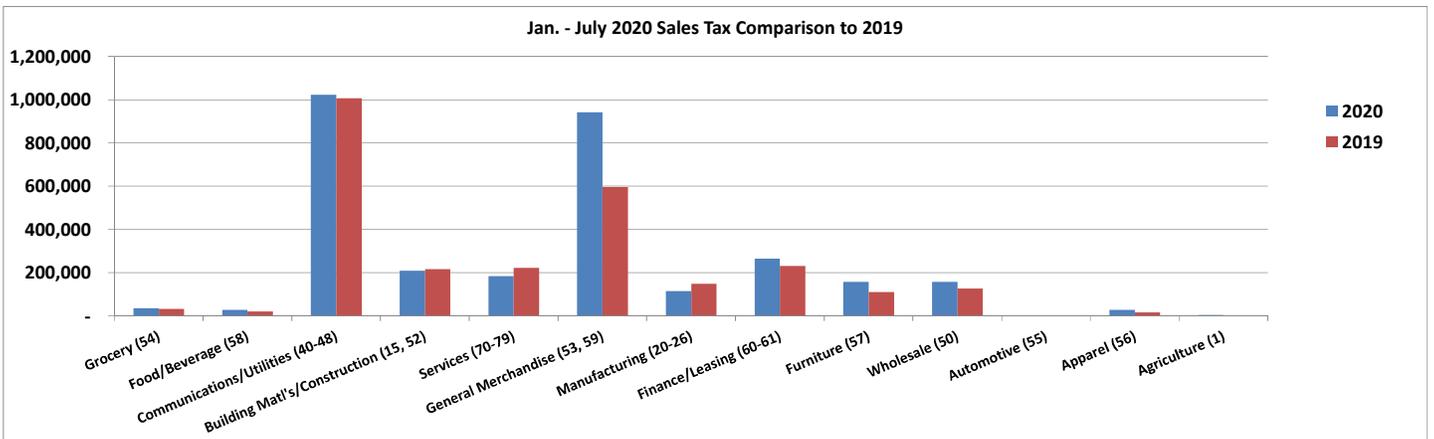
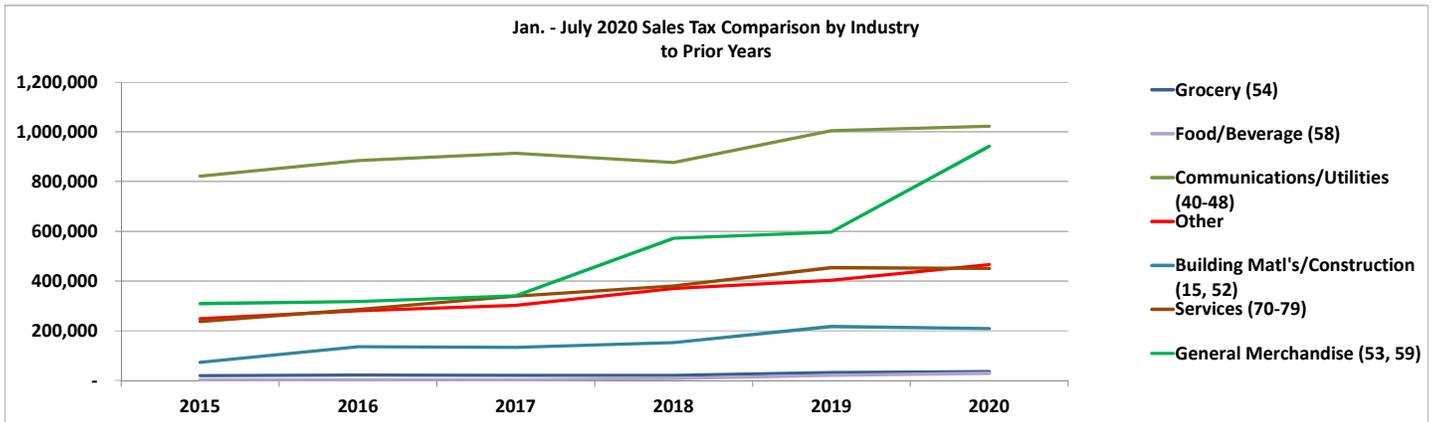
Sales Tax Revenue Comparisons by Industry - Inside City Area (Jan. - July 2020)

INDUSTRY NAME	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Actual	% Of Total	% Change
Grocery (54)	1,464,637	1,635,500	1,717,456	1,824,203	1,672,387	2,043,502	37.5%	22.2%
Food/Beverage (58)	1,190,994	1,301,526	1,374,962	1,560,051	1,583,517	1,135,819	20.8%	-28.3%
Communications/Utilities (40-48)	20,312	345	279	1,810	3,000	358	0.0%	-88.1%
Building Mat'l's/Construction (15, 52)	793,969	856,187	909,565	991,439	1,003,672	1,225,874	22.5%	22.1%
Services (70-79)	564,291	608,961	639,431	654,088	627,198	398,224	7.3%	-36.5%
General Merchandise (53,59)	608,769	562,429	487,449	563,813	501,794	327,727	6.0%	-34.7%
Manufacturing (20-26)	75,086	82,739	387,127	265,686	279,839	131,794	2.4%	-52.9%
Finance/Leasing (60-61)	25,038	27,839	29,463	24,919	29,433	(23,756)	-0.4%	-180.7%
Furniture (57)	69,310	55,863	43,317	70,730	71,888	56,892	1.0%	-20.9%
Wholesale (50)	25,532	31,517	39,480	39,872	49,273	47,090	0.9%	-4.4%
Automotive (55)	34,048	32,824	40,692	43,709	39,618	46,297	0.8%	16.9%
Apparel (56)	39,162	44,856	49,104	50,670	47,158	36,109	0.7%	-23.4%
Agriculture (1)	25,867	28,156	28,567	31,003	32,198	29,254	0.5%	-9.1%
Totals	4,937,014	5,268,741	5,746,890	6,121,993	5,940,975	5,455,186		
% Of Change	10.5%	6.7%	9.1%	6.5%	-3.0%	-8.2%		

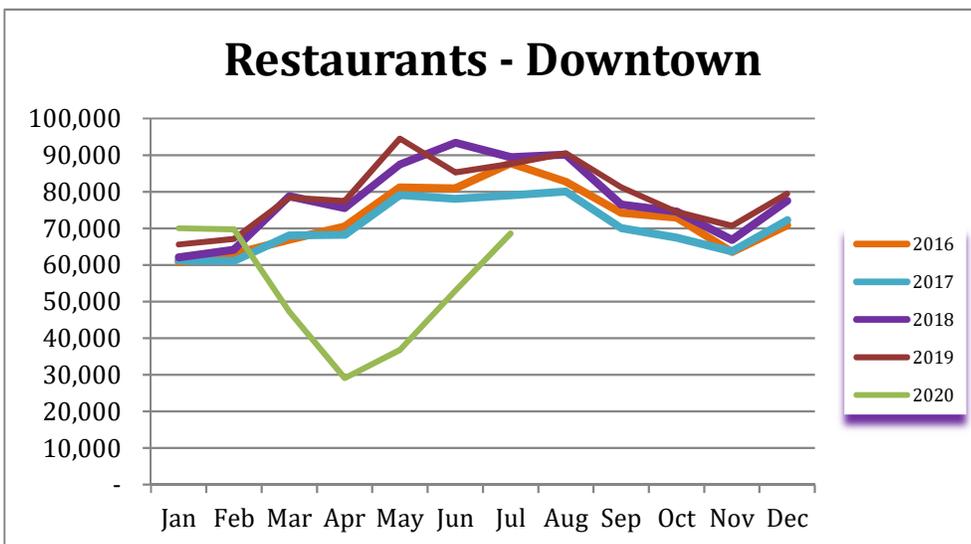
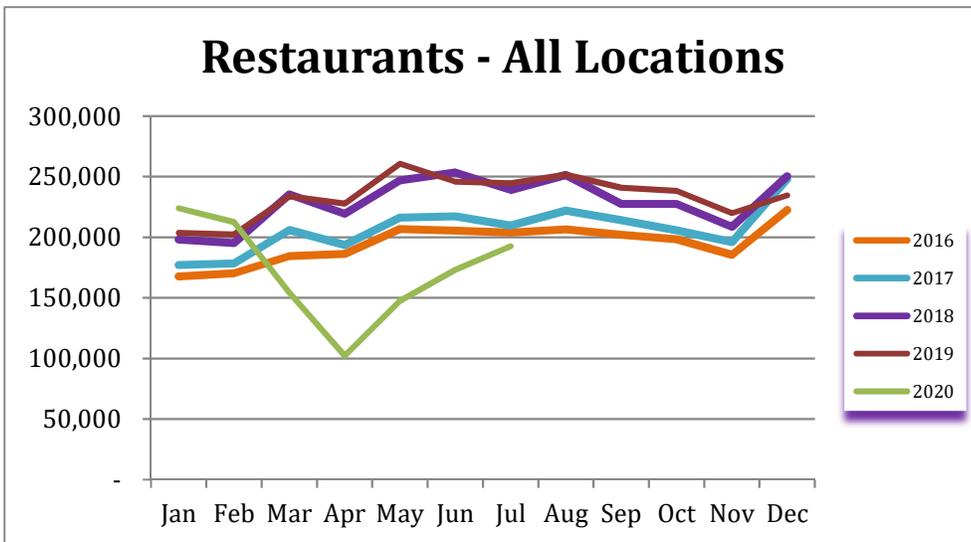
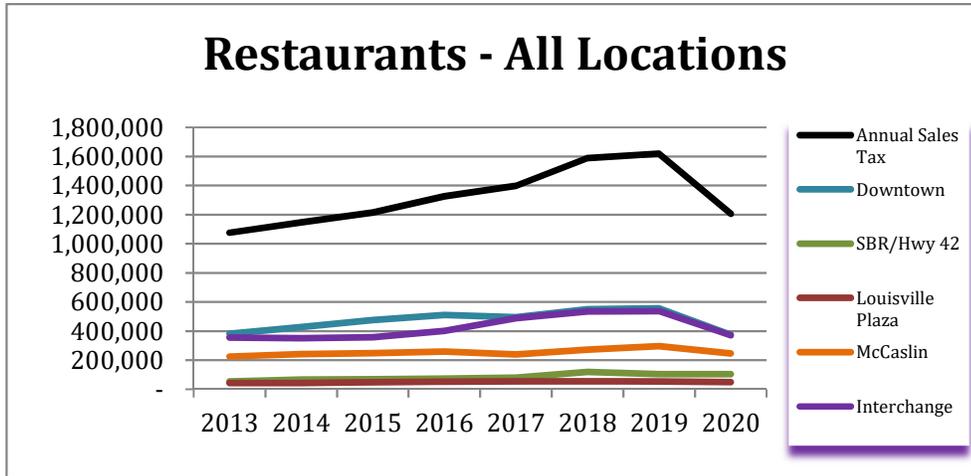


Sales Tax Revenue Comparisons by Industry - Outside City Area (Jan. - July 2020)

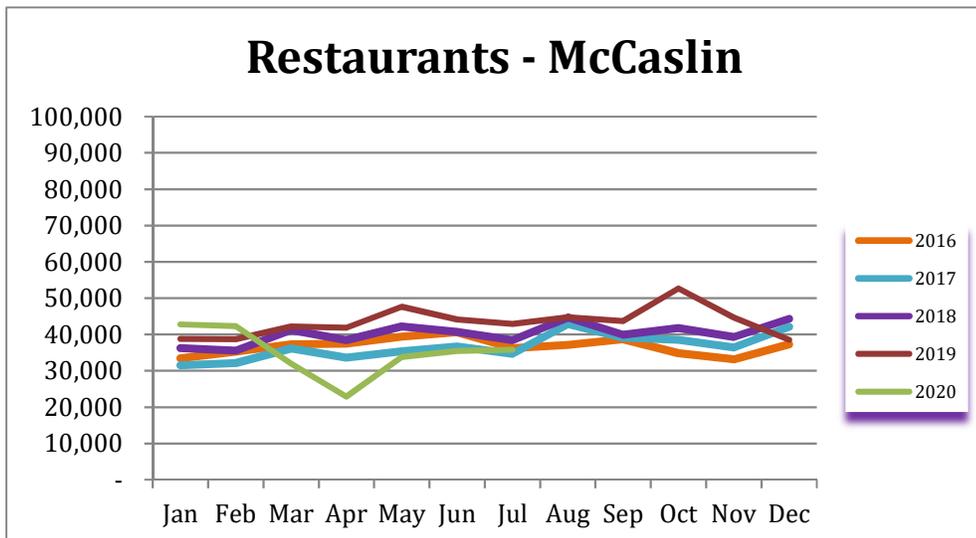
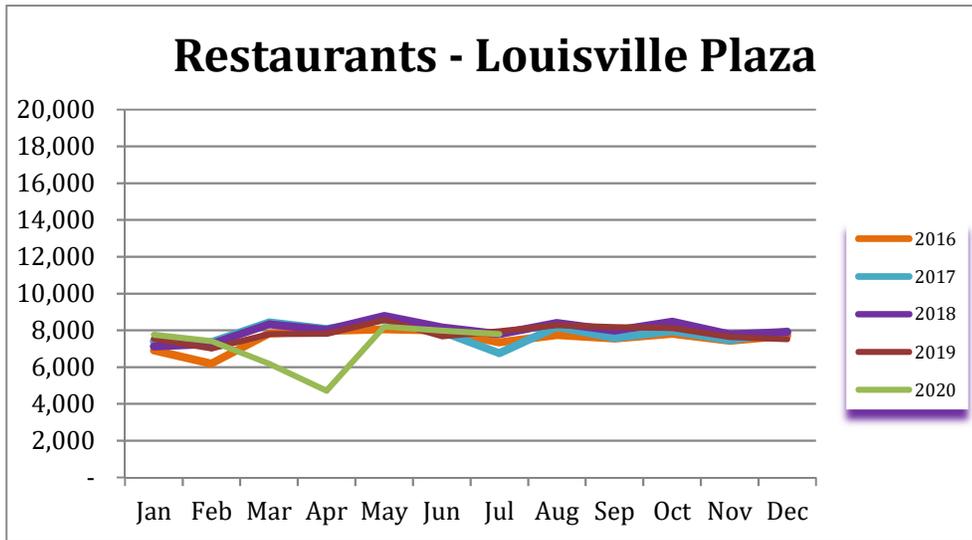
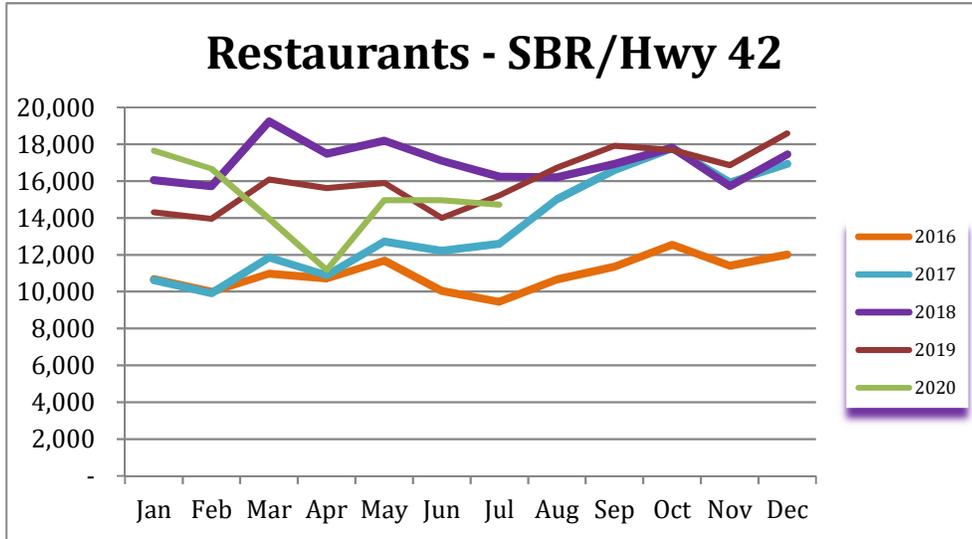
INDUSTRY NAME	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Actual	% Of Total	% Change
Grocery (54)	19,119	21,564	20,817	21,090	32,577	35,667	1.1%	9.5%
Food/Beverage (58)	2,165	2,218	3,161	7,530	20,242	28,752	0.9%	42.0%
Communications/Utilities (40-48)	822,311	884,981	915,056	876,809	1,006,094	1,023,008	32.4%	1.7%
Building Mat'l's/Construction (15, 52)	72,613	135,295	133,513	152,486	217,215	209,458	6.6%	-3.6%
Services (70-79)	82,603	109,613	145,753	149,926	221,871	184,882	5.9%	-16.7%
General Merchandise (53, 59)	309,253	318,046	340,281	572,497	596,330	942,524	29.9%	58.1%
Manufacturing (20-26)	46,594	63,800	69,995	83,680	149,291	115,730	3.7%	-22.5%
Finance/Leasing (60-61)	155,159	175,817	193,222	229,978	231,853	265,690	8.4%	14.6%
Furniture (57)	82,410	100,841	107,990	112,611	110,232	157,979	5.0%	43.3%
Wholesale (50)	111,081	103,602	109,279	158,684	126,221	158,385	5.0%	25.5%
Automotive (55)	928	1,321	130	16	487	3	0.0%	-99.4%
Apparel (56)	5,674	7,277	11,604	10,868	15,791	28,881	0.9%	82.9%
Agriculture (1)	1,840	4,366	3,907	4,614	2,090	5,238	0.2%	150.6%
Totals	1,711,749	1,928,742	2,054,707	2,380,789	2,730,295	3,156,197		
% Of Change	-1.2%	12.7%	6.5%	15.9%	14.7%	15.6%		



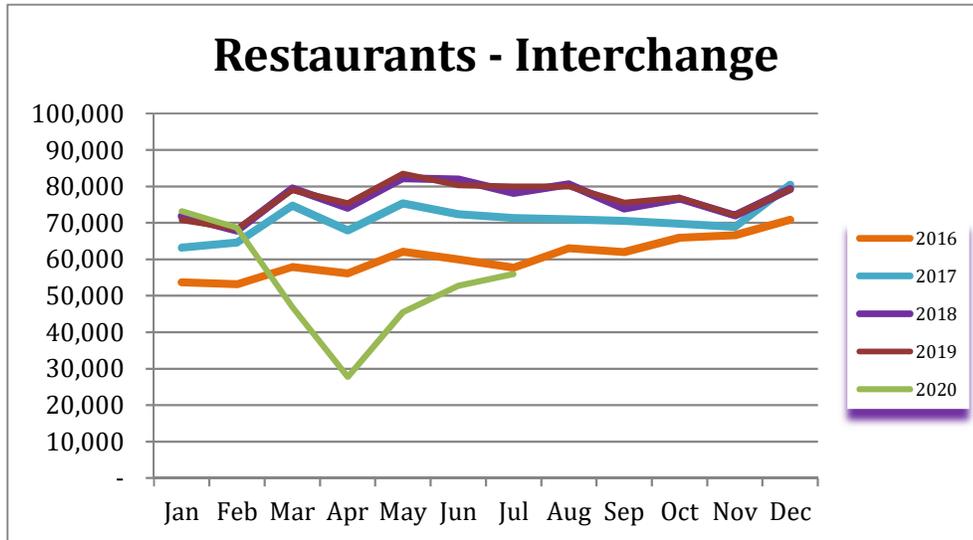
**Restaurant Graphs
Jan - July 2020**



**Restaurant Graphs
Jan - July 2020**



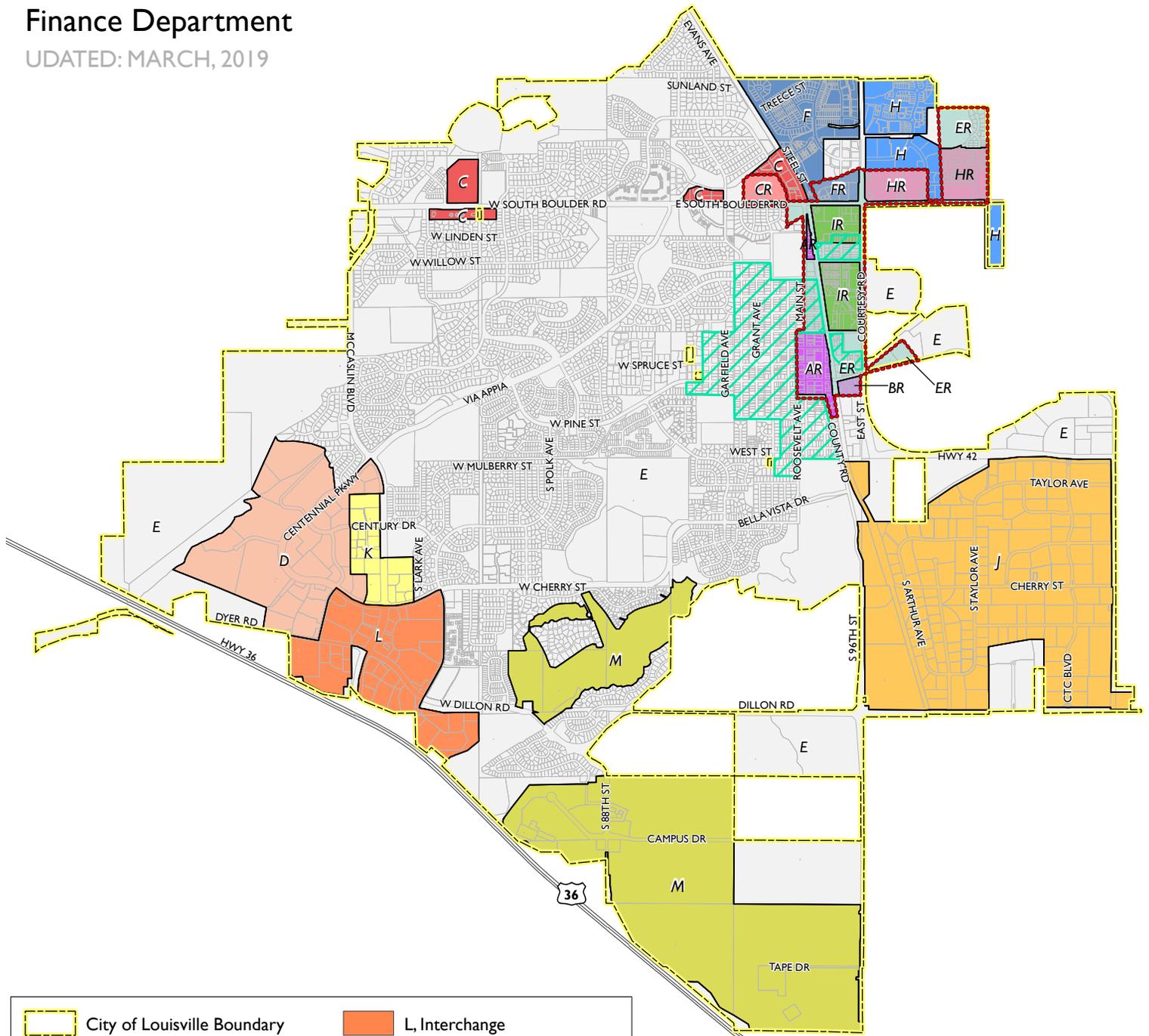
Restaurant Graphs
Jan - July 2020



Tax District Map

Finance Department

UPDATED: MARCH, 2019



	City of Louisville Boundary		L, Interchange
	Urban Renewal Authority		H, Louisville Plaza
	Old Town Overlay District		HR, Louisville Plaza URA
Tax Districts			
	D, Centennial Valley Business Park		K, McCaslin North
	J, Colorado Technical Center		BR, Pine Street Plaza URA
	AR, Downtown URA		C, South Boulder Road
	F, Highway 42 North		CR, South Boulder Road URA
	FR, Highway 42 North URA		M, South Subdivision
	IR, Highway 42 South URA		E, Residential
			ER, Residential URA

0 0.25 0.5 1 1.5 2 Miles



SIC INDUSTRY CODES MASTER LISTING

AGRICULTURE

1. **AGRICULTURE/FORESTRY/ANIMALS** – Production crops, livestock or animal specialties, veterinarians, pet grooming/stores, landscaping services, agricultural products/services, forestry, fishing, hunting or trapping.

MINING

10. **MINING/GAS & OIL EXTRACTION** – Metal or coal mining, oil or gas extraction, mining or quarrying of non-metallic minerals (except fuels).

CONSTRUCTION

15. **CONSTRUCTION/GENERAL CONTRACTORS & SUBCONTRACTORS** – Building construction general contractor or subcontractor (lump sum), heavy construction.

MANUFACTURING

20. **FOOD MANUFACTURING** – In-City only
21. **TEXTILE MANUFACTURING/APPAREL/WOOD/PAPER** – Textile mill products, apparel, fabrics, lumber, wood products, furniture or fixtures, paper and allied products.
22. **PRINT/CHEMICAL/PLASTICS/RUBBER MANUFACTURING** – Printing, silk screening, publishing and allied industries, chemicals and allied products, petroleum refining, plastics and rubber products.
23. **GLASS/STONE/LEATHER MANUFACTURING** – Leather and leather products, stone, clay, glass and concrete products.
24. **METAL/MACHINERY MANUFACTURING** – Fabricated metal products, industrial and commercial machinery, and transportation equipment.
25. **ELECTRONICS/COMPUTER MANUFACTURING** – Electronic and electrical equipment and components, and computer equipment.
26. **MEASURING/MEDICAL/OPTICAL MANUFACTURING** – Measuring, analyzing and controlling instruments, photographic, medical and optical goods, beauty products.

COMMUNICATIONS/UTILITIES/TRANSPORTATION

40. **TRANSPORTATION/FREIGHT/PIPELINES** – Railroad, local and suburban transit, motor freight, USPS, air or water transportation, pipelines, transportation services.
41. **ELECTRIC/GAS/SANITARY** – Electric, gas and sanitary services.
42. **COMMUNICATIONS - WIRELESS**
43. **COMMUNICATIONS - INTERNET SERVICE PROVIDER**
44. **COMMUNICATIONS – LOCAL EXCHANGE PROVIDER** – Land lines
45. **COMMUNICATIONS – LONG DISTANCE PROVIDER** - Land lines
46. **COMMUNICATIONS – SATELLITE**
47. **COMMUNICATIONS – EQUIPMENT/CABLING**
48. **COMMUNICATIONS – STREAMING/OTHER**

WHOLESALE

50. **WHOLESALE** – Durable or non-durable goods.

RETAIL

52. **BUILDING MATERIALS/HARDWARE** – Construction or building materials, hardware, garden supply and mobile home dealers.
53. **GENERAL MERCHANDISE/OTHER RETAIL (formerly 59)** – In-City brick-and-mortar, online retail, arts & crafts, all other retail.
54. **FOOD STORES** – All packaged food incl. special events, supplements.
55. **AUTO DEALERS/GAS SERVICE STATIONS**
56. **APPAREL AND ACCESSORY STORES**
57. **HOME FURNITURE/DECOR/HOME APPLIANCE**
58. **EATING AND DRINKING PLACES**

FINANCE/LEASING

60. **FINANCE/INSURANCE/REAL ESTATE** – Depository institutions, security and commodity brokers, dealers, exchanges and services, insurance carriers, agents, brokers, real estate, property management, holding and other investment offices.
61. **LEASING/RENTAL COMPANIES** – Lessors of tangible personal property.

SERVICES

70. **HOTELS AND OTHER LODGING PLACES**
71. **PERSONAL/BUSINESS SERVICES** – Photographers, salons, security monitoring, interior design, marketing.
72. **AUTO REPAIR AND SERVICES/OTHER REPAIR SERVICES** – Any repair service (parts only to 59).
73. **AMUSEMENT/RECREATION SERVICES** – Gyms, rec center, golf course.
74. **HEALTH/MEDICAL SERVICES** – All supplies, equipment, repairs, services.
75. **LEGAL/ACCOUNTING SERVICES**
76. **EDUCATIONAL SERVICES/SOCIAL SERVICES** – Lessons, training, seminars, fundraising.
77. **MEMBERSHIP ORGANIZATION/NON-PROFIT ORGANIZATION**
78. **ENGINEERING/RESEARCH/MANAGEMENT/CONSULTING/SOFTWARE** – All industry software.
79. **OTHER SERVICES**

SUBJECT: REVIEW OF NON-PROFIT GRANT PROGRAM

DATE: SEPTEMBER 15, 2020

PRESENTED BY: KEVIN WATSON, FINANCE

SUMMARY:

The Finance Committee has requested a general review and discussion of the City's Non-Profit Grant Program.

The 2021-2022 Non-Profit Grant Application Process began in June 2020. Attached is a sample letter that was sent in June to all organizations that had previously received or requested funding from the City's Non-Profit Grant Program. Also attached is the 2021-2022 Non-Profit Mailing List.

The completed applications, with the required attachments, were due from the applicants by September 7, 2020. Attached is a copy of the 2021-2022 Application Form.

The Finance Committee is scheduled to review the applications and make a recommendation to City Council at their November 2020 meeting. The City Council is scheduled to review the Committee's recommendation in December 2020. Once approved by the City Council, funds will be distributed in February 2021 for the 2021 grants. Funds will be distributed in February 2022 for the 2022 grants.

After Council approval, a letter is sent to each applicant notifying them of the final decision regarding their request. Attached is a sample letter that was sent to all applicants at the end of December 2018.

Staff has not yet had the opportunity to review and tabulate all of the 2021-2022 requests. The City Manager has proposed a total budget of \$35,000 for 2021 and \$35,000 for 2022. This was the amount that was budgeted in 2020. However, that budget was amended up to \$44,000 due to the impacts of the pandemic.

For the Committee's reference, attached is the December 18, 2018 Communication that presented the Committee's 2019-2020 recommendations to City Council.

SUBJECT: REVIEW OF NON-PROFIT GRANT PROGRAM

DATE: SEPTEMBER 15, 2020

PAGE 2 OF 2

ATTACHMENTS:

1. Sample letter sent to possible Non-Profit Profit Program applicants on June 16, 2020.
2. 2021-2022 Non-Profit Grant Mailing List.
3. 2021-2022 Application Form.
4. Sample letter sent to all Non-Profit Profit Program applicants on December 28, 2018.
5. Council Communication from December 18, 2018.

June 16, 2020

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Attention: XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX

Dear XXXXXXXXXXXXXXX:

You are receiving this letter because you have previously received, or have requested, funding from the City of Louisville’s Non-Profit Grant Program.

The Grant Application form for the 2019-2020 biennium is attached and can also be found in Word format on the City’s Website at: <http://www.louisvilleco.gov>.

One priority of the City’s Non-Profit Grant Program is to fund basic human services that the City cannot provide on its own. The City invites your organization to complete and submit an application for 2021-2022 funding by September 7, 2020. A hard copy of the application and all required attachments may be submitted to the City of Louisville Finance Department, 749 Main Street, Louisville, CO 80027. Alternatively, applicants may submit their application and all required attachments in pdf-format via e-mail to kevinw@louisvilleco.gov.

A list of applicants will be compiled and reviewed by the Finance Committee later in the year. The Finance Committee anticipates making their final grant recommendations to the City Council on December 15, 2020.

Note that this request process is for 2021 and 2022 calendar years. Please contact me at kevinw@louisvilleco.gov or at (303) 335-4505 if you have any questions or require any additional information.

Sincerely,

**Kevin C. Watson
Finance Director
City of Louisville**

Non-Profit Funding Program Mailing List

TRU Community Care
2594 Trailridge Drive East, Suite A
Lafayette, CO 80026
Attn: Darla Schueth, President & CEO

Safehouse Progressive Alliance for Nonviolence
835 North Street
Boulder, CO 80304
Attn: Alexandra Lynch, Development Director

Community Food Share
650 South Taylor Avenue
Louisville, CO 80027
Attn: Susan Finesilver, Development Manager

Boulder Valley Women's Health Center
2855 Valmont Road
Boulder, CO 80301
Attn: Sherry Biskup, Youth Services Director

Boulder Community Housing Corporation
1450 Lincoln Street
PO Box 471
Boulder, CO 80306
Attn: Kristin Durso

Coal Creek Meals on Wheels
455 North Burlington Avenue
Lafayette, CO 80026
Attn: Courtney Ford, Grants Manager

Boulder County Legal Services
315 W. South Boulder Road, Suite 205
Louisville, CO 80027
Attn: Erika Martinez, Coordinator

Development Disabilities Center – Imagine
1400 Dixon Street
Lafayette, CO 80026-2790
Attn: Susan LaHoda, Executive Director

Boulder County Care Connect
6325 Gunpark Dr #F
Boulder, CO 80301
Attn: Christi Britt, Director of Community Giving

Colorado Shakespeare Festival
277 UCB (amanda.giguere@colorado.edu)
Attn: Amanda Giguere, Director of Outreach

Louisville Community Food Bank
1025 Front Street
Louisville, CO 80027
Attn: Kim Echols, Co-Chair

Dental Aid, Inc.
877 South Boulder Road
Louisville, CO 80027
Attn: Greta Maloney, Community Liason

Impact on Education
728 Front Street, Suite A
Louisville, CO 80027
Attn: Sharon Fullner, Business Manager

Sister Carmen Community Center
655 Aspen Ridge Drive
Lafayette, CO 80026
Attn: Emily Swift, Development Associate

Clinica Family Health Services
1345 Plaza Court North, 1A
Lafayette, CO 80026
Attn: Anthony Porcaro, Grant Writer

Assoc for Community Living in Boulder County
2770 Dagny Way, #202
Lafayette, CO 80026
Attn: Ailsa Wonnacott, Development Director

Center Stage Theater Company
1153 Hillside Court
Louisville, CO 80027
Attn: Linda Lee, President

Saint Benedict Health & Healing Ministry
PO Box 325
Louisville, CO 80027
Attn: Shelly Dierking, Executive Director

Voices for Children CASA
6672 Gunpark Drive, Suite 100
Boulder, CO 80301
Attn: Jacob Harmon

Louisville Chamber of Commerce
901 Main Street
Louisville, CO 80027

Community After Prom Parent Assoc (CAPPA)
765 Pinehurst Ct
Louisville, CO 80027
Attn: Sharon Reese, President

Intercambio Uniting Communities
4735 Walnut Street, Suite B
Boulder, CO 80301
Attn: Erika Carlson, Grants Manager

Good Samaritan Medical Center Foundation
200 Exempla Circle
Lafayette, CO 80026
Attn: Robert Roby, VP & Executive Director

Boulder County Circles
P.O. Box 471
Boulder, CO 80306

**CITY OF LOUISVILLE, COLORADO
GRANT APPLICATION FOR NON-PROFIT ORGANIZATIONS**

5. **Leadership:**
- How many people serve on your Board of Directors and how many of these are Louisville residents?

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

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

 - Who will be responsible for the administration of the program or service?
6. Please identify any other agencies/organizations that are currently providing similar services to the targeted population. Describe any cooperative or collaborative efforts between your organization and the other agencies.
7. Please include any additional information that would be helpful to the Finance Committee in evaluating your agency's need for funding.

December 28, 2018

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Attention: XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX

Dear XXXXXXXXXXXXXXX:

Thank you for your application to the City of Louisville’s 2019-2020 Non-Profit Grant Program.

On November 19, 2018, the City Finance Committee reviewed all applications and made its final recommendations to the City Council. The City Council reviewed these recommendations and, on December 18, 2018, approved the distributions for the calendar years 2019 and 2020. The City Council authorized a distribution to your agency in the amount of \$xxxx for 2019 and \$xxxx for 2020. The distribution of funds for each year is expected to occur late January or early February.

Application forms for 2021-2022 Non-Profit Grant Program are scheduled to be distributed in Summer 2020. Please contact me at (303) 335-4505 if you have any questions or require any additional information.

Sincerely,

**Kevin C. Watson
Finance Director
City of Louisville**

**SUBJECT: NON-PROFIT GRANT PROGRAM – FINANCE COMMITTEE
RECOMMENDATIONS FOR 2019 AND 2020**

DATE: DECEMBER 18, 2018

PRESENTED BY: KEVIN WATSON, FINANCE DIRECTOR

SUMMARY:

The 2019 adopted budget and the 2020 budget plan each contain \$35,000 for grants/contributions to non-profit agencies. Of that amount, \$5,000 for each year is reserved for the Utility Billing Assistance Program in partnership with Sister Carmen. The remaining \$30,000 per year is available for distribution as part of the Non-Profit Grant Program.

The Finance Department received seventeen applications for funding, which total \$54,800 for 2019 and \$55,300 for 2020. The Finance Committee has reviewed these applications and, at the November 19, 2018 meeting, made its final recommendations.

Below is a table summarizing non-profit grants from 2016 through 2020 and including the 2019/2020 requests (highlighted in blue) and the 2019/2020 Finance Committee recommendations (highlighted in green).

Please note that Sister Carmen has enough funds remaining for the Utility Billing Assistance Program that no additional contribution for that purpose is recommended for 2019.

**SUBJECT: NON-PROFIT GRANT PROGRAM – FINANCE COMMITTEE
RECOMMENDATIONS FOR 2019 AND 2020**

DATE: DECEMBER 18, 2018

PAGE 2 OF 2

City of Louisville, Colorado
Non-Profit Grants & Contributions
2016 Through 2020

Organization	2016 Grant	2017 Grant	2018 Grant	2019 Request	2019 FC Rec	2020 Request	2020 FC Rec
Association for Community Living in Boulder County	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Boulder County Cultivate (formerly CareConnect)	1,000	2,000	2,000	3,000	2,000	3,000	2,000
Boulder County Legal Services	600	600	600	1,000	600	1,000	600
Boulder Valley Women's Health Center	-	-	-	2,500	-	2,500	-
Clinica Family Health Services	5,000	6,400	5,400	6,000	5,400	6,000	5,400
Coal Creek Meals on Wheels	3,000	2,500	2,500	3,000	2,500	3,000	2,500
Community Food Share	2,500	2,500	2,500	5,000	2,500	5,000	2,500
Dental Aid	2,000	2,000	2,000	4,000	2,000	4,000	2,000
Good Samaritan Medical Center Foundation	-	-	-	2,500	-	2,500	-
Imagine Foundation - Developmental Disabilities Center	1,000	1,000	1,000	1,500	1,000	1,500	1,000
Impact on Education	1,750	2,000	2,000	4,000	2,000	4,000	2,000
Intercambio Uniting Communities	500	500	500	1,000	500	1,000	500
Louisville Community Food Bank	800	-	-	800	-	800	-
Louisville Senior Advisory Board	4,250	2,000	-	-	-	-	-
Safehouse Progressive Alliance for Nonviolence	1,500	1,500	1,500	2,500	1,500	2,500	1,500
Saint Benedict Health & Healing - Free Medical Clinics	400	-	-	-	-	-	-
Sister Carmen Community Center [1]	7,700	9,000	9,000	15,000	4,000	15,000	9,000
TRU Community Care	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Voices for Children CASA	500	500	500	500	500	1,000	500
Totals	35,000	35,000	32,000	54,800	27,000	55,300	32,000

[1] Includes \$5,000 per year restricted for Utility Assistance for years 2016 through 2020, excluding 2019 due to unspent balance.

FISCAL IMPACT:

The City's 2019 General Fund budget and the 2020 General Fund budget plan each include a \$35,000 appropriation in account 101-1-10-101-121-538420 for contributions/grants to non-profit organizations. Of this amount, \$5,000 each year is reserved for the new Utility Billing Assistance Program leaving \$30,000 per year for the Non-Profit Grant Program.

RECOMMENDATION:

Staff recommends approval of \$27,000 for 2019 and \$32,000 for 2020 to be distributed to the organizations and in the amounts as recommended by the Finance Committee.

ATTACHMENT(S):

The actual grant applications are extensive and consequently, instead of including them in the packet, all grant applications are kept on file in the City Finance Department and are available for review upon request. They are also available on the City's Website under the Finance Committee packet for November 19, 2018.

SUBJECT: PRELIMINARY ASSESSED VALUATION

DATE: SEPTEMBER 15, 2020

PRESENTED BY: KEVIN WATSON, FINANCE DIRECTOR

SUMMARY:

The City has not yet received its *preliminary* 2020 assessed valuation from the Boulder County Assessor. A representative from the Assessor's Office is projecting that the preliminary assessed valuations will be sent out to all Boulder County taxing entities on October 13. The *final* 2020 assessed valuation amounts is expected to be received in late November, as normal. Therefore, current projections of property tax revenue are based on last year's projections of assessed valuation.

SUBJECT: FINANCE COMMITTEE 2020 WORK PLAN

DATE: SEPTEMBER 15, 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.

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
- Renewal & Replacement reserves for the Recreation Center and Golf Course
- 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

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)

Second Quarter

- ✓ Biennial Budget Process (Apr)
- ✓ Budget Amendment (Apr)

- 2019 carryover

- 2020 changes

- ✓ “Turnback” Discussion (May)
- ✓ Financial Projections (May)
- ✓ Review Renewal and Replacement schedules for Recreation Center and Golf Course (May)
- ✓ Remaining Quarterly Reports (May)
- ✓ Biennial Budget Process (Jun)
- ✓ Presentation from Chandler on Economy and Investments (Jun)
- ✓ I.T. Update (Jun)

Third Quarter

- ✓ Biennial Budget Process (Jul)
- ✓ Quarterly Reports that are available (Jul)
- ✓ Revenue Projection Dashboards (Jul)
- ✓ Presentation from Eide Bailly on Audit of 2019 CAFR (Jul)
- ✓ State Portal & Economic Nexus (Jul)
- ✓ Remaining Quarterly Reports (Aug)
- ✓ Revenue Projection Dashboards (Aug)
- KPI Review (Sept)
- Review of Non-Profit Grant Program (Sept)

Fourth Quarter

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