

Recreation Advisory Board

Agenda

Monday, March 18, 2019
Louisville Recreation|Senior Center
900 West Via Appia
Ajax Conference Room
6:30 PM-Regular Meeting

- I. Call to Order
- II. Roll Call
- III. Approval of Agenda
- IV. Approval of Minutes
- V. Public Comments on Items Not on the Agenda – 5 minutes
- VI. City Council Update –10 minutes
- VII. Tennis and Pickleball discussion
- VIII. Recreation Staff Update, Construction Update-
 - Programming Update
 - Punch list and VE
 - Dashboard Update-Rec Sub Committee
 - Memory Square Pool Weather Closure proposed policy
 - COL Strategic Plan-Nathan
- IX. Golf Update
 - Golf strategic plan sub-committee update-Michele VanPelt
- X. Discussion Items for next Meeting on Monday, April 22nd
- XI. Adjourn

City of Louisville

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Recreation Advisory Board

Meeting Minutes

**DATE: February 25, 2019
Recreation Center
900 West Via Appia
6:30 PM**

Call to Order – Chairperson Norgard called the meeting to order at 6:30.

Roll Call was taken and the following members were present:

Board Members Present: Rich Bradfield, Audrey DeBarros, Christin Heuston, Gene Kutscher, Angie Layton, Brett Nickerson, Lisa Norgard, Bob Shoulders, Michele Van Pelt

Board Members Absent: None

Staff Members Present: Paul Borth, Kathy Martin, Nathan Mosley

Council Members Present: None

Approval of Agenda – The agenda was amended to include an “Items Not on The Agenda” section.

Motion: Kutscher

Second: Norgard:

The amended agenda was approved by all members.

Motion: Norgard

Second: Van Pelt

Approval of Meeting Minutes – The minutes from the January 28, 2019 meeting were approved as written.

Motion: Kutscher

Second: Nickerson

Public Comments – None

Introduction of Board and Staff

- Attendees introduced themselves.

Recreation Staff Update, Dashboard and Construction Update

CIP list: Memory Square Pool

- Paul Borth updated the status of the pool.
- Options for a pool feature for Memory Square were discussed. Lifeguarding, overall cost, wind and time of usage were some of the factors evaluated in reaching the staff recommendation of a permanently anchored zip line. The Board recommends the purchase of the zip line if satisfactory answers to ADA compliance and weight limit are obtained.
- The re-plastering of the Memory Square pool was discussed as was pool signage.

Punch list and R&R Spreadsheet

- Rich Bradfield asked where the boundary is between the CIP and punch lists. An up to date punch list was shared with the Board. Kathy Martin noted that there also is a warranty list.
- The R&R spreadsheet was shared and discussed.
- Lisa Norgard noted that a list of items that had been engineered out would be useful and asked that it be provided for the Board's perusal.

Items Not On The Agenda:

- Gene Kutscher presented thoughts and questions relating to enhancing senior use of the Recreation and Senior Centers as well as ideas relating to public tennis and pickleball options in Louisville. These thoughts are summarized in the addendum to these minutes.

Financial Policy Update

- Angie Layton, Michele Van Pelt and Nathan Mosley presented aspects of Finance Committee deliberations that relate to Parks and Recreation, including a relatively flat to weakening tax collection rate and the status of the over-collection.

- The hoped-for self-sustaining financing of the Golf Course and the Recreation Center was updated.

Golf Dashboard and Staff Update

- Rich Bradfield and Michele Van Pelt suggested modeling the strategic plan after the city plan. The current funding plan should be compared with an aspirational plan.
- The cost of golf course water and the impacts of various resulting scenarios on the self-sustaining goal for Golf Course finances were presented.
- The Golf Expo was successful. There was positive feedback regarding packages sold and reaction by golfers. Christen Heuston offered suggestions for new, even more appealing and competitive packages.

Discussion Items for Next Meeting

- Review of Fit Zone programming
- Finance and Golf Subcommittees
- Punch list feedback
- Gene Kutscher's Senior Center and racket sport thoughts
- Annual work plan update

Adjourn – The meeting was adjourned at 8:30

Motion: Shoulders

Second: Kutscher.

Addendum:

- The following was presented verbally to the Board by Gene Kutscher

SENIORS AND THE RECREATION / SENIOR CENTER

Background: 2017 census: 21,128 people in Louisville, 2019 the estimate is 2896 seniors = 13.7%. In a 2014 survey (CASOA), 51% of seniors said "They didn't know what services are available to older adults."

Questions:

1. Are seniors living in dedicated facilities (e.g., Balfour) included in these numbers?
2. What percent of Louisville seniors used the recreation and/or Senior Center last year?
3. What steps can we take to reach out to those who did not?
 - a. Wider dissemination of the Recreation Center bulletins
 - b. Invitation phone calls and/or letters?

- c. Orientation meetings at locations throughout the city with transportation provided for those who need it?
- d. Broader transportation options.
- e. Are usage cards income sensitive?
- f. Other?

Recommendations:

1. Establish a subcommittee to investigate and broaden senior participation in our facilities.
2. Budget for increased outreach next year and improved transportation and income sensitive cards for the year after.

PUBLIC ACCESS TO TENNIS IN LOUISVILLE

Background: There are many tennis players in Louisville. Our tennis courts were not included in the Recreation Center upgrade. There are not enough courts for the public and for leagues during league times, roughly April-September. The local league is the CVTA (Centennial Valley Tennis Association, a branch of the USTA). When league play occurs, our facilities are an embarrassment next to those of many neighbor communities which often have lighted courts, bathroom facilities, and even indoor courts. There are no tennis options when the weather gets cold or is inclement. Louisville has 4 courts at the Recreation Center with lights which are not available to the public during times of instruction. There are 4 tennis courts at Centennial Park and one portable toilet. There are 2 courts at Pirates Park. There is 1 almost hidden court at the Warembourg Open Space off S. Carter Ct. There are 4 courts with lights at Monarch High School (maintained by whom?) which are off limits during school hours and when in use by the High School teams.

Recommendations:

1. Establish a subcommittee to investigate public court availability in the region. Perhaps a CVTA Board member can participate?
2. Prioritize goals and recommendations for Louisville tennis: more courts, bubbles, lighting, rest rooms, a combined new tennis and pickleball facility.

PUBLIC ACCESS TO PICKLEBALL IN LOUISVILLE

Background: Pickleball is one of the fastest growing sports in the country. It is particularly popular with seniors and those who have lost mobility as the courts are smaller than tennis courts. Louisville has no outdoor courts (Note—Arvada has 24!). The Recreation Center provides indoor pickleball three days a week for a few hours each, however, this is at the cost of half or all of the gym and requires players to use some of the time to set up and remove the nets. My HOA board was approached several months ago with a request to build a pickleball court, as the person had no knowledge of the recreation Center hours.

Recommendations:

1. Budget to acquire or repurpose an area the size of a tennis court, about 60'x120' and build 4 pickleball courts on it. Typically, pickleball courts are

20'x44' and are usually placed on 30'x60' sites for spacing. One possibility is the repurposing of paved facilities. Under no circumstances should one of the scarce town tennis courts be repurposed!

2. Consider adding lighting.
3. Consider combining these courts in a single facility with indoor or bubbled over tennis courts, and a small clubhouse run by the city or franchised, with restrooms, water fountains and available items for sale.
4. Budget to maintain this facility.
5. Promote the availability of the pickleball courts.
6. Establish pickleball lessons as part of the Recreation enter offerings.

Senior Services January-March Highlights:

- Get Acquainted program led by staff to acquaint new seniors with our program and building
- We have added more entertainment to the Brooks Café Lunch
- New drop in programs: Advanced Bridge, Indoor Bocce Ball, Mah Jongg, Ping Pong
- New fitness classes going well: Silver Sneakers Yoga, Silver Sneaker Circuit, Bums and Tums (now called Butts and Guts)
- Engaging Your Mind Program: Russia in the News has steady participation
- Exploring Bride class was full
- Computer Workshops: Cut the Cord and Smartphones went well
- Resource Seminars: Know the Ten Signs and Get Your Ducks in a Row had a large number of attendees (50 in Get Your Ducks in a Row)

Participant Counts through 3/12:

- Brooks Café meals served: January 720, February 677, March through 287
- Silver Sneakers visits: January 6386, February 6802, March 3027
- Drop in Programs:(Bridge, billiards, ping pong, Loving hands, choir etc) January 882, February 897, March 485
- AARP Tax Aid (2/4-4/8) 375 participant appointments with a waitlist of 12 at this point.
- Day Trips: January 4 trips with 50, February 3 trips with 38, March 4 trips with 78

The Matchless Mine and Sunnyside Assessment rooms are currently used for Foot Care Clinic, and Personal Training. In the future the Matchless Mine will be used for Massage Therapy and possibly Foot Reflexology and other Health (or one on one) related programs.

Youth Activities Highlights

- Preschool Registration for the 2019/2020 school year began in January. Morning classes are now taking waitlists and afternoon classes are continuing to enroll.
- Tulip Twist Dance, showcasing the newly renovated multipurpose rooms, was a smashing success with many big smiles from it's attendees.
- Preschool teachers completed Parent/Teacher Conferences in February.
- Preschool teachers are working on selecting and mounting artwork for the Art Show hosted at the Louisville Library beginning in April.
- Summer Day Camp registration took place for Louisville Residents in February. All sessions are currently taking waitlist enrollments and openings are being filled as they roll in.
- The new contact with Let's Get Cooking Boulder is going very well with sessions for 7-11 year olds as well as Cooking Birthday Parties.
- Seasonal hiring is in full swing with Summer Day Camp interviews starting in March.
- The Youth Advisory Board is wrapping up their school year program which promoted the FlexRide to youth in the community.
- New contractors are being sought for summer to include CodeSpire (coding and technology) as well as for the fall with Write Turn (girls writing program).

Aquatics Program Highlights

Adult Aquatics

- Water Mat Fitness we are at our max of 10 participants with a waiting list during our Saturday 4:30-5:30pm class. We have also been the talk of other towns that have come to demo our class to see if they would like to start offering it.
- River Fit classes are all running with good attendance. With an average attendance of 7 participants. Friday morning being most popular with an average of 18 participants. We also received patron feedback about offering a class later in the day and we recently added a seniors class 2:30-3:30pm.
- Adult Stroke Clinic with Coach Karina has had steady attendance and an average of 6 people being helped weekly.
- Triathlon Swimming has had an average of 9 participants per class offering.

Youth Aquatics

- Individualized Lessons Private Lesson Minis by the end of March we will have offered 354 - 15minute mini private lessons and 351 of them were full. These have been very successful and fill within 30 minutes of registration being open.
- Group Swim Lessons through March we have offered 97 classes with a max enrollment allowed of 536 participants. We have 455 enrolled. 84.8% full with certain levels having large waitlists
- Discover Scuba offered in partnership with weavers dive shop took place on February 10th. The class was full and all that were in it really enjoyed it.
- Stroke clinic we are now offering stroke clinic M-TH 4:00pm-7:00pm all classes have been running.

Pool Availability

- Lap Swim we have seen the lap lanes at a max of 20 swimmers at a time. The all lane lap swim has been very popular and used throughout the day.
- Open Swim we continue to offer open swim at all hours of operation with the weekends being extremely popular. It has been a joy to see the Louisville community and families using our pool to enjoy family time they float in the river, play in the zero depth and shoot some hoops. The pools have given everyone for any age something to do.
- Birthday Parties we have been offering pool parties since January 27th So far through the end of March we will have had a total of 38 pool parties.

Youth and Adult Sports Highlights

- Basketball – 194 participants- largest season since 2006.
- Youth Indoor soccer league – 115 participants in the inaugural season.
- Adult indoor soccer league – currently we 4 teams playing and loving it.
- Turf birthday parties and rentals – we have 50 turf birthday parties or rentals that are scheduled through the month of March.
 - Our most popular parties are the soccer and nerf gun battles
 - We have organized teams renting the field for practices. There have been soccer teams, lacrosse teams, baseball teams, rugby teams.

The turf gym has been hugely popular

Nite at the Rec and Misc

- Average attendees at Nite at the Rec is 231
- Birthday Party Packages (Pool & Turf Gym) are very popular (69 for Jan-Mar)
- Child Care attendance has also increased from last year

FitZone

- Participant Surveys were done and 463 received back. Tally of those surveys is still in process.
- The fitness challenge was very well received. We had over 50 guests complete the challenge.
- Participation for January and February:

○ Mt Elbert	2246
○ Grays	1972
○ Gym	472
○ Cycle	<u>1157</u>
Total for January	5847

○ Mt Elbert	2551
○ Grays	1882
○ Gym	487
○ Cycle	<u>1246</u>
Total for February	6166

Acoustics Systems, Inc. (2 issues)**Exterior (2 issues)**

Issue ID	Description	Status	Type	Date Created	Due Date
002254	Replace rusty rivet	Open	Punch List	30 Jan 2019	04 Feb 2019
002247	Extend mcp all the way	Open	Punch List	30 Jan 2019	04 Feb 2019

AVI Systems, Inc (2 issues)**<Top level> (1 issues)**

Issue ID	Description	Status	Type	Date Created	Due Date
002324	Program ClickShares to get audio through the TV.	Open	Punch List	01 Mar 2019	06 Mar 2019

Existing Area > 1st Floor > 130C (1 issues)

Issue ID	Description	Status	Type	Date Created	Due Date
002336	Install volume control in 130C	Open	Punch List	11 Mar 2019	16 Mar 2019

Builder's Stone & Masonry, Inc (19 issues)**Exterior (14 issues)**

Issue ID	Description	Status	Type	Date Created	Due Date
002222	Clean grout off sun shades. Typ of all sun shades	Open	Punch List	30 Jan 2019	04 Feb 2019
002223	Head condition needs fixed. Typ of all openings with sun shades	Open	Punch List	30 Jan 2019	04 Feb 2019
002234	Add stone	Open	Punch List	30 Jan 2019	04 Feb 2019
002248	Clean all mortar and grout from brick. Typical of all veneer	Open	Punch List	30 Jan 2019	04 Feb 2019
002249	Discuss flashing and weeps at bottom of all masonry veneer. Typ of all veneer	Open	Punch List	30 Jan 2019	04 Feb 2019
002258	Discuss veneer tolerance. Typ of all veneer on project	Open	Punch List	30 Jan 2019	04 Feb 2019
002259	Finish veneer	Open	Punch List	30 Jan 2019	04 Feb 2019
002262	Fix flashing	Open	Punch List	30 Jan 2019	04 Feb 2019
002263	Fix chicken pox where BSM damaged own veneer with chisels	Open	Punch List	30 Jan 2019	04 Feb 2019
002261	Bottom course needs flushed out with rest of wall	Open	Punch List	30 Jan 2019	04 Feb 2019
002260	Remove spaced and regrout	Open	Punch List	30 Jan 2019	04 Feb 2019
002229	Discuss flashing on south side. Caulk in with adequate weep joints	Open	Punch List	30 Jan 2019	04 Feb 2019

Issue ID	Description	Status	Type	Date Created	Due Date
002265	Fix toothed in corners	Open	Punch List	30 Jan 2019	04 Feb 2019

002224	Head condition needs fixed. Typ of all openings with sun shades	Open	Punch List	30 Jan 2019	04 Feb 2019
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Exterior > West Facade (5 issues)

Issue ID	Description	Status	Type	Date Created	Due Date
001944	Touch up column	Open	Punch List	14 Jan 2019	19 Jan 2019

001956	Repair stone along window	Open	Punch List	14 Jan 2019	19 Jan 2019
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001951	Replace broken stone	Open	Punch List	14 Jan 2019	19 Jan 2019
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001943	A lot brick work needs cleaned up. Mortar joints not clean chips in stone etc get w rob hurst Chicken pox	Open	Punch List	14 Jan 2019	19 Jan 2019
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001945	Patch in block and clean up wall	Open	Punch List	14 Jan 2019	19 Jan 2019
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Colorado Doorways, Inc. (1 issues)**Pool Area (1 issues)**

Issue ID	Description	Status	Type	Date Created	Due Date
002337	Doors 175 and 176 need the correct cores installed	Open	Punch List	11 Mar 2019	16 Mar 2019

Douglass Colony Group Inc. (6 issues)**<Top level> (4 issues)**

Issue ID	Description	Status	Type	Date Created	Due Date
000509	Misc penetration boots need clamps and sealant	Open	Punch List	18 Oct 2018	23 Oct 2018

000514	Seal top edge of membrane at scuppers	Open	Punch List	18 Oct 2018	23 Oct 2018
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001259	Seal roof membrane to cap	Open	Punch List	13 Dec 2018	18 Dec 2018
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001733	Finish RTU-9 curb flashing	Open	Punch List	14 Jan 2019	19 Jan 2019
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Exterior (1 issues)

Issue ID	Description	Status	Type	Date Created	Due Date
002243	Redirect downspout away from building	Open	Punch List	30 Jan 2019	04 Feb 2019

Roof (1 issues)

Issue ID	Description	Status	Type	Date Created	Due Date
000842	Finish install	Open	Punch List	30 Nov 2018	05 Dec 2018

E-Z Excavating, Inc. (1 issues)

<Top level> (1 issues)

Issue ID	Description	Status	Type	Date Created	Due Date
001763	Cleanout covers need to be installed on the foundation drainage piping.	Open	Punch List	14 Jan 2019	19 Jan 2019

Environmental Landworks Company Inc. (2 issues)**Memory Square (1 issues)**

Issue ID	Description	Status	Type	Date Created	Due Date
000563	Sod memory square dirt patch	Open	Punch List	06 Nov 2018	11 Nov 2018

Memory Square > Sitework (1 issues)

Issue ID	Description	Status	Type	Date Created	Due Date
000159	Finish Landscaping on West side In spring 19'	Open	Punch List	04 Jun 2018	09 Jun 2018

Fountain Design Group (1 issues)**Roof (1 issues)**

Issue ID	Description	Status	Type	Date Created	Due Date
000837	Finish install With panels In spring	Open	Punch List	30 Nov 2018	05 Dec 2018

Gigaspan Solutions Inc. (3 issues)**Existing Area (1 issues)**

Issue ID	Description	Status	Type	Date Created	Due Date
001801	Data not installed above counter	Open	Punch List	14 Jan 2019	19 Jan 2019

Pool Area (1 issues)

Issue ID	Description	Status	Type	Date Created	Due Date
001834	Missing WAP	Open	Punch List	14 Jan 2019	19 Jan 2019

Power & Systems Plans > Level 1 Systems Plan (1 issues)

Issue ID	Description	Status	Type	Date Created	Due Date
001671	Pull cable	Open	Punch List	08 Jan 2019	13 Jan 2019

Heath Steel, LLC (1 issues)**<Top level> (1 issues)**

Issue ID	Description	Status	Type	Date Created	Due Date
001654	Install flashing detail around openings 197B, 197C, and OH 197 per RFI-438	Open	Punch List	07 Jan 2019	12 Jan 2019

High Country Pools, Inc. (7 issues)**<Top level> (4 issues)**

Issue ID	Description	Status	Type	Date Created	Due Date
001674	Finish install of netting	Open	Punch List	08 Jan 2019	13 Jan 2019
002347	Replace no diving tile in 9' area, with tile the REC selects	Open	Punch List	11 Mar 2019	16 Mar 2019
002348	Screw down the spa auto fill	Open	Punch List	11 Mar 2019	16 Mar 2019
002384	Cut holes in grating for drain line to prevent water splattering everywhere	Open	Punch List	12 Mar 2019	17 Mar 2019

Pool Area (2 issues)

Issue ID	Description	Status	Type	Date Created	Due Date
002024	Provide right sized lane lines	Open	Punch List	18 Jan 2019	23 Jan 2019
002351	Fix leak under slide	Open	Punch List	11 Mar 2019	16 Mar 2019

Pool Area > 1st Floor > 189 (1 issues)

Issue ID	Description	Status	Type	Date Created	Due Date
002352	Valve Tags missing on several return lines	Open	Punch List	11 Mar 2019	16 Mar 2019

Interior Contractors Incorporated, LLC (3 issues)**Existing Area (2 issues)**

Issue ID	Description	Status	Type	Date Created	Due Date
002009	Repair crack this keeps happening	Open	Punch List	17 Jan 2019	22 Jan 2019
002035	Crack needs refinished	Open	Punch List	22 Jan 2019	27 Jan 2019

Youth Center > Mezz (1 issues)

Issue ID	Description	Status	Type	Date Created	Due Date
002310	Finish control joints	Open	Punch List	25 Feb 2019	02 Mar 2019

Lamont Ecosse, LLC DBA Energy Smart Door Systems (1 issues)**Existing Area (1 issues)**

Issue ID	Description	Status	Type	Date Created	Due Date
002302	Finish install of ada grab bars	Open	Punch List	25 Feb 2019	02 Mar 2019

Lessar Painting, Inc. (22 issues)**<Top level> (7 issues)**

Issue ID	Description	Status	Type	Date Created	Due Date
002287	Paint all exposed decks	Open	Punch List	22 Feb 2019	27 Feb 2019
002316	Paint all exterior windows	Open	Punch List	25 Feb 2019	02 Mar 2019
002318	Paint Trash enclosure gates Gates	Open	Punch List	25 Feb 2019	02 Mar 2019
002319	Paint planter	Open	Punch List	25 Feb 2019	02 Mar 2019
002320	Paint monument sign	Open	Punch List	25 Feb 2019	02 Mar 2019
002277	Paint hardlid per RFI-489	Open	Punch List	05 Feb 2019	10 Feb 2019
002354	Turnover owner stock to Rob Hurst	Open	Punch List	11 Mar 2019	16 Mar 2019

Existing Area (1 issues)

Issue ID	Description	Status	Type	Date Created	Due Date
002130	Finish paint per plan	Open	Punch List	22 Jan 2019	27 Jan 2019

Existing Area > 1st Floor > 106 (1 issues)

Issue ID	Description	Status	Type	Date Created	Due Date
002340	Paint drywall around door	Open	Punch List	11 Mar 2019	16 Mar 2019

Exterior (1 issues)

Issue ID	Description	Status	Type	Date Created	Due Date
002220	Paint pvc to match stucco and down spout	Open	Punch List	30 Jan 2019	04 Feb 2019

Pool Area (9 issues)

Issue ID	Description	Status	Type	Date Created	Due Date
002187	Paint walls per plan	Open	Punch List	23 Jan 2019	28 Jan 2019
001487	Clean paint off deck typ	Open	Punch List	28 Dec 2018	02 Jan 2019
002294	Paint graphics on existing bathrooms	Open	Punch List	25 Feb 2019	02 Mar 2019
002295	Paint graphics on existing bathrooms	Open	Punch List	25 Feb 2019	02 Mar 2019
002298	Touch up paint under signage	Open	Punch List	25 Feb 2019	02 Mar 2019
001838	Gaps around fixture needs patched	Open	Punch List	14 Jan 2019	19 Jan 2019
002346	Finish paint of the duct, lintel, and damage caused to the wall. There is also blue paint spatter all along this wall that needs cleaned up.	Open	Punch List	11 Mar 2019	16 Mar 2019
002366	Paint wall where conduit and box was demo'ed. T&M work	Open	Punch List	11 Mar 2019	16 Mar 2019

Issue ID	Description	Status	Type	Date Created	Due Date
002367	Paint conduit	Open	Punch List	11 Mar 2019	16 Mar 2019

Pool Area > 1st Floor > 188 (1 issues)

Issue ID	Description	Status	Type	Date Created	Due Date
002353	Clean out all paint buckets in pump pit room	Open	Punch List	11 Mar 2019	16 Mar 2019

Youth Center > Mezz > 210 Men (1 issues)

Issue ID	Description	Status	Type	Date Created	Due Date
002286	Paint on graphics in existing bathrooms	Open	Punch List	22 Feb 2019	27 Feb 2019

Youth Center > Mezz > 211 Women (1 issues)

Issue ID	Description	Status	Type	Date Created	Due Date
002332	Paint graphic on bathroom	Open	Punch List	07 Mar 2019	12 Mar 2019

Metropolitan Glass, Inc. (6 issues)**Exterior (4 issues)**

Issue ID	Description	Status	Type	Date Created	Due Date
002256	Sliding marks on new sliders	Open	Punch List	30 Jan 2019	04 Feb 2019
002257	Adjust brush on sliders	Open	Punch List	30 Jan 2019	04 Feb 2019
002255	Fix door after lock was installed	Open	Punch List	30 Jan 2019	04 Feb 2019
002266	Head flashing fasteners not equal and inconsistent. Typical of three openings	Open	Punch List	30 Jan 2019	04 Feb 2019

Pool Area (1 issues)

Issue ID	Description	Status	Type	Date Created	Due Date
001485	Fix door threshold	Open	Punch List	28 Dec 2018	02 Jan 2019

Pool Area > 1st Floor > 186 (1 issues)

Issue ID	Description	Status	Type	Date Created	Due Date
002374	Change out the core in door 186	Open	Punch List	12 Mar 2019	17 Mar 2019

Midwest Steel Works, Inc. (1 issues)**<Top level> (1 issues)**

Issue ID	Description	Status	Type	Date Created	Due Date
001008	Install handrail exterior turf gym	Open	Punch List	05 Dec 2018	10 Dec 2018

Monarch Stucco, Inc. (6 issues)**Exterior (5 issues)**

Issue ID	Description	Status	Type	Date Created	Due Date
002241	Seal penetration	Open	Punch List	30 Jan 2019	04 Feb 2019
002240	Caulk between stucco and concrete typical	Open	Punch List	30 Jan 2019	04 Feb 2019
002271	Clean bottom flashing	Open	Punch List	30 Jan 2019	04 Feb 2019
002235	Caulk gap between flashing and stucco typ of all head conditions. Match stucco color	Open	Punch List	30 Jan 2019	04 Feb 2019
002264	Caulk head flashing typ of three windows in veneer	Open	Punch List	30 Jan 2019	04 Feb 2019

Roof (1 issues)

Issue ID	Description	Status	Type	Date Created	Due Date
001276	Seal roof ladder penetrations	Open	Punch List	14 Dec 2018	19 Dec 2018

MTech Mechanical Technologies Group, Inc. (4 issues)**<Top level> (1 issues)**

Issue ID	Description	Status	Type	Date Created	Due Date
002385	Cut holes in grating for drain lines to prevent splattering	Open	Punch List	12 Mar 2019	17 Mar 2019

Existing Area > 1st Floor > 106 (1 issues)

Issue ID	Description	Status	Type	Date Created	Due Date
001742	Adjust or tight faucet on 2-comp. sink in kitchen 106, very loose	Open	Punch List	14 Jan 2019	19 Jan 2019

Pool Area (1 issues)

Issue ID	Description	Status	Type	Date Created	Due Date
001735	Natatorium exterior doors have a white contact switch installed. See below. Are these the door closure switches? If so, please replace with submitted and approved door closure switches.	Open	Punch List	14 Jan 2019	19 Jan 2019

Youth Center > 1st Floor > 172 (1 issues)

Issue ID	Description	Status	Type	Date Created	Due Date
002339	Install new shower handle valves in family change showers	Open	Punch List	11 Mar 2019	16 Mar 2019

Norcon of New Mexico, LLC (1 issues)**Turf Gym (1 issues)**

Issue ID	Description	Status	Type	Date Created	Due Date
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Issue ID	Description	Status	Type	Date Created	Due Date
001666	Install netting	Open	Punch List	08 Jan 2019	13 Jan 2019

Quality Steel Services, Inc. (3 issues)**<Top level> (1 issues)**

Issue ID	Description	Status	Type	Date Created	Due Date
002364	Clean metal shavings and sharp dripped galvanizing off site rails. This is a safety hazard.	Open	Punch List	11 Mar 2019	16 Mar 2019

Exterior > West Facade (2 issues)

Issue ID	Description	Status	Type	Date Created	Due Date
001950	Clean all metal shavings off steel	Open	Punch List	14 Jan 2019	19 Jan 2019
001949	Grind sharp spot on steel	Open	Punch List	14 Jan 2019	19 Jan 2019

Restoration Specialists, Inc. (6 issues)**Exterior (4 issues)**

Issue ID	Description	Status	Type	Date Created	Due Date
002267	Caulk stone to stucco	Open	Punch List	30 Jan 2019	04 Feb 2019
002242	Add insulation	Open	Punch List	30 Jan 2019	04 Feb 2019
002238	Install air barrier and insulation	Open	Punch List	30 Jan 2019	04 Feb 2019
002225	Caulk between veneer and nana walls. Typ of all openings	Open	Punch List	30 Jan 2019	04 Feb 2019

Exterior > West Facade (1 issues)

Issue ID	Description	Status	Type	Date Created	Due Date
001967	Caulk gap b/w flashing and concrete	Open	Punch List	14 Jan 2019	19 Jan 2019

Exterior Site (1 issues)

Issue ID	Description	Status	Type	Date Created	Due Date
002185	caulk joint	Open	Punch List	23 Jan 2019	28 Jan 2019

SAUNDERS CONSTRUCTION, INC. (8 issues)**<Top level> (3 issues)**

Issue ID	Description	Status	Type	Date Created	Due Date
001004	Pour track back	Open	Punch List	05 Dec 2018	10 Dec 2018
002372	Order door latches for senior center existing bathrooms	Open	Punch List	12 Mar 2019	17 Mar 2019

Issue ID	Description		Status	Type	Date Created	Due Date
002377	Hook installed sideways	151	Open	Punch List	12 Mar 2019	17 Mar 2019

Existing Area (1 issues)

Issue ID	Description		Status	Type	Date Created	Due Date
002308	Caulk around door frame		Open	Punch List	25 Feb 2019	02 Mar 2019

Existing Area > 1st Floor > 118 (1 issues)

Issue ID	Description		Status	Type	Date Created	Due Date
002371	Fix Ceiling Tiles		Open	Punch List	12 Mar 2019	17 Mar 2019

Pool Area (1 issues)

Issue ID	Description		Status	Type	Date Created	Due Date
002292	Clean rust stains from tile		Open	Punch List	25 Feb 2019	02 Mar 2019

Youth Center > 1st Floor (1 issues)

Issue ID	Description		Status	Type	Date Created	Due Date
000418	Fix holes And backcharge Wayne's		Open	Punch List	07 Sep 2018	12 Sep 2018

Youth Center > Mezz > 215 Group X2 (1 issues)

Issue ID	Description		Status	Type	Date Created	Due Date
002365	Provide power to wall mounted fan		Open	Punch List	11 Mar 2019	16 Mar 2019

Thoutt Brothers Concrete Contractors Inc. (4 issues)**Exterior > West Facade (2 issues)**

Issue ID	Description		Status	Type	Date Created	Due Date
001966	Clean drain of concrete splatter		Open	Punch List	14 Jan 2019	19 Jan 2019
001973	Clean all flashing of concrete splatter		Open	Punch List	14 Jan 2019	19 Jan 2019

Memory Square (2 issues)

Issue ID	Description		Status	Type	Date Created	Due Date
001662	Clean concrete slag off north brick facade		Open	Punch List	07 Jan 2019	12 Jan 2019
001663	Clean concrete off finished cement panels		Open	Punch List	07 Jan 2019	12 Jan 2019

Wayne's Electric, Inc. (11 issues)**<Top level> (3 issues)**

Issue ID	Description		Status	Type	Date Created	Due Date
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Issue ID	Description		Status	Type	Date Created	Due Date
002350	Replace access panel	Room 175	Open	Punch List	11 Mar 2019	16 Mar 2019
002355	Install switch for existing pool lights that were changed		Open	Punch List	11 Mar 2019	16 Mar 2019
002356	Provide an updated breaker schedule in pool mechanical room		Open	Punch List	11 Mar 2019	16 Mar 2019

Existing Area > 1st Floor > 123 (1 issues)

Issue ID	Description		Status	Type	Date Created	Due Date
002393	Outlet cover plates are not stainless.	Offices B and C	Open	Punch List	12 Mar 2019	17 Mar 2019

Pool Area (2 issues)

Issue ID	Description		Status	Type	Date Created	Due Date
001843	The W3 fixture appeared to have been installed in wrong location. Install in proper location to light hot tub area		Open	Punch List	14 Jan 2019	19 Jan 2019
002314	Install cover plate		Open	Punch List	25 Feb 2019	02 Mar 2019

Pool Area > 1st Floor > 178 (1 issues)

Issue ID	Description		Status	Type	Date Created	Due Date
002390	Demo extra emergency stop next to the hot tub		Open	Punch List	12 Mar 2019	17 Mar 2019

Pool Area > 1st Floor > 193 (1 issues)

Issue ID	Description		Status	Type	Date Created	Due Date
002357	Replace tile in turf gym ramp		Open	Punch List	11 Mar 2019	16 Mar 2019

Power & Systems Plans > Level 1 Systems Plan (1 issues)

Issue ID	Description		Status	Type	Date Created	Due Date
001298	Missing camera box		Open	Punch List	14 Dec 2018	19 Dec 2018

Youth Center > 1st Floor > 151 (1 issues)

Issue ID	Description		Status	Type	Date Created	Due Date
002338	Data needs relocated to West of half wall in room 151		Open	Punch List	11 Mar 2019	16 Mar 2019

Youth Center > Mezz > 204 (1 issues)

Issue ID	Description		Status	Type	Date Created	Due Date
000431	Different light fixture cover colors: provide date to be complete		Open	Punch List	05 Sep 2018	10 Sep 2018

**Louisville Recreation Center
Expansion and Remodel & Memory Square
All Value Engineering Items
January 22, 2018**

VALUE ENGINEERING ITEMS INCLUDED WITH SDS

1. Delete CMU fin wall on south patio – integrated into the building
2. Reduction of lower canopy on south patio
3. Delete lower canopy on turf gym
4. Change soffits on west addition to metal vs. wood
5. Change vapor barrier under roof to peel-n-stick vs. spray applied
6. Reduction of folding/sliding doors on south pool wall
7. Add columns to reduce truss weight at west addition
8. Use \$250/LF for guardrails
9. Reduce to one overhead door at turf gym
10. Drywall walls at offices vs. modular glass system
11. No work at existing elevator
12. Reduce number of openings in gym wall at corridor
13. Diagonal wall at gym corner remains – do not square off corners
14. Existing track surface to remain
15. No painting in existing gym except track structure
16. No framing for tiered flooring in cycling studio
17. Drop Natatorium structure over lesson pool
18. Spinning Studio – modify layout on second floor and eliminate floor infill
19. Remove fireproofing from budget – not required by code
20. West addition – change soffit to stucco vs. metal panel
21. Remove aluminum vertical shade screens on West Elevation
22. Exterior Skin – Use Stucco in lieu of Masonry Veneer (35% of area)
23. Natatorium South Walls - Change bi-fold doors to vertical aluminum or "Nana-wall" type doors
24. West Elevation Second Floor Fitness Area - Remove Electronically Tintable Glass - Use fritted glass pattern w/ NO interior shades - pre-wire for future shades
25. West Addition - Change Curtainwall Areas to 70% storefront + 30% M-1 Veneer
26. South Elevation - Change Curtainwall Areas to 70% storefront + 30% M-1 Veneer
27. Turf Exterior - Use Insulated double skin panels vs. CMU and Veneer
28. Memory Square - Remove stone and fiber cement veneer over CMU - Use colored, split face, ground face CMU
29. Senior Wing - Option C from SCD - Paint existing mansard roof - Add trellis on West
30. Senior Wing - Option B from SCD - Remove Wood Trellis as part of Option B
31. New Natatorium - Remove wood wall panels - painted CMU remains
32. Open Stair - Verify requirement for coiling fire doors – remove doors
33. Fitness Areas - Remove Metal Ceilings, painted structure remains

34. First Level Circulation Corridor - Change 4 x 4 ACT Ceiling to 2 x 2 ACT Ceiling & keep existing ceiling and N/S corridor by Gym
35. Lobby Ceiling - Remove Mat Stretched Ceiling, paint existing structure
36. Lobby Ceiling - Remove Baffle Ceiling, paint existing structure
37. Corridor Ceilings - Change Wood Ceilings to 2x2 ACT Ceilings
38. Indoor Playground Ceilings - Change Wood Ceilings to 2x2 ACT Ceilings
39. Indoor Playground Ceilings - Change to exposed structure
40. Remove Allowance for floating gyp board clouds
41. Restroom Floors - Change Large Format Tile to Polished Concrete
42. Memory Square - Change large format tile flooring to broomed concrete
43. Remove Lobby Area Rug Allowance - FF&E
44. Natatorium Walls - Remove MDC Baffles - Paint Walls
45. Existing Locker Room Floor - Add new 2x2 tile flooring
46. Existing Locker Room Ceiling - Paint existing ceiling
47. Existing Operable Partition - Add New Skin on Partitions
48. Sauna & Steam Room - Leave Existing Rooms
49. Steam Room - Replace Mechanical Equipment
50. Turf Gym - Remove Divider Curtains (2 Each)
51. Turf Gym - Remove Mats at Perimeter
52. Turf Gym - Remove Scoreboards
53. Existing Pool - Level existing gutter and repair inlet tube (Priority 1) (ROM)
54. New Natatorium - Use One (1) new Pool Pac vs. Two (2)
55. Remove East Portion of South Pool Patio Incl. Folding Doors
56. Memory Square Deck - Remove New Shade Structures
57. Memory Square Deck - Remove Shed
58. Rec Center Domestic Water Tap - 2" to 3" - Increase line to building, new meter pit, new meter set (ROM)
59. Memory Square Domestic Water Tap - Create separate water tap for building
60. Rec Center - New gas meter and gas piping for increased load (ROM)
61. Memory Square - Change CIP site walls to modular block walls
62. Memory Square Site - Additional sidewalks, retaining walls, stairs, and landscaping at East museum entrance
63. Recreation Center - Add water quality facility for existing site (Per Civil - No Design Yet) (ROM)
64. Recreation Center - Overex/Recompact under new parking and drive areas - Average 4' (Per Soils Report)
65. Memory Square Pool - Design to \$250k allowance in Narrative
66. Memory Square Pool - Remove climbing wall
67. New Lifestyle Pool - Design to \$1,000,000 Allowance
68. New Lesson Pool - Design to \$600,000 Allowance
69. Splash Pad on South Patio - Reduce lighting and feature controller costs
70. Splash Pad on South Patio - Remove UV Sanitation
71. South Patio - Remove Exterior Fireplace
72. Whirlpool Spa - Cover not required

73. Whirlpool Spa - Reduce size of spa - 15 person (ROM)
74. Boulder County Use Tax - Not Required or By Owner
75. Cell Tower Relocation, Temporary Work, Structure, Screening, Conduit, Etc.
76. Reduce Exterior Lighting by 50% (10 light poles, 3 bollards, 9 wall mount lights)
77. Remove HVLS Fans in Gym
78. Remove HVLS Fans in Fitness
79. Add Direct Evap in Turf Gym
80. Tier 2 DX on PVAV - Higher Efficiency Unit
81. Remove MUA from Kitchen - Use Transfer Air
82. Reduce Mass Wall Exterior Insulation to ½"
83. Remove spray foam from metal framed walls - Change to Batt Insulation

VALUE ENGINEERING ITEMS INCLUDED WITH DDS

1. No new roof construction at West side of Senior wing. Paint existing mansard.
2. Delete all ceilings at Mezzanine level open fitness areas complete - painted structure remains
3. Mezzanine level open fitness areas - Add base ACT ceilings, no painted structure
4. Existing Lobby - Delete all new ceilings and painting of structure
5. Delete dividing partition at Turf Gym complete
6. Remove scoreboard at turf gym
7. Remove portion of outdoor deck outside of the spa area, folding doors to remain
8. Change in Caisson Reinforcing, Additional Grade Beam along existing wall, Other Changes w/ BP1
9. Roof Diaphragm Enhancements Per Structural Note - Remove Allowance
10. Entry & Vestibule Soffit - Change Linear Metal Panels to Stucco Finish or Formed Metal Soffit Panels
11. Natatorium South Wall - Change Three (3) exterior folding doors to fixed storefront/curtainwall
12. Roofing - Use TPO vs. PVC
13. Main Desk Ceiling - Remove wood ceiling - painted gyp board to remain
14. Admin Office Entrance - Remove wood ceiling - painted gyp board to remain
15. Mezzanine Level - Remove metal ceiling over circulation area at east end of bridge - replace with standard ACT
16. Mezzanine Level - Remove metal ceiling over new east stair - replace with standard ACT
17. Interior Graphics and Signage - Reduce Allowance to \$25k
18. Exterior Signage and Graphics - Reduce allowance to \$25k from \$75k for Rec Center - from \$10k to \$5k for MS
19. Natatorium Windows - Remove Mechoshades
20. Kitchen Equipment - Move Budget to Owner Side
21. Indoor Playground - Change allowance from \$75k to \$100k for play structure
22. Revise natatorium supply air duct to painted galvanized duct in lieu of aluminum duct. Return/Exhaust duct to remain aluminum, required for corrosion resistance.

23. Unit Manufactures - Look at alternate RTU manufacturers Daikin RTU vs. AAON
24. Move RTU-16 to fitness roof - eliminate exterior and oval ductwork - add Envisor screen
25. HLVS Ceiling Fans - Delete 26 fans
26. Delete hydronic heating system - use dedicated pool boilers - use electric reheat VAV boxes
27. Program Pool Roof Drains - Use downspouts and scupper overflows vs. piped roof drains
28. Turf Gym Roof Drains - Use downspouts and scupper overflows vs. piped roof drains
29. Deck Showers - Delete interior and exterior (2) showers on pool deck
30. Steam Generator - Delete replacement of steam generator and piping
31. Feeders over 100 Amps - change feeders to aluminum
32. Site Lighting - Reduce number of poles - 8 ea.
33. Card Readers - Equipment by COL - wiring by SCI
34. Main Entrance Paving - Use Standard concrete vs. decorative
35. Landscape Design - Target Savings
36. Turf Gym - Remove concrete and soft surfacing at outdoor activity area
37. Recreation Center - Overex/Recompact under new parking and drive areas - Average 4' (Per Soils Report)
38. Bid Pac 1 - Additional walls and utility changes
39. Memory Square Pool - Change from a gutter pool to a skimmer pool
40. Program Pool - Eliminate UV Unit - reuse existing equipment
41. Leisure Pool - Eliminate 1 basketball hoop - install anchor only
42. Whirlpool - Eliminate UV Unit - reuse existing equipment
43. Memory Square Pool - Remove climbing wall from existing pool
44. Memory Square Pool - Eliminate UV unit - rough-in for future
45. Change controllers to Chemtroll 3000 vs. BecSys5
46. Memory Square - no new cleaning equipment per spec, use existing
47. New Rec Center Pools - no new cleaning equipment per spec, use existing
48. Memory Square - Use Sand filters vs. defender filter
49. Change steel slide tower to CIP
50. Remove new pool cleaning equipment from Rec Center and Memory Square
51. Cell tower relocations costs by Owner
52. Remove 4' overexcavation under site paving
53. Reduce interior graphics allowance

VALUE ENGINEERING ITEMS INCLUDED WITH GMPs

1. Revise pool caisson layout
2. Revise pool structure caisson caps
3. Revise specification for prep on structural steel in Non-Natatorium areas
4. Reduce plywood height at Turf Gym perimeter
5. Reduce millwork (laminated panels, main lobby desk, cubbies, etc.)
6. Change specification on roofing membrane

**Louisville Recreation Center
Expansion and Remodel & Memory Square**

7. Change specification on wood doors
8. Change specification on glass doors, use non-thermal doors on interior of vestibule
9. Reduce new locker counts – reuse existing lockers
10. Change specification for chair rail in multi-purpose rooms
11. Turf equipment – remove walls pads and divider curtain
12. Turf equipment – deduct batting cages
13. Remove sound system at pool party, Imperial, and conference room
14. Change Memory Square shed
15. Remove window film
16. Remove reskin of existing operable partition
17. Change storefront from custom paint to standard paint
18. Remove volleyball anchors
19. Remove ballet bars
20. Remove 3-tiered seating under stairs
21. Remove AV at Memory Square
22. Change premanufactured aluminum coping to pre-finished 22 ga. steel
23. Remove allowance for PT-OX for paint design at Lounge 103, and Cycling 221

Memory Square Pool Weather Information

Pool Information:

We will continue to use Facebook, the City website and updated phone messages to keep you informed on the weather and pool conditions. To increase the ease of information we have signed up with “Rainedout.net”. This service will text you updates to let you know about all our pool closures and events that may affect your pool experience.

Weather Closure:

If the forecasted high temp is predicted to be below 65 for the day Memory Square will close after 1:00PM Monday - Friday and after 10:00 Saturday and Sunday.

In the event of bad weather Memory Square will close for 30 minutes due to lightning. After 3PM if there is a closure longer than 60 minutes due to lightning the pool will close for the day.

DRAFT

SUBJECT: STRATEGIC PLAN UPDATE

DATE: MARCH 18, 2019

PRESENTED BY: NATHAN MOSLEY, DIRECTOR

SUMMARY:

In 2018 the City completed its first organizational strategic plan. The Strategic Plan is intended to convey how the City government can best serve our residents now and into the future. The Strategic Plan includes the City's mission, vision and values and highlights some of the high priorities we will accomplish over the next one to two years. The purpose of the plan is to serve as a roadmap for the organization, to strengthen the organizational culture, and to serve as a communication tool for the community to understand the City's strategic vision and operating guidelines.

To complete the planning process, the City hired a consultant that has worked with many other municipalities to create a strategic vision, mission and values and sought feedback from employees through several avenues like an employee survey and focus groups. The plan also incorporates input from City Council and a number of existing documents that had extensive public input like the Comprehensive Plan, Parks, Recreation, Open Space and Trails Plan, etc. Key themes were identified and the vision, mission and values were established:

Vision

The City of Louisville – dedicated to providing a vibrant, healthy community with the best small town atmosphere.

Mission

Our commitment is to protect, preserve and enhance the quality of life in our community.

Values

Innovation, Collaboration, Accountability, Respect, Excellence

The Strategic Plan includes Priority Initiatives that capture the City's key priorities for 2019 and 2020 in each of the Critical Success Factor areas (i.e. Reliable Core Services, Quality Programs and Amenities, etc.). The Priority Initiatives represent those projects or initiatives occurring in the next one to two years that are above and beyond our daily operation, which represent an increased level of service, have new or additional dedicated resources and funding and help advance the City's vision.

SUBJECT: STRATEGIC PLAN UPDATE

DATE: MARCH 18, 2019

PAGE 2 OF 2

The City continues to move forward with the program-based budget structure, which includes program areas with specific goals and sub-programs with measurable objectives. These goals and objectives are measured through the Key Performance Indicators. The Strategic Plan reflects how our Priority Initiatives are aligned with these program areas. In essence, the program and sub-program areas reflect all of the work the City performs on a day-to-day basis, while the Priority Initiatives reflect those high-priority efforts with an increase in financial and resource investment over a period of time. The vision, mission and values reflect how the City does this work.

Implementation of the Strategic Plan kicked off in early 2019 and staff plans to incorporate the Priority Initiatives in department work plans, post visual reminders of the vision, mission and values in City facilities and distribute materials to staff (i.e. calendar, mousepad, business cards), develop a peer-to-peer and organization-wide recognition program and develop employee training and development program. Staff is excited to see the plan come to life and become a key component of the City's work.

RECOMMENDATION:

None. This is an informational item only.

ATTACHMENTS:

1. Strategic Plan
2. Strategic Plan Overview

City of Louisville

Strategic Plan

The Strategic Plan is a road map for our organization, strengthening our organizational culture and serving as a communication tool for the community to understand the strategic vision and operating guidelines of the organization.

Vision

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Mission

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Values

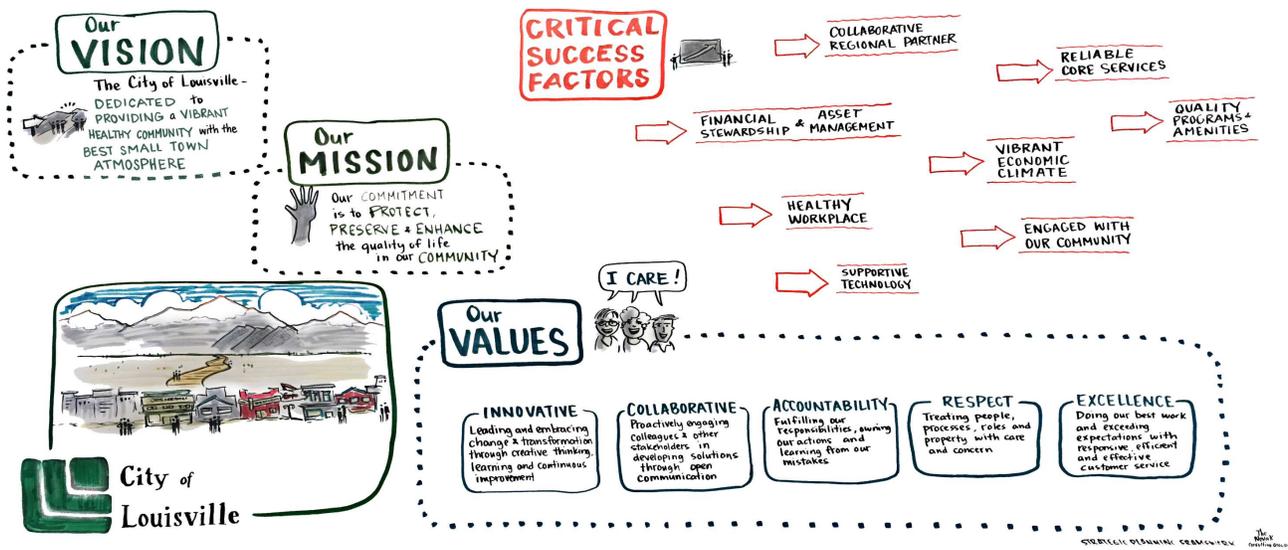
Innovation - Leading and embracing change and transformation through creative thinking, learning, and continuous improvement.

Collaboration - Proactively engaging colleagues and other stakeholders in developing solutions through open communications.

Accountability - Fulfilling our responsibilities, owning our actions, and learning from our mistakes.

Respect - Treating people, processes, roles, and property with care and concern.

Excellence - Doing our best work and exceeding expectations with responsive, efficient, and effective customer service.



Critical Success Factors

The Strategic Plan includes Priority Initiatives that capture the City's key priorities for 2019/2020 in each of the Critical Success Factor areas. The Priority Initiatives represent those projects or initiatives occurring in the next one to two years that are above and beyond our daily operations, which represent an increased level of service, have new or additional dedicated resources and funding, and help advance the City's vision.

Financial Stewardship & Asset Management

- Review and update fiscal policies.
- Review finances, fees, and budgets to ensure sound financial and fiscal sustainability for new Recreation Center Fund and Golf Fund.
- Continue implementation of City's new enterprise resource planning (ERP) system.

Reliable Core Services

- Complete City's Transportation Master Plan and identify and implement key investments that will improve City's transportation infrastructure.
- Complete infrastructure improvements outlined in Capital Improvement Plan.
- Complete renovations at Police Department facility to expand City's Emergency Operations Center.

Vibrant Economic Climate

- Implement recommendations from McCaslin Area Market Study to support redevelopment within area.
- Develop plan to increase proactive retail recruitment for City of Louisville.

Quality Programs & Amenities

- Transition Recreation/Senior Center programming and services to reflect increased demand associated with newly expanded facility.
- Complete upgrades to two City playgrounds and infield improvements at Louisville Sports Complex.
- Increase natural resource management activities on City Open Space with addition of new natural resources staff.
- Increase programming and hours at Louisville Historical Museum, and increase program marketing and outreach to grow attendance and participation in all City cultural events.

Engaged Community

- Further develop City's public information and involvement program through additional staffing and resources.
- Increase transparency around City's budget, Strategic Plan, and budget program goals through dashboards and other reporting tools.
- Explore new technology and engagement tools to ensure accessible participation for all members of community.

Healthy Workforce

- Leverage additional staffing and resources to develop organizational development and training program that will support our culture of continuous learning, succession planning, and leadership development.
- Develop workplace culture initiative that promotes organizational culture of I CARE and reflects Strategic Plan.

Supportive Technology

- Develop plan for completion of City's middle-mile fiber network.
- Utilize additional staffing and resources to support data-driven decision-making by training staff to fully leverage technology systems by accessing available data.
- Implement and build upon existing technology applications and systems that will enhance City services.

Collaborative Regional Partner

- Work with regional partners to develop approaches to address transportation funding needs.
- Strengthen relationships with local schools and school district.
- Consider shared service opportunities with neighboring municipalities.



City of Louisville

Strategic Planning Framework



Introduction

The purpose of the Strategic Plan is to outline how the City can best serve our residents now and into the future. The Strategic Plan will serve as a road map for our organization, to strengthen our organizational culture, and to serve as a communication tool for the community to understand the strategic vision and operating guidelines of the organization.

As an internal, guiding document, the Strategic Plan outlines our operating guidelines for the organization as a whole—our Vision, Mission and Values, as well as our Critical Success Factors—and will help align our organizational culture with the work that we do. In addition, the Strategic Plan includes Priority Initiatives that capture the City’s key priorities for the next one to two years (aligned with the biennial budget process) in each of the Critical Success Factor areas. The City has many initiatives ongoing throughout the year, in addition to the daily operations required to run the City. The Priority Initiatives represent those projects or initiatives occurring in the next one to two years that are above and beyond our daily operations, which represent an increased level of service, have new or additional dedicated resources and funding, and help advance the City’s vision. Together, these elements demonstrate to our residents what we plan to accomplish, and the manner in which we commit to doing our work.

The development of a Strategic Plan has been a priority for City Council and the City Manager, to serve as a singular, guiding document that aligns with the City’s Comprehensive Plan, program-based budget, Home Rule Charter and other planning documents to reflect one unified vision for the organization. Existing plans are still relevant, and will continue to provide direction in key areas of our work.

In addition, the City of Louisville continues to move forward with its program-based budget structure, which includes program areas with specific goals, and sub-programs with detailed objectives. Our progress in meeting these goals and objectives are measured on an annual basis through our Key Performance Indicators (KPIs), and the Strategic Plan reflects how our Priority Initiatives are aligned with these program areas. In essence, the program/sub-program areas reflect all the work of the City that’s performed on a day to day basis, the Priority Initiatives reflect those high-priority efforts that represent an increased financial and resource investment over a period of time, and the Strategic Plan reflects how we do our work.

Thank you for reading this document. We hope it will quickly become a useful tool that becomes an integral part of our organizational operations, and which also will serve to inform our residents about the work we do.

Vision

The City of Louisville – dedicated to providing a vibrant, healthy community with the best small town atmosphere.

Values

Innovation

Leading and embracing change and transformation through creative thinking, learning, and continuous improvement.

Collaboration

Proactively engaging colleagues and other stakeholders in developing solutions through open communication.

Accountability

Fulfilling our responsibilities, owning our actions, and learning from our mistakes.

Respect

Treating people, processes, roles, and property with care and concern.

Excellence

Doing our best work and exceeding expectations with responsive, efficient, and effective customer service.

Mission

Our commitment is to protect, preserve, and enhance the quality of life in our community.

Critical Success Factors



Financial Stewardship and Asset Management



Reliable Core Services



Vibrant Economic Climate



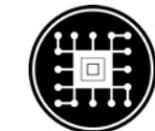
Quality Programs and Amenities



Engaged Community



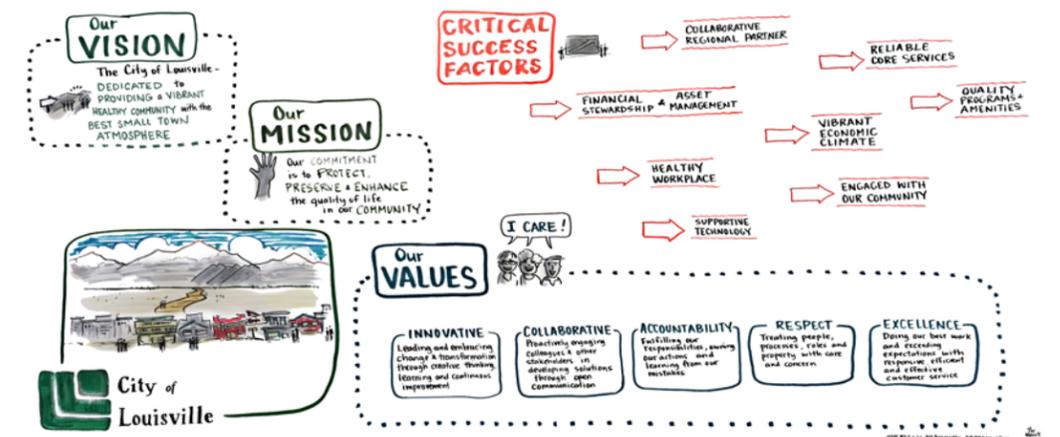
Healthy Workforce



Supportive Technology



Collaborative Regional Partner



Critical Success Factors and 2019 – 2020 Priority Initiatives



Financial Stewardship and Asset Management

The City of Louisville has established financial policies and internal controls to ensure financial sustainability and financial resiliency, and to safeguard the City's assets. The City's recurring revenues are sufficient to support desired service levels and proactively maintain critical infrastructure and facilities. The City practices long-term financial planning through a comprehensive budget process to proactively adjust for changes in financial forecasts. City employees are trusted stewards of the public's money and assets.

2019 – 2020 Priority Initiatives:

- Review and update fiscal policies. (Administration & Support Services)*
- Review finances, fees, and budgets to ensure sound financial structure and fiscal sustainability for the new Recreation Center Fund and Golf Fund. (Administration & Support Services, Recreation)
- Continue implementation of the City's enterprise resource planning (ERP) system, including the implementation of utility billing and electronic time sheets. (Administration & Support Services)



Reliable Core Services

Louisville is a safe community that takes comfort in knowing core services, such as police, roads, water and basic maintenance, are fair, effective, consistent, and reliable. Excellent customer service is provided in the delivery of all City services. The City is prepared for emergencies and offers residents peace of mind knowing basic municipal services are planned for and carried out.

2019 – 2020 Priority Initiatives:

- Complete the City's Transportation Master Plan and identify and implement key investments that will improve the City's transportation infrastructure. (Transportation, Community Design)
- Complete infrastructure improvements outlined in the Capital Improvement Plan, including Citywide paving management upgrades, new water treatment pump station replacing Sid Copeland, and water and sewer line replacement. (Transportation, Utilities)
- Increase efforts to improve the City's medians and landscaping infrastructure, including forestry resources. (Parks, Transportation)
- Complete renovations at the Police Department facility to expand the City's Emergency Operations Center. (Public Safety & Justice)



Vibrant Economic Climate

Louisville promotes a thriving business climate that provides job opportunities, facilitates investment, and produces reliable revenue to support City services. Our unique assets enhance the City's competitive advantage to attract new enterprises, and Louisville is a place people and businesses want to call home.

2019 – 2020 Priority Initiatives:

- Implement recommendations from the McCaslin Area Market Study to support redevelopment within the area. (Economic Prosperity, Community Design)
- Develop a plan to increase proactive retail recruitment for the City of Louisville. (Economic Prosperity)



Quality Programs and Amenities

Excellent programs and amenities sustain the unique experience of living in Louisville. The community enjoys quality facilities and public spaces as well as cultural and educational services that reflect our heritage and are accessible for all. Program performance is evaluated on a regular basis. Opportunities exist to support a healthy mind, healthy body, and healthy community.

2019 – 2020 Priority Initiatives:

- Transition Recreation and Senior Center programming and services to reflect the increased demand associated with the newly expanded facility. (Recreation)
- Complete upgrades to two City playgrounds, and infield improvements at the Louisville Sports Complex. (Parks, Recreation)
- Increase natural resource management activities on City Open Space with the addition of new natural resources staff, including improving native vegetation, increasing weed control, and evaluating the effectiveness of management efforts. (Open Space and Trails)
- Increase programming and hours at the Louisville Historical Museum, and increase program marketing and outreach to grow attendance and participation in all City cultural events. (Cultural Services)

*The City of Louisville has a program based budget and Key Performance Indicators that reflect progress on all program goals. This denotes the program area with which these priority initiatives are associated.



Engaged Community

Louisville residents are informed, involved, engaged, and inspired to be active in community life. The City provides formal and informal opportunities to participate in civic life and transparently shares information using a variety of efficient and accessible approaches.

2019 – 2020 Priority Initiatives:

- Further develop the City's public information and involvement program through additional staffing and resources. (Administration & Support Services)
- Increase transparency around the City's budget, Strategic Plan, and budget program goals through dashboards and other reporting tools. (Administration & Support Services)
- Explore new technology and engagement tools (i.e. mobile application, engagement platform, etc.) to ensure accessible participation for all members of the community. (Administration & Support Services)

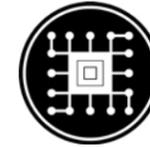


Healthy Workforce

Louisville employees are high-performing public servants characterized as dedicated, engaged self-starters who embody established organizational values and excel in their roles and responsibilities. The City is a healthy workplace that provides competitive compensation and benefits and offers professional development and lifelong learning opportunities for its employees. City employees know they are valued, and they are recognized and rewarded for excellence. Louisville is a place where employees can have a voice in decisions, so collective success is ensured.

2019 – 2020 Priority Initiatives:

- Leverage additional staffing and resources to develop an organizational development and training program that will support our culture of continuous learning, succession planning, and leadership development. (Administration & Support Services)
- Develop a workplace culture initiative that promotes the organizational culture of I CARE and reflects the strategic plan. (Administration & Support Services)



Supportive Technology

Louisville utilizes stable, proven, and relevant technology to enhance and automate City services and to improve the overall customer experience when possible. The use of technology allows the City to make decisions based on accurate and supportable datasets. Supportive technology fosters a culture of learning and innovation.

2019 – 2020 Priority Initiatives:

- Develop a plan for completion of the City's middle-mile fiber network. (Administration & Support Services)
- Utilize additional staffing resources to support data-driven decision-making by training staff to fully leverage technology systems by accessing available data. (Administration & Support Services)
- Implement and build upon existing technology applications and systems that will enhance City services, including Police Department Records Management, Laserfiche records retention, Planning Department Energov, Recreation Center RecTrak, GIS, and other system upgrades. (Administration & Support Services, Public Safety & Justice, Community Design, Recreation)



Collaborative Regional Partner

Louisville is recognized as a regional leader on collaborative issues that cross jurisdictional lines. The City partners with neighboring communities to solve regional problems and to further leverage resources. Louisville cultivates and maintains strong relationships with regional entities and organizations, leads and participates in collective efforts to address issues of mutual interest, and shares ideas and best practices to improve services.

2019 – 2020 Priority Initiatives:

- Work with regional partners to develop approaches to address transportation funding needs. (Administration & Support Services, Transportation)
- Strengthen relationships with local schools and school district. (Administration & Support Services)
- Consider shared service opportunities with neighboring municipalities. (Administration & Support Services)



City of Louisville Colorado Recreation Advisory Board 2019 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 Review: material exceptions will be discussed at monthly RAB meetings

- Financial Statements
- Enterprise Dashboards for Golf and Recreation Center
- Recreation Center attendance stats

First Quarter

- Board Elections
- Discuss RAB 2019 Work plan
- Recreation Center Grand Opening
- Recreation Center budget presentation
- Review Golf Strategic Plan
- Review Fit Zone Survey data
- Tour Recreation Center and Memory Square Pool
- Tour Coal Creek Golf Course
- Review Survey Tool & Customer Satisfaction Survey
- Construction project wrap up summary – Punch list items
- Review Memory Square Hours
- Review Business and Strategic Plan for renovated/Updated Recreation Center (Oldest New Recreation Center)
- Review Gap Analysis of Recreation and Pool activities and classes
- Review long term plan for Senior Center programming
- Review Marketing Plan
- Discuss Sales Tax Policy

Second Quarter

- Continue 1Q items not completed
- Review Recreation Proposed Capital projects for 2019-2024
- Review Recreation Center Biennial Operating Budget for 2019-2020
- Review Golf Enterprise Budget for 2019-2020 including funding of Renewal and Replacement of Equipment
- Review Proposed allocation of new Sales Tax revenues for 2018 and 2019-2020
- Begin discussion of the financial structure of the Recreation operations considering both Enterprise and Auxiliary models
- Evaluate finance policies including fees and reserves
- Review Rec Programming Plan
- Marketing & Branding
- Review our Senior Services

Third Quarter

- Continue 2Q items not completed

Fourth Quarter

- 3Q items not completed
- Review 2020/21 Budget
- Review how we are serving our youth population
- Age Well Plan Final
- Discuss Rec Center Strategic Plan