

***City Council
Special Meeting
City Council Retreat
Agenda***

Tuesday, January 26, 2016

**Louisville Public Library
951 Spruce Street
Meeting Room, 1st Floor
4:00 PM to 8:30 PM**

- | | |
|------------------------|--|
| 4:00 to 4:05 PM | CALL TO ORDER AND APPROVAL OF AGENDA |
| 4:05 to 4:20 PM | GETTING TO KNOW EACH OTHER |
| 4:20 to 5:15 | HOW WE THINK WE ARE DOING
Electronic polling exercise to get a sense of how Council Members think the group as a whole is doing in terms of their interactions with each other and their ability to effectively provide direction to staff |
| 5:15 to 5:30 PM | DINNER SERVED |
| 5:30 to 5:35 PM | BRIEF REVIEW OF ADOPTED 2016 PROGRAMS, GOALS, SUB-PROGRAMS AND CONTRIBUTING PROJECTS <ul style="list-style-type: none">• Staff summary |

- 5:35 to 6:45 PM** **2016 WORKPLAN: PROPOSED COUNCIL WORK PRIORITIES IN 2016** (Note: Council Discussion and Direction on Contributing Projects for 2017/2018 will occur during a subsequent Budget session)
- Council review and discussion of work items that Council Members identified as priorities on which to spend Council time in 2016.
 - Council Members to summarize each work item and why they think it is important
 - Opportunity for questions and comments
 - Opportunity to add any work items not previously identified
 - Staff review—as needed—of currently planned actions that are relevant to each work item and what additional resources may be needed for successful follow-through
- 6:45 to 7:00 PM** **PUBLIC COMMENTS (Please limit to 3 minutes)**
- 7:00 to 7:15 PM** **BREAK**
- 7:15 to 7:50 PM** **2016 WORKPLAN: PRIORITIZING WORK ITEMS**
Prioritization exercise and group discussion to determine which of the proposed work items are the highest priorities for Council’s time in 2016
- 7:50 to 8:25 PM** **2016 WORKPLAN: HOW MUCH TIME TO SPEND ON & SCHEDULE FOR PRIORITY WORK ITEMS**
Time allocation exercise and group discussion of relatively how much time and when Council would like to spend time on each priority work item
- 8:25 to 8:30 PM** **REVIEW DECISIONS, DIRECTION & ACTION**
Recap and confirmation of actions to promote effectiveness and agreed on priorities
- 8:30 PM** **ADJOURN**

SUBJECT: CITY COUNCIL RETREAT

DATE: JANUARY 26, 2016

PRESENTED BY: MALCOLM FLEMING, CITY MANAGER

SUMMARY:

The retreat will be facilitated by Heather Bergman (Peak Facilitation Group) and the agenda for the retreat covers five activities. The first activity will explore Council Members' perspectives on their group interactions and effectiveness in providing direction to staff. Next staff will briefly review the Programs, Goals, Sub-programs and Contributing Projects Council adopted for 2016 (see Attachments 1 and 2). This will provide a context for the primary focus of the retreat, which is for Council to:

- Discuss the work items Council Members individually proposed as work priorities for 2016
- Determine which of the work items are Council's highest priorities for 2016, and
- Allocate time and develop a schedule for Council to effectively address the highest priorities during Council's 2016 meeting schedule.

Staff prepared a spreadsheet listing all the issues Council Members submitted for consideration. Staff also prepared a second spreadsheet listing all the currently scheduled Regular Meetings and Study Sessions and a preliminary listing of the key Budget related meetings and some of the work items already scheduled for Council action. These spreadsheets (Attachments 3 and 4) can be used interactively during the retreat to both prioritize issues and allocate the amount of meeting time Council members want to spend on each issue and then schedule items on the calendar.

Background

During the November 10, 2015 Study Session staff presented a draft agenda for Council's January retreat and asked for Council to comment and clarify their interests for the retreat. In response, Council Members said their interests include having a facilitator, staying focused on big picture goals, discussing subprograms, clarifying the planning and budget process and creating a calendar of events, establishing priorities for boards and commissions, and having similar expectations about the outcomes of the meeting. Based on that discussion and on subsequent discussions with Mayor Muckle, staff prepared a revised draft agenda for the retreat. On December 21, 2015 staff sent to Council that revised draft, which included a listing of issues to consider focusing on during the 2016 workplan, and asked Council Members to add any additional issues they want to discuss and consider during the retreat. Attachment 3 reflects Council Member's responses.

SUBJECT: 2016 GOALS AND PROGRAM BUDGET – SPECIAL MEETING

DATE: FEBRUARY 10, 2015

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FISCAL IMPACT:

None at this time.

RECOMMENDATION:

Discuss the work items, determine which of the work items are Council's highest priorities for 2016, allocate time and develop a schedule for Council to effectively address the highest priorities during Council's 2016 meeting schedule.

ATTACHMENTS:

1. Programs, Goals, Sub-Programs
2. Programs, Sub-Programs, Key Indicators and 2016 Contributing Projects with Council proposed additions and emphasis
3. City Council 2016 Workplan: Issues, Priorities, Time Allotment and Schedule
4. City Council 2016 Workplan: *Potential* Schedule of Priority Issues

City of Louisville Programs, Goals & Sub-Programs

Programs	Goals	Sub-Programs
Transportation	A safe, well-maintained, effective and efficient multi-modal transportation system at a reasonable cost.	Planning and Engineering
		Transportation Infrastructure Maintenance
		Streetscapes
		Snow & Ice Removal
Utilities	Ensure safe, reliable, great tasting water; properly treated wastewater; effective stormwater control; successfully managed solid waste; and competitive prices for all services.	Water
		Wastewater
		Stormwater
		Solid Waste, Recycling and Composting
Public Safety & Justice	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 the justice system is fair, effective and efficient.	Patrol and Investigation
		Code Enforcement
		Municipal Court
Parks	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 suitable final resting place that meets community needs.	Parks
		Forestry
		Horticulture
		Cemetery
Open Space & Trails	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.	Acquisition
		Maintenance and Management
		Education and Outreach
		Trail Maintenance
		New Trails
Recreation	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 all ages, interests and ability levels.	Youth Activities
		Adult Activities
		Senior Activities and Services
		Aquatics
		Golf Course

City of Louisville Programs, Goals & Sub-Programs

Programs	Goals	Sub-Programs
Cultural Services	Provide services, facilities and activities that inform, involve, engage and inspire the community and preserve the community heritage.	Library Services
		Museum Services
		Cultural Arts & Special Events
Community Design	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.	Community Design
		Development Review
		Historic Preservation
Economic Prosperity	Promote a thriving business climate that provides job opportunities, facilitates investment and produces reliable revenue to support city services.	Business Retention and Development
		Urban Renewal
Administration & Support Services	Ensure inclusive, responsive, transparent, friendly, fiscally responsible, effective and efficient governance, administration and support.	Governance & Administration
		Public Information & Involvement
		City Clerk/Public Records
		Legal Support
		Human Resources & Organizational Development
		Finance, Accounting & Tax Administration
		Information Technology
		Sustainability
		Facilities Maintenance
Fleet Maintenance		

City of Louisville Adopted Programs, Sub-Programs, Key Indicators and 2016 Contributing Projects

(Red indicates items proposed for addition since the 11/2/2015 adoption of the Budget or additional emphasis Council wants a project to have; may require additional resources)

Programs	Sub-Programs	Key Indicators	2016 Contributing Projects
Transportation	Planning and Engineering	Accessibility and mobility index, Mode split, % of trip types: regional/local Accident rates; compliance with OCI and per capita cost policy objectives; measured satisfaction levels; streets, trails plowed and public buildings shoveled within XX hours.	1. Complete South Street Gateway Underpass (dependent on RR) 2. Complete Hwy 42 Plan Short Street improvements 3. Complete DDI 4. Complete County Road Bridge
	Transportation Infrastructure Maintenance		1. N. McCaslin resurfaced 2. 2016 downtown booster complete 3. Lucity Asset Management Software, ERP and Cartegraph permit modules fully operational 4. Expanded paving- streets/gutter/sidewalks/utilities
	Streetscapes		Complete Phase II downtown brickwork resetting
	Snow & Ice Removal		1. Improved snow removal with with computer controls, storage and ice slicer. Clear streets at sidewalk corners 2.
Utilities	Water	Compliance with all regulations; Minimal complaints; Competitive prices; Effective conservation of resources; Measured satisfaction levels.	1. Finish major renovations (Pump Station, Chlorine Contact Tank) to SCWTP 2. Evalaute Water Financial Plan
	Wastewater		Substaial completion of WWTP
	Stormwater		Complete Citywide Drainage Asset Management Plan
	Solid Waste, Recycling and Composting		Implement Admin Fee adjustment to provide sufficient working reserve funds.
Public Safety & Justice	Patrol and Investigation	Everyone knows their neighbors; Low crime and Code violation rates; Measured satisfaction levels.	1. Evaluate shared services options for law enforcement and communications 2. Body Cams for Police Officers 3. Complete evaluation of service level standards and their effectiveness in determining whether we have a good agreement with the County Complete PD Master Plan including needed resources for service we want. 4.
	Code Enforcement		1. ID properties with chronic violations and implement proactive enforcement to maintain compliance 2. Noise ordinance
	Municipal Court		Specific actions to increase collaboration between staff in PD and Court.
Parks	Parks	Maintained to established criteria; Maintain tree inventory; Moving to desired level of tree diversity; Stable or declining cost per acre; Measured satisfaction levels.	1. Implement Wayfinding 2. Implement ADA playground replacements
	Forestry		Ongoing replacement of ash trees and those damaged due to severe weather change in November of 2014
	Horticulture		1. Develop landscaping standards 2. Prioritized plan to replace dated and damaged landscaping
	Cemetery		
Open Space & Trails	Acquisition	Maintained to established criteria; Cost per acre and per mile; Measured satisfaction levels; Productive relationships with owners of candidate properties.	Pursue preferred acquisitions as become available
	Maintenance and Management		1. Eradicate List A Noxious Weeds 2. Complete (or show good progress) zone districts
	Education and Outreach		Train with PD on Comprehensive Coyote Mgt Plan
	Trail Maintenance		Maintenance and repair to existing trails due to usage and weather
	New Trails		Implement Wayfinding
	Youth Activities	Participation rates; Fees reflect adopted	Submit proposed tax measure to voters for Recreation/Senior Center expansion and/or new
	Adult Activities		

City of Louisville Adopted Programs, Sub-Programs, Key Indicators and 2016 Contributing Projects

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Programs	Sub-Programs	Key Indicators	2016 Contributing Projects
Recreation	Senior Activities and Services	Cost recovery; Facilities maintained to established criteria; Measured satisfaction levels.	aquatics center
	Aquatics		
	Golf Course		1. Revenue positive
Cultural Services	Library Services	Good participation; Relevant, accessible materials; Measured satisfaction levels.	1. Increase collaborations with schools 2. Migrate to the new platform for the library's Integrated Library System 3. Implement newly expanded Flatirons Library Consortium 501 c(3)
	Museum Services		1. Augment online access to historic Louisville photos and documents 2. Complete Historic Structure Assessments on Tomeo House and the Jacoe Store
	Cultural Arts & Special Events		1. Further refine Special Events process pending 2015 season observations 2. Finalize and adopt Cultural Arts Master Plan
Community Design	Community Design	Measured satisfaction levels; Walkability index; Code compliance; Fees reflect costs; Achievement of preservation goals.	1. Small area plan implementation (public infrastructure, rezoning, and design guidelines) 2. Initiate and implement 1st neighborhood plan-resolve PUD/Zoning conflicts 3. Pedestrian friendly- cross walks/stop signs/trail connections. 4. Update CMRS administrative policy for public buildings
	Development Review		1. Ongoing customer satisfaction system 2. Consistent application of code (fences) 3. Evaluation of cost recovery
	Historic Preservation		1. Implement specific historic preservation surveys identified in HP Master Plan 2. Clarification of Demolition issues
Economic Prosperity	Business Retention and Development-	Vacancy rate; jobs per capita; Resident filled jobs; Sales, construction, and consumer use tax revenue; Building Investment; Economic indicators and trends.	1. Downtown improvements to help facilitate connections in and around downtown 2. Coordinate with CTC on design for additional connection 3. Sam's Club redevelopment "Alternatives to 'usual approach'"
	Urban renewal		Pursue infrastructure improvements in the URA to address blight/facilitate additional investment
Administration & Support Services	Governance & Administration	Measured external and internal satisfaction levels; Participation rates; Comparison to established benchmark performance indicators and accomplishment of contributing projects/goals.	1. Assess Facilities/Maintenance Level of Service 2. Pursue shared services opportunities/capital 3. Board Reviews-501, GCAB, BRAD PPLAB, absences, term limits, work plans 4. Contingency Plan for management of issues arising during the year 5. Council Schedule - Plan break?
	Public Information & Involvement		Citizen Survey- Re-evaluate
	City Clerk/Public Records		Possible 2016 Coordinated Election on TABOR question/expanded recreation facilities
	Legal Support		Manage legal expenses within various disciplines/departments
	Human Resources & Organizational Development		1. Train supervisors on ERP system 2. Adopt organizational succession plans for each Department 3. Compensation and retention
	Finance, Accounting & Tax Administration		1. In 2016 plan 2 year budget overview for 2017/18 with annual approval
	Information Technology		1. Complete ERP Implementation 2. Business continuity and disaster recovery
	Sustainability		1. Implement Community Garden in coordination with LSAB 2. City Council consideration of LSAB Sustainability Plan 3. Government energy use, Partners in Energy, Bee safe, Roadmap
	Facilities Maintenance		Review utility energy management
	Fleet Maintenance		Initiate development of fleet metrics

City Council 2016 Workplan: Issues, Priorities, Time Allotment and Schedule					
	Issue	Priority (How important is this compared with all other)	Time Allotment (How much meeting time ¹ will Council spend on this issue?)		Schedule (When during the year will Council focus on this issue?)
			Regular Meeting	Study Session	
1	Street Maintenance and Repair		0	0	
2	McCaslin Urban Renewal Area Plan		0	0	
3	Recreation Center Expansion		0	0	
4	Golf Course Financial/Operational Results		0	0	
5	Biennial Budget Process & Program Budget		0	0	
6	SoBoRd & McCaslin Small Area Plans		0	0	
7	Police Department Strategic Plan		0	0	
8	Economic Development Review		0	0	
9	Employee Compensation & Benefits		0	0	
10	Boards and Commissions Issues		0	0	
10A	Parks & Public Landscaping Expectations		0	0	
10B	Golf Course Advisory Board Role		0	0	
10C	Business Retention and Development Role		0	0	
10D	501c3 Issue		0	0	
10E	Absences, term limits, work plans and related issues		0	0	
11	Sustainability Advisory Board Roadmap		0	0	
12	Development Review & Cost Recovery		0	0	
13	Implementing the Museum Campus Master Plan		0	0	
14	Contingency process for managing unanticipated issues		0	0	
15	Other?		0	0	
			-66	-44	Other Issues & Contingency ²
			66	44	Total Unallocated Time
	1. Assuming 2 Study Sessions per month and 2 Regular Meetings per month, and assuming 2 hours per Study Session and 3 hours per Regular Meeting, there are 66 hours of Regular Meeting time and 44 hours of Study Session time. This figure does not include any of the significant time Council Members spend outside of Regular Council Meeting and Study sessions.				
	2. This figure is a negative number to facilitate interactive time allocation; by inputting the amount of time allocated to each issue above, the Total Unallocated Time will reflect the remaining time available.				

City Council 2016 Workplan: *Potential* Schedule of Priority Issues

Date	Issue	Time (Hrs)
FEB		
2/2 RM		-
2/9 SS	Review biennial budget process, program budget outline and 2017/2018 Contributing Projects	
2/16 RM	Paving Issues	
2/23 SS	Recreation Center Expansion	
MAR		
3/1 RM	Cancel due to conflict with Party Caucuses	
3/8 RM		
3/15 RM		
3/22 SS	Cancel due to conflict with BVSD Schedule	
3/29 SS	Boards and Commissions Issues	
APR		
4/5 RM	SoBoRd Small Area Plan	
4/12 SS		
4/19 RM		
4/26 SS		
MAY		
5/3 RM	Direction on McCaslin URA preferred Redevelopment proposal	
5/10 SS		
5/17 RM		
5/24 SS		
JUN		
6/7 RM	Budget Retreat	
6/14 RM	McCaslin Small Area Plan	
RM	Cancelled due to Summer Schedule	
SS	Cancelled due to Summer Schedule	
JUL		
7/5 RM	Approval of McCaslin URA Redevelopment proposal	
7/12 SS		
7/19 RM		
7/26 SS	Golf Course Financials	
AUG		
8/2 RM	Police Department Strategic Plan	
8/9 SS		
8/16 RM		
8/23 SS		
SEP		
9/6 RM		
9/13 SS		
9/20 RM	City Manager presents Recommended Budget	
9/27 SM	City Council reviews Recommended Budget	

City Council 2016 Workplan: *Potential* Schedule of Priority Issues

Date	Issue	Time (Hrs)
OCT		
10/4 RM		
10/11 SM	City Council reviews Recommended Budget	
10/18 RM	Public Hearing on Proposed Budget	
10/16 SS		
10/31 SM	City Council adopts Budget	
NOV		
11/1 RM	Cancelled due to conflict with General Election	
11/8 SS		
11/15 RM		
11/22 SS	Cancelled due to conflict with Thanksgiving Week	
11/29 RM		
DEC		
12/6 RM		
12/12 SS	Board and Commission Interviews	
12/13 SS	Board and Commission Interviews	
12/20 RM		
12/27 SS	Cancelled due to conflict with Holidays	