

City Council

Study Session Agenda

April 23, 2018
Library Meeting Room
951 Spruce Street
7:00 PM

***Note: The time frames assigned to agenda items are estimates for guidance only.
Agenda items may be heard earlier or later than the listed time slot.***

- | | | |
|----------------|-------------|--|
| 7:00 pm | I. | Call to Order |
| 7:00 - 7:30 pm | II. | Youth Advisory Board Annual Report |
| 7:30 – 8:00 pm | III. | Update – Strategic Plan Implementation |
| 8:00 – 8:30 pm | IV. | Discussion – 2020 Board/Commission Application
Process |
| 8:30 – 8:35 pm | V. | City Manager’s Report |
| 8:35 – 8:45 pm | VI. | Advanced Agenda & Identification of Future Agenda
Items |
| 8:45 pm | VII. | Adjourn |

SUBJECT: YOUTH ADVISORY BOARD ANNUAL REPORT

DATE: APRIL 23, 2019

PRESENTED BY: YOUTH ADVISORY BOARD

SUMMARY:

- This year, the Youth Advisory Board's goal was to help promote RTD's FlexRide service to Louisville youth and their parents. To do this, we partnered with Commuting Solutions, a local organization that helps promote alternative transportation solutions, and devised a marketing strategy. We created a flyer that was shared with BVSD parents, created a post for Schoology, included an article in The Pack, and handed out marketing materials at 8th Grade Transition Night at Monarch.
- Members participated in several very successful volunteer events, such as assisting with Community Food Share's food drives, helping out at local events like the grand opening of the Recreation and Senior Center, and the Tulip Twist dance.
- Members have learned a great deal about local government this year by interviewing members from other boards and commissions. At least one member from another board or commission visits a YAB meeting every month.

FISCAL IMPACT:

- Our annual budget is \$1000. We use it for our kick off meeting, end of the year party, YAB t-shirts and binders, and as needed for supplies for our annual projects.
- This year our annual project did not require us to spend additional funds.

PROGRAM/SUB-PROGRAM IMPACT:

- Members feel our FlexRide project was successful. We have seen FlexRide buses much more frequently around town and at local schools at pick-up and drop-off.
- YAB members help the community through volunteer work.
- YAB is the voice of the youth to City Council.
- Members learn about local government.
- YAB members interact with a diverse group of youth in the community while building leadership skills.

RECOMMENDATION:

- The Youth Advisory Board seeks to continue their work next year with a new annual project.
- The board also aims to better serve City Council.

ATTACHMENT(S):

1. Presentation

YAB's Annual Report

2018-2019

Members & Liaisons

Members:

Bruce Armstrong

Teddy Hart

Kaylix McClure- *Chairperson*

Riley Miller

Addison Nakari- *Vice Chairperson*

Brooke Newell- *Secretary*

Kaelan Norgard

Logan Pius

Lincoln Roch

Sophie Russ

Liaisons:

Jay Keany- *City Council*

Mandy Perera- *Recreation Center*

Jessica Hilbun Schwartz- *Library*

Volunteer Events

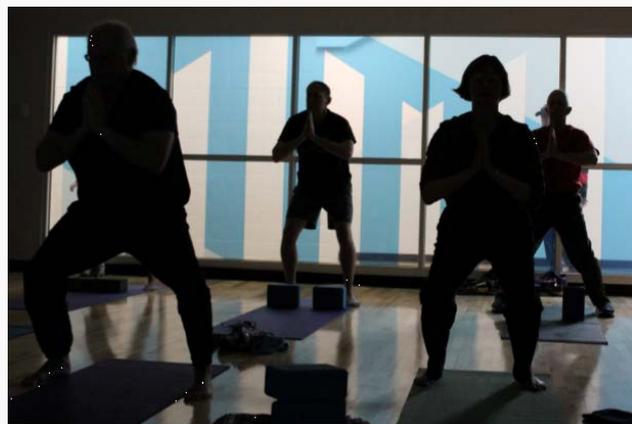




Feeding Our Community Together

November- Community Food Share







Visits from other Boards & Commissions

October- Audrey DeBarros, *Commuting Solutions*

November- Aaron DeJong, *Economic Development with the City of Louisville*

February- Bridget Bacon, *Historical Commission with the City of Louisville*

April- Lisa Ritchie, *Planning Department with the City of Louisville to present the Transportation Master Plan*

Annual Project

Promoting RTD's service-
FlexRide



ATTENTION STUDENTS THAT TAKE ANY RTD OR ARE INTERESTED IN USING IT MORE!!

With the new schedule changes, a valuable service is RTD's FlexRide. This transportation service is great for getting around Louisville.

The service is available Monday through Friday and can be scheduled by calling 303-434-8960 or <http://www.rtd-denver.com/FlexRide.shtml>

You can set what time you will need a ride, and set your pick-up and drop-off locations. Service is first come, first served.

The fee is the same as the RTD bus and is reduced to \$0.90 for students.

There is a refillable My-Ride card which is easy to use in order to cover the fee without dealing with change. Please consider utilizing this amazing resource!



- Schoology Post
- Principal's Phone Call
- Article in "The Pack"
- Newsletter to Monarch K8 & LMS
- Booth at 8th Grade Transition Night

Questions/ Feedback from Council

Questions for Council

Is there anything the YAB members can do to better fulfill our role as advisors to City Council?

Were you aware of the FlexRide service prior to this presentation?

SUBJECT: UPDATE – STRATEGIC PLAN IMPLEMENTATION

DATE: APRIL 23, 2019

PRESENTED BY: MEGAN DAVIS, DEPUTY CITY MANAGER

SUMMARY:

In December 2018, the City of Louisville completed an organizational Strategic Plan that formalized the vision, mission, and values of the organization, as well as the critical success factors for the City operations. This Strategic Plan framework is a long-term roadmap for the City, and the plan also includes two-year priority initiatives that reflect some of the City’s key budget, capital, and operational priorities. The purpose of the strategic plan is to serve as a road map for the operations and services of the City, to strengthen the organizational culture, and serve as a communication tool for the community to understand the strategic vision and operating principles of the organization. The Strategic Plan was adopted in December 2018. The final plan is available in Attachment 1.

The updates provided today will reflect the current implementation of the Strategic Plan within the City, as well as an update on the Priority Initiatives included in the Strategic Plan.

Strategic Plan Implementation:

The City launched the Strategic Plan to the organization at an all staff meeting in January. The kick-off meeting included an overview of the plan and how it will become a living part of the organization, a video introducing the plan, and some interactive opportunities for employees to provide input on how the plan can be integrated into the organization. The City also created a webpage so that external and internal stakeholders can access the plan, related documents, and the Strategic Plan video. The City webpage for the Strategic Plan can be found through this link:

<http://www.louisvilleco.gov/residents/strategic-plan>

Since the launch of the plan, the City has been working to advance the implementation plan (Attachment 2) which outlined several ways in which staff could integrate the vision, mission, and values into the regular day to day work of the City. Several projects have been completed in first quarter 2019, including the distribution of the plan to all-staff, posting of the vision, mission, and values on the walls of City conference rooms, and distribution of an insert in the spring (March/April/May) Community Newsletter introducing the Strategic Plan to the broader community (Attachment 3).

Other activities planned for this year are outlined in the attached implementation schedule (Attachment 4). Some highlights include updating the Council Communication

form to include the Critical Success Factors, so that Council and the public can easily understand how the issues discussed by Council relate to the Strategic Plan. Two internal recognition and award programs will begin this summer, which will support both peer-to-peer recognition and an organization-wide award for employees who go above and beyond to demonstrate the values in an exemplary manner. (Attachment 5)

The Departments are also working on strategies to integrate the Strategic Plan into their department wide efforts. Parks, Recreation, Open Space, and Golf have integrated the Critical Success Factors into their work planning. The Library and Museum are finalizing their strategic plans with revised mission statements and strategies and objectives that are aligned with the City's Strategic Plan.

Strategic Plan Progress:

The City's Strategic Plan identified eight critical success factors which are necessary for the City to achieve our mission, and that must go well for us to ensure success as an organization. Within each critical success factor, the City has identified priority initiatives that reflect the key efforts the City will make in the next two years to improve and advance in each area. The priority initiatives are projects, programs or initiatives that have been supported by increased funding or capital investments, or dedicated staff time to focus on advancement.

Most of the priority initiatives are currently underway, although there are some that are scheduled for 2020 and will not begin until later this year or next. Attachment 6 is a summary of the status of each of the priority initiatives.

FISCAL IMPACT:

There is no fiscal impact for the Strategic Plan at this time. Staff will bring forward a budget amendment request for \$5,000 to support plan implementation in June. This will cover the costs for the employee recognition programs, printing for additional copies of the plan, and additional video production/editing services.

PROGRAM/SUB-PROGRAM IMPACT:

The Strategic Plan is really reflective of the entire organization, and therefore each of the program and subprogram areas. However, it specifically supports the Administration and Support Services Program goal to ensure inclusive, responsive, transparent, friendly, fiscally responsible, effective, and efficient governance, administration, and support through a plan that will help guide the work of the entire organization. In addition, it supports the Governance & Administration sub-program goal of promoting a healthy organizational culture by advancing a vision, mission, and values that reflect our culture and are clearly articulated to our employees and the public.

SUBJECT: UPDATE STRATEGIC PLAN IMPLEMENTATION

DATE: APRIL 23, 2019

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RECOMMENDATION:

This is an informational update for City Council. Council may provide any comments on the implementation process and progress of the Strategic Plan.

ATTACHMENT(S):

1. City of Louisville Strategic Plan
2. Implementation Plan
3. Strategic Plan Summary – Community Newsletter Insert
4. Strategic Plan 2019 Implementation schedule
5. ICARE Award Program Draft
6. Strategic Plan 2019 Priority Initiatives Status



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



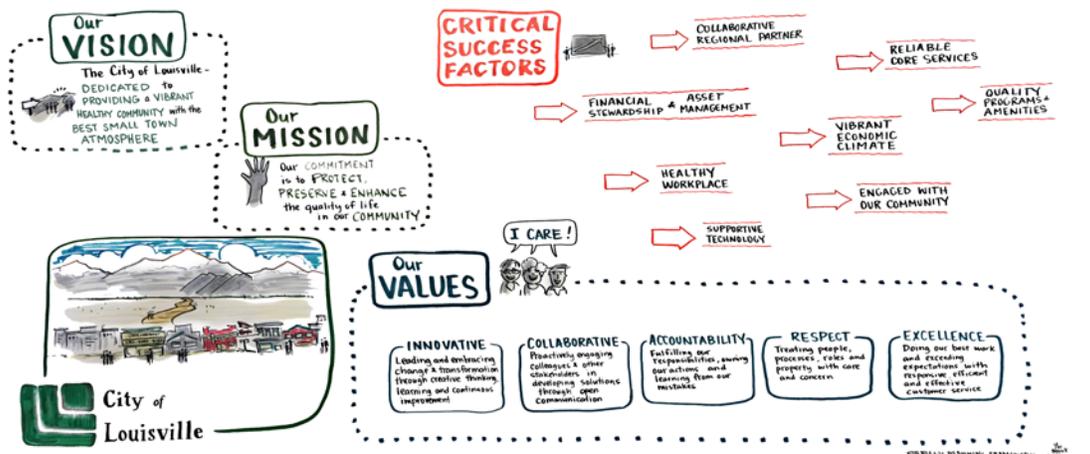
Healthy Workforce



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)*

*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.



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)*



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)*

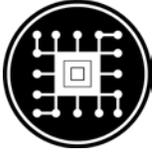


Healthy Workforce

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 Strategic Plan Implementation

In 2018, the City of Louisville 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 as an organization will accomplish over the next one to two years. The purpose of the plan is to 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 (represented throughout this document as V,M,V) and Critical Success Factors – and will help create an intentional organizational culture, which is aligned 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. 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, in order to provide a singular, guiding document that aligns with the City's Comprehensive Plan, program-based budget, Charter and other planning documents to reflect a 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 measurable objectives. These goals and objectives are measured on a regular 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 and sub-program areas reflect all the work of the City that's performed on a day to day basis, while the Priority Initiatives reflect those high-priority efforts that represent an increased financial and resource investment over a period of time, and the V,M,V reflect *how* we do this work.

In order to utilize our Strategic Plan as a living document and to fully realize its impact through the organization, a clear path for implementation is necessary. This document lays out some initial and long-term steps necessary to implement the Strategic Plan in the coming year, and ideas about how to keep it relevant into the future.

What's in the Strategic Plan?

The Strategic Plan itself is simple, although very meaningful. It contains key information that reflect who

we are as an organization, what we hope to be, and how we do our work. It also outlines some priority efforts we will undertake in the next one to two years to move forward in fulfilling our vision and mission.

- **Vision** – the Vision Statement is aspirational, intended to reflect what we hope Louisville City government will be known for in the future.
- **Mission** – the role and purpose of City government, frequently expressed in statements about “who we are, what we do, and why we do it.”
- **Values** – the organizational values guide behavior, whether stated or unstated, and are observed when the workforce is “at its best.”
- **Critical Success Factors** – those “things that must go well” in order for the organization to achieve the Vision.
- **High Priority Initiatives** – those projects, programs or efforts that have been identified through the budget process or Capital Improvement Plan (CIP) as areas where the City will increase our investments, service levels, capital infrastructure, or otherwise prioritize the resources available within the City. These initiatives will be accomplished within 12 – 24 months, and are aligned with the biennial budget, the City’s program goals and sub-program objectives, and annual workplans.

The framework refers to those components of the Strategic Plan, the Vision, Mission, Values and Critical Success Factors that will be in place for years to come.

Implementation – Ready, Set, GO!

The Implementation Plan includes an outline of action steps and activities that will set our organization on a successful path for implementation. Many of these activities will occur simultaneously throughout the organization and community, and for many of these actions there is no specific timeline set.

Together these implementation activities will build a strong foundation from the ground up, and will help provide greater buy-in and utilization of the plan. The four key areas included in the Implementation Plan are:

- I. Organizational Implementation
- II. Integration with Existing Plans and Structures
- III. Communicating the Strategic Plan
- IV. Updating and Keeping the Strategic Plan Relevant

Organizational Implementation – Building an intentional culture in the City of Louisville.

Throughout the development of the Strategic Plan, it was evident that the City of Louisville already has a strong workplace culture. Our employees are committed, dedicated, engaged, communicate and collaborate well, and strongly believe in serving our community. Many of the elements of culture that emerged most strongly from within the organization can be found in the V,M,V of the Strategic Plan. The implementation of the Strategic Plan will build an intentional culture within the organization, one that has been co-created by all employees.

Several strategies will be applied to support the formalization of our culture, and to steep the organization in the various elements of the Strategic Plan.

- Communication tools and strategies: The first step in rolling out the Strategic Plan to the organization will be to provide consistent exposure to the Strategic Plan framework broadly throughout the organization, and allow employees to develop ownership of the plan and its components.
 - Utilize the Strategic Plan framework one-pager
 - Attach to emails, pass out at staff meetings, supervisor meetings, etc.
 - Print on cardstock so it can be hung in employee work areas, in common spaces, bulletin boards, etc.
 - Utilize existing newsletters and email blasts to share the framework (Tuesday Tidbits, City Manager's Update).
 - Directors and Supervisors present the plan at their staff meetings in order to excite and empower all staff to take ownership of their role in implementation.
 - Develop other materials and tools that can be utilized by staff at all levels (small business cards, magnets, posters, etc. for quick reference by employees).
 - Work with new Communications Coordinator to develop other strategies for internal communication of the plan on a regular basis.
 - Provide regular progress reports to the organization about the implementation of the Strategic Plan so they can see how their work is impacting our ability to fulfill our vision.
- Training and Education: Specific training may be developed for employees to understand all the components of the Strategic Plan and what it means to them.
 - New employee training, onboarding, orientation
 - Develop an introduction to the Strategic Plan to be included in the new employee orientation. Articulate the City's values and the importance of those values in day to day work.
 - When on-boarding supervisors, ensure an understanding of the V,M,V and how they can be integrated into their supervisory model.
 - Provide an introduction in all trainings regarding how the training topic and materials are aligned with the Strategic Plan.
 - Work with the new HR Organizational Development Trainer to develop a curriculum for the Strategic Plan, and to integrate the plan into new trainings and training programs.
- Human Resources Processes -
 - Incorporate the City's V,M,V into the recruitment and hiring of new employees.
 - Incorporate into the HR page for hiring.
 - Develop a recruitment video highlighting the City's values.
 - Incorporate the City's values into the performance appraisal process to drive accountability and ownership of the plan.
 - Create rewards and recognition programs that acknowledge the Strategic Plan and the City's culture in action in order to inspire and recognize employees.
 - Ensure the V,M,V are included in the City's succession planning efforts, to continue the culture to the next generation of City leaders.
- Organizational Policies -
 - Update HR and City policies and procedures to reflect the Strategic Plan framework.

Integration with Existing Plans and Structures

The City has numerous plans, documents and processes that set our vision and guide our work. The Strategic Plan was developed within the context of the Comprehensive Plan, budget, departmental strategic plans and other guiding documents. It was designed in such a manner that it may be aligned and even integrated with these plans and processes, as well as with the existing program-based budget structure. This section outlines several opportunities for creating alignment between the Strategic Plan and existing plans and processes within the City.

➤ Existing Plans -

This is an organizational Strategic Plan that is intended to guide the work of Louisville City government. It is a stand-alone document, but the language in the plan is reflective of that included in other Citywide plans, many of which involved extensive public process and input. Therefore the City's V,M,V for the organization are consistent with the existing communitywide visions and missions, and community values that have been developed through other plans and processes.

➤ Program goals and sub-program objectives, and Key Performance Indicators -

As a part of the City's program based budget, program and sub-program areas have been identified, with goals and objectives for each (respectively). The program and sub-program areas capture all the work that the City does on a day to day basis – reflecting the breadth and depth of work of the City government.

To measure the City's progress in achieving the goals and objectives of the programs and sub-programs, the City uses Key Performance Indicators (KPIs). There are 38 KPIs that reflect what is intended to be achieved through sub-program activities. They include workload measures that show the quantity or volume or products, services or efforts involved, as well as efficiency measures that demonstrate the resources used to accomplish an outcome, level of productivity or cost per unit. Lastly, the KPIs include effectiveness measures that indicate how well a program is accomplishing the goals and objectives of the program and sub-program. They often measure the results, accomplishments or quality of the products or services provided by the City. The Priority Initiatives outlined in the Strategic Plan will in many cases impact the associated KPIs, by reflecting how these efforts have driven results.

The Strategic Plan framework focuses primarily on *how* the City will do our work (through the V,M,V and Critical Success Factors), however the Priority Initiatives outline some high-level priority actions that the City will complete in the next two years. These Priority Initiatives are above and beyond what we do on a day to day basis, and reflect those projects, programs or efforts that have been identified through the budget process or Capital Improvement Plan (CIP) as areas where the City will increase our investments, service levels, capital infrastructure, or otherwise prioritize the resources available within the City. These initiatives will be completed within 12 – 24 months, and are aligned with the biennial budget timeline, the City's program goals and sub-program objectives, and annual workplans.

Table 1 below (Strategic Plan Summary and Alignment with Program Areas) provides an overview of the plan alignment with the program and sub-program areas.

➤ City Council Workplan -

Each year, City Council develops its workplan for the calendar year. The Council workplan outlines those action items that Council wishes to address in the coming year, and also includes those issues that staff is planning which require Council policy direction, input or approvals.

The Strategic Plan has a nexus with the City Council workplan, and should be considered as Council develops its workplans moving forward. The Priority Initiatives were identified through the biennial budget process, and therefore are reflective of Council's direction to staff around increased investments in certain program areas and projects. Council and City staff developed the budget through many hours of collaborative work, and Council has approved the 2019-20 biennial budget. In addition, many of the Priority Initiatives outlined in the plan will require the involvement of City Council – in the form of policy direction, input, guidance or approvals.

The Council workplan may certainly include initiatives and projects that are not included in the Strategic Plan, but in general Council priorities should be consistent with the Critical Success Factors and help the City achieve its vision and mission.

➤ Departmental Workplans -

Departments with the City of Louisville may develop their own annual workplans. Division managers have workplans that capture the planned projects and efforts within their area, and in some cases these are rolled-up into a department-wide workplan for the year. There are many ways the Strategic Plan may be integrated into these plans.

- Priority Initiatives should somehow be reflected in those departments and program areas involved in implementation.
- Workplans could reflect what the department/division is hoping to accomplish within each of the Critical Success Factors.
- The V,M,V can be incorporated or reflected throughout. For example, a division may be taking steps to improve customer service, in order to demonstrate excellence in serving our community.
- Departments/divisions may have workplan action-items related to culture-building within their team.

The City Management Team will continue to pursue other ways that the departments can incorporate the Strategic Plan into existing and new planning structures.

Communicating the Strategic Plan

- Internal communications to ensure organizational buy-in and fidelity to the Strategic Plan are captured in the first section of this Implementation Plan.
- External communications to build awareness in the community -
Another important step in the strategic planning process is communicating the outcome to Louisville citizens. Staff will develop messaging that is clear and consistent, focuses on what customers can expect when interacting with City staff, what the organization's Priority Initiatives are and our brand as an organization.

- Staff included an article in the December newsletter explaining the process and what the City is hoping to achieve through it, and encouraged residents to come to the City Council meeting on December 11th to share any feedback.
- Staff is also planning to include an insert in the March newsletter that features a high level view of the 2019 budget, as well as an overview of the City's V,M,V and Priority Initiatives.
- Staff will develop a new page on the City's website to feature this information, as well as our progress in meeting the goals outlined in the Strategic Plan.
- Staff will continue to evaluate opportunities to incorporate the Strategic Plan into existing communications/materials for the public.
- Staff is exploring various data transparency tools that may allow us to share progress updates on each of the Priority Initiatives with the public.

Updating and Keeping the Strategic Plan Relevant

➤ Tracking Progress -

The City will track how each of these actions is effectively contributing to the implementation of the Strategic Plan, and develop ongoing action steps to continue those efforts and develop new strategies where needs arise.

- Conduct regular check-ins at Management Team meetings about progress and challenges in implementing the plan.
- Regularly relay to staff how their efforts are contributing to the implementation of the Strategic Plan.
- Identify new strategies as we gauge effectiveness of roll-out.

➤ Updating the Strategic Plan -

The City desires to maintain the Strategic Plan as a living document, and one that is relevant from year to year. Some components of the Strategic Plan are not likely to change over time – the Vision, Mission and Values should remain the same for the long-term. They reflect our role and purpose and what we do, and also provide guidelines for how we do our work. The Critical Success Factors are also intended to remain the same over the long run. Unless the City drastically changes our role, and the efforts we take to fulfill our vision, the Critical Success Factors will remain the same over time. However, the City should review them on a periodic basis to make sure that they accurately reflect the organizational culture, what's important to the City in how we do our work, and our role in the community.

The Priority Initiatives will change every other year, consistent with the City's biennial budget process. As the biennial budget is in development, staff should track those key areas where there is interest in increased investments. These can be the initially identified priority initiatives. This is a new plan, and the City will assess the effectiveness of the Priority Initiatives, and may decide to take another approach when the plan is updated in 2020 (for 2021-22).

Next Steps

This plan represents the initial efforts identified to begin and sustain implementation of the Strategic

Plan. Implementation efforts will be ongoing and will evolve over time based on feedback and response from City Council, Management Team and all City of Louisville employees.

Table 1: Strategic Plan Summary and Alignment with Program Areas

Vision, Mission & Values		
<p>Vision The City of Louisville – dedicated to providing a vibrant, healthy community with the best small town atmosphere.</p>	<p>Mission Our commitment is to protect, preserve and enhance the quality of life in our community.</p>	<p>Values Innovation Collaboration Accountability Respect Excellence</p>
Critical Success Factor	Priority Initiative	Program and Sub-Program Area(s) Impacted*
<p>Financial Stewardship and Asset Management The City of Louisville has established financial policies and internal controls to ensure financial sustainability, 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.</p>	<p>Review and update fiscal policies.</p>	<p>Programs: Administration & Support Services</p> <p>Sub-Programs: Finance Accounting & Tax Admin.</p>
	<p>Review finances, fees and budgets to ensure sound financial structure and fiscal sustainability for the new Recreation Center Fund and Golf Fund.</p>	<p>Program: Administration & Support Services Recreation</p> <p>Sub-Programs: Finance, Accounting & Tax Admin. Recreation Center Mgmt. Youth Activities Adult Activities Senior Activities & Services Aquatics</p>

		Recreation Center Building Maintenance Golf Course
	Continue implementation of the City's enterprise resource planning (ERP) system, including the implementation of utility billing and electronic time sheets.	Program: Administration & Support Services Sub-Programs: Finance, Accounting & Tax Admin. Information Technology Governance & Administration
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.	Complete the City's Transportation Master Plan and identify and implement key investments that will improve the City's transportation infrastructure.	Programs: Transportation Community Design Sub-Programs: Planning and Engineering Streetscapes Transportation Infrastructure Main. 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.	Programs: Transportation Utilities Sub-Programs: Transportation Infrastructure Maintenance Water Wastewater
	Increase efforts to improve the City's medians and landscaping infrastructure, including forestry resources.	Programs: Parks Transportation Sub-Programs: Parks

		Streetscapes
	Complete renovations at the Police Department facility to expand the City's Emergency Operations Center.	Program: Public Safety & Justice Sub-Program: Police Department Building Maintenance
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.	Implement recommendations from the McCaslin Area Market Study to support redevelopment within the area.	Programs: Economic Prosperity Community Design Sub-Programs: Community Design Business Retention and Development
	Develop a plan to increase proactive retail recruitment for the City of Louisville.	Program: Economic Prosperity Sub-Program: Business Retention and Development
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.	Transition Recreation Center programming and services to reflect the increased demand associated with the newly expanded facility.	Program: Recreation Sub-Programs: Recreation Center Mgmt. Youth Activities Adult Activities Senior Activities & Services Aquatics Recreation Center Bldg. Maintenance

	Complete upgrades to two City playgrounds, and infield improvements at the Louisville Sports Complex.	<p>Programs: Parks Recreation</p> <p>Sub-Programs: Parks Youth Activities Adult Activities</p>
	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.	<p>Program: Open Space and Trails</p> <p>Sub-Program: Maintenance and Management</p>
	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.	<p>Program: Cultural Services</p> <p>Sub-Programs: Museum Services Cultural Arts and Special Events</p>
<p>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.</p>	Further develop the City’s public information and involvement program through additional staffing and resources.	<p>Program: Administration & Support Services</p> <p>Sub-Program: Public Information & Involvement</p>
	Increase transparency around the City’s budget, Strategic Plan and budget program goals through dashboards and other reporting tools.	<p>Program: Administration & Support Services</p> <p>Sub-Programs: Public Information & Involvement</p>

		Governance & Administration
	Explore new technology and engagement tools (i.e. mobile application, engagement platform, etc.) to ensure accessible participation for all members of the community.	Program: Administration & Support Services Sub-Programs: Public Information & Involvement Information Technology
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.	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.	Program: Administration & Support Services Sub-Programs: Human Resources & Organizational Development Governance & Administration
	Develop a workplace culture initiative that promotes the organizational culture of ICARE and reflects the strategic plan.	Program: Administration & Support Services Sub-Programs: Human Resources & Organizational Development Governance & Administration
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.	Develop a plan for completion of the City's middle-mile fiber network.	Program: Administration & Support Services Sub-Programs: Information Technology

	Utilize additional staffing resources to support data-driven decision-making by training staff to fully leverage technology systems by accessing available data.	<p>Program: Administration & Support Services</p> <p>Sub-Programs: Information Technology Governance & Administration</p>
	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.	<p>Programs: Administration & Support Services Public Safety & Justice Community Design Recreation</p> <p>Sub-Program: Information Technology City Clerk/Public Records Patrol and Investigation Municipal Court Development Review Recreation Center Management</p>
<p>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.</p>	Work with regional partners to develop approaches to address transportation funding needs.	<p>Program: Administration & Support Services Transportation</p> <p>Sub-Programs: Governance & Administration Transportation Infrastructure Maintenance Streetscapes</p>
	Strengthen relationships with local schools and school district.	<p>Program: Administration & Support Services</p> <p>Sub-Program: Governance & Administration</p>

	Consider shared service opportunities with neighboring municipalities.	Program: Administration & Support Services Sub-Program: Governance & Administration
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City of Louisville Strategic Plan

The Strategic Plan is as 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

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

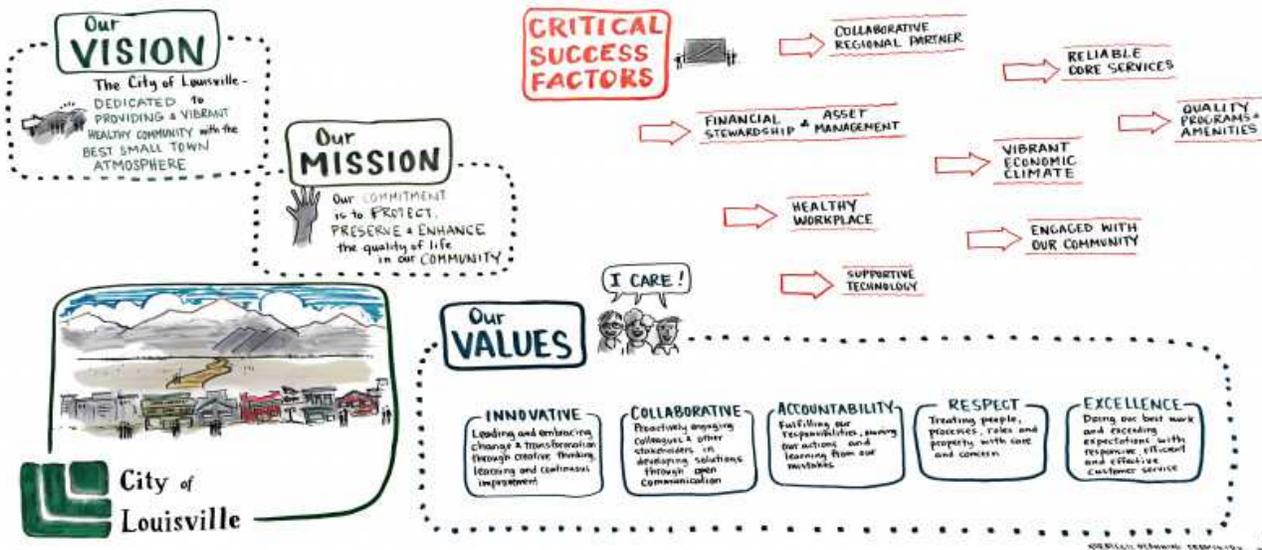
Innovation - Leading and embracing change and transformation through creative thinking, learning, and continuous improvement.

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.

2019 Strategic Plan Implementation

Project/Effort	Q1	Q2	Q3	Q4	2020
All-staff meeting - Strategic Plan Kick-off, updates					
Launch video					
Materials distributed to all staff					
Strategic Plan webpage live					
Community Newsletter - Strategic plan related topic					
Mission, Vision, Values posted at City facilities					
City Managers Update - Strategic plan related topic					
Tuesday Tidbits - Strategic plan related topic					
Video campaign - Create video campaign to follow-up kickoff video highlighting vision, mission, values					
Council Communication form update					
Awards/Recognition Programs:					
- Peer to Peer Recognition program					
- ICARE awards program					
Strategic Plan dashboard					
Performance evaluation - alignment with Strategic Plan					
- Create committee					
- Committee develop recommendations					
- Circulate proposed evaluation changes					
- Begin using revised performance evaluations					
Training and Development program for Strategic Plan					
- Hire Learning and Development Coordinator					
- Develop curriculum for Strategic Plan trainings					
- Begin to implement trainings					
Employee Recruitment - integrate Strategic Plan into application forms, interview questions and recruitment materials.					
Update policies and procedures					

City of Louisville ICARE Awards

Program:

The City of Louisville Strategic Plan reflects the City's values of Innovation, Collaboration, Accountability, Respect and Excellence. The City's ICARE values are reflected within our organization in many ways. The *ICARE Awards* were developed to provide an opportunity for supervisors and staff to recognize the outstanding work of an employee, employee team or groups of employees (working together on a project or initiative) within the City who are advancing the Vision and Mission of the City of Louisville by demonstrating these values in exceptional ways.

City staff embrace and demonstrate the ICARE values every day, but the ICARE awards provide a formal recognition program to award those individual employees or groups of employees (with a reasonable number of employees, and including those employees who were critical to the success of the group and participated in the exemplary demonstration of the values) whose work rises above the norm in their commitment and representation of one or more of the City's values. Whereas the peer-to-peer recognition will acknowledge day-to-day or one time actions reflective of the organizational values, this award recognizes more than one-time deeds or actions, rather an ongoing project, program, initiative or effort that models or advances the City's vision and mission and demonstrates the values. All City employees are eligible to receive ICARE awards – whether full time or part time, and at all levels within the organization.

The awards will be given twice per year. The 2019 Schedule will be as follows:

- Spring/Summer – Due Friday, July 26, 2019
- Fall/Winter – Due Friday, November 22, 2019

Process for nominations:

Nominations can be submitted anytime up until the quarterly due date. Nominations will be received and reviewed by the Special Events Committee, which will assist in overseeing the evaluation and award process. The Special Events Committee will provide a recommendation to the City Manager for the award recipient(s). The awards will be announced through Tuesday Tidbits and City Manager's Update by the end of the last month in the quarter.

Award Criteria:

The award committee will review the nominations for alignment with the criteria outlined in the nomination form. These criteria include:

- How well the employee(s) have contributed to advancing the strategic plan;
- How well the employee(s) have demonstrated the City's values;
- How well these actions have made an overall impact on the organization as a whole.

Awards and Recognition:

Each individual that receives an ICARE award will be awarded with a \$100 bonus on their paycheck and a desktop award/trophy. In addition, the recipients will be recognized through City communication channels including the City Manager updates, quarterly employee update and Tuesday Tidbits. The award recipients for the previous year will be also recognized at the annual all-employee meeting in January.

Frequently Asked Questions:

Who can be nominated for recognition? Any full-time or part-time City employee who demonstrates one or more of the City's core values can be recognized.

What constitutes a "group of employees"? A group of employees can be one or more employees working together on a project, program or other effort on a one-time or ongoing basis and who are going above and beyond their regular duties and commitment to the values. Each member of the group must have played a part in demonstrating and advancing the values. There is no cap to the number of employees that can be included in a group.

Can I nominate myself? Sorry, you cannot nominate yourself.

Can someone be nominated more than once? Yes, but employees may only receive one ICARE Award in each calendar year.

STRATEGIC PLAN - PRIORITY INITIATIVES PROGRESS UPDATE

Progress Key: In Progress Scheduled Delayed Completed

Financial Stewardship and Asset Management

Review and update fiscal policies.

- Finance Committee will discuss and advance to City Council for consideration early summer 2019.

Review finances, fees and budgets to ensure sound financial structure and fiscal sustainability for the new Recreation Center Fund and Golf Fund.

- Finance Committee will review and advance to City Council for discussion during 2020 budget retreat.

Continue implementation of the City's enterprise resource planning (ERP) system, including the implementation of utility billing and electronic time sheets.

- Staff working with Executime to develop scope of project and complete demos for supervisors.
- Utility billing delayed until late 2019.

Reliable Core Services

Complete the City's Transportation Master Plan and identify and implement key investments that will improve the City's transportation infrastructure.

- The City's Transportation Master Plan is in the final stages and will be completed later this summer.

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.

- These projects are at various stages. Pavement bid is complete and will start in May. Other projects are in design.

Increase efforts to improve the City's medians and landscaping infrastructure, including forestry resources.

- Initiated conversations with PPLAB and working to determine process for medians.

Complete renovations at the Police Department facility to expand the City's Emergency Operations Center.

- Discussions underway - planning to start design in near future.

Vibrant Economic Climate

Implement recommendations from the McCaslin Area Market Study to support redevelopment within the area.

- Council will consider GDP amendment proposal early summer.

Develop a plan to increase proactive retail recruitment for the City of Louisville.

- Scheduled for 2020. Staff currently researching options for this project.

Quality Programs and Amenities

Transition Recreation Center programming and services to reflect the increased demand associated with the newly expanded facility.

- Expanded programming currently underway.

Complete upgrades to two City playgrounds, and infield improvements at the Louisville Sports Complex.

- Scheduled for later this summer.

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.

- Hiring new Natural Resource Specialist, who will help develop a plan for management activities.

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.

- New hours have been implemented.

Engaged Community

Further develop the City’s public information and involvement program through additional staffing and resources.

- Hiring new Communication Coordinator underway.

Increase transparency around the City’s budget, Strategic Plan and budget program goals through dashboards and other reporting tools.

- Provided insert in February newsletter. Working with new data analyst to identify tools for increased transparency.

Explore new technology and engagement tools (i.e. mobile application, engagement platform, etc.) to ensure accessible participation for all members of the community.

- Staff currently reviewing options for Council consideration later this summer.

Healthy Workforce

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.

- Hired new Leadership and Development Specialist to develop the training program.

Develop a workplace culture initiative that promotes the organizational culture of ICARE and reflects the strategic plan.

- Strategic Plan kick-off, implementation of recognition and award programs, development of webpage, and more.

Supportive Technology

Develop a plan for completion of the City’s middle-mile fiber network.

- Currently developing scope of work for RFP. Anticipate to bring to Council in September/October.

Utilize additional staffing resources to support data-driven decision-making by training staff to fully leverage technology systems by accessing available data.

- Working with new data analyst to develop tools that leverage existing data systems.

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.

- Police RMS, Property and Evidence and Courts software implementation starting this spring. Planning Energov implementation underway.

Collaborative Regional Partner

Work with regional partners to develop approaches to address transportation funding needs.

- Conversations underway regarding Metro-area regional approaches and Countywide approaches.

Strengthen relationships with local schools and school district.

- Staff have had two meetings with BVSD regarding Transportation Master Plan and other transportation programs.

Consider shared service opportunities with neighboring municipalities.

- Currently partnering with Superior on Rocky Mountain Airport planning. Established regular east Boulder County City Manager's meetings to discuss opportunities.

**SUBJECT: DISCUSSION – 2020 BOARD/COMMISSION APPLICATION
PROCESS**

DATE: APRIL 23, 2019

PRESENTED BY: MEREDYTH MUTH, CITY CLERK

SUMMARY:

Staff would like discussion on what type of process the Council would like to use this year for board and commission application and appointment. The 2019 process included:

- Written Application
- Review of all applications by a Council Committee
- Committee recommendation of which applicants to appoint and which to interview
- Interviews with the full Council
- Appointments by the full Council

What might Council like to implement for 2020?

- Are new application questions needed?
- Would Council like to appoint a committee to review the applications and make recommendations regarding which applicants to interview OR should the entire Council do this together?
- Are there other changes Council would like to consider?

All board and commission terms start in January. In previous years the applications have been due in early November with the review and appointment process completed by mid-December. At the April 16 meeting, Council mentioned starting the process earlier to have appointments prior to November. If Council would like to consider moving up the process, members should discuss what that timing might look like and if the application and appointment process should be left to the incoming City Council.

The current vacancies for 2020 are as follows:

Board of Adjustment – 4
Building Code Board of Appeals – 2
Business Retention & Development – 4
Cultural Council – 3
Historic Preservation Commission – 3
Historical Commission – 4
Library Board of Trustees – 0
Local Licensing Authority – 1

Open Space Advisory Board – 4
Parks & Public Landscaping – 3
Planning Commission – 4
Recreation Advisory Board – 3
Revitalization Commission – 3
Sustainability Advisory Board – 3
Boulder County Housing – 0

FISCAL IMPACT:

None.

PROGRAM/SUB-PROGRAM IMPACT:

The City's boards and commissions are key to fulfilling the objective of the Administration & Governance Sub-Program to have "governance based on thorough understanding of the community's diverse interests."

RECOMMENDATION:

Discussion – Feedback from this discussion will be incorporated into a draft process that will be brought back to Council for approval.

ATTACHMENT(S):

None.