

From: [Malcolm Fleming](#)
To: [City of Louisville Staff](#)
Subject: Coming Up on Ten Years...
Date: Tuesday, April 18, 2017 10:52:29 PM

Dear Louisville Staff:

I am approaching ten years serving as Louisville's City Manager. During this time, and working as a team, we have accomplished many things to improve the quality of life in Louisville, strengthen the local economy and the City's finances, improve how efficiently and effectively we provide services, preserve the things we all love about Louisville and make the City an even better place to live, work, play and learn. I have listed below just a few accomplishments of which we can all be proud.

Ten years is a good long time, and I am writing now to let you know I will soon be leaving to pursue other challenges. Because we have a very ambitious work plan this year, I plan to work through mid July to help facilitate a smooth transition. Between now and then, I will work with the City Council, the Management Team and all of you to help keep things running smoothly and give Council time to work out how they want to select the new City Manager.

I greatly appreciate all of your support over the past ten years, I look forward to working with you during the next few months, and to in the future seeing and enjoying the results of your contributions to the quality of life in Louisville.

In gratitude,

Malcolm Fleming

- Louisville always being in the top 5, and twice being ranked Money Magazine's #1 Best Place to Live in America
- Residents consistently saying in surveys that the overall quality of life in Louisville is excellent or good (97%), and the quality of City services is excellent or good (93%); ratings that are much higher than survey responses for other jurisdictions across the U.S. and in Colorado's Front Range
- Successfully implementing the City's single hauler, single stream trash, recycling and composting program
- Implementing the Downtown Patio program and providing other incentives to help strengthen and revitalize Main Street and Front Street
- Implementing the City's Public Involvement Policy
- Installing or contracting for Solar PV electricity to generate from renewable sources more than 50% of the City's electrical demand
- Transitioning from an annual to a biennial budget process to promote longer term planning while reducing the time spent on the budget process

- Implementing a Program Based Budget that makes it easier to communicate budget priorities and to show where funding comes from and where it is spent
- Earning and maintaining a AA+ bond rating
- Facilitating transformation of the downtown east Louisville area from an abandoned and blighted concrete batch plant and decaying buildings into a thriving mixed-use neighborhood while also preserving and protecting the Miners Field and Little Italy neighborhoods
- In partnership with many others, designing and constructing the Diverging Diamond Interchange that reduces traffic accidents while at the same time reducing travel time through the interchange
- Being known as an Employer of Choice where employees are recognized, supported and compensated as the City's most important asset
- Constructing the City Services Center to facilitate efficient and effective operations in a facility that helps inspire staff in their great work
- Constructing the South Street Pedestrian Gateway Underpass to safely connect neighborhoods and promote a thriving and connected downtown
- Reconstructing Coal Creek Golf Course and hiring a top flight team of City employees to manage all golf operations
- Implementing a 5-year street resurfacing program to satisfy Council's policy goal of an average pavement condition index of at least 75 with no street less than PCI 35
- Saving and stabilizing the Louisville Grain Elevator
- Funding and implementing an Arts and Special Events program and adopting a Cultural Arts Master Plan
- During the Great Recession, strategically reducing the lowest priority services to stay within available resources and maintain the highest priority operations
- Voters approving the Historic Preservation Tax
- Voters approving the Use Tax
- Voters approving the Open Space & Parks Tax extension
- Voters approving bonds and taxes to expand the Recreation Senior Center
- Implementing an entirely new enterprise data and accounting system (IAN!)
- Negotiating the transfer of assets from the Louisville Housing Authority to the Boulder County Housing Authority and helping facilitate construction of 200 units of affordable housing

- Reversing the backlog of deferred maintenance in the City's water, wastewater and stormwater utilities while still keeping Louisville's rates competitive in the region
- Much, much more!