

City Council

Special Meeting Agenda

Tuesday, June 11, 2024
Library Meeting Room
951 Spruce Street
6:00 PM

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

- You can call in to **+1 408 638 0968 or 833 548 0282 (Toll Free)**, Webinar ID **#876 9127 0986**.
- You can log in via your computer. Please visit the City's website here to link to the meeting: www.louisvilleco.gov/council

The Council will accommodate public comments during the meeting. Anyone may also email comments to the Council prior to the meeting at Council@LouisvilleCO.gov.

1. CALL TO ORDER

2. DISCUSSION/DIRECTION – 2025 CITY COUNCIL WORK PLAN

3. ADJOURN

Persons planning to attend the meeting who need sign language interpretation, translation services, assisted listening systems, Braille, taped material, or special transportation, should contact the City Clerk's Office (303.335.4536 or 303.335.4574) or ClerksOffice@LouisvilleCO.gov. 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 303.335.4536 o 303.335.4574 o email ClerksOffice@LouisvilleCO.gov.

SUBJECT: DISCUSSION/DIRECTION – 2025 CITY COUNCIL WORK PLAN

DATE: JUNE 11, 2024

**PRESENTED BY: JEFF DURBIN, CITY MANAGER
SAMMA FOX, DEPUTY CITY MANAGER**

SUMMARY:

The City Council establishes their work plan annually and most recently revised their 2024 work plan in January of this year. The annual work plan reflects Council’s priorities and includes only those items that require City Council involvement such as policy direction, guidance, or approval. The City Council work plan also helps staff prioritize internal work plans and schedule the work that is needed to bring to City Council for engagement.

This is the first of a series of meetings planned to craft and finalize the 2025 Council Work Plan. Currently, work plans are organized by programs and contain a mix of strategic initiatives, programs, and tasks. For 2025, staff proposes taking an opportunity with the unique timing of the first resident survey in four years and the ten-year Comprehensive Plan Revision to build on existing strategic alignment of the work plan. Under this approach, council identifies problems and opportunities, and what success looks like for each. As in years prior, staff proposes each council member make individual suggestions, which would then be compiled by staff and worked through by council at a subsequent meeting, where council would identify strategic initiatives and what success looks like for each.

Staff would then have the opportunity to apply programs and tasks to each initiative, in-line with council’s expectations for the item, before returning to council for final edits and approval. The work plan will be an annual product driven by council priorities and used to set advanced agenda items and inform staff priorities that are strategically aligned with community values and interests.

Resources:

- [2024 Council Work Plan](#)
- [Programs](#)
- [Comprehensive Plan Update Project](#)

FISCAL IMPACT:

The City Council Work Plan outlines the issues and items Council plans to address throughout the next year and those may impact the budget.

PROGRAM/SUB-PROGRAM IMPACT:

One of the objectives of the Governance & Administration Sub-Program is providing governance based on a thorough understanding of the community’s diverse interests executed through clear and effective policy direction. The annual City Council Work Plan helps set the agenda for Council policy direction and governance.






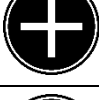


RECOMMENDATION:

N/A – This is an opportunity for council to discuss the 2025 Council Work Plan.

ATTACHMENT(S):

- 1. 2024 Work Plan – Adopted September 12, 2023
- 2. Council Recommendation Form
- 3. Flight Analogy
- 4. Staff Presentation

STRATEGIC PLAN IMPACT:

<input checked="" type="checkbox"/>	 Financial Stewardship & Asset Management	<input checked="" type="checkbox"/>	 Reliable Core Services
<input checked="" type="checkbox"/>	 Vibrant Economic Climate	<input checked="" type="checkbox"/>	 Quality Programs & Amenities
<input checked="" type="checkbox"/>	 Engaged Community	<input checked="" type="checkbox"/>	 Healthy Workforce
<input checked="" type="checkbox"/>	 Supportive Technology	<input checked="" type="checkbox"/>	 Collaborative Regional Partner

2024 Louisville City Council Work Plan – Revised 1/9/24

Number*	Program Area	Issue	Council Time Estimate	Estimated Timeline/ Quarter
High Priority				
1H	Community Design	Comprehensive Plan Update 10-Year Update: Include completion of Market/Leakage Study	4-6 Council meetings	Q1-Q4
2H	Community Design	Strategic Land Use Code Revisions as Needed to Move Forward Other Initiatives	TBD	Q1-Q4
3H	Open Space, Administration & Support Services	Open Space Management <ul style="list-style-type: none"> • Continued implementation of regenerative agriculture; maintenance, restoration; asset management; wildfire mitigation • Implementation of 2C ballot question 	1-2 Council meetings	Q1-Q3
4H	Transportation/Community Design/Economic Prosperity	Transportation Topics <ul style="list-style-type: none"> • Future 42 plan next steps • Discuss partnership with LRC for construction of underpasses in the URA (Main St/SBR, SH 42/South, SH42/SBR)² • Transportation safety (including pedestrian and bicycle) 	2 – 3 Council meetings	Q1 – Q4
5H	Community Development	Economic Vitality <ul style="list-style-type: none"> • Strategic Code Changes (land use/commercial building code) • Review policies for public private partnerships • Explore additional opportunities with urban renewal authority • Retention and expansion of existing businesses • Attraction of new businesses 	As Needed	Q1-Q4
6H	Community Design	Affordable Housing <ul style="list-style-type: none"> • Complete Housing Study & Strategic Plan, including impact fee development • Could include Residential Rental Licenses; ADUs; Inclusionary Housing (affordable, senior, accessible); Public/private partnerships; streamlined zoning; building of new housing; transit oriented development 	4-6 Council meetings	Q1-Q4

Color-coding: Pink = Highest Priority; Yellow = Medium Priority; Blue = Lower Priority; Green = Recurring/Ongoing Items.

* Numbering is not indicative of priority; is only an identifier.

SEPT 2023

2024 Louisville City Council Work Plan – Revised 1/9/24

7H	Administration & Support Services, Public Works	City Climate Change/Greenhouse Gas Reduction Initiatives: Implementation of internal strategic decarbonization plan for City facilities and operations & community decarbonization plan	3 Council meetings	Q1-Q4
8H	Administration & Support Services, PROS, Public Works	Fire Hardening/Emergency Preparedness <ul style="list-style-type: none"> • Fire Hardening Code Revisions • Emergency Preparedness • Cooperation and Partnership (regionally, consortium of cities, emergency notification systems) • Include all types of threats • Potential policy discussions 	3-5 Council meetings	Q1-Q4
Medium Priority				
1M	Administration & Support Services	Equity, Diversity, and Inclusion –Updates from staff on the implementation of the task force recommendations and next steps.	2-3 Council meetings	Q1 - Q4
2M	Administration & Support Services	Sustainability Programs	As Needed	Q1-Q4
3M	Parks, Recreation, & Open Space	Parks, Recreation, and Open Space Departmental Master Plan	1-2 Council meetings	Q4
4M	Parks, Recreation, & Open Space	Recreation Amenities: Tennis/Pickleball Courts; Multiuse Fields	As Needed	
5M	Administration & Support Services	Minimum Wage Adjustments	2-3 Council meetings	Q1-Q4
6M	Administration & Support Services; Economic Prosperity	Main Street Closure – Consideration of 2024 closure and planning for potential 2025 closure.	3 Council Meetings	Q1-Q3

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SEPT 2023

2024 Louisville City Council Work Plan – Revised 1/9/24

7M	Administration & Support Services	Board & Commission Engagement <ul style="list-style-type: none"> Q1 meetings with Advisory Boards Q2 staff follow up on additional options for engagement Possible joint meeting with Planning Cmsn re: Comp Plan Possible social/thank you event 	4-5 Study Sessions	Q1 - Q4
Low Priority				
1L	Administration & Support Services	Campaign Finance Rules and Limits	2 – 3 Council meetings	Q2
✓ 2L	Administration & Support Services	Communications/Marketing Automation Software <ul style="list-style-type: none"> Complete as of January 2024 	2-3 Council meetings	Q2
3L	Community Design	Completion of Old Town Overlay update	2 Council meetings	Q2
4L	Community Design	Update Development Impact Fees	1-2 Council meeting	Q1 – Q3
Annual/Ongoing Items				
	Administration & Support Services	2025-2026 Budget Updates/Adoption	4-6 Council meetings	Q1 – Q4
	Utilities	Water, Sewer and Storm Rates: annual update of utility rates	1 Council Meeting	Q1 - Q2
	Utilities	Solid Waste/Trash Contract Renewal	3 Council meetings	Q1-Q2
	Administration & Support Services	Comcast Franchise Renewal	2-3 Council Meetings	Q1-Q4
	Administration & Support Services	Resident Survey	2-3 Council Meetings	Q1-Q2

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2024 Louisville City Council Work Plan – Revised 1/9/24

Administration & Support Services	Council Salary Survey: review results of annual City Council salary survey (if changes are needed)	1 Council meeting or memo	Q3
Administration & Support Services	Airport Impact Mitigation Efforts: Participate in Rocky Mountain Metropolitan Airport Community Noise Roundtable	As Needed	Q1 – Q4
Administration & Support Services	Evaluation of all City Council Appointees: City Manager, City Attorney, Judge and Prosecuting Attorney	2 Council meetings/Exec Session	Q3 - Q4
Administration & Support Services	Council Work Plan Preparation: draft annual Council Work Plan with prioritized items to be addressed in upcoming year	3 Council meetings	Q1 - Q4
Administration & Support Services	Board & Commission Interviews/Appointments: conduct interviews for boards & commissions and determine appointments	3 Council meetings	Q4
Administration & Support Services	Organizational Strategic Plan Update	As needed	
Other	PUDs/Developments Projects Submitted during the Year: once applicant has satisfied all submittal requirements and proposal has been reviewed by the Planning Commission, staff will present to City Council for consideration	Varies	Varies
Other	Regional Partnerships: continue to consider shared service and/or policy opportunities with neighboring municipalities, such as: Marshall Fire Recovery; Transportation, Northwest Rail; Minimum wage; Affordable housing; Residential/Commercial building code cohort	Varies	Varies
Other	Consent Items: staff processes small/non-controversial issues by adding to consent agenda for consideration. Council sometimes removes these items from consent agenda and discusses during regular meeting.	Varies	Varies
Other	Municipal Code Updates: staff drafts and presents updates to Municipal Code as part of ongoing efficiency and operational improvement efforts - Commercial Energy Code	Varies	Varies

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SEPT 2023

2024 Louisville City Council Work Plan – Revised 1/9/24

	Other	Unanticipated Issues: each year numerous issues arise that cannot be reasonably foreseen that require Council consideration	Varies	Varies
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SEPT 2023

SAMPLE - 2025 Council Work Plan - Council Recommendations Template

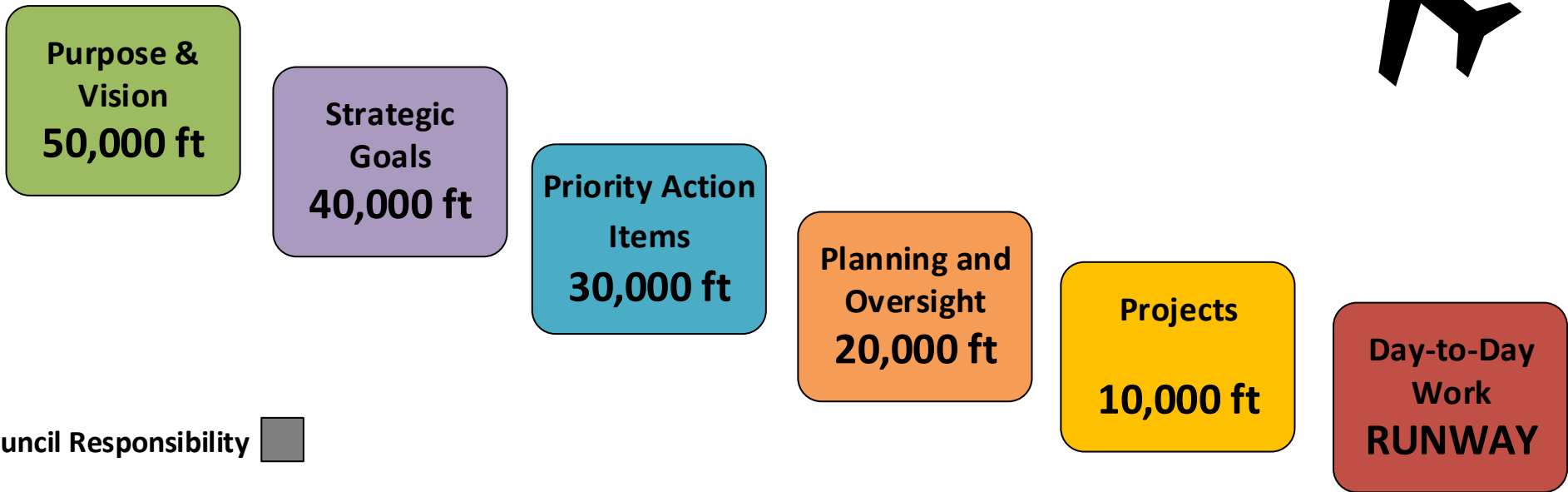
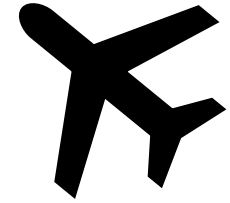
Council Member: _____


Date: _____


Council - Please use the following table to make your suggestions. Staff will compile these by _____ and present a summary to council on _____ when council will work to refine and solidify priority initiatives.

Initiative Area	Problem/Opportunity	Successful If
<i>A few words to describe the category of the problem/opportunity.</i>	<i>A description of the problem or opportunity that council sees and would like addressed.</i>	<i>A description of what success would like for progress made towards solving a problem or meeting an opportunity.</i>
Transparent & Responsible	The City budget is structurally balanced and the city provides quality services	The budget is structurally balanced Community Satisfaction is 85%+ on the resident survey
Vibrant Commercial Areas	Downtown revitalization	Increased sales tax revenues
Welcoming, Inclusive, & Supportive	Affordable Housing: 75% of our residents cannot afford their home today Employees cannot afford to live and work in Louisville	An increase in affordable housing units
Environmental Sustainability & Resilience	Preserve natural resources like water, air, and native habitats and provide a healthier planet for future generations.	Progress is made on Louisville's Climate Action Goal of reducing energy related greenhouse gas emissions.
Environmental Sustainability & Resilience	The community is educated on preparedness and registered for emergency notifications	Communications, engagement, and training on preparedness and sign ups for emergency notifications increase
Transparent & Responsible	High functioning organization	Processes are clear and predictable for the community
Unique Quality of Life	Required 10 year Comprehensive Plan Update	Engagement is broad and represents the Louisville Community and their priorities, as a whole, are reflected in the plan.
Safe, Established, and Distinct Neighborhoods	People feel there are speeding issues	Traffic calming measures are implemented to effectively reduce speeds and cut-through traffic
Parks, Open Space, & Natural Areas	Parks, Rec, Open Space that reflects our community and enhances quality of life	City parks, open spaces and natural areas are well maintained in alignment with the vision and purpose of each property and amenity

Council & Staff Work Flight Analogy



Council Responsibility 

Staff Responsibility 



Council Role: Affirm Vision / Purpose

Establish Goals

Establish / Prioritize Action Items

Review / Adopt Budget
Conduct Meetings

Authorize Contacts

Engage w/
Community and
Staff

Staff Role: Support Vision / Purpose

Align Goals with Resources

Implement Priority Action Items

Prepare Plans and
Oversee Functions

Plan and Complete
Projects

Carry Out Day-to-Day Responsibilities



Discussion & Direction 2025 Council Work Plan

June 11, 2024

Jeff Durbin, City Manager
Samma Fox, Deputy City Manager



Purpose and Expectations

- Begin the 2025 Council Work Plan process
- Link the various good plans and documents we have to help council and staff be more strategic
- As per prior years, Council will leave with some homework to help us gather your inputs on strategic initiatives



Agenda

- Current Framework
- Proposed Framework
- Proposed Approach for the 2025 Council Work Plan
- Next Steps

Current Framework

Connects work plan items to program areas.

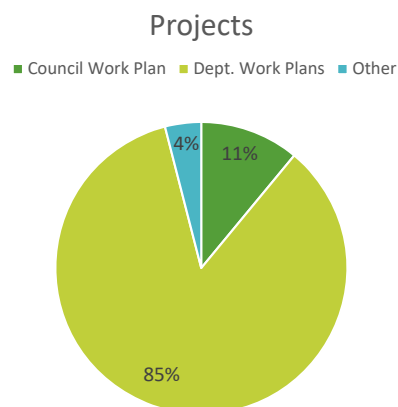
Importance of Core Services

- Safe Drinking Water
- Wastewater Treatment
- Public Safety
- Council Packets/Meetings
- Open Records
- Permits/Inspections
- Street Maintenance/Snow Management
- Critical Infrastructure – Facilities/Technology



Council & Org. Work Plans

- 322 Projects
- 35 = Council Work Plan
- 272 = Dept. Work Plans
- 15 = Other
- **NOTE – This reflects projects above and beyond daily work (core services)*



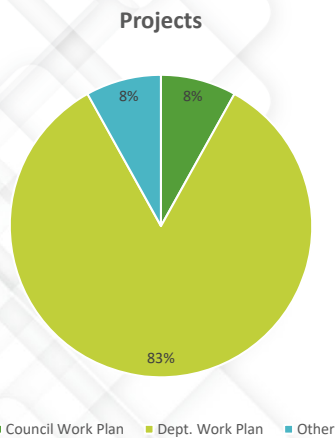
What are Programs?

The City's Budget is currently presented in two formats:

- Operating and Capital Budget by Fund, Division, & Account
- Operating and Capital Budget by Program & Sub-Program



Program: Transportation

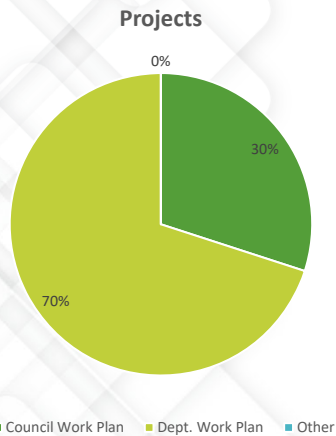


Types of Projects:

- Future 42 Plan Implementation
- Underpasses
- Bike and Pedestrian Safety Initiatives
- Traffic Calming Projects
- South Boulder Road Study
- RTD Peak Rail Study



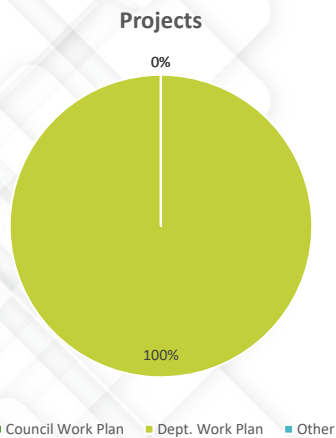
Program: Utilities



Types of Projects:

- Water, Sewer, and Storm – Annual Rates Update
- Solid Waste/Trash Contract Renewal
- Water/Wastewater Treatment Improvements
- Water/Sewer Line Rehabilitation
- Meter Replacement
- Lift Station Improvements

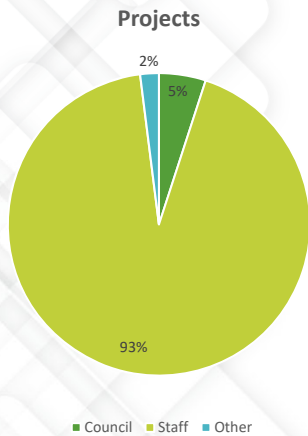
Program: Public Safety & Justice



Types of Projects:

- Community Conversations
- The Art of Neighboring Program
- Crime Prevention Through Environmental Design Assessments
- Focused Traffic Safety Zones
- Mental Health Co-Responder Program
- E-Bike Safety Initiatives

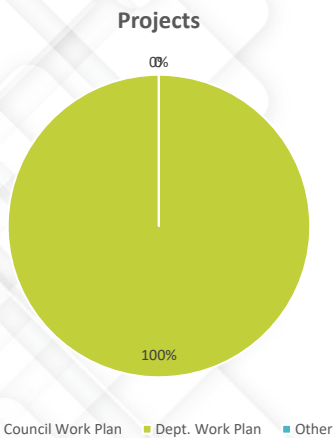
Programs: Parks; Open Space & Trails; Recreation



Types of Projects:

- Implementation of 2C Ballot Question
- PROS Long-Range/Master Plan
- Playground and Park Re-Designs
- Medians, Forestry, and Streetscape Enhancements
- Open Space Wildfire Mitigation Initiatives
- Vegetation Survey and Ecosystem Restoration

Program: Cultural Services

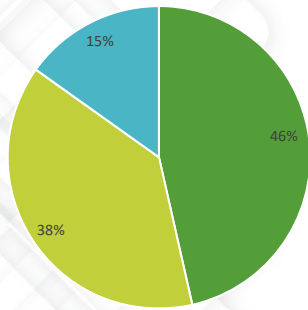


Types of Projects:

- Programs and Interconnectivity
- Outdoor Spaces
- Resilience Sculpture
- Pet Memorial
- Revision of Public Arts Process
- Superior IGA Amendment

Program: Community Design

Projects



■ Council Work Plan ■ Dept. Work Plan ■ Other

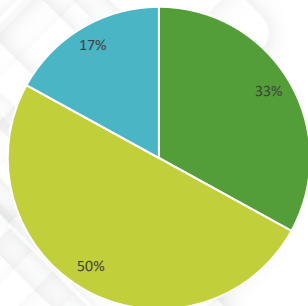


Types of Projects:

- Comprehensive Plan
- Strategic Land Use Code Revisions
- Development Applications
- Historic Preservation Programs
- Legislative Impacts

Program: Economic Prosperity

Projects



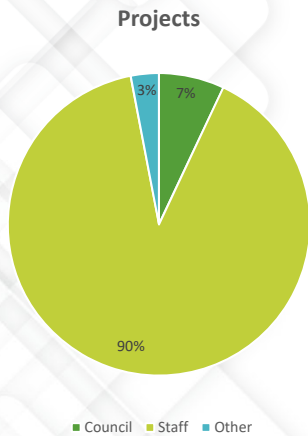
■ Council Work Plan ■ Dept. Work Plan ■ Other



Types of Projects:

- Main Street Closure Consideration
- Downtown Vision Plan
- Code/Process Updates
 - Expedited PUD
 - Commercial Energy Code
- Business Connections

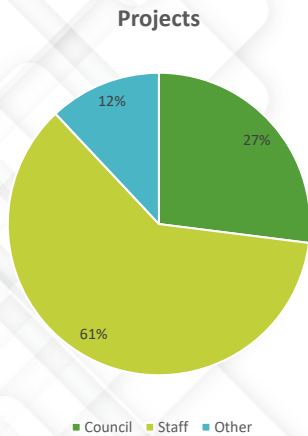
Program: Administration & Support Services



Types of Projects:

- Board and Commission Engagement
- Council Chamber Update
- Agenda Management System
- Communications Enhancements
- Information Technology and Cyber Security
- Sustainability Initiatives
- Risk Management Initiatives
- Finance Initiatives

Program: Other



Types of Projects:

- Affordable Housing Initiatives
- Recovery & Resiliency Initiatives
- Regional Initiatives
- Equity, Diversity, and Inclusion Initiatives

Proposed Framework

Connecting work plan items to strategic initiatives.



Roles

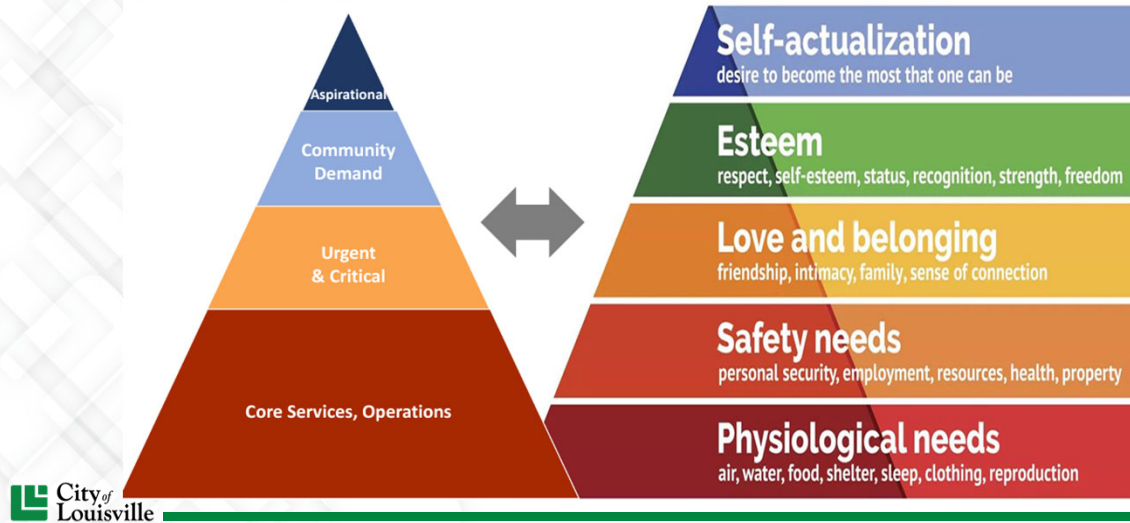
Council & Staff Work Flight Analogy



Council Role: Affirm Vision / Purpose	Establish Goals	Establish / Prioritize Action Items	Review / Adopt Budget Conduct Meetings	Authorize Contacts	Engage w/ Community and Staff
Staff Role: Support Vision / Purpose	Align Goals with Resources	Implement Priority Action Items	Prepare Plans and Oversee Functions	Plan and Complete Projects	Carry Out Day-to-Day Responsibilities

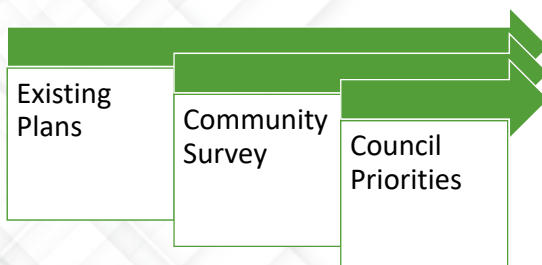


Maslow's Hierarchy of Needs



Proposed Strategic Framework

2024

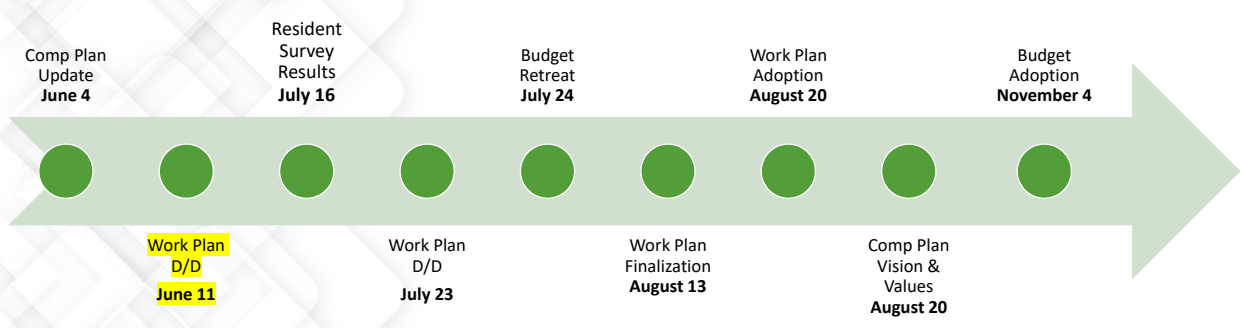


2025



City of Louisville

Timeline



Proposed Approach

Council Work Plans

Current

- Annual Work Plan
- Driven by council priorities
- Used to set the advanced agenda and inform staff priorities
- Mix of strategic initiatives, projects, and tasks

Proposed

- Annual Work Plan
- Driven by council priorities
- Used to set the advanced agenda and inform staff priorities
- Council identifies problem/opportunity and strategic initiatives; staff sets tasks to achieve

Current Work Plan Examples

- Climate Change / Greenhouse Gas Reduction (Strategic Initiative)
- Comprehensive Plan Update (Project)
- Potential Main Street Closure (Task)

Potential Strategic Initiatives

- **Louisville...**
 - Is a **welcoming, inclusive, and supportive** community.
 - Supports **safe, established, and distinct neighborhoods**.
 - Values **parks, open spaces, and natural areas** as essential community infrastructure.
 - Prioritizes **environmental sustainability and resilience**.
 - Supports **vibrant commercial areas**.
 - Supports **transportation choices** and connections to places for all abilities.
 - Supports development that maintains or enhances our **unique quality of life**.
 - Values **transparent and responsible** local government.



This might look like...

Prioritizes **environmental sustainability and resilience**.

- **Council Defines - Problem/Opportunity:** Preserve natural resources like water and provide a healthier planet for future generations.
- **Council Defines - Successful if:** Progress is made on Louisville's Climate Action Goal of reducing energy related greenhouse gas emissions.
- **Staff Identifies:**
 - Implementation of Internal Decarbonization Plan (project)
 - Implementation of Community Decarbonization Plan (project)
 - PACE Program Partnership and Rebates (task)



How do we get there?

- Our recommendation – Start with the problem or opportunity
- Help us understand what success looks like if the problem is addressed or the opportunity is met
- All seven of you provide your suggestions, individually
- In the next meeting, we refine them to 3-5 Strategic Initiatives for 2025



Ask of Council – Template Sample

Initiative Area	Problem/Opportunity	Successful If
<i>A few words to describe the category of the problem/ opportunity.</i>	<i>A description of the problem or opportunity that council sees and would like addressed.</i>	<i>A description of what success would like for progress made towards solving a problem or meeting an opportunity.</i>
Environmental Sustainability & Resilience	Preserve natural resources like water, air, and native habitats and provide a healthier planet for future generations.	Progress is made on Louisville’s Climate Action Goal of reducing energy related greenhouse gas emissions.



Next Steps

- July 9 – Send in your completed templates
- July 23 – Refine Strategic Initiatives
- August 13 – Review Compiled Work Plan