

# City Council Finance Committee

## Agenda

Thursday, July 2, 2026  
ELECTRONIC MEETING ONLY  
4:00 PM

Members of the public are welcome to attend and give comments remotely; however, the in-person meeting may continue even if technology issues prevent remote participation.

- You can call in to +1 108 638 0968 or 833 548 0282 (toll free)  
Webinar ID # 878 7340 6932
- You can log in via your computer. Please visit the [City's website](#) to link to the meeting:

The Council will accommodate public comments during the meeting. Anyone may also [email comments to the Council](#) prior to the meeting.

- 1. Call to Order & Roll Call**
- 2. Regular Business**
  - A. 2026 Budget Retreat Preview
- 3. Adjourn**

#### Resident Information

If you wish to speak at the meeting in person, please inform the staff liaison. If you are attending remotely, please use the “raise hand” icon to show you wish to speak in appropriate public comments section.

Persons planning to attend the meeting who need sign language interpretation, translation services, assisted listening systems, Braille, taped material, or other accommodation should [email the City Clerk's Office](#) or call at 303.335.4574

A forty-eight-hour notice is requested.

Si requiere una copia en español de esta publicación o necesita un intérprete durante la reunión del Consejo, por favor llame a la Ciudad al 303.335.4574 o [email](#)

**Subject:** 2026 Budget Retreat Preview  
**Date:** July 2, 2026  
**Prepared By:** Ryder Bailey, CPA, Finance Director  
**Presented By:** Ryder Bailey, CPA, Finance Director  
Mahyar Mansurabadi, Finance Analyst  
James Franks, CPA, Deputy Director

**Summary:**

Later this month, July 22nd, from Noon to 5pm City Council will convene for the City Council Annual Budget Retreat in Council Chambers.

The Budget Retreat is an early component of the budget process and an opportunity to engage with Council to shape the budget and set priorities.

This item is a high-level preview of the format and items anticipated to be discussed.

**Background / Prior Discussions:**

The formulation of the City's Budget is one of the most important financial activities that the City of Louisville undertakes each year. The budget process provides a comprehensive plan to deliver efficient services to residents and stakeholders of the City in a manner that aligns resources with the policies, goals, mission, and vision of the City.

The following items are anticipated to be discussed:

- Budget Calendar Summary and Progress
- Review of Relevant City Financial Policies
- Budget Guidelines and Guiding Principles
- Preliminary Revenue Estimates and Assumptions
- Preliminary Expenditure Estimates and Assumptions
- Summary of Position/Personnel Requests
- Summary of Capital Requests and Operational Expansions
- Summary of Service Level Reductions
- Preliminary Long-Term Fund Financial Forecasts for Major City Funds
- Fiscal and Policy Issues with Significant Impacts

**ANTICIPATED POLICY ITEMS:**

- Certain Funds Preliminary Structural Imbalances Including the General, Parks, and Golf Funds
- Budget Expansions
- Service Level Alignment
- Capital Improvement Plan (2027-2032) Development
- Board and Commission Requests

**Development Proposal:**

N/A

**Analysis:**

Please refer to PowerPoint presentation.

**Council Work Plan:**

Core Services - The formulation of the City's Budget is one of the most important financial activities that the City of Louisville undertakes each year. The budget process provides a comprehensive plan to deliver efficient services to residents and stakeholders of the City in a manner that aligns resources with the policies, goals, mission, and vision of the City.

**Fiscal Impact:**

Please refer to PowerPoint presentation.

**Alternatives:**

N/A

**Recommendation:**

Discussion and Direction

**Attachments:**

1. Budget Retreat Preview PPT

# City Council 2027-28 Budget Retreat Preview

Diana Langley, City Manager  
Samma Fox, Deputy City Manager  
Ryder Bailey, CPA, Finance Director  
James Franks, CPA, Deputy Finance Director  
Mahyar Mansurabadi, Financial Analyst  
July 22, 2026



Credit: Kate Ward – Summer Sunset

# Budget Retreat Preview / Progress Made

- Today's presentation aims to provide an early look check-in on the progress made as we approach the Budget Retreat later this month
- This presentation includes draft materials that may differ at the Budget Retreat
- Focus has been on 2027 / 2028 Budget Development
  - Salary Modeling and Projections
    - New Position Considerations
    - Market Adjustments for Police Department (7% incr.)
  - Operating Budgets Held at "Status Quo" / Cost Neutrality
  - Considerations given to Operating expansions
  - Prioritizing necessities and obligations, Legal, Utilities, Contracts, Insurance, Sundance, etc
- Preliminary CIP Consolidation and Review

# City Council Budget Retreat Agenda

- Entering Transitional Budget Years
  - Achieved what can be delivered within existing resourcing, flattening revenues and rising cost pressures
- This will allow for thoughtful exploration and consideration of the following:
  - Service level alignments
  - Cost Recovery
    - Technology Fee
    - Engineering Review Fee
    - Credit Card Fees
  - Cost Allocations

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# City Council Budget Retreat Agenda Cont.

- Setting the Stage:
  - Transitional Budget Years
  - Budget Process & Budget Calendar, Budget Guidelines, Financial Policies, Council Policies, Priorities, Key Considerations, Other Communities and Fiscal & Policy Issues with Potential Significant Impacts
- Initial Focus Areas of Budget Development and Pathways to Structural Balance
  - *(General Fund, Parks Fund, Golf Fund)*
- Initial Revenue Assumptions & Expenditure Targets
- City Manager Recommended Adjustments – Personnel & Operational

# City Council Budget Retreat Agenda Cont.

- Other Fund Long-Term Financial Forecasts
- Fiscal and Policy Issues with Significant Impacts to the Budget
  - Expense Growth outpacing Revenue Growth
  - Recreation Debt Mill Levy temporary credit expiring and resetting to align with annual debt payments
  - Historic Preservation Tax expiration (Expires Dec 31, 2028)
- Capital Prioritization (Preliminary CIP)
- Board and Commission Requests (LSAB, CAB, OSAB, & RAB)

# Setting the Stage

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# Budget Calendar – To Date

- March – May – New Capital, Material Operational (>\$10K), and Personnel Expansion Requests Developed
- May – June –
  - Department 2027-28 Operational Budget developed and refined by Department Heads
  - Preliminary Revenue Estimates prepared
- June – July – Finance and CMO Staff consolidate inputs and develop materials for Budget Retreat
- **\*\*Thursday, July 2\*\*** – **Finance Committee Special Meeting – 2027/28 Budget Retreat Preview**

# Budget Calendar – Looking Forward

- Wednesday, July 22<sup>nd</sup> (Noon to 5pm) – Council Chambers – Budget Retreat
- Tuesday, Sept 1<sup>st</sup> – Council Meeting – City Manager Recommended Budget Presentation
- September/October – Budget Working Study Session(s), as necessary
- Tuesday, Oct 20<sup>th</sup> – Council Meeting – City Manager Final Budget Presentation
- Monday, November 2<sup>nd</sup> – 2027-28 Budget and C-I-P Adoption

# Budget Guidelines

- The City is currently developing its 2027-2028 Biennial Budget, and Six-Year Capital Improvement Plan (2027-2032).
- The budget process *aims to allocate resources* in *alignment with our priorities*.
- **“Structurally balanced”** means that one-time funding should fund one-time expenditures, not ongoing spending.
- Line-item adjustments are based on *detailed analysis* and *projections*.
- Staffing requests include *detailed* and specific information defining the need for the position(s).
- Given existing and potential *fiscal challenges*, our Community’s *high level of expectations*, we expect the budget development process to generate some *challenging conversations and difficult decisions*.

# City Financial Policies

The City's Financial Policies are posted on the Finance Department's webpage. The Finance Committee annually reviews them and was last amended by the City Council on June 16th, 2026.

The current set of financial policies includes an Introduction Section and the following eight Policy Sections:

1. General Policies
2. Reserve Policies\*
3. Debt Policies
4. Revenue Policies\*
5. Operating Budget Policies\*
6. Investment Policies
7. Capital Asset Management Policies
8. Accounting, Auditing, and Financial Reporting Policies

Policies that have a direct impact on the budget development are asterisked.

# City Council Priorities

## 2026 Council Priorities

**Economic  
Vitality**

**Core  
Services**

**Safety**

**Housing**



These priorities should be viewed through the lenses of **Equity, Diversity, & Inclusion (EDI)** and **Environmental Sustainability**, which are core values of the City of Louisville.

# Priorities

- Prioritizing our existing critical infrastructure and core functions
  - Public Safety Market Adjustments for Police
  - Maintaining our Capital Investments, Technology, and Critical Infrastructure
  - Addressing the Long-Term Stability of General, Parks, and Golf Funds
- Investments in Staff, with an emphasis on retention, training, and development
- Continuously evaluate and implement cost-saving opportunities and operational efficiencies
- Evaluate fees and cost allocations, when appropriate
- Evaluating Key Performance Indicators (KPIs) – fewer, yet meaningful.

# Fiscal and Policy Issues with Significant Impacts

- General Trend of Expense Growth outpacing Revenue Growth
  - Projected Slowing Growth/Flattening of Sales, Use, and Property Tax Revenues
  - Personnel Costs & Retention (*Wages, Benefits, and Professional Development*)
- Addressing the General, Park, and Golf Fund Structural Imbalances
- Prioritizing our Capital Investments to Balance our CIP
- Service Level Alignments, as necessary
- Recreation Debt Mill Levy temporary credit expiring and reset to align with annual debt payments
- Historic Preservation Tax (Expires Dec 31, 2028)

We will revisit these throughout and at the end of today's presentation

# Potential Council Decision Points

- SLIDE CURRENTLY UNDER DEVELOPMENT

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## Key Considerations

- We are not alone! Other cities are going through similar.
- Louisville has a high quality of life, and delivers high levels of service
- The City has taken on truly impressive and aspirational work
- We need to balance that with resources
- There are pathways through this
- We are seeking Council guidance on proposed paths forward
- We will have a balanced budget for adoption this fall

# Neighboring Communities

- City of Boulder (~\$7M Shortfall)
  - City Manager requesting 4% permanent reductions to balance budget. [link](#)
- City of Denver
  - “Flat” growth is a “best-case scenario,” and there’s “little room to absorb rising costs without making trade-offs – [link](#)
- State reserves to fall below 15% minimum
- Staff will continue to monitor trends and impacts to our neighboring jurisdictions

# Initial Areas of Focus Budget Development

Over the next few slides, we will review the following Funds;

- General
- Parks
- Golf

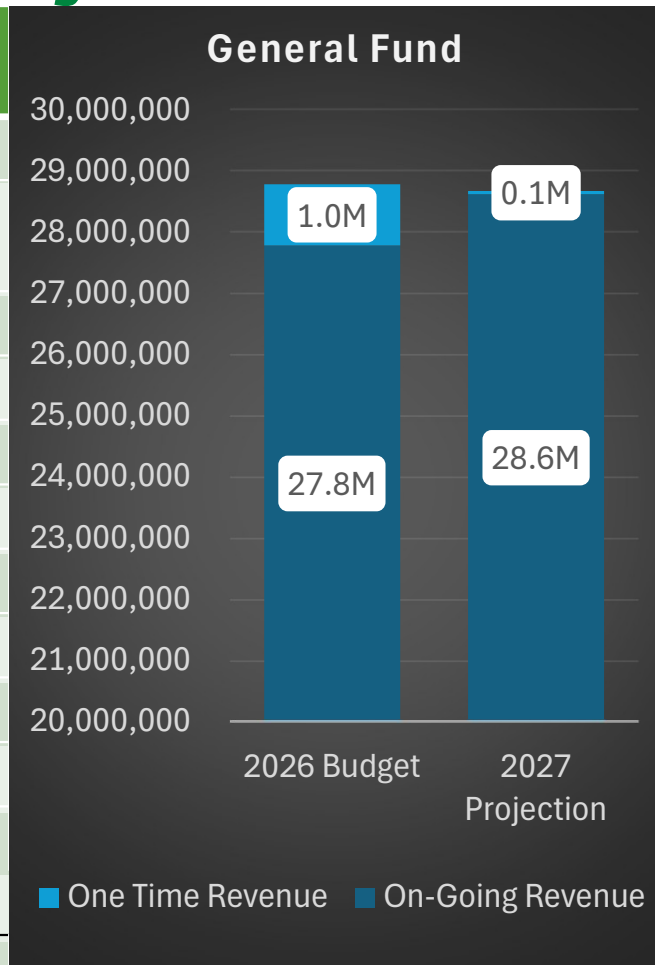
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## General Fund “Big Picture”

- General Fund forecasted 2027 revenue - \$28.7M
- General Fund forecasted 2027 expenses - \$30.2M (revised\*)
  - Includes \$100K in one-time expenses
- Includes Operational “Turn Back” of ~\$1,500,000
- These are Staff’s preliminary efforts and **are not** the City Manager’s recommended budget
- We are seeking Council feedback on potential pathways to address at the Budget Retreat

# Summary of Initial Revenue Adjustments

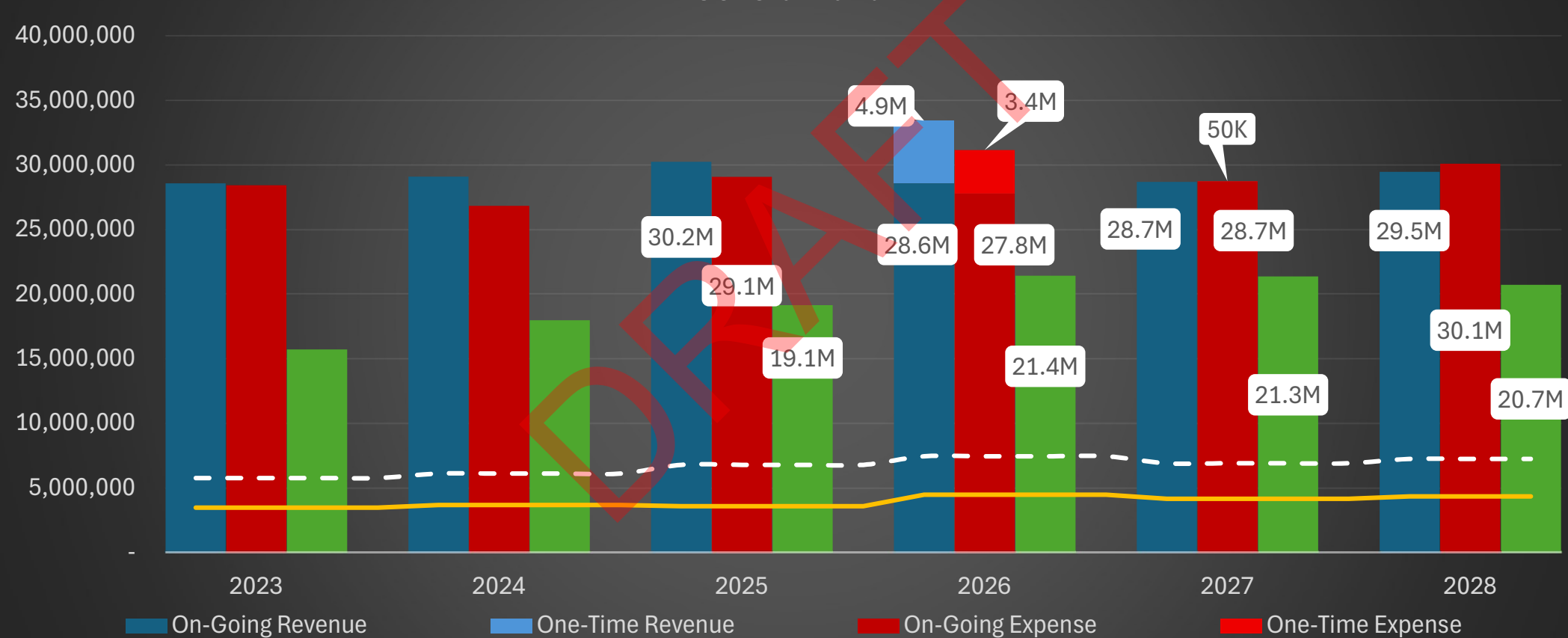
Category	Delta (+ / - ) 2026 Ado to 2027 Initial	One Time / On-Going	Fund(s) Impacted
Sales Tax	+\$600K in GF, (+\$1.2M)	On-Going	Multiple
Business Assistance Program (BAP)	-\$400K in GF, (-\$600K)	On-Going	Multiple
Property Tax	+\$230K (4% incr.)	On-Going	General Fund
Interest Income	+\$155K in GF, (+\$1M)	On-Going	All
Consumer Use Tax	-\$80K in GF, (-\$150K)	On-Going	Multiple
Construction Permit	-\$272K	On-Going	General Fund
Minor Permits	+\$190K	On-Going	General Fund
Co Responder Grant	+108K	<b>One Time</b>	General Fund
BC Sustainability Grant	-\$25K	On-Going	General Fund
Marijuana Tax (SB26-1409)	-\$60K	On-Going	General Fund
Highway Users Tax	+\$32K	On-Going	General Fund
Franchise Fee - Xcel	+\$70K	On-Going	General Fund
<b>Impact to General Fund</b>	<b>\$548,000</b>		



July 22, 2026

# Fund Financial Forecasts – General Fund

General Fund



July 22, 2026

# General Fund – Closing the Gap

## Staff Actions

- Continue to refine forecasts, including revenue, and costs
- Potential to re-allocate resources to higher priorities, which will likely include programmatic and service level reductions
- May assess vacant positions
- May assess City policies
- Will continuously evaluate cost-saving opportunities and efficiencies
- Evaluate fees and cost allocations, as appropriate
- This may be impacted by future development and policies

# General Fund – Pathways

This slide is currently under development

- Service level alignments
- Leveraging volunteers and community engagement
- Cost Recovery
  - Technology Fee
  - Engineering Review Fee
  - Credit Card Fees
- Cost allocations (*impacts to other funds*)

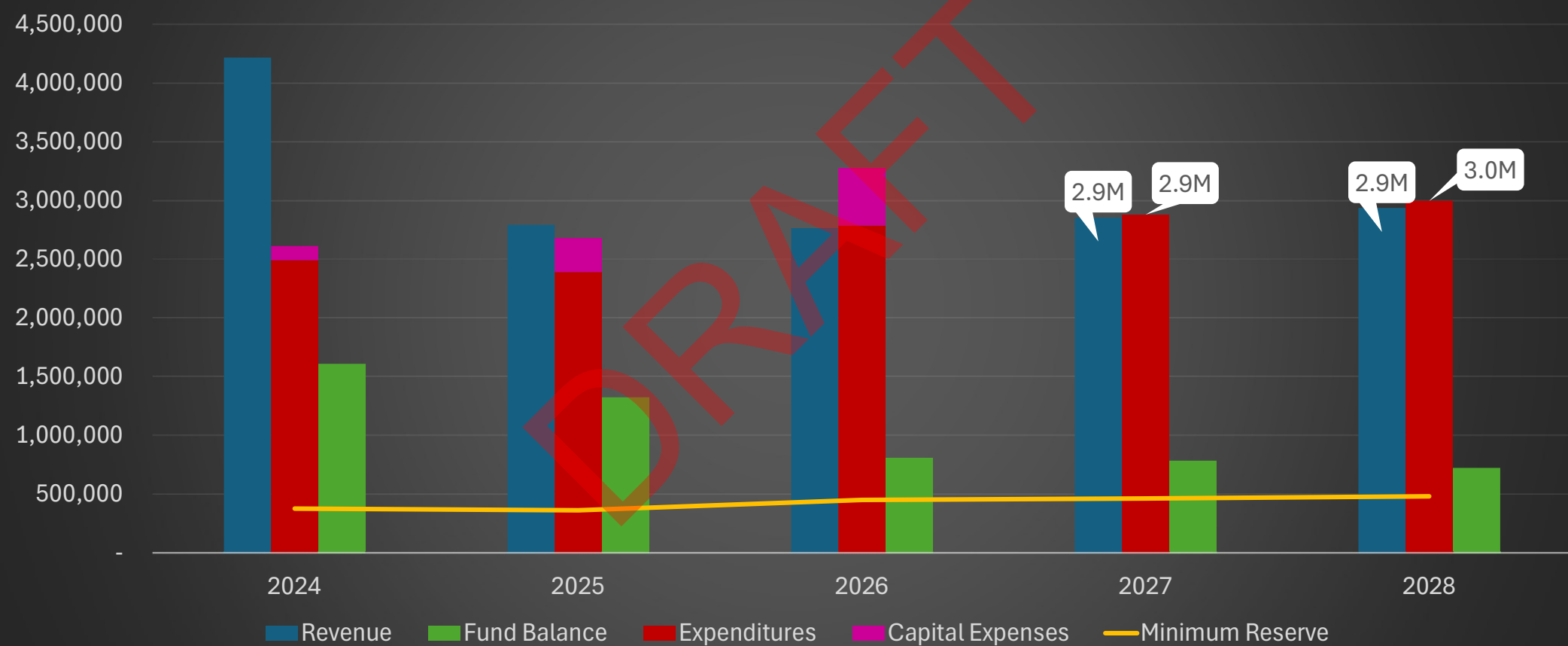
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## Parks Fund “Big Picture”

- Park Fund forecasted 2027 revenue - \$2.9M (incl \$1.2M GF Transfer)
- Park Fund forecasted 2027 expenses - \$3.1M
- Preliminary 2027 gap - ~\$35K
  - Incorporates Operational “Turn Back” of \$180K
- Future needs (and Current) are unfunded – Front & Center
- Parks **Capital expenditures are not in the Parks Fund**
- This reflects the Staff’s preliminary efforts and *is not* the City Manager's recommended budget
- We are seeking Council feedback on potential pathways to address

# Fund Financial Forecasts – Park Fund

Parks Fund



July 22, 2026

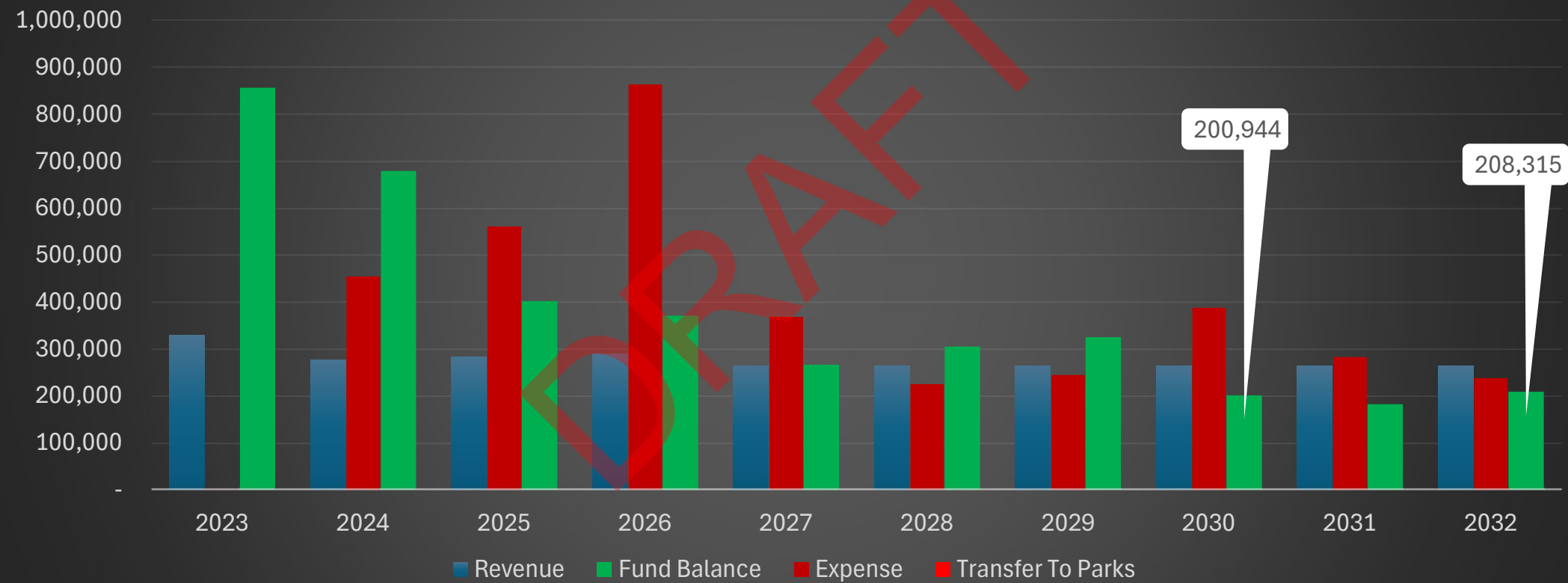
# Conservation Trust Lottery Fund – Increase & Extend Transfer for Parks Ops

This pathway continues the CTF transfer to Parks Operations beyond 2028.  
Potential impacts on the City’s Capital Fund for the playground replacement program.

Project	2024	2025	2026	2027	2028	2029	2030	2031	2032
Playgrounds	\$402,721		\$187,500	\$250,000	\$125,000	\$125,000	\$137,500	\$162,500	\$137,500
Wayfinding & Signs	\$51,244	\$300,000	\$18,000	\$18,000		\$19,000	\$150,000	\$20,000	
Transfer to Parks for Operations	-	-	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
<b>Total</b>	<b>\$453,965</b>	<b>\$300,000</b>	<b>\$205,500</b>	<b>\$368,000</b>	<b>\$225,000</b>	<b>\$244,000</b>	<b>\$387,500</b>	<b>\$282,500</b>	<b>\$237,500</b>

# Conservation Trust Lottery Fund

Conservation Trust-Lottery Fund



Louisville

July 22, 2026

# Park Fund – Pathway Options/Summary

- **Parks Capital is not in the Parks Fund**
- Extended the Conservation Trust Fund for Park Operations beyond 2028
  - Kept amount at \$100K through 2032 (*previously 2026-2028*)
  - Potential impacts to the Capital Fund and other Divisions
- Service Level Adjustments
  - Consider aligning the variable personnel expenses with historical trends
- Increasing the annual General Fund transfer (beyond inflation), to the extent feasible / if possible.
- **Potential Council Policy Direction:** Extend CTF transfer for Parks Operations beyond 2028

## Golf Fund “Big Picture”

Golf Fund preliminary 2027 structural imbalance

- Golf Fund forecasted 2027 revenue - \$2.9M
- Golf Fund forecasted 2027 expenses - \$3.1M
- Preliminary 2027 gap - ~\$150K
  - Incorporates Operational “Turn Back” of \$60K
- This reflects the Staff’s preliminary efforts and *is not* the City Manager's recommended budget
- Staff, RAB, and Stakeholders have been engaged with meetings established through the Summer.

# Golf Fund Long Term Financial Forecast

Golf Fund



July 22, 2026

# Golf Fund – Pathway Options

- Staff has engaged RAB and Stakeholders on the following;
  - 2027 Fees
    - Directed to model fee increases of 0%, 5%, and \$5 – \$10 - 18 Round equivalents
  - Annual Season Pass Program
  - Residential Preferences
- Finance Committee’s Direction (May 18<sup>th</sup>)
  - Reexamine unlimited golf, fees, and residential preference(s)
  - Fund expected to be self-sufficient covering both operational and capital expenses
- *Potential Council Policy Direction*
  - Remove and/or defer capital projects
  - Consider a subsidy for capital expenditures

# Major Revenue Assumptions

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# Revenue Trends – Property Tax / Mills

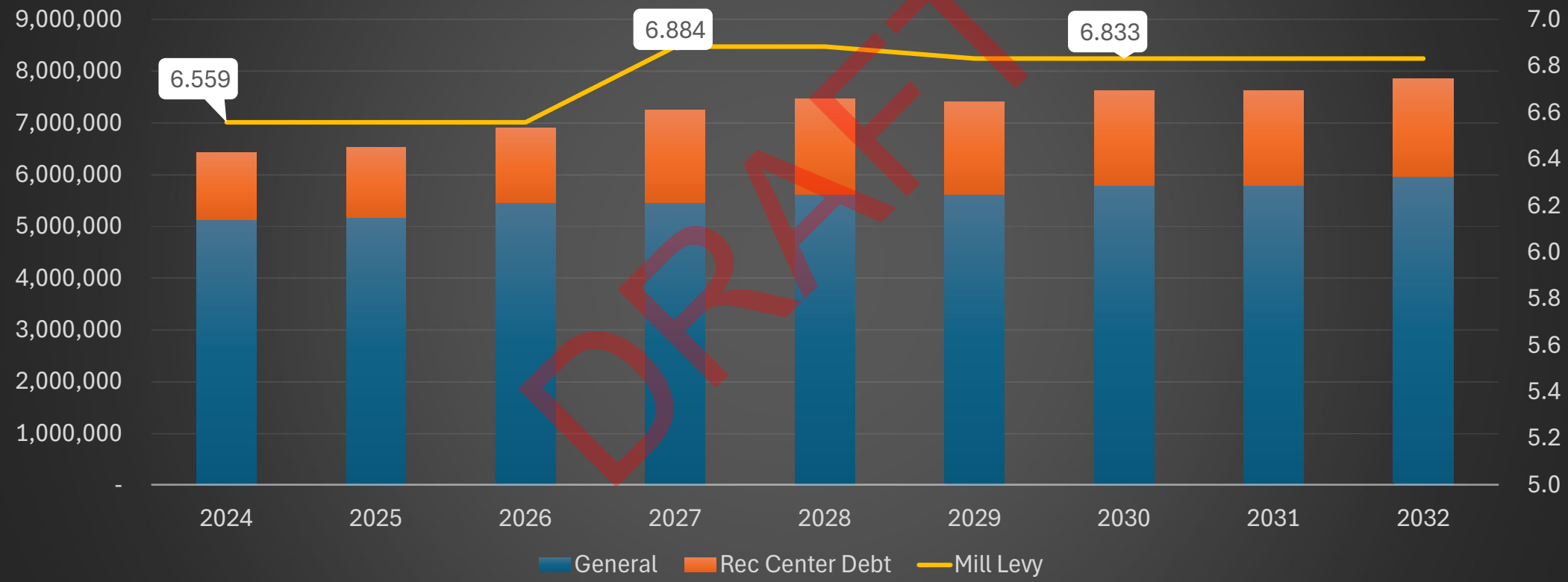
Entity/Jurisdiction	2026 Mills	2027 Mills
Boulder Valley School District	48.044 Mills	?
Boulder County	24.046 Mills	?
Louisville Fire District	10.586 Mills	?
<b>City of Louisville</b>	<b>6.559 Mills</b>	<b>6.884 Mills</b> <i>(+ 0.325 mills, due to end of temporary mill levy credit)</i>
No. Co Water	1.000 Mills	?
UDFC	0.900 Mills	?
<b>Total</b>	<b>91.135 Mills</b>	<b>?</b>

Gen Operating Mill – 5.184  
 Rec Center Debt Mill – 1.7  
*(currently 1.375)*



# Revenue Trends – Property Tax / Mill Levies

Property Tax

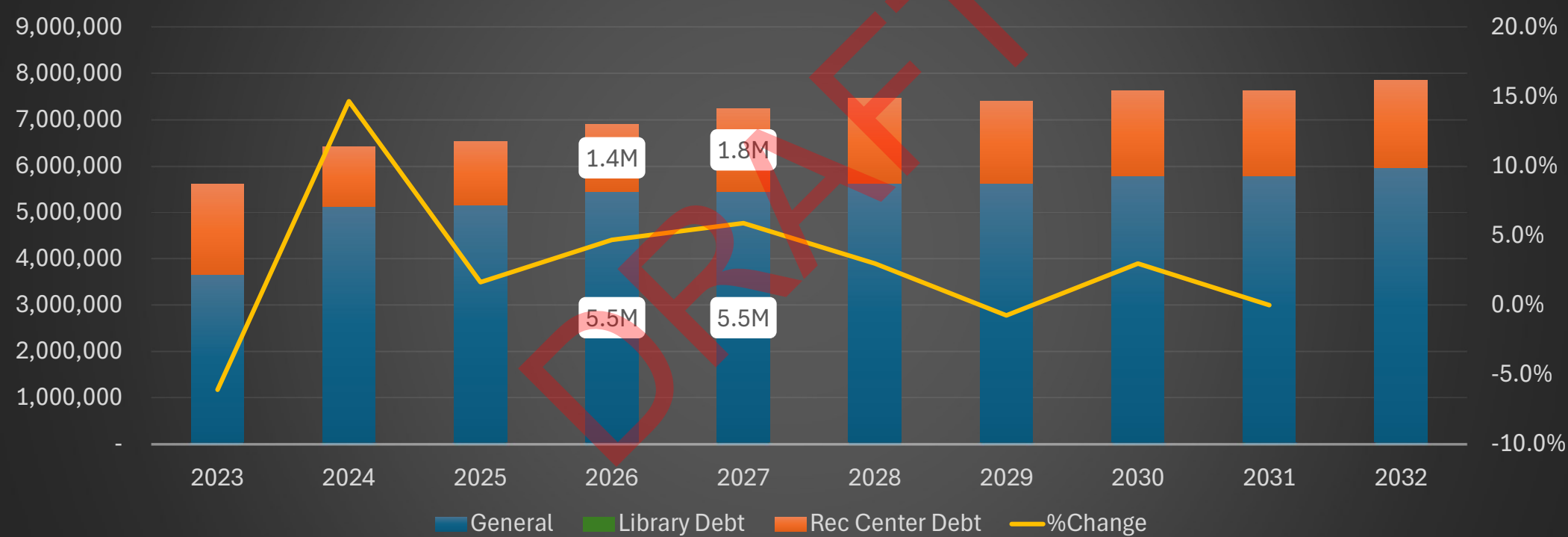


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# Revenue Trends – Property Tax / YoY %

Property Tax



# Property Tax Revenue Overview



# Sales Tax Revenue Overview

Historic Preservations  
\$0.03

Open Space  
\$0.08

Capital Fund  
~\$0.26

General Fund  
\$0.53

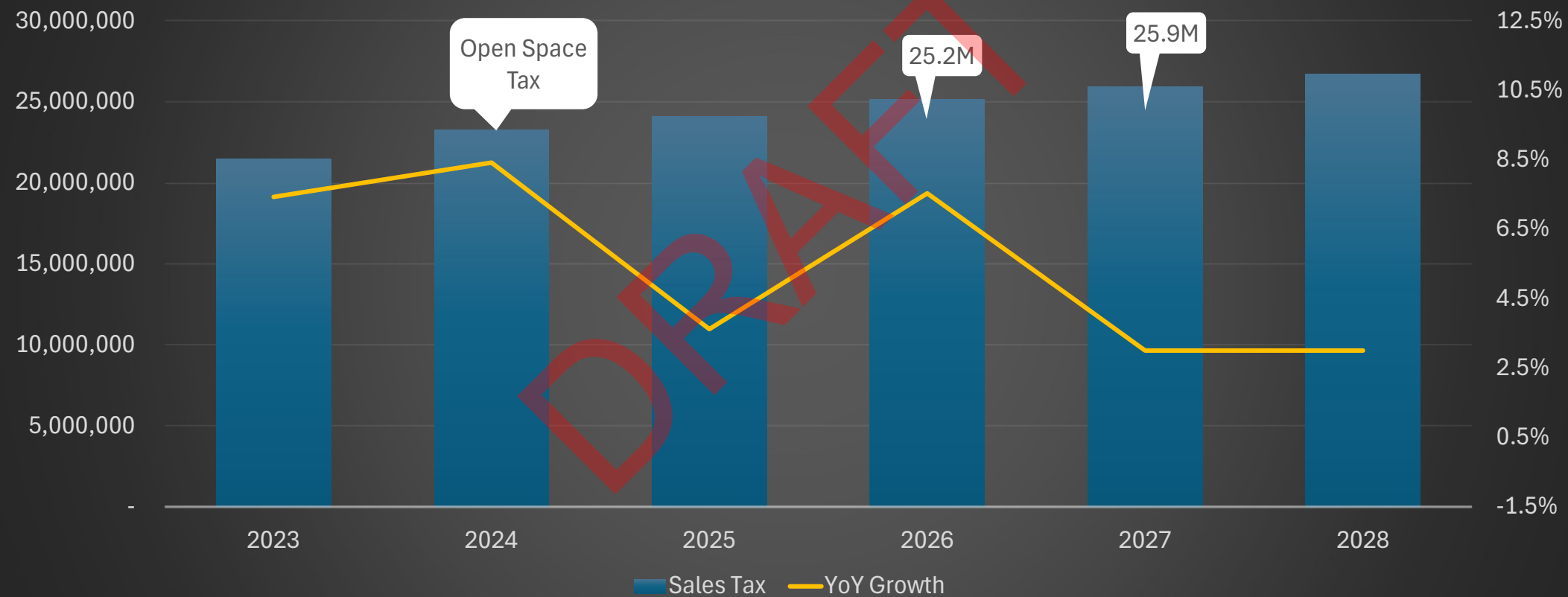
Recreation Center  
\$0.04

Parks  
\$0.05



# Revenue Trends – Sales Tax – Projection

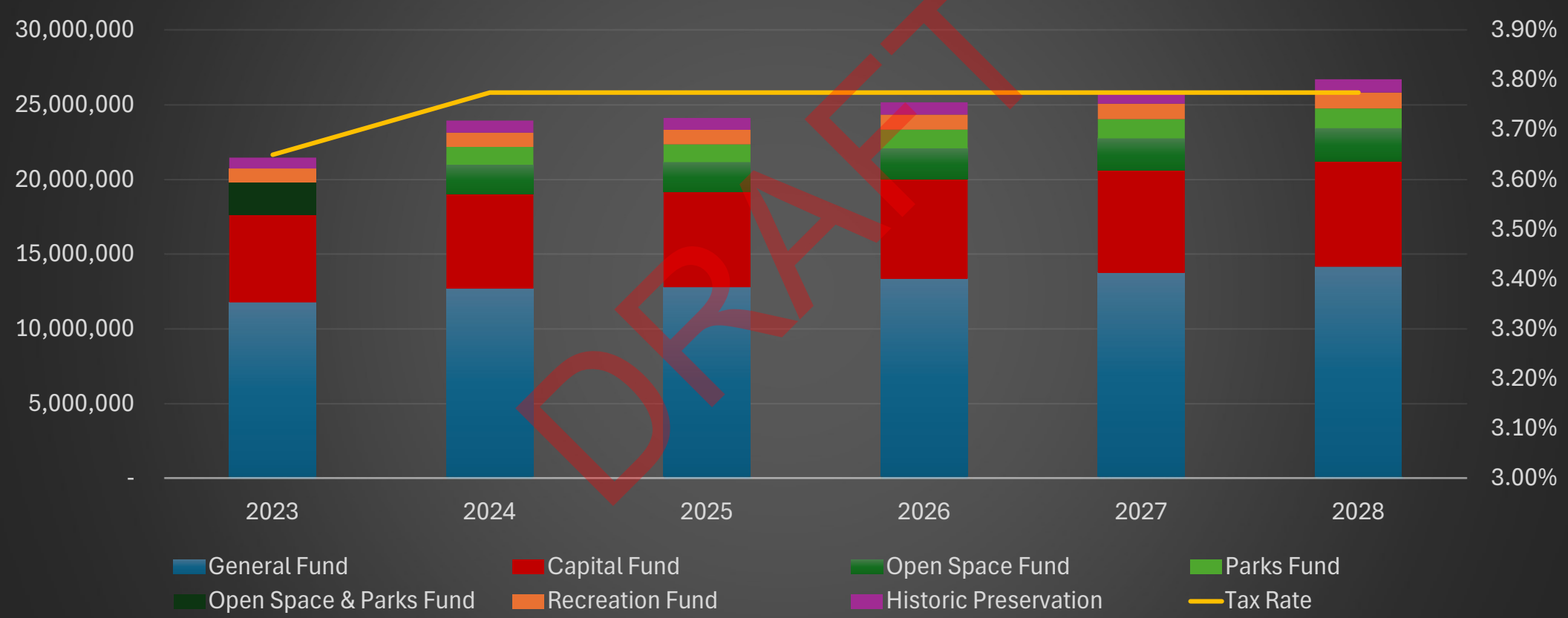
Sales Tax



July 22, 2026

# Revenue Trends – Sales Tax – Projection

Sales Tax



# Significant Expenditure Assumptions

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# Personnel and Benefit Assumptions

Category	2027 Initial	2028 Initial
Market Adjustments – Full Time	2%	2%
Merit Adjustments - General	2-4%	2-4%
Market Adjustments - Police	<b>7%</b>	2%
Merit Adjustments - Police	5%	5%
Variable	3%	3%
Health Insurance	10%	10%
Dental Insurance	2%	2%
Vision Insurance	2%	2%

# Personnel Adjustments History

Category	2019	2020	2021	2022	2023	2024	2025	2026
COLA/Market Adjustments – Full Time	2 Pay Grades	2 Pay Grades	4% or 8% (Based on position)	2%	2%	2%	2%	2%
Merit Adjustments - General	5%	4%	3%	4%	4%	4%	2-4%	2-4%
Market Adjustments - Police	5%	0%	5%	3%	2%	2%	2%	3-8%
Merit Adjustments - Police	5%	5%	5%	5%	5%	5%	5%	5%
Variable	4%	3%	0%	4%	4%	4%	4%	2%

# Benefit Insurance History

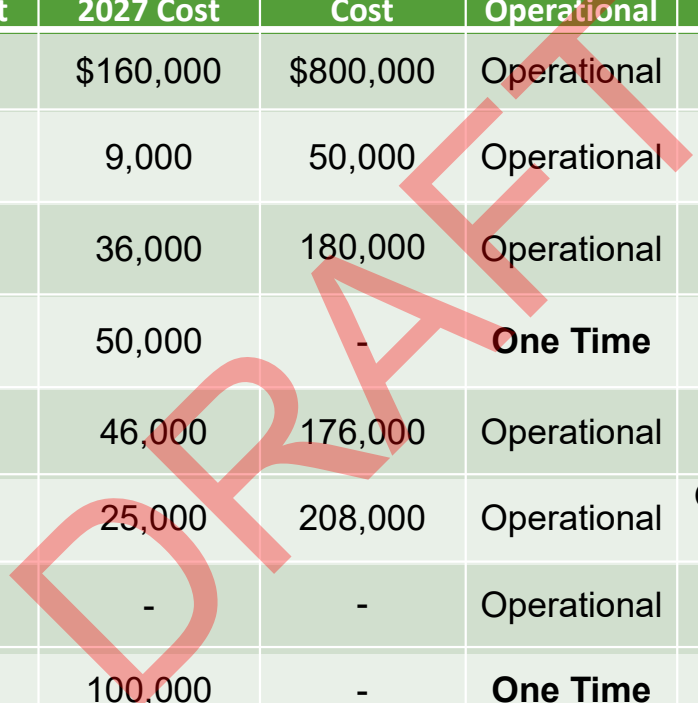
Category	2019	2020	2021	2022	2023	2024	2025	2026
Health Insurance	2.1%	1.9%	2.0%	0.4%	2.4%	2.9%	0%	0%
Dental Insurance	0%	2.8%	0%	1.5%	0%	0%	0%	0%
Vision Insurance	0%	0%	0%	0%	0%	0%	0%	0%

# Summary of City Manager Recommended Adjustments

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# CMO Recommended Adjustments

Request Description	Department	2027 Cost	2028-2032 Cost	One Time / Operational	Fund	CMO Rec/ In Model	Council Support?
Market Adjustments - Police	Police	\$160,000	\$800,000	Operational	General	Yes, In Model	?
Boulder County Dispatch IGA – Cost Increase	Police	9,000	50,000	Operational	General	Yes, In Model	?
Victims Rights Act (Legal Mandated)	Police	36,000	180,000	Operational	General	Yes, In Model	?
Compensation Policy Analysis	HR	50,000	-	<b>One Time</b>	General	Yes, In Model	?
Citywide Training	HR	46,000	176,000	Operational	General / Utilities	Yes, <b>Not</b> in Model	?
NeoGov Perform and Policy Management Modules	HR	25,000	208,000	Operational	General & Utilities	Yes, <b>Not</b> in Model	?
Incr. Generator Maintenance	Facilities	-	-	Operational	General / Utilities	Yes, <b>Not</b> in Model	?
Strategic Alignment	CMO	100,000	-	<b>One Time</b>	General	Yes, <b>Not</b> in Model	?
Community Survey (2028)	CMO	-	40,000	<b>One Time</b>	General	Yes, <b>Not</b> in Model	?



# Summary of City Manager Recommended Personnel Adjustments

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# Summary of 2027 Personnel – CMO Recs

Request Description	Department	FTE	Cost (incl Benefits)	Fund	CMO Rec / In Model	Council Support?
Deputy Director Parks, Recreation & Open Space	PROS	1	\$207,000	GF, Parks, O/S, Rec & Golf	Yes, In Model	?
Youth & Sports Coordinator	Recreation	1	89,000	Recreation	Yes, In Model	?
Recreation Assistant – Nights	Recreation	0.8	74,000	Recreation	Yes, In Model	?
Operations Technician I	PW - Ops	1	85,000	General & Utilities	Yes, In Model	?
Construction and Stormwater Inspector	PW - Engineering	1	111,000	General & Utilities	Yes, In Model	?
		<b>4.8</b>	<b>\$566,000</b>			

## 2027/28 Personnel Requests – Not Recommended

Request Description	Department	FTE	Cost	Fund	CMO Recommended	Council Support?
Management Analyst - Termed Position (3 Year)	CMO	1	\$132,000	General	No	?
Procurement & Contracts Manager	CMO	1	165,100	General	No	?
Police Officer - 2027	Police	2	274,000	General	No	?
Police Officer - 2028	Police	2	287,000	General	No	?
Grant Administration Manager	CMO/Finance	1	130,000	General	No	?

## 2027/28 Personnel Requests – Not Recommended

Request Description	Department	FTE	Cost	Fund	CMO Recommended	Council Support?
Outreach & Programming Librarian - Adult	Cultural Services	1	\$106,000	General	No	?
Supervising Librarian - Youth	Cultural Services	1	114,000	General	No	?
Records Lead Technician	Police	1	109,000	General	No	?
PROS Project Supervisor	PROS	1	133,000	PROSG	No	?
Parks Tech I	PROS	1	78,000	Parks	No	?

## 2027/28 Personnel Requests – Not Recommended - Contd

Request Description	Department	FTE	Cost	Fund	CMO Recommended	Council Support?
Parks Maintenance Technician II	Golf	1	83,000	Parks/Rec	No	?
Golf Maintenance Tech II Spraying	Golf	1	83,000	Golf	No	?
Natural Resources Technician	Open Space	1	83,500	Open Space	No	?
Ranger Naturalist	Open Space	1	143,500	Open Space	No	?
		<b>16</b>	<b>\$1,821,100</b>			

# Summary of Service Level Reductions

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# Other Fund Financial Forecasts

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# Fund Financial Forecasts

Long-term Fund Financial Forecasts are developed using:

- 2025 Actuals, to arrive at the 2026 beginning fund balances;
- 2026 Current Year Adjusted/Revised Budget;
- 2027 Requested Budget
- Turnback is utilized for certain funds in the Model Years
- Projections and assumptions may be updated throughout the budget development process

# Fund Financial Forecasts – Actual & Projected Turnback

City of Louisville, Colorado  
Summary of Actual and Projected **Operational** Turnback  
Selected Operating Funds

Fund	2022 Actual	2023 Actual	2024 Actual	2025 Actual	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected	2031 Projected	2032 Projected
General Fund	20.8%	9.6%	7.9%	6.5%	5.5%	5.5%	5.5%	5.5%	5.5%	5.5%	5.5%
Recreation	-0.8%	-3.0%	3.8%	10.5%	5%	5%	5%	5%	5%	5%	5%
Open Space*	2.8%	16.2%	22.9%	6.5%	6%	6%	6%	6%	6%	6%	6%
Parks*	2.8%	16.2%	19.1%	14.1%	6%	6%	6%	6%	6%	6%	6%
Golf	-0.3%	3.1%	-0.9%	3.1%	2%	2%	2%	2%	2%	2%	2%

# Interfund Transfers – 2027

City of Louisville, Colorado Inter-Fund Transfers Matrix 2027 Recommended Budget					
Transfers In					
Transfers Out	General Fund	Parks Fund	Cemetery Fund	Recreation Fund	Total
General Fund	\$ -	\$ 1,125,300 <sup>a</sup>	\$ 135,100 <sup>a</sup>	\$ 1,402,400 <sup>a</sup>	\$ 2,662,800
Cemetery Perpetual Care Fund	-	-	30,000 <sup>b</sup>	-	30,000
Historic Preservation	224,200 <sup>c</sup>	-	-	-	224,200
Capital Projects Fund	-	-	-	169,700 <sup>d</sup>	169,700
Conservation Trust-Lottery Fund	-	100,000 <sup>e</sup>	-	-	100,000
<b>Total</b>	<b>\$ 224,200</b>	<b>\$ 1,225,300</b>	<b>\$ 165,100</b>	<b>\$ 1,572,100</b>	<b>\$ 3,186,700</b>

<sup>a</sup> Annual subsidy transfer per City Financial Policies  
<sup>b</sup> Annual transfer of interest earned in the Cemetery Perpetual Care Fund for cemetery operations and maintenance.  
<sup>c</sup> Annual transfer to fund Museum Services.  
<sup>d</sup> Annual subsidy transfer for capital projects.  
<sup>e</sup> Transfer to Parks for eligible maintenance expenditures

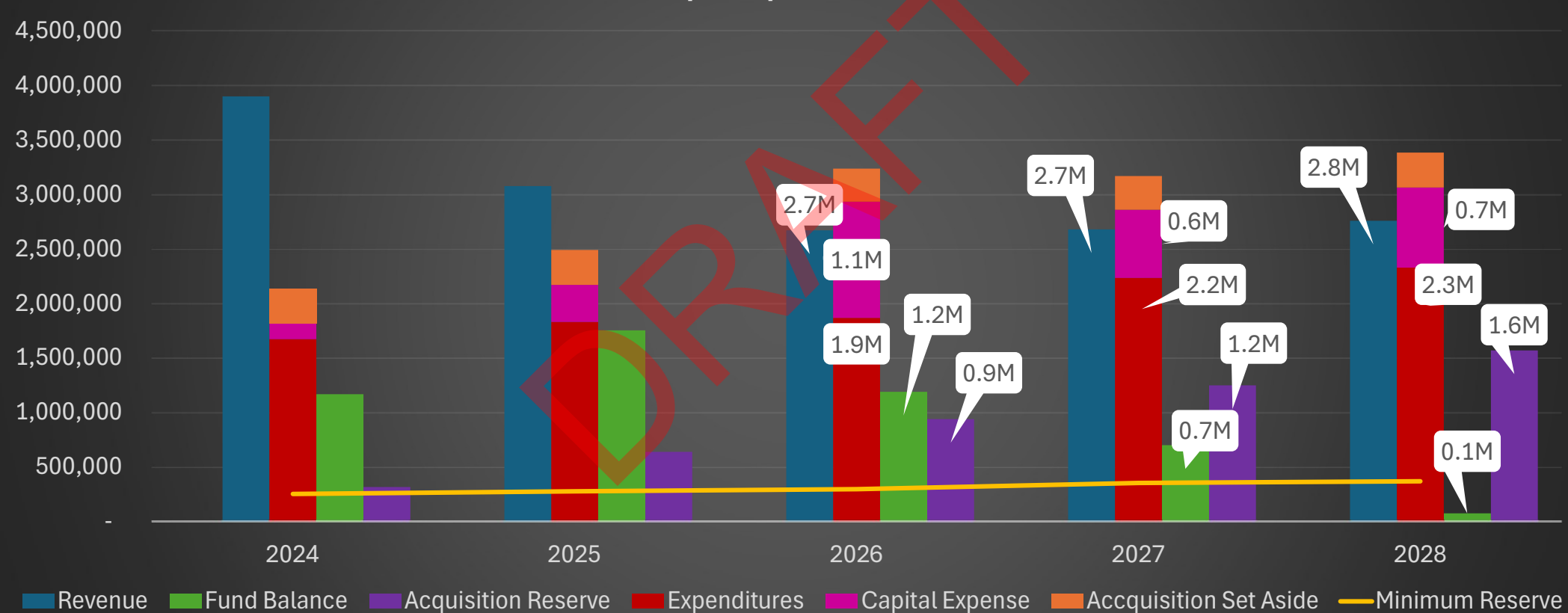
# Interfund Transfers – 2028

City of Louisville, Colorado Inter-Fund Transfers Matrix 2028 Recommended Budget					
Transfers Out	Transfers In				Total
	General Fund	Parks Fund	Cemetery Fund	Recreation Fund	
General Fund	\$ -	\$ 1,159,000 <sup>a</sup>	\$ 139,200 <sup>a</sup>	\$ 1,444,500 <sup>a</sup>	\$ 2,742,700
Cemetery Perpetual Care Fund	-	-	30,000 <sup>b</sup>	-	30,000
Historic Preservation	231,000 <sup>c</sup>	-	-	-	231,000
Capital Projects Fund	-	-	-	174,800 <sup>d</sup>	174,800
Conservation Trust-Lottery Fund	-	100,000 <sup>e</sup>	-	-	100,000
<b>Total</b>	<b>\$ 231,000</b>	<b>\$ 1,259,000</b>	<b>\$ 169,200</b>	<b>\$ 1,619,300</b>	<b>\$ 3,278,500</b>

*a Annual subsidy transfer per City Financial Policies*  
*b Annual transfer of interest earned in the Cemetery Perpetual Care Fund for cemetery operations and maintenance.*  
*c Annual transfer to fund Museum Services.*  
*d Annual subsidy transfer for capital projects.*  
*e Transfer to Parks for eligible maintenance expenditures*

# Fund Financial Forecasts – O/S Fund

Open Space Fund



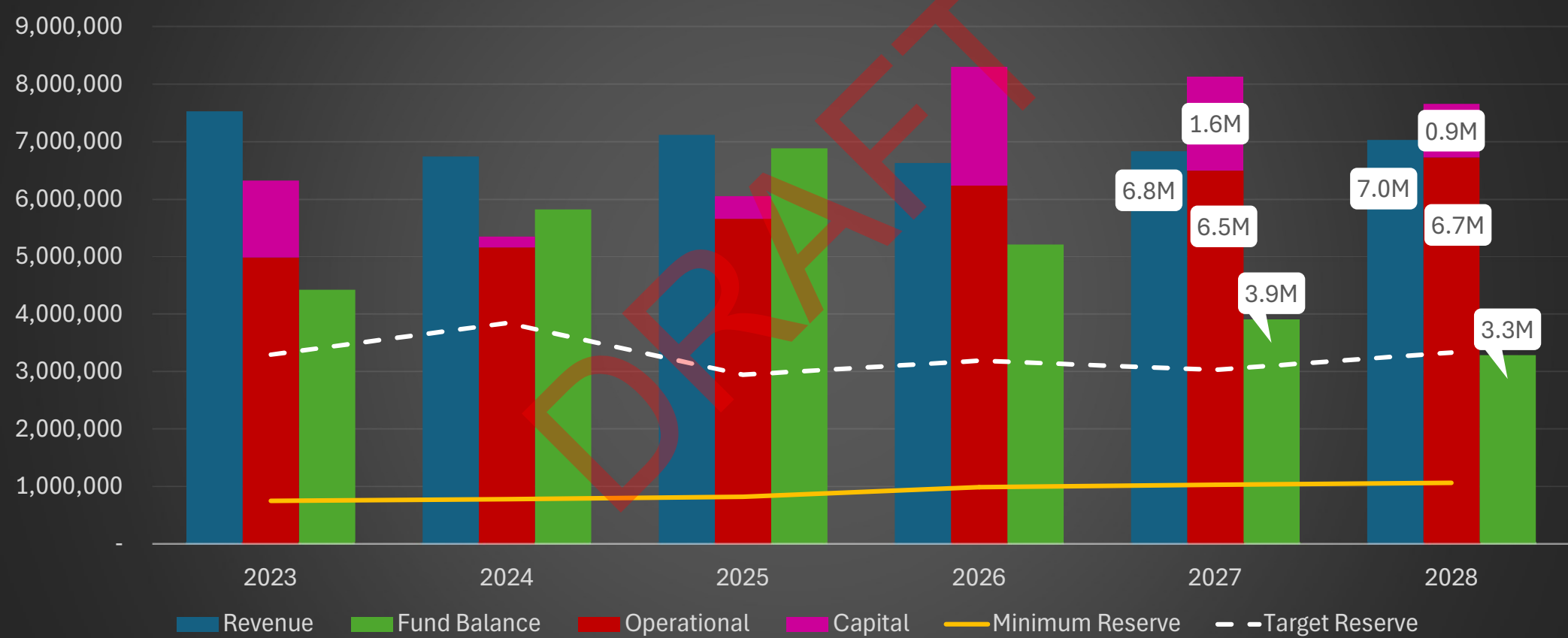
July 22, 2026

## O/S Fund – Summary

- Further refinement of capital priorities is required
- Full-Time Personnel added:
  - Partial Allocation of PROS Deputy Director (20%)
- 2027/28: No Material Operational Changes
- Acquisition Reserve established and projected to accumulate \$3.0M by the end of 2032.
- Potential Council Policy Direction: Acquisition Reserve percentage revisited, set by Council during the Budget process.

# Fund Financial Forecasts – Rec Fund

Recreation Fund



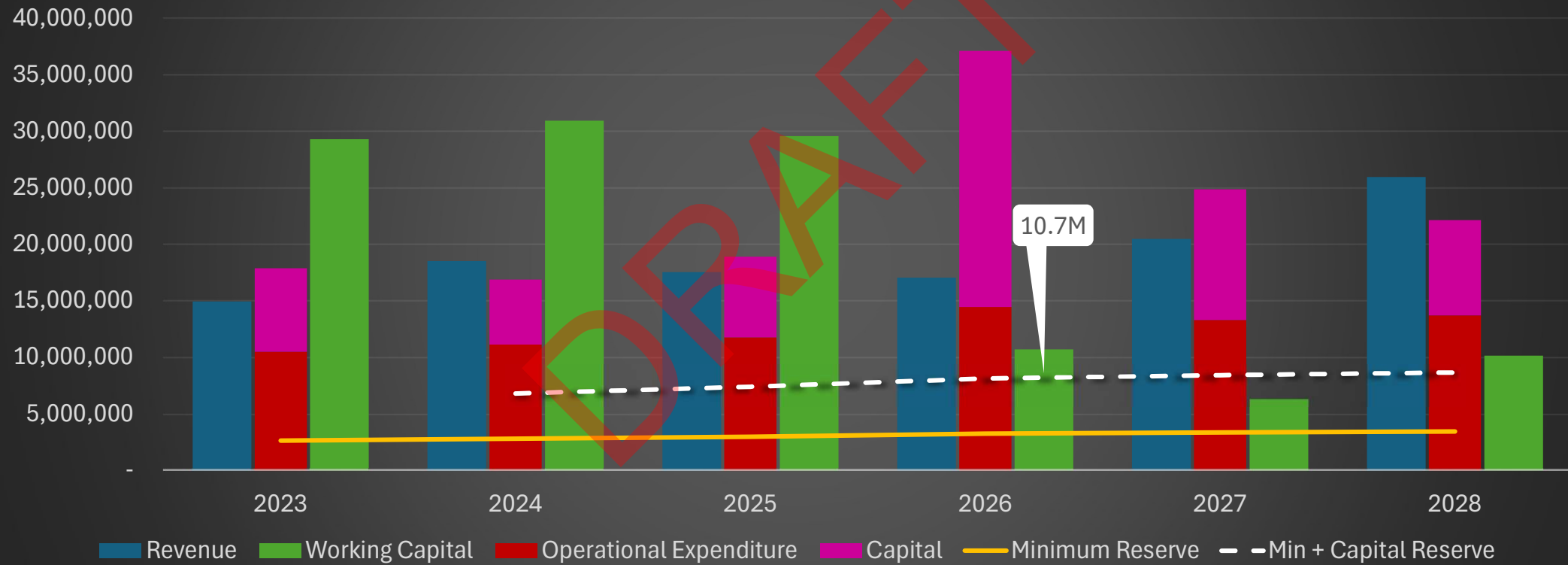
July 22, 2026

## Recreation Fund – Summary

- Structurally balanced throughout the model, however, falls short of the Renewal and Replacement Target in Years 2029 & Beyond
- Impact of central allocation costs (IT)
- Further refinement of capital project priorities is required to achieve Renewal and Replacement Target
- Employee Additions – Full Time (2.05) + Variables (3.0)
  - Youth & Sports Coordinator (1.0)
  - Recreation Assistant – Nights (0.8)
  - PROS Deputy – (0.25)
  - Variables (Lifeguards, ~3.0)

# Fund Financial Forecasts – Consolidated Utility Funds

Consolidated Utility Fund



Louisville

July 22, 2026

# Consolidated Utility Funds

- Notable 2027/28 Changes:
  - Slide under development
- New Personnel: ~1.3 FTEs
  - Construction and Stormwater Inspector (0.72)
  - Operations Technician (0.56)

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# **Fiscal and Policy Issues with Significant Impacts to the Budget**

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# Fiscal/Policy Issues with Significant Impacts

- General Trend of Expense Growth outpacing Revenue Growth
  - Projected Slowing of Sales, Use, and Property Tax Growth
  - Personnel Retention & Costs (*Wages, Benefits and Training Investments*)
- General, Parks and Golf Fund Long Term Structural Imbalance
- Recreation Debt Mill Levy reset to align with annual debt payments
- Expiration of Historic Preservation Tax (Expires Dec 31, 2028)
- Service Level Alignments, if necessary

# Fiscal/Policy Issue – Expenses outpacing Revenues

While significant progress has been made in budget development, there are still uncertainties regarding revenues and expenditures.

- Slowing Projected Sales and Property Tax Growth
  - Staff will continue to closely monitor Sales Tax
  - Preliminary Property Tax information expected from the Assessor in late August
- Personnel Costs (Wages, Benefits, and Market Adjustments)
- Prioritizing Required and Contractual Increases
  - Projected Citywide Insurance and Legal Increases
  - Utilities, Technology, and Building Maintenance

# Fiscal/Policy Issue – Golf Fund

As presented, the Golf Fund's On-Going Operational Expenses exceeds on-going revenues.

- Additional Revenues, Sources, or Subsidies, if available, will be required to maintain existing service levels and capital investment.
- Potential reductions to existing Service Levels.
- Capital Projects may need to be delayed/deferred.
- **Council Policy Direction** – Continue to engage RAB and Stakeholders.

# Fiscal/Policy Issue – Rec Center Debt Mill Levy

- Over the past three years, the Recreation Center Debt mill levy was ***temporarily lowered*** to help offset property tax increases.
- Beginning in 2027, the current mill levy of 1.375 will reset to 1.70 to align with annual debt service payments (~\$1.75M) through 2042.
- In future years, the Rec Center mill levy will continue to be adjusted to align debt payments with assessed value changes.

**Council Policy Decision:** Direction to adjust the Mill Levy with annual debt payment

## Fiscal/Policy Issue – HPF Tax

The Historical Preservation Fund Tax is set to sunset on December 31, 2028.

- The 1/8<sup>th</sup> of a cent (0.125) was initially approved for a ten-year period beginning on January 1, 2009.
- Later extended an additional ten years, January 1, 2019, through December 31, 2028.
- The HPF Tax Task Force is recommending placing on the November ballot to extend through 2038, with minor adjustments on how funds are allocated and can be used. (*Museum*)

**Council Policy Decision:** Direction to place on November Ballot

# Capital Improvement Plan Development and Prioritization

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# Capital Projects Summary

- The Preliminary CIP Program exceeds \$400M and 200+ individual capital projects
- CMO, Department and Finance Staff collaborating to align CIP Plan with resources
- Maintenance of existing City Assets and IT Infrastructure were prioritized
- Grant funding, when available, to best leverage City funds
- Council Policy Direction: Establish a minimum reserve policy?

# 2027- 2032 CIP Program - Highlighted Projects

- Pavement Resurfacing Maintenance
- Traffic Signals
- IT Server Replacements
- Park & Playground Replacements
- Irrigation Replacements
- Median Improvements
- Splash Pad Replacement
- Police Fleet Replacements
- Council Chambers A/V Upgrades

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# Boards and Commission Requests

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# Boards and Commission Requests

Included within the Council packet, as Attachment X, are the Boards and Commissions' Budget requests and submissions compiled.

- Recreation Advisory Board (RAB)
- Louisville Sustainability Advisory Board (LSAB)
- Open Space Advisory Board (OSAB)
- Cultural Advisory Board (CAB)

Department Heads of the respective Boards are available to address any questions the Council may have on their requests.

# Board and Commission Summary of Requests

Requesting Board / Commission	# of Requests Received	2027 Cost	2028-2032 Cost	FTEs	Fund (Primary)
Recreation Advisory Board (6)	6	\$9,800,000	-	-	Capital, Golf and Rec Funds
Louisville Sustainability Advisory Board (5)	5	113,000	565,000	0.5	General
Open Space Advisory Board (15)	15	852,000	4,660,000	4.0	Open Space
Cultural Advisory Board (3)	3	121,000-153,000	605,000-765,000	0.5-1.0	General
	<b>29</b>	<b>~\$11.0M</b>	<b>~\$5.8M-\$6.0M</b>	<b>5.0-5.5</b>	

# Board and Commission - RAB Requests

Request Description	Requesting Board / Commission	2027 Cost	2028-2032 Cost	One Time / Operational	Fund (Primary)	CMO Rec
Centennial Park Tennis Courts (2 New Courts)	RAB	\$1,500,000	-	One Time/ Capital	Capital	
Clubhouse Pre-Design	RAB	500,000	-	One Time/ Capital	Golf	
Puck & Stick Court	RAB	200,000	-	One Time/ Capital	Capital/Rec	
Soccer / Multi Use Fields	RAB	7,000,000	-	One Time/ Capital	Capital	
Water Rights for Coal Creek Golf Course	RAB	100,000	-	One Time/ Capital	Golf	
Site Plan Review for Red Tail Ridge	RAB	500,000	-	One Time/ Capital	Capital	
<b>Total</b>		<b>\$9,800,000</b>	<b>\$-</b>			

# Board and Commission - LSAB Requests

Request Description	Requesting Board / Commission	2027 Cost	2028-2032 Cost	One Time / Operational	Fund (Primary)	CMO Rec
Sustainability Specialist – Part Time	LSAB	~60,000	~300,000	Operational	General	
Residential Water Conservation Programs	LSAB	18,000	90,000	Operational	General	
Commercial Water Conservation Programs	LSAB	20,000	100,000	Operational	General	
Water Conservation Planning	LSAB	-	-	Operational	General	
Sustainable Neighborhood Network Grants (LSAB)	LSAB	15,000	75,000	Operational	General	
<b>Total</b>		<b>\$113,000</b>	<b>\$565,000</b>			

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# Board and Commission - OSAB Requests

Request Description	Requesting Board / Commission	2027 Cost	2028-2032 Cost	One Time / Operational	Fund (Primary)	CMO Rec
Warembourg Property Plan and Implementation	OSAB	-	\$735,000	Capital	Open Space	
Soft-Surface Trail Maintenance and Design	OSAB	-	1,430,000	Capital	Open Space	
Open Space Parking Lot Maintenance	OSAB	-	80,000	Operational	Open Space	
Open Space Amenity Maintenance	OSAB	190,000	430,000	Capital	Open Space	
Open Space Equipment	OSAB	30,000	50,000	Capital	Open Space	
Open Space Planning Documents	OSAB	255,000	225,000	Capital	Open Space	
New Trails: Safety, Access, Road Improvements	OSAB	-	500,000	Capital	Open Space	
Open Space Signs	OSAB	150,000	75,000	Capital	Open Space	

# Board & Commission OSAB Requests – Cont.

Request Description	Requesting Board / Commission	2027 Cost	2028-2032 Cost	One Time / Operational	Fund (Primary)	CMO Rec
New Trails: Neighborhood Connections	OSAB	-	-	Capital	Open Space	
New Trails: Regional Trails	OSAB	-	-	Capital	Open Space	
Wayfinding Maintenance	OSAB	-	-	Capital	Open Space	
PROS Project Manager	OSAB	-	-	Operational	Open Space	
Natural Resources Technician	OSAB	83,500	417,500	Operational	Open Space	
Ranger Naturalist	OSAB	143,500	717,500	Operational	Open Space	
Volunteer & Education Coordinator	OSAB	-	-	Operational	Open Space	
<b>Total</b>		<b>\$852,000</b>	<b>\$4,660,000</b>			

# Board and Commission CAB Requests

Request Description	Requesting Board / Commission	2027 Cost	2028-2032 Cost	One Time / Operational	Fund (Primary)	CMO Rec
Events Coordinator (1 FTE Increase, or conversion of existing part time Coordinator to FT)	CAB	\$43K-\$75K	\$215K-\$375	Operational	General	
Event Cost Inflation for 4 <sup>th</sup> of July, Summer Concerts and Special Events	CAB	\$28K	\$140K	Operational	General	
Public Art	CAB	\$50K	\$250K	Operational	General	
<b>Total</b>		<b>\$121K-\$153K</b>	<b>\$605K-\$765K</b>			

## Next Steps

- Thursday, August 20<sup>th</sup> – Finance Committee – Budget Update/Retreat Recap
- Tuesday, Sept 1<sup>st</sup> – Council Meeting – City Manager Recommended Budget Presentation
- Tuesday, Oct 20<sup>th</sup> – Council Meeting – City Manager Final Budget Presentation
- Monday, November 2<sup>nd</sup> – Council Meeting – 2027/28 Operating and Capital Budget, including 2027-2032 C-I-P Adoption

# City Council Budget Retreat

With Council's feedback and direction, City Staff will work collaboratively towards developing the 2027/28 City Manager's Recommended Budget for your consideration this September.

Thank you! Staff are available to answer questions.