City of Louisville
COLORADO • SINCE 1878

City Council

Agenda

Tuesday, April 14, 2026
Special Meeting
Council Chambers
749 Main Street
6:00 PM

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

- You can call in to +1 719 359 4580 or 877 853 5247 (toll free)
  Webinar ID #876 9127 0986.
- You can log in via your computer. Please visit the City's website to link to the meeting.

City Council considers written and oral comments equally. Email comments to the Council received after the packet is posted online and before 3pm the day of the meeting will be included in the Council addendum and provided to each Council member prior to the meeting. If you prefer to address Council in person, you may attend the meeting either in person or virtually.

1. **Call to Order & Roll Call**

2. **Pledge of Allegiance**

3. **Regular Business**

   A. Discussion / Direction: PROS Long-Range Plan & Trails Plan Update
   Discussion / Direction provides Council with the opportunity to learn about an item, ask questions, and provide feedback to staff. There will be one round of public comment. There will be no final decisions made on this item, and it may return at a later date for action by Council.

   B. Discussion/Direction - Board and Commission Handbook Update
   Discussion / Direction provides Council with the opportunity to learn about an item, ask questions, and provide feedback to staff. There will be one round of public comment. There will be no final decisions made on this item, and it may return at a later date for action by Council.

C. Upcoming Agenda Items & Identification of New Ones - April 15, 2026 to July 31, 2026

Discussion / Direction provides Council with the opportunity to learn about an item, ask questions, and provide feedback to staff. There will be one round of public comment. There will be no final decisions made on this item, and it may return at a later date for action by Council.

4. Adjourn

Resident Information

If you wish to speak at the City Council meeting in person, please fill out a sign-up card and present it to the City Clerk at the meeting. If you are attending remotely, please use the “raise hand” icon to show you wish to speak in appropriate public comments section.

Persons planning to attend the meeting who need sign language interpretation, translation services, assisted listening systems, Braille, taped material, or other accommodation should email the City Clerk’s Office or call at 303.335.4574

A forty-eight-hour notice is requested.

Si requiere una copia en español de esta publicación o necesita un intérprete durante la reunión del Consejo, por favor llame a la Ciudad al 303.335.4574 o email

City of Louisville
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City Council Communication
Agenda Item 3.A.

Subject: Discussion / Direction: PROS Long-Range Plan & Trails Plan Update

Discussion / Direction provides Council with the opportunity to learn about an item, ask questions, and provide feedback to staff. There will be one round of public comment. There will be no final decisions made on this item, and it may return at a later date for action by Council.

Date: April 14, 2026

Prepared By: Bryon Weber, Parks Project Manager

Presented By: Adam Blackmore, Parks, Recreation and Open Space Director

Summary:
Staff and the consulting team, led by DTJ Design, are seeking City Council feedback as the PROS planning effort advances through the second phase of community engagement. Following a brief project update, the workshop will focus on open discussion to address questions and gather Council's input on the latest draft planning frameworks.

Given the volume of material enclosed, individual review in advance of the April 14 meeting is strongly encouraged. This will allow meeting time to focus on dialogue and the collection of City Council feedback.

As a reminder, the two-pronged planning effort—branded as the PROS Guidebook—includes a Long-Range Plan for four PROS divisions (Parks, Recreation & Senior Center, Open Space, and Coal Creek Golf Course), along with a dedicated Trail System Plan.

The planning frameworks are structured in four levels: Guiding Principles, Goals, Strategies, and Action Items, as outlined in the enclosed documents. The Guiding Principles and Goals have been well received through public input to date, while the revised Strategies and Action Items represent the most recent phases of content development.

Background / Prior Discussions:

- November 15, 2022 – Council Approval of 2023-28 Capital Improvements Plan
  Approval of the 2023 budget included the 5-year CIP plan with $300,000 in fiscal year 2024 for what was then called the "PROST Master Plan Update".

- November 6, 2023 – Council Approval of 2024 Budget

Approval included $300,000 for the “PROST Master Plan Update” as part of the then Open Space & Parks Fund (then Fund 201).

- May 7, 2024 – City Council Budget Amendment
  Council approved an amendment of the 2024 budget which included (among other items) allocation of $100,000 for completion of the Trails Master Plan.

- June - July 2024 – Request for Proposal (RFP) Development
  Staff developed the RFP based on review of the previous PROS Master Plan completed 2012, research of other municipalities planning efforts and on-going conversations with PROS leadership and division staff.

- September – October 2024 – Advisory Board Review
  A draft Request for Proposal (RFP) was presented to the Open Space Advisory Board (OSAB), Parks and Public Landscaping Advisory Board (PPLAB) and Recreation Advisory Board (RAB) to allow board members to review and comment on the staff’s suggested approach, scope and strategy. Board comments were used to modify the RFP before submission to Council for additional feedback.

- October 14, 2024 – City Council Consent Agenda
  Council approved a revised Request for Proposal (RFP) outlining staff’s desired planning approach and scope. This RFP was publicly advertised and used to solicit consulting proposals for both plans as part of a combined planning effort.

- March 18, 2025 – City Council Consent Agenda & Regular Meeting
  Contract approval was removed from the consent agenda and discussed as part of the regular meeting. No formal staff presentation was made, but the PROS Project Manager was present to answer questions from Council.

- May 6, 2025 – City Council Consent Agenda
  City Council voted to approve a consulting contract with DTJ Design as the project’s lead consultant with a support team including:

  1. ERO Resources – local experts in the environmental and natural resources topics that will direct many aspects of both plans
  2. Ballard*King – specialists in recreation planning and administration
  3. Toole Design Group – offering technical assistance on the trails master plan
  4. RRC Associates – providing community research and a statistically valid survey

5. Studio 6 – supporting implementation of the public outreach and community engagement essential for successful completion of both plans

- Summer of 2025 (June – August)

1. Staff began assembling requested background information on each division to enable consultant's initial needs assessment activities.
2. A formal kick-off was completed with a Staff-led tour of select PROS amenities and a workshop held which engaged PROS leadership on topics such as what's working, what's not working and what a successful project might look like upon completion.
3. Planning of the community engagement strategies began with an outline of engagement events and development of the public survey. Project branding and a dedicated website were created to support the engagement efforts.
4. The first Advisory Board engagement took place with the August meeting of the Open Space Advisory Board (OSAB).

- Fall of 2025 (September – December)

1. Consultants met with remaining PROS Advisory Boards (PPLAB, RAB, YAB) to provide a project overview and collect input from board members.
2. The online survey was launched with invite postcards sent to each Louisville household for participation in the statistically valid survey. An open-link survey was later made available to all members of the public.
    1. Group interviews were held with stakeholder panels specific to each PROS division to collect input about current and desired future offerings.
    2. A series of pop-up events were held at locations relevant to each division to collect public input and facilitate open dialogue with community members.
    3. The first Open House events formally engaged the community on needs of each division with various opportunities to vote on preferences for future amenities, programs, services and priorities.
    4. A focus group workshop brought together a blend of staff, industry professionals and local advocates to collaborate on trails planning and the overlaps pertaining to open space properties.
    5. Draft needs assessment report finalized by consultants, along with a summary of the community engagement findings from various input and engagement events.
    6. Results from the online survey have been analyzed and reported via a summary report.

- 2026 (January to Present)

1. City Council update held at regular meeting on January 6th
2. Draft planning frameworks were developed and refined.
3. Feedback was obtained from Advisory Boards via the following meetings:

February OSAB (Trails); March PPLAB, RAB, OSAB (Trails); April YAB & OSAB.

4. The second public Open House was held March 12th for input on the draft planning frameworks and prioritization of potential trail improvements.

Development Proposal:
Not applicable.

Analysis:
A vote by Council is not needed at this time.

Council should be aware that staff and the consulting team are working to finalize the planning framework while concurrently advancing full draft plans. Council feedback is requested to help inform refinements and support continued plan developments in advance of anticipated adoption this summer.

Council Work Plan:
The PROS Long-Range Plan and Trails Master (now referred to as System) Plan are listed in the Core Services section of the 2025 work plan. These plans incorporate Council's lens of EDI and sustainability.

Fiscal Impact:
This project was budgeted. As outlined in the May 6, 2025 Council packet, the City currently has $300,000 allocated to the PROS Long-Range Plan and an additional $100,000 specifically for the Trails Master (now referred to as System) Plan. To date, the project is still aligned with the identified budget.

Alternatives:
No alternatives are necessary for consideration at this time.

Recommendation:
No recommendations are necessary for consideration at this time.

Attachments:
1. PROS GUIDEBOOK EX-A open house memo
2. PROS GUIDEBOOK EX-B slides
3. PROS GUIDEBOOK EX-C framework

LOUISVILLE PROS GUIDEBOOK

To: **Bryon Weber, PROS Long Range Plan Project Manager**
From: **DTJ Design**
RE: **Community Open House Event #2**
GOALS & STRATEGIES DATA FINDINGS

Event Date: March 12, 2026
12:30-2:00 & 5:00-6:30pm
Louisville Recreation Center Gymnasium

Purpose

The following highlights takeaways from the voting results of the PROS goals and strategies presented to the community. A subsequent follow-up summary will provide a complete summary of the event. Attendees consisted of a wide range of ages, including kids, teens, parents, and adults 60+. This diverse turnout ensured that various perspectives were heard regarding the future of PROS in Louisville.

Key Takeaways

The key takeaways are from the dot votes cast by the event participants.

- An estimated 70-80 participants (61 attendees used the sign-in sheet).
- Over 1,000 dot votes were cast over the two sessions, across each Division plus the Trails element.
- A total of 131 draft plan strategies were presented as part of a series of exhibit boards.
    - General sentiment seemed to be that there was an overwhelming amount of information presented. Some participants expressed voter fatigue.

Overall Top 5 Goals

The draft Plan includes 29 Goals that encompasses all four divisions and trails. This exercise considered the total number of attendees and estimates how people voted at each Open House station. Participants were provided with 5 dots to vote with at each Station (division and trails). The following breakdown of percentages reflects preference of votes per division. The percentages below indicate the number of votes cast as each Division's station relative to the number of total votes.

- Golf – 33%
- Open Space – 83%
- Parks – 68%
- Recreation & Senior Center – 80%
- Trails – 77%

Of ALL vote dots counted, the following top 5 goals emerged.

Trail Goal #1 (85 votes)
Improve trail connectivity to better link neighborhoods, local destinations, and the regional trail system.

Open Space Goal #4 (78 votes)
Enhance the open space system to promote ecological benefits and equitable access.

Open Space Goal #2 (66 votes)
Advance and maintain foundational inventories, plans, and procedures to support informed land management decisions.

Recreation & Senior Center Goal #2 (61 votes)
Support lifelong health, wellness, and social connections for all community members.

Parks Goal #3 (59 Votes)
Advance sustainability and resilience initiatives on park-maintained properties.

Top 3 Strategies by Division

Of all vote dots counted by division, the following Strategies emerge as most important.

Note: The strategies listed below reflect the draft as of March 12. Please refer to the framework dated April 1 for the most current version.

Golf Services

1st. **GC3.3** – (16 votes):
"Advance recommendations from the 2022 Golf Course Feasibility Study, including renovation, expansion, or replacement of the clubhouse with energy-efficient design."

2nd. **GC5.1** – (13 votes)
"Foster collaboration with internal City partners, including Public Works and the Sustainability Division to implement water-efficient and resource-responsible practices, consistent with Citywide sustainability goals."

3rd. **GC2.4** – (9 votes) **Tied**
"Maintain cost and revenue projections aligned with the recommended business model."
GC4.2 – (9 votes) *Tied*
"Inspire the next generation of golfers through impactful youth programs and activities."
GC4.3 – (9 votes) *Tied*
"Foster culture and camaraderie through leagues, tournaments, and special events for diverse demographics and community causes."

Open Space

1st. **OS2.3** – (23 votes) *Tied*
"Continue applying best land management practices to address wildfire risk through vegetation & ecological management, access planning, property restoration, and fuels reduction consistent with adopted wildfire mitigation guidance."
OS4.2 – (23 votes) *Tied*
"Strategically acquire and protect contiguous lands to strengthen habitat connectivity and conservation corridors."

2nd. **OS5.2** – (21 votes)
"Coordinate with Recovery & Resilience, Sustainability, Fire Districts, and regional partners to align open space land management with adopted wildfire mitigation and emergency response plans."

3rd. **OS4.4** – (20 votes)
"Maintain and improve visitor amenities—such as wayfinding, seating, trash receptacles, restrooms, and trailheads—to encourage responsible visitor use."

Parks

1st. **P3.4** – (26 votes)
"Promote plantings that require less water and pesticides while supporting pollinators."

2nd. **P5.4** – (19 votes)
"Engage neighborhoods in park planning and programming to strengthen local connections and encourage park usage."

3rd. **P4.2** – (15 votes)
"Promote tree diversity by planting well-adapted species and discouraging monoculture."

Recreation & Senior Center

1st. **RS2.1** – (21 votes)
"Operate the Recreation & Senior Center as a multi-generational community hub offering inclusive recreation programs for all ages."

2nd. **RS2.2** – (20 votes)
"Sustain and, where feasible, expand senior wellness and social programs such as meal service, events, and day trips."

3rd. **RS3.1** – (19 votes) *Tied*
"Maintain and improve recreation facilities to meet community demand and performance expectations."
RS5.3 – (19 votes) *Tied*
"Continue supporting community health and wellness initiatives that improve quality of life, in alignment with the Sustainability Division's Climate Action Plan."

Trails

1st. **T1.2** – (28 votes)
"Identify and prioritize missing trail connections that improve access between neighborhoods, PROS facilities, schools, commercial areas, and regional trail corridors."

2nd. **T1.4** – (19 votes)
"Continue to pursue a connected trail network that improves local connectivity within Louisville and supports regional connections to Boulder, Lafayette, Erie, and other nearby communities through coordinated planning and partnerships."

3rd. **T4.4** – (18 votes)
"Implement seasonal closures as needed during sensitive breeding or migration periods, in accordance with federal and state law."

Summary Matrix Table

Goals	Total Votes	Bar
Golf	**101**	
GC1	14	
GC2	16	
GC3	26	
GC4	24	
GC5	21	
OS	**254**	
OS1	32	
OS2	66	
OS3	25	
OS4	78	
OS5	53	
Parks	**206**	
P1	23	
P2	23	
P3	59	
P4	43	
P5	44	
P6	14	
Rec	**243**	
RS1	45	
RS2	61	
RS3	27	
RS4	9	
RS5	42	
RS6	24	
RS7	35	
Trail	**234**	
T1	85	
T2	18	
T3	52	
T4	40	
T5	27	
T6	12	
Grand Total	**1038**	

Figure 1: Votes Per Goal

Key

Top 3 Per Division

Top 5 Overall

Goals	Total Votes
Golf	**101**
GC1 Maintain high-quality operations and a consistently positive customer experience.	14
GC2 Ensure the long-term financial sustainability of the golf facilities.	16
GC3 Invest in facility and infrastructure improvements to support the course's long-term vision.	26
GC4 Continue to deliver engaging programming that strengthens the Coal Creek golf community.	24
GC5 Support funding and partnerships to sustain the Coal Creek Golf Course.	21
OS	**254**
OS1 Prioritize open space natural resource management to support stewardship, resource protection, and sustainable practices.	32
OS2 Advance and maintain foundational inventories, plans, and procedures to support informed land management decisions.	66
OS3 Promote environmental stewardship through outreach and education.	25
OS4 Enhance the open space system to promote ecological benefits and equitable access.	78
OS5 Support funding and partnerships to sustain the Open Space Division.	53
Parks	**206**
P1 Prioritize the care of existing park assets to support high-quality user experiences and efficient park operations.	23
P2 Develop targeted recreation amenities to address identified community needs	23
P3 Advance sustainability and resilience initiatives on park maintained properties.	59
P4 Cultivate a diverse, healthy and adaptable urban forest	43
P5 Enhance connections between parks and the surrounding community to provide safe, multimodal access.	44
P6 Support funding and partnerships to sustain the Parks Division	14
Rec	**243**
RS1 Maintain facilities to support safe and consistent user experiences.	45
RS2 Support lifelong health, wellness, and social connection for all community members.	61
RS3 Plan and manage recreation facilities in a balanced, data-informed manner to meet current and future community needs.	27
RS4 Manage operational capacity to support effective program and facility operations.	9
RS5 Enhance the sustainability, resilience, and efficiency of facilities and operations.	42
RS6 Plan for the long-term future of aquatics, including the role of Memory Square Pool.	24
RS7 Support funding and partnerships to sustain the Recreation & Senior Services Division	35
Trail	**234**
T1 Improve trail connectivity to better link neighborhoods, local destinations, and the regional trail system.	85
T2 Establish clear and consistent written standards for trail maintenance, design, and construction.	18
T3 Enhance safety for all users across the trail system.	52
T4 Protect natural resources by thoughtful, data-informed trail planning and management.	40
T5 Adopt a decision-making framework for addressing undesignated trails (i.e. social trails).	27
T6 Support funding and partnerships to sustain the trail system.	12

Figure 2: Votes Per Goal, With Full Goal Language

Key

Top 3 Per Division

Top 5 Overall

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of Louisville Parks, Open Spaces, Trails, Recreation & Senior Center, and Golf Course

PROS GUIDEBOOK

City Council Workshop #2

April 14, 2026

City of Louisville

Purpose of Today’s Work Session

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- Project Update
- Community Engagement Findings
- Review Draft Plan Goals + Strategies
- Open Discussion
- Next Steps

PROJECT UPDATE

Project Schedule

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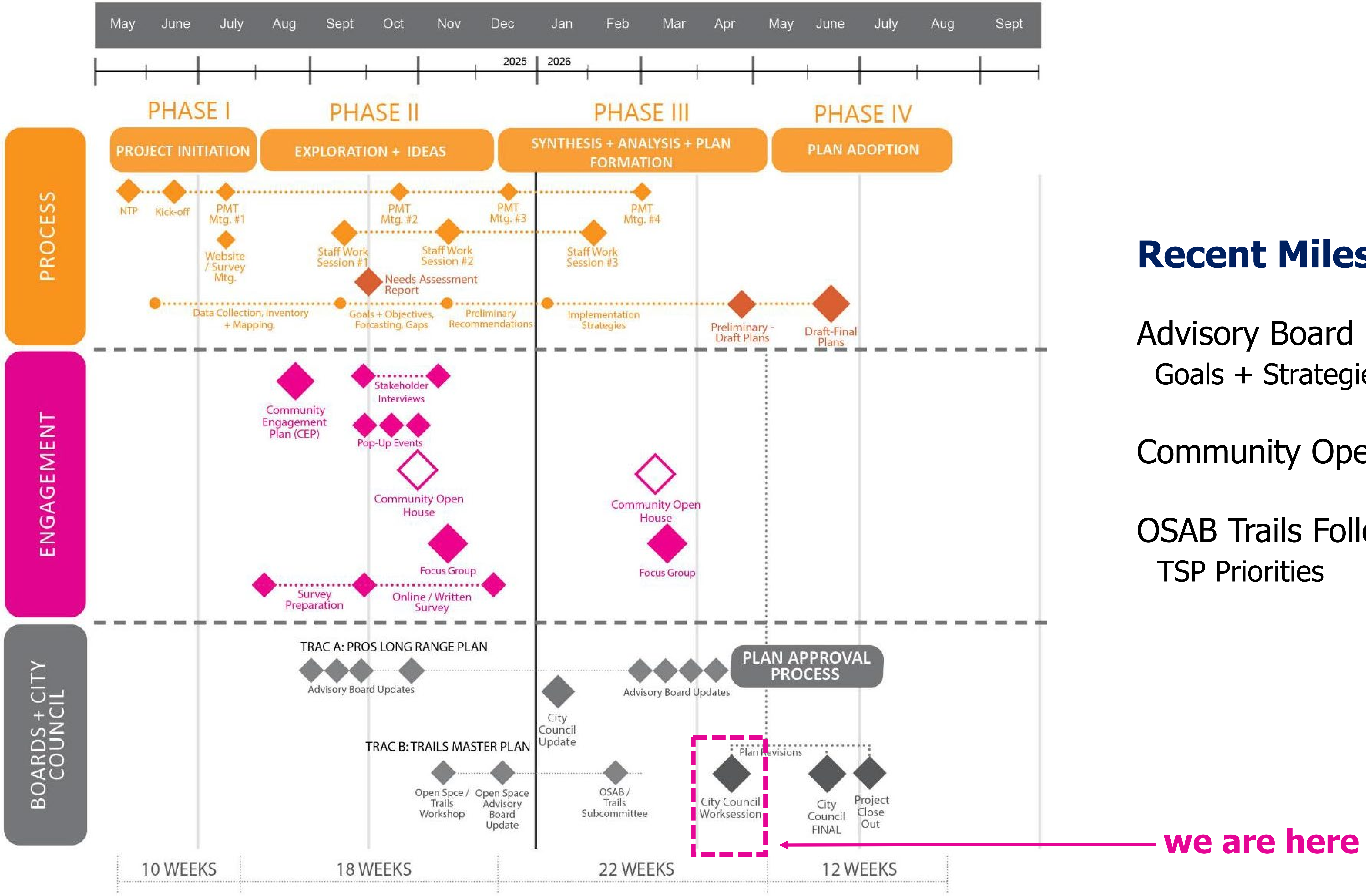

Recent Milestones

Advisory Board Updates Goals + Strategies	Mar - April
Community Open House	Mar 12th
OSAB Trails Follow-up TSP Priorities	Mar 30th

Plan Structure

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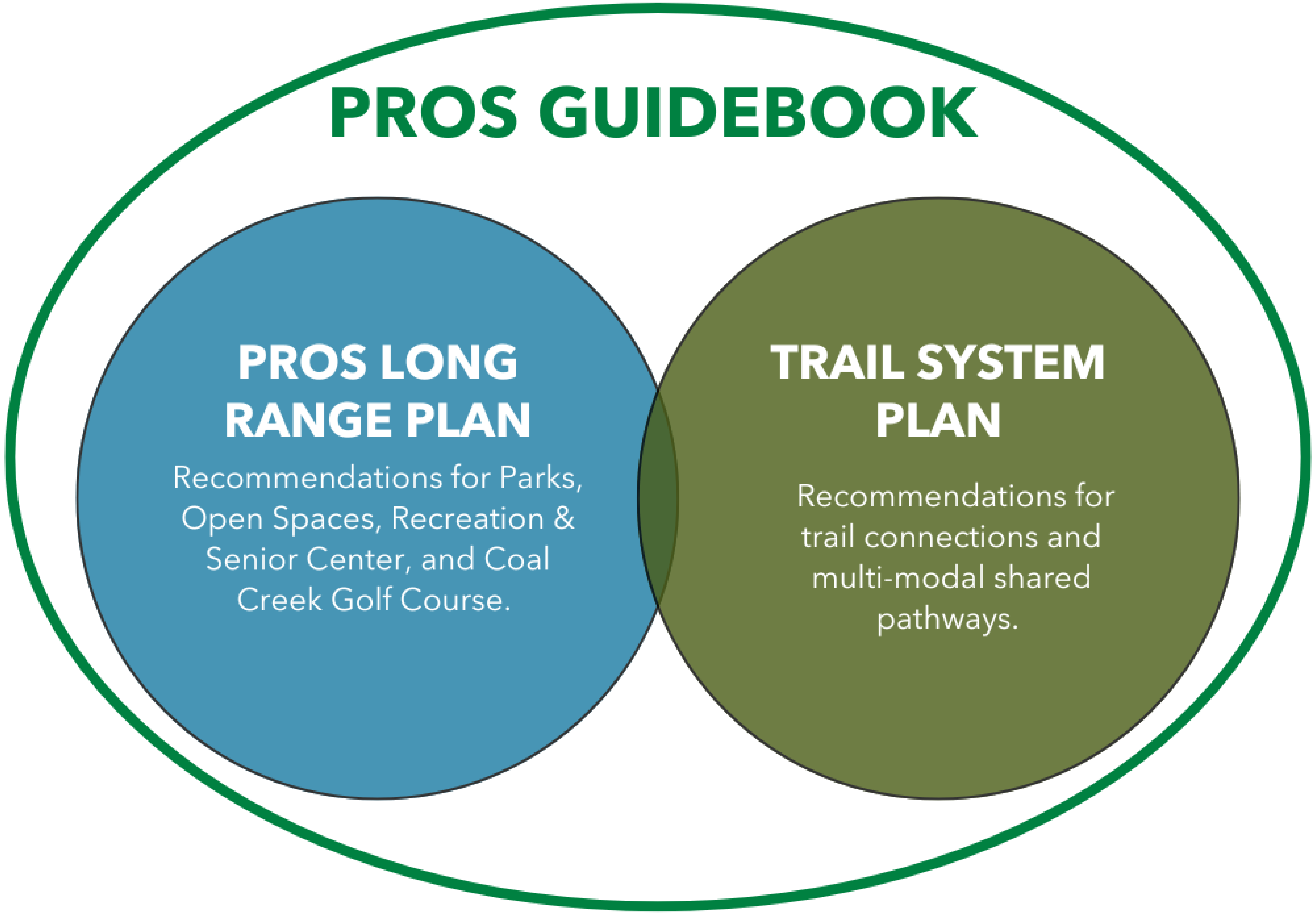

Plan Framework

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GUIDING PRINCIPLES

Department-wide core values that shape both the PROS Long-Range Plan and Trail System Plan.

GOALS

Division-specific, aspirational outcomes that advance the Guiding Principles.

STRATEGIES

Key approaches for achieving each goal.

ACTION ITEMS

Measurable steps for implementing each strategy.

Guiding Principles

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N — **Nurture existing assets**

Maintain and invest in existing assets to ensure their continued success and quality, while thoughtfully planning new opportunities that reflect evolving community interests, needs, and priorities.

O — **Optimize connections between people and places**

Strengthen the connections that link people, places, and experiences to further provide safe, easy, and equitable access to amenities, programs, and services.

R — **Reinforce commitment to health & wellness**

Foster inclusive programs, spaces, and engagement opportunities that support a sense of belonging and promote physical, mental, and social well-being for people of all ages, interests, and abilities.

T — **Tailor systems for sustainability and resilience**

Shape plans and practices to steward the community's ecological, financial, and social interests and strengthen the long-term resilience of both natural and built environments.

H — **Honor community resources**

Provide high-quality services and community benefits through fiscal responsibility, operational efficiency, proactive leadership, and informed decision-making.

COMMUNITY ENGAGEMENT FINDINGS

Highlights

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of Louisville Parks, Open Spaces, Trails, Recreation & Senior Center, and Golf Course

31,500 webpage views

766 statistically valid survey responses
(+/- 3.5% Margin of Error)

1,407 open-link survey responses

182 Open House #1 attendees
(10/29/25)

7 Pop-Up Events

18 stakeholders interviewed
(multiple topics)

25 Open Space and Trails Workshop participants
(11/14/25)

70-80 Open House #2 Attendees
(03/12/26)

Open House #2

March 12, 2026

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of Louisville Parks, Open Spaces, Trails,
Recreation & Senior Center, and Golf Course

Key Takeaways

- 2 sessions: mid-day and early evening
- Multiple station format
- Each division plus trails represented
- Focus on goals and strategies
- 131 total strategies presented
- Over 1,000 dot votes cast

General sentiment:

- A substantial amount of content was presented
- Some participants experienced information overload

Open House #2

Overall Top 5 Goals (by votes)

Trail Goal #1 (85 votes)
Improve trail connectivity to better link neighborhoods, local destinations, and the regional trail system.

Open Space Goal #4 (78 votes)
Enhance the open space system to promote ecological benefits and equitable access.

Open Space Goal #2 (66 votes)
Advance and maintain foundational inventories, plans, and procedures to support informed land management decisions.

Recreation & Senior Center Goal #2 (61 votes)
Support lifelong health, wellness, and social connection for all community members.

Parks Goal #3 (59 Votes)
Advance sustainability and resilience initiatives on park maintained properties.

PARKS DIVISION

Parks

What we heard…

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of Louisville Parks, Open Spaces, Trails, Recreation & Senior Center, and Golf Course

CHALLENGES

- Deferred maintenance and aging amenities (restrooms, shelters, parking)
- Lacking outdoor sport courts, exercise equipment, and multi-purpose fields
- Additional trail connections needed to parks
- Safety at crossings and intersections near parks
- Vegetation management for visibility and fire mitigation.

POTENTIAL STRATEGIES

- Advance the **comprehensive asset management software program** to identify and prioritize deferred maintenance schedules.
- Prioritize maintenance-related funding requests through the city's annual **capital improvement program (CIP)** based on the asset management program.

- Establish and apply **amenity standards** for each park classifications (pocket, neighborhood and community parks).
- Fill identified gaps in recreation amenities to **deliver services consistent with industry standards.**

- Implement recommendations from the **PROS Trail System Plan.**
- Promote **equitable park access** based on proximity, connectivity, and amenity type.

- Support implementation of the **wayfinding and signage program** to increase awareness and accessibility.
- Coordinate with Public Works to evaluate and implement **appropriate pedestrian and bicycle crossing treatments** at high-risk locations.

- Support implementation of plans and programs led by the Recovery & Resilience Division, including **wildfire risk reduction and mitigation**.
- Plant **native trees, shrubs and grasses** that require less water and pesticides while supporting pollinators.

Draft Parks Goals

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GUIDING THE FUTURE
of Louisville Parks, Open Spaces, Trails, Recreation & Senior Center, and Golf Course

1. Prioritize the care of existing assets to support high-quality user experiences and efficient operations.
2. Develop targeted recreation amenities that address identified community needs.
3. Advance sustainability and resilience initiatives on park-maintained properties.
4. Cultivate a diverse, healthy and adaptable urban forest.
5. Enhance connections between parks and the surrounding community.
6. Support funding and partnerships to sustain division services.

RECREATION & SENIOR CENTER

Recreation & Senior Center

What we heard…

CHALLENGES

- Staffing shortages present capacity constraints
- Desire for additional teen and senior programs
- Aquatics demand exceeds capacity
- Field conditions (soil/grading)
- Insufficient sport courts and multi-purpose fields

POTENTIAL STRATEGIES

- Analyze peak facility usage and program enrollment to inform scheduling and **resource planning.**
- **Conduct regular staffing analyses** to align employee schedules and coverage with program demand and facility usage patterns.

- Sustain and, where feasible, **expand senior wellness and social programs** such as meal service, events, and day trips.
- **Continue advancing youth programs** that build skills and participation, while enhancing teen engagement through trends and leadership opportunities.

- **Analyze outdoor aquatics amenities, programming, and capacity** to align with evolving resident needs.
- Maintain regular **monitoring of Memory Square Pool usage** and maintenance to ensure long-term sustainability.

- Refine operational practices, including staff training and preventative maintenance, to ensure **long-term efficiency and sustainability.**
- **Budget for ongoing improvements and repairs** to address operational safety concerns and maintain up-to-date equipment.

- Maintain and improve recreation facilities to **meet community demand** and performance expectations.
- **Track program trends and participation rates** to evaluate the need for additional facilities that align with emerging community interests.

Draft Recreation & Senior Center Goals

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GUIDING THE FUTURE
of Louisville Parks, Open Spaces, Trails, Recreation & Senior Center, and Golf Course

1. Continue maintaining facilities to support safe and consistent user experiences.
2. Support lifelong health, wellness, and social connection for all community members.
3. Utilize data to make informed and balanced decisions.
4. Manage operational capacity to support effective program and facility operations.
5. Enhance facility and operational sustainability, resilience, and efficiency.
6. Plan for the long-term future of aquatics infrastructure and programming.
7. Support funding and partnerships to sustain division services.

COAL CREEK GOLF COURSE

Coal Creek Golf Course

What we heard…

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of Louisville Parks, Open Spaces, Trails, Recreation & Senior Center, and Golf Course

CHALLENGES

- Clubhouse is undersized and antiquated
- Limited engagement for non-golf participants
- Soil and drainage issues limit turf quality
- Restaurants offerings are lacking.
- Current operational model limits flexibility & marketing/retail opportunities

POTENTIAL STRATEGIES

- Advance recommendations from **the 2022 Golf Course Feasibility Study**, including renovation, expansion, or replacement of the clubhouse with energy-efficient design.
- **Foster culture and camaraderie** through leagues, tournaments, and special events for diverse demographics and community causes.
- **Ensure course quality and facility longevity** through ongoing maintenance and reinvestment.
- **Enhance the practice area** to increase functionality, improve the player experience, and expand revenue opportunities.
- **Elevate customer retail offerings** through retail services, including the Pro Shop, Food & Beverage and auxiliary services such as club repairs.
- Identify and **pursue new revenue opportunities**, including events, programs, and other compatible uses of the facility.

Draft Coal Creek Golf Course Goals

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of Louisville Parks, Open Spaces, Trails, Recreation & Senior Center, and Golf Course

1. Maintain high-quality operations and a consistently positive customer experience.
2. Ensure the long-term financial sustainability of the golf facilities.
3. Invest in facility and infrastructure improvements to support the course's long-term vision.
4. Continue to deliver engaging programming that strengthens the Coal Creek community.
5. Support funding and partnerships to sustain division services.


OPEN SPACE

Open Space

What we heard…

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of Louisville Parks, Open Spaces, Trails, Recreation & Senior Center, and Golf Course

CHALLENGES

- Diverse perspectives on land management
- Additional mapping and inventories needed
- Limited policies for undesignated (social) trails
- Opportunities to increase education and awareness
- Need for permanent, dedicated funding sources

POTENTIAL STRATEGIES

- Continue **applying best land management practices** to address wildfire risk through vegetation & ecological management, access planning, property restoration, and fuels reduction consistent with adopted wildfire mitigation guidance.

- **Routinely monitor ecosystem health** to guide passive recreational use while protecting environmental resources.
- Strategically acquire and protect contiguous lands to strengthen habitat connectivity and conservation corridors.

- **Complete foundational inventories** to inform decisions on topics such as vegetation, restoration, and wildlife management.
- Support **implementation of the Trail System Plan** through thoughtful enhancements to trails on open space properties, where allowed and appropriate.

- **Expand community involvement** through volunteer programs, including open space/trail ambassadors, trail maintenance and vegetation management, as aligned with available resources.

- **Advocate for reliable, long-term funding sources** to sustain open space stewardship, land management, and capital needs.

Draft Open Space Goals

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of Louisville Parks, Open Spaces, Trails, Recreation & Senior Center, and Golf Course

1. Prioritize open space natural resource management to support stewardship, resource protection, and sustainable practices.
2. Advance and maintain foundational inventories, plans, and procedures to support informed land management decisions.
3. Promote environmental stewardship through outreach and education.
4. Enhance the open space system to promote ecological benefits and equitable access.
5. Support funding and partnerships to sustain division services.

TRAILS

Trails

What we heard…

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GUIDING THE FUTURE
of Louisville Parks, Open Spaces, Trails, Recreation & Senior Center, and Golf Course

CHALLENGES	POTENTIAL STRATEGIES
Missing key connections to regional trail network	▪ Identify and **prioritize missing trail connections** that improve access between neighborhoods, PROS facilities, schools, commercial areas, and regional trail corridors. ▪ Continue to pursue a connected trail network that improves local connectivity within Louisville and **supports regional connections** to Superior, Lafayette, Boulder, Erie, and other nearby communities through coordinated planning and partnerships.
Safety concerns – Crossing, Underpass flooding, lighting, and visibility	▪ Evaluate and improve trail visibility at strategic locations by addressing sightlines, lighting needs, vegetation, and other physical conditions that affect user **safety, comfort, and awareness.**
E-bike safety, etiquette, and enforcement.	▪ Continue and expand community education and outreach efforts related to trail safety, etiquette, and policies, **including e-bike use and motorized-vehicle regulations,** in coordination with the Police Department, City Manager's office, and neighboring jurisdictions where appropriate.
Natural resource impacts from undesignated (social) trails	▪ **Update previous informal inventories** and mapping of undesignated trails to document current conditions, locations, and use patterns. ▪ Coordinate evaluations of undesignated trails with **ecological data, land classifications, and habitat protection strategies** outlined in Goal T4.2 to ensure consistent decision-making on Open Space properties.
Lack of consistent trail standards.	▪ **Develop formalized guidelines** that define trail types, accessibility, maintenance needs, and supporting features. ▪ **Apply appropriate regional and national standards** (such as USFS, MUTCD, AASHTO, etc.) for applicable guidance towards the development of shared-use paths, multimodal facilities and/or off-road trails.

Draft Trails Goals

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1. Improve trail connectivity to better link neighborhoods, local destinations, and the regional trail system.
2. Establish clear and consistent written standards for trail maintenance, design, and construction.
3. Enhance safety for all users across the trail system.
4. Protect natural resources by thoughtful, data-informed trail planning and management.
5. Adopt a decision-making framework for undesignated trails (i.e. social trails).
6. Support funding and partnerships to sustain the trail system.

Open Discussion

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- What questions or concerns to you have?
- Have we provided adequate context to help you as we enter the Plan(s) approval process?

Next Steps

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Draft Guidebook Development (PROS Long Range Plan + Trails System Plan)	April - May
Follow-up Advisory Board Updates / Plan Endorsements	May
City Council Presentation for Adoption	June

Thank you for your support.

JOIN the JOURNEY!

GUIDING THE FUTURE

of Louisville Parks, Open Spaces, Trails, Recreation & Senior Center, and Golf Course

PLAN FRAMEWORK

4/14/26

PROS

GUIDEBOOK

for Louisville Parks, Recreation & Senior Center, Golf, Open Space & Trails

Guiding Principles

N

Nurture existing assets

Maintain and invest in existing assets to ensure their continued success and quality, while thoughtfully planning new opportunities that reflect evolving community interests, needs, and priorities.

O

Optimize connections between people and places

Strengthen the connections that link people, places, and experiences to further provide safe, easy, and equitable access to amenities, programs, and services.

R

Reinforce commitment to health & wellness

Foster inclusive programs, spaces, and engagement opportunities that support a sense of belonging and promote physical, mental, and social well-being for people of all ages, interests, and abilities.

T

Tailor systems for sustainability and resilience

Shape plans and practices to steward the community's ecological, financial, and social interests and strengthen the long-term resilience of both natural and built environments.

H

Honor community resources

Provide high-quality services and community benefits through fiscal responsibility, operational efficiency, proactive leadership, and informed decision-making.

What is a Guiding Principle?

A guiding principle is a core belief or standard that shapes how decisions are made and priorities are set. It provides direction by helping organizations stay aligned and intentional as conditions, strategies and needs evolve.

Goals Overview - DRAFT 4/14/26

DRAFT

☑ Indicates **a top 5 overall goal** based on public input received at the Open House #2 event on 3/12/26.

Parks Division

	P-1	**Prioritize the care of existing assets to support high-quality user experiences and efficient operations**
	P-2	**Develop targeted recreation amenities that address identified community needs**
☑	**P-3**	**Advance sustainability and resilience initiatives on park maintained properties**
	P-4	**Cultivate a diverse, healthy and adaptable urban forest**
	P-5	**Enhance connections between parks and the surrounding community**
	P-6	**Support funding and partnerships to sustain division services**

Recreation & Senior Services Division

	RS-1	**Continue maintaining facilities to support safe and consistent user experiences**
☑	**RS-2**	**Support lifelong health, wellness, and social connection for all community members**
	RS-3	**Utilize data to make informed and balanced decisions**
	RS-4	**Manage operational capacity to support effective program and facility operations**
	RS-5	**Enhance facility and operational sustainability, resilience, and efficiency**
	RS-6	**Plan for the long-term future of aquatics infrastructure and programming**
	RS-7	**Support funding and partnerships to sustain division services**

Open Space Division

Note: See Trail System Plan for trail related goals and strategies.

- **OS-1** **Prioritize open space natural resource management to support stewardship, resource protection, and sustainable practices**
- ☑ **OS-2** **Advance and maintain foundational inventories, plans, and procedures to support informed land management decisions**
- **OS-3** **Promote environmental stewardship through outreach and education**
- ☑ **OS-4** **Enhance the open space system to promote ecological benefits and equitable access**
- **OS-5** **Support funding and partnerships to sustain division services**

Golf Division - Coal Creek Golf Course

- **GC-1** **Maintain high-quality operations and a consistently positive customer experience**
- **GC-2** **Ensure the long-term financial sustainability of the golf facilities**
- **GC-3** **Invest in facility and infrastructure improvements to support the course's long-term vision**
- **GC-4** **Continue to deliver engaging programming that strengthens the Coal Creek community**
- **GC-5** **Support funding and partnerships to sustain division services**

Trails System Plan

Note: These goals are specific to city-wide trails. See Open Space Division below for more on general open space goals.

- ☑ **T-1** **Improve trail connectivity to better link neighborhoods, local destinations, and the regional trail system**
- **T-2** **Establish clear and consistent written standards for trail maintenance, design, and construction**
- **T-3** **Enhance safety for all users across the trail system**
- **T-4** **Protect natural resources by thoughtful, data-informed trail planning and management**
- **T-5** **Adopt a decision-making framework for undesignated trails (i.e. social trails)**
- **T-6** **Support funding and partnerships to sustain the trail system.**

PARKS DIVISION | Goals, Strategies & Action Items DRAFT FRAMEWORK 4/14/26

Top 5 Overall	Top five overall goals across the entire department. Based on feedback from Open House #2.
#	Top three division strategies (including ties). Based on feedback from Open House #2.

Goal P-1 Prioritize the care of existing assets to support high-quality user experiences and efficient operations

Strategy P1.1 Update and maintain the asset management program to guide maintenance prioritization

Action Items
- Implement and utilize a digital asset management system to centralize data and support decision-making
- Confirm and maintain a complete asset inventory, including condition assessments and lifecycle expectations for all major asset types
- Develop and regularly update a prioritized deferred maintenance list based on asset condition and risk
- Establish and follow a regular cycle for updating asset data and condition ratings

Strategy P1.2 Align CIP and annual funding with asset management priorities

Action Items
- Coordinate with the Finance Dept. to translate asset priorities into the multi-year CIP and annual budget requests
- Track and report on deferred maintenance backlog and associated funding gaps
- Identify and pursue alternative funding sources to support asset maintenance and replacement

Strategy P1.3 Continuously improve preventative maintenance to reduce asset failures and service disruptions

Action Items
- Evaluate and continue preventative maintenance schedules to reduce reactive maintenance
- Establish and monitor service level standards for maintenance response and asset condition
- Track asset downtime and maintenance trends to inform operational decisions and resource allocation

Goal P-2 Develop targeted recreation amenities that address identified community needs

Strategy P2.1 Establish and apply amenity standards for each park classification (e.g. pocket parks versus neighborhood parks)

Action Items
- Review and define classifications for all park properties
- Develop amenity guidelines for each park type and apply them in planning and design projects
- Train staff and communicate standards to ensure consistent application across all parks

Strategy P2.2 Fill identified gaps in recreation amenities to deliver services consistent with industry standards

Action Items
- Review the gap analysis comparing existing amenities to adopted standards and community needs
- Advance the multi-year plan to build a multi-use athletic field and additional sports courts, considering community input and equity
- Track progress and report on gap closure to leadership and stakeholders

Strategy P2.3 Prioritize implementation to maximize community benefit and ensure equitable access

Action Items
- Evaluate projects using criteria such as community benefit, equity, usage, and cost-effectiveness
- Present recommended projects to the PROS Advisory Board for input and endorsement
- Schedule phased implementation and monitor outcomes to inform future decisions

Top 5 Overall — Goal P-3 Advance sustainability and resilience initiatives on park maintained properties

Strategy P3.1 Support city-wide sustainability and resilience initiatives

Action Items
- Coordinate with the Recovery & Resilience Division on wildfire risk reduction and mitigation programs
- Collaborate with the Sustainability Division to implement electrification projects and Climate Action Plan initiatives
- Track and report participation and progress in city-led sustainability and resilience initiatives
- Develop and implement staff training and guidance to integrate these initiatives into park operations

#1 Strategy P3.2 Enhance water efficiency and sustainable landscaping

Action Items
- Integrate sustainable landscaping practices, including pollinator-friendly plantings, across all park-maintained properties
- Identify and convert non-functional bluegrass turf areas to low-water grasses or plantings, with emphasis on public right-of-ways
- Optimize irrigation systems to reduce water use and monitor landscape performance for ongoing improvements

Strategy P3.3 Implement green infrastructure to manage stormwater and promote environmental benefits

Action Items
- Identify opportunities to integrate green infrastructure in parks, such as bioswales, rain gardens, and permeable surfaces
- Prioritize projects that maximize stormwater capture, ecological benefits and alignment with broader stormwater management goals
- Monitor installed green infrastructure for performance and maintenance needs

Strategy P3.4 Promote resource efficiency and circular economy practices

Action Items
- Review and enhance programs to reduce, reuse, repair, and recycle materials and equipment in park operations
- Track and report resource use and waste diversion to guide future improvements
- Educate staff and visitors on sustainability and resource efficiency initiatives

Goal P-4 Cultivate a diverse, healthy and adaptable urban forest

Strategy P4.1 Continue proactive management to maintain a healthy urban forest

Action Items
- Update and maintain a comprehensive tree inventory, including condition assessments and risk evaluations
- Implement cyclical pruning and maintenance schedules to reduce hazards and extend tree life
- Monitor tree health trends and mitigate pests and diseases, including Emerald Ash Borer, using adaptive management

#3 **Strategy P4.2 Promote tree species diversity**

Action Items
- Plant well-adapted, diverse species to reduce monoculture and enhance forest resilience
- Monitor species diversity across the city and adjust planting practices as needed

Strategy P4.3 Expand and enhance the urban canopy

Action Items
- Identify opportunities to increase canopy coverage, focusing on targeted economic zones and the public right-of-way
- Incorporate canopy expansion goals from the Boulder County Urban Tree Canopy Assessment into forestry planning
- Track canopy coverage diversity and health to report progress to leadership and community stakeholders

Strategy P4.4 Leverage city and private development projects to advance urban forestry goals

Action Items
- Identify opportunities for tree planting, protection, or canopy enhancement through capital projects and external development reviews
- Provide guidance on best practices for tree preservation and urban forestry integration

Goal P-5 Enhance connections between parks and the surrounding community

#2 **Strategy P5.1 Strengthen trail and multimodal connections to parks**

Action Items

- Use the PROS Trail System Plan as a guide for trail improvement recommendations
- Identify barriers to park access, including gaps in connectivity, unsafe crossings, and physical constraints
- Prioritize and implement improvements that enhance safe, multimodal access to parks
- Support wayfinding and signage improvements to increase awareness and usability of trails and park connections
- Coordinate with the Public Works Dept. and other partners to implement access improvements

Strategy P5.2 Promote equitable physical access to parks

Action Items

- Develop and maintain park access standards considering proximity, connectivity, safety, and amenities
- Prioritize community-identified improvements to address access gaps and meet community needs
- Monitor and report park access equity metrics to guide future planning

Goal P-6 Support funding and partnerships to sustain division services

Strategy P6.1 Foster collaboration within PROS and across City departments

Action Items

- Continue coordination with other PROS divisions to maximize alignment and achieve efficiencies for shared initiatives
- Maintain and enhance cross-department collaboration with key City partners, including:

  Community Development, Public Works, Sustainability
- Leverage department communications, project management, and administrative expertise to support service and project implementation

Strategy P6.2 Expand external partnerships to support programs and services

Action Items

- Identify partnership opportunities that support facility, programming, or operational enhancements
- Continue building relationships with external partners, including:

  Industry associations, event organizers, and neighborhood or community groups
- Coordinate with community and development stakeholders to identify opportunities that support park infrastructure and service needs
- Participate in industry and community networks to support knowledge sharing and collaboration

DRAFT

Strategy P6.3 Align staffing and funding resources to sustain service delivery

Action Items
- Evaluate staffing capacity and adjust assignments to meet operational and capital project demands
- Incorporate division priorities into annual budgeting and capital planning processes
- Pursue external funding opportunities such as grants, partnerships, and development contributions
- Track resource needs and constraints to inform future planning and funding requests

RECREATION & SENIOR CENTER DIVISION | Goals, Strategies & Action Items DRAFT FRAMEWORK 4/14/26

Top 5 Overall	Top five overall goals across the entire department. Based on feedback from Open House #2.
#	Top three division strategies (including ties). Based on feedback from Open House #2.

Goal RS-1 Continue maintaining facilities to support safe and consistent user experiences

Strategy RS1.1 Plan and budget for ongoing maintenance, repairs, and equipment replacement

Action Items
- Prioritize investments based on safety and operational needs
- Sustain preventative maintenance practices to extend asset life and reduce long-term costs
- Track maintenance needs and capital reinvestment priorities to inform budgeting decisions

T#3 **Strategy RS1.2 Evaluate facilities and programs to ensure alignment with community needs**

Action Items
- Continue conducting regular evaluations of facilities and programs to assess performance and community relevance
- Compare services, amenities, and operations with similar municipal providers to identify opportunities for improvement
- Adjust programs, services, and facility use based on evaluation findings and feedback

Strategy RS1.3 Monitor facility performance and use to support long-term viability

Action Items
- Monitor usage, condition, and operational performance for all facilities and equipment
- Apply findings to specific facilities (e.g., Memory Square Pool) to ensure continued viability and service quality
- Track and implement based on the Renew & Replacement schedule

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Top 5 Overall

Goal RS-2 Support lifelong health, wellness, and social connection for all community members

#1 **Strategy RS2.1 Operate the Recreation & Senior Center as a multi-generational, inclusive community hub**

Action Items
- Offer year-round programs, services, and events for all ages and abilities
- Maintain memberships and access policies to encourage participation
- Ensure programming reflects diversity of community interests and needs

#2 **Strategy RS2.2 Sustain and enhance senior wellness and social programs**

Action Items
- Maintain senior programing such as the congregate meal site, drop-in programs, social events, and day trips
- Encourage community involvement through volunteer programs
- Monitor demographics, participation trends, and community input to guide program adjustments

Strategy RS2.3 Advance programs for youth and teens

Action Items
- Continue providing recreation and education programs that build enrichment
- Offer leadership and employment opportunities for teens
- Evaluate program participation and adapt offerings to current trends

Strategy RS2.4 Ensure program financial sustainability and accessibility

Action Items
- Deliver programs within financial policy (including subsidized offerings) while meeting revenue targets
- Maximize volunteer opportunities to facilitate programs and services
- Monitor participation and revenue metrics to guide future budgeting

Goal RS-3 Utilize data to make informed and balanced decisions

Strategy RS3.1 Capture data to evaluate facilities and programs

Action Items
- Track facility usage, capacity, and performance metrics
- Monitor program enrollment, attendance, and trends
- Use evaluation findings to inform maintenance, upgrades, and program adjustments

DRAFT

Strategy RS3.2 Provide data-driven expertise to support targeted amenities and community priorities

Action Items

- Collaborate with the Parks Division and PROS Advisory Boards to guide development of amenities with high community demand
- Use program and facility data to ensure recommendations align with current usage trends and long-term viability
- Apply evaluation findings to balance operational feasibility, community interests, and equitable access

Goal RS-4 Manage operational capacity to support effective program and facility operations

Strategy RS4.1 Analyze peak facility usage and program enrollment to guide scheduling and resource planning

Action Items

- Track facility and program utilization trends to identify high-demand periods
- Adjust program schedules and resource allocation to optimize service delivery
- Use data to anticipate future facility and staffing needs

Strategy RS4.2 Review program and membership fees and charges annually to ensure alignment with policy and community needs

Action Items

- Conduct annual reviews of fees and charges for all programs and memberships
- Compare against policy guidance, similar municipal facilities, and community expectations
- Adjust fees as needed to meet budget targets, while maintaining inclusivity

Strategy RS4.3 Conduct regular staffing analyses to ensure coverage aligns with program demand and facility usage patterns

Action Items

- Regularly assess staffing levels and schedules relative to program participation and facility usage
- Realign staff assignments to ensure consistent, high-quality service delivery
- Identify opportunities to optimize staffing efficiency without compromising safety or experience

Goal RS-5 Enhance facility and operational sustainability, resilience, and efficiency

Strategy RS5.1 Advance energy, water, and operational efficiencies

Action Items

- Prioritize initiatives with measurable impacts and alignment to adopted plans
- Track and report energy, water, and operational metrics to inform future improvements
- Implement efficiency projects to reduce operational costs and environmental footprint

Strategy RS5.2 Refine operational practices for long-term sustainability

Action Items

- Maintain and enhance staff training and professional development on sustainable practices
- Sustain preventative maintenance programs to extend asset life and reduce long-term costs
- Adjust operational procedures based on evaluation and best practices

T#3 **Strategy RS5.3 Support community health, wellness, and resilience initiatives**

Action Items

- Align programs and facility operations with the Sustainability and Recovery & Resilience Divisions' guidance
- Further develop and maintain the Recreation & Senior Center's capability to function as a "community resilience hub"
- Promote initiatives that enhance health, wellness, and quality of life for all users

Goal RS-6 Plan for the long-term future of aquatics infrastructure and programming

Strategy RS6.1 Proactively address infrastructure needs and facility lifespan

Action Items

- Maintain an up-to-date inventory of aquatic systems, equipment, and structural components
- Prioritize capital improvement projects based on condition, safety, and operational lifespan
- Track maintenance and lifecycle data to inform long-term planning

Strategy RS6.2 Monitor regional trends and innovations in aquatics

Action Items

- Research best practices, technology, and facility designs in comparable municipal facilities
- Identify opportunities to enhance safety, inclusivity, and program variety based on emerging trends
- Apply data and capital needs to inform facility improvements, programming, and operational decisions

Goal RS-7 Support funding and partnerships to sustain division services

Strategy RS7.1 Foster collaboration within PROS and across City departments

Action Items

- Continue coordination with other PROS divisions to maximize alignment and achieve efficiencies for shared initiatives
- Maintain and enhance cross-department collaboration with key City partners, including:
  Facilities, Information Technology, Human Resources, and Finance
- Leverage department communications, project management, and administrative expertise to support service and project implementation

Strategy RS7.2 Expand external partnerships to support programs and services

Action Items

- Identify partnership opportunities that support facility, programming, or operational enhancements
- Continue building relationships with external partners, including:

  State and local agencies, sports leagues, industry associations, and business partners
- Evaluate and renew intergovernmental agreements, including:

  Shared use with Boulder Valley School District and meal support from the Boulder County Area Agency on Aging
- Coordinate with community and development stakeholders to identify opportunities that support Division infrastructure and service needs
- Participate in industry and community networks to support knowledge sharing and collaboration

Strategy RS7.3 Align staffing and funding resources to sustain service delivery

Action Items

- Evaluate staffing capacity and adjust assignments to meet operational and capital project demands
- Incorporate division priorities into annual budgeting and capital planning processes
- Pursue external funding opportunities such as grants, partnerships, and development contributions
- Track resource needs and constraints to inform future planning and funding requests

OPEN SPACE DIVISION | Goals, Strategies & Action Items DRAFT FRAMEWORK 4/14/26

Top 5 Overall	Top five overall goals across the entire department. Based on feedback from Open House #2.
#	Top three division strategies (including ties). Based on feedback from Open House #2.

Goal OS-1 Prioritize open space natural resource management to support stewardship, resource protection, and sustainable practices

Strategy OS1.1 Continue to align open space management with adopted governing policies and allowable uses

Action Items

- Further integrate policy alignment checks into project planning, capital projects, and operational decision-making
- Maintain clear reference tools and staff training to support consistent application of governing policies

DRAFT

Strategy OS1.2 Strengthen and clarify policies to support effective natural resource management and protection

Action Items

- Review existing policies to identify gaps, overlaps, and ambiguities
- Update and clarify guidance for vegetation management, riparian areas, buffer zones, and watershed health
- Develop and formally adopt policies addressing erosion prevention and undesignated (social) trails
- Create implementation guidance to ensure consistent application across staff and properties

Strategy OS1.3 Adapt the land classification system to guide site-specific management and decision-making

Action Items

- Complete mapping and classification for all open space properties
- Align management guidance tied to each classification type
- Formally adopt the land classification system as a standard management framework
- Integrate classification into planning, capital projects, and maintenance practices

Top 5 Overall — Goal OS-2 Advance and maintain foundational inventories, plans, and procedures to support informed land management decisions

Strategy OS2.1 Develop and maintain comprehensive inventories and monitoring systems to inform land management decisions

Action Items

- Complete and maintain foundational inventories (e.g., vegetation, wildlife, restoration areas)
- Establish and implement consistent ecosystem health monitoring protocols
- Integrate inventory and monitoring data into decision-making, project planning, and prioritization
- Regularly update datasets to reflect changing conditions and management outcomes

Strategy OS2.2 Develop, update, and prioritize planning documents to guide resource management and address emerging needs

Action Items

- Prioritize and develop management documents aligned with adopted policies and current best practices (e.g., vegetation restoration, riparian buffers, etc.)
- Review and update plans on a 5–10 year cycle to reflect evolving conditions
- Ensure planning documents provide clear, actionable guidance for staff implementation

T#1 **Strategy** **OS2.3** **Apply best management practices and planning frameworks to guide implementation and reduce resource impacts**

Action Items
- Continue applying best management practices for vegetation management, wildfire mitigation, and ecological restoration
- Incorporate resource protection measures into project design and implementation to minimize impacts
- Align all projects and operational activities with adopted plans, policies, and ecological considerations to ensure consistent implementation

Goal OS-3 Promote environmental stewardship through outreach and education

Strategy **OS3.1** **Deliver engaging education programs and interpretive materials to promote stewardship and responsible recreation**

Action Items
- Continue supporting and enhancing education programs such as ranger outreach and natural resource walks, with year-round opportunities for all demographics
- Implement interpretive and educational signage throughout relevant properties to provide information on natural resources and stewardship practices
- Evaluate and update educational content to reflect evolving conservation priorities and audience needs

OS3.2 **Expand community involvement through volunteer programs**

Action Items
- Recruit and train volunteers for stewardship roles, including trail maintenance, vegetation management, and ambassador programs
- Recognize and retain volunteers through engagement events, skill-building opportunities, and acknowledgement programs
- Align volunteer activities with management priorities and available resources to maximize impact

OS3.3 **Leverage partnerships to extend the reach and impact of open space programs**

Action Items
- Identify and engage local organizations, schools, and community groups to support open space initiatives
- Develop collaborative programs or events that expand educational and stewardship opportunities
- Evaluate partnership outcomes and refine approaches to increase participation and program effectiveness

Top 5 Overall

Goal OS-4 Enhance the open space system to promote ecological benefits and equitable access

T#1 **Strategy** **OS4.1** **Acquire and protect lands to strengthen habitat connectivity and conservation corridors**

Action Items
- Continue identifying and prioritizing parcels for potential acquisition and open space dedication
- Strategically acquire and protect contiguous lands to strengthen habitat connectivity and conservation corridors
- Integrate ecological considerations and long-term stewardship requirements into all acquisition decisions

OS4.2 Manage trails to provide inclusive passive recreation while protecting ecological resources

Action Items

- Implement priorities of the Trail System Plan, ensuring all changes are carefully vetted to protect natural resources
- Pursue trail enhancements that minimize ecological impacts while enhancing user experience
- Monitor trail use and conditions to inform ongoing maintenance and/or restoration needs

#3 **OS4.3 Sustain and enhance visitor amenities to support safe, responsible, and equitable use**

Action Items

- Maintain and improve amenities such as wayfinding, seating, trash receptacles, restrooms, and trailheads
- Prioritize upgrades that improve accessibility, safety and user experience across demographics
- Coordinate amenities with ecological and trail management objectives to minimize environmental impacts

Goal OS-5 Support funding and partnerships to sustain division services

#2 Strategy **OS5.1 Foster collaboration within PROS and across City departments**

Action Items

- Continue coordination with other PROS divisions to maximize alignment and achieve efficiencies for shared initiatives
- Maintain and enhance cross-department collaboration with key City partners, including:

  Community Development, Public Works, Sustainability
- Leverage department communications, project management, and administrative expertise to support service and project implementation

Strategy **OS5.2 Expand external partnerships to support programs and services**

Action Items

- Identify partnership opportunities that support facility, programming, or operational enhancements
- Continue building relationships with external partners, including:

  Industry associations, Louisville Fire Protection District, event organizers, and neighborhood or community groups
- Coordinate with community and development stakeholders to identify opportunities that support Division infrastructure and service needs
- Participate in industry and community networks to support knowledge sharing and collaboration

Strategy OS5.3 Align staffing and funding resources to sustain service delivery

Action Items

- Evaluate staffing capacity and adjust assignments to meet operational and capital project demands
- Incorporate division priorities into annual budgeting and capital planning processes
- Pursue external funding opportunities such as grants, partnerships, and development contributions
- Track resource needs and constraints to inform future planning and funding requests

COAL CREEK GOLF DIVISION | Goals, Strategies & Action Items DRAFT FRAMEWORK 4/14/26

Top 5 Overall	Top five overall goals across the entire department. Based on feedback from Open House #2.
#	Top three division strategies (including ties). Based on feedback from Open House #2.

Goal GC-1 Maintain high-quality operations and a consistently positive customer experience

Strategy GC1.1 Provide a seamless customer experience from arrival through departure

Action Items

- Review and refine each step of the customer journey, emphasizing PGA Professional Golf Management "moments of truth"
- Evaluate and adjust staffing patterns to support seasonal demands
- Promote clear communication systems (online, in-person, and on-course) to deliver accurate information
- Identify and address operational bottlenecks to reduce wait times (arrival, tee off, turn, and exit)

Strategy GC1.2 Sustain high-quality playing conditions

Action Items

- Continue to follow and adjust agronomic maintenance schedules based on weather patterns, usage levels, and best practices
- Coordinate course preparation activities to support consistent daily playability and desired standards
- Monitor turf health and playing conditions regularly to guide maintenance priorities and seasonal adjustments
- Continue annual CIP funding requests for equipment and infrastructure improvements
- Continue and enhance formal professional development for maintenance staff to encourage on-going learning

Strategy GC1.3 Elevate customer retail offerings

Action Items

- Evaluate and refresh merchandise selection, product presentation and layout based on customer demand and seasonal trends
- Actively support the food & beverage partnership through infrastructure, promotion and collaboration
- Incorporate customer feedback and sales data into retail planning and purchasing decisions

DRAFT

Goal GC-2 Ensure the long-term financial sustainability of the golf facilities

T#3 **Strategy GC2.1 Continue optimizing revenues and managing expenses**

Action Items

- Review and adjust fee structures, pricing models, and utilization rates to align with market demand
- Monitor operating costs and identify opportunities for efficiency improvements without reducing service quality
- Evaluate seasonal and peak/off-peak revenue strategies to maximize facility use
- Track financial performance trends to inform annual budgeting and pricing decisions

Strategy GC2.2 Pursue new revenue opportunities, including events, programs, and other compatible facility uses

Action Items

- Expand tournament, league, and event programming to increase facility utilization and revenue
- Identify and evaluate opportunities for compatible non-golf uses of facilities and amenities
- Assess demand for new or expanded programs that increase off-peak usage and participation

Strategy GC2.3 Implement strategic investments that support operational efficiency and advance other goals in this plan

Action Items

- Prioritize capital investments that improve operational efficiency and reduce long-term maintenance costs
- Align facility improvements with customer experience, agronomic quality, and financial performance goals
- Evaluate return on investment for major equipment and infrastructure upgrades
- Coordinate investment planning with broader departmental capital improvement processes

Goal GC-3 Invest in facility and infrastructure improvements to support the course's long-term vision

#1 **Strategy GC3.1 Advance capital projects that align with long-term objectives**

Action Items

- Advance and pursue clubhouse expansion or full replacement, including funding sources
- Evaluate and refine the practice area to improve functionality, player experience, and revenue potential
- Coordinate planning, design and construction to minimize disruption to operations and incorporate sustainable design practices
- Prioritize improvements based on customer experience and operational, financial and environmental impacts

DRAFT

Strategy GC3.2 Extend the life of course infrastructure and support long-term asset performance

Action Items
- Review and update scheduled renewal cycles for irrigation systems, turf infrastructure, and facility assets
- Monitor infrastructure condition to identify deterioration and prioritize repair or replacement needs
- Integrate lifecycle planning into maintenance and capital coordination decisions, including opportunities for resource efficiency upgrades
- Use preventative maintenance to reduce long-term replacement and repair costs

Strategy GC3.3 Strengthen operational capacity through staffing, equipment, and maintenance systems

Action Items
- Assess staffing levels and skill needs to support peak season and specialized maintenance demands
- Maintain the equipment replacement and modernization schedule that prioritizes efficiency, reliability, and reduced environmental impact
- Continue training and professional development for staff, including sustainable maintenance practices and technologies
- Refine workflows and procedures to improve efficiency, consistency, and resource conservation in course maintenance

Goal GC-4 Continue to deliver engaging programming that strengthens the Coal Creek community

Strategy GC4.1 Maintain and enhance instructional programs, aligned with available resources

Action Items
- Continue existing player development and instructional programs, enhancing offerings as resources allow
- Provide instruction that supports golfers of all skill levels and encourages ongoing participation
- Use participant feedback and demand trends to guide program refinement

T#3 **Strategy GC4.2 Inspire the next generation through youth programs and activities**

Action Items
- Sustain high-caliber youth golf programs that build skills, confidence, and long-term engagement in the game
- Reduce barriers to entry through introductory and beginner-focused opportunities
- Expand pathways for youth participation through accessible programming options

T#3 **Strategy GC4.3 Foster community connections within, and beyond, the golf community**

Action Items
- Continue offering leagues, tournaments, and events that foster camaraderie and a welcoming culture
- Evolve programming to reflect diverse interests and community needs
- Promote community-focused and charitable events that strengthen local connections and diverse participation
- Pursue non-golf related relationships, participants and compatible facility uses (Refer to previous strategic plan)

DRAFT

Goal GC-5 Support funding and partnerships to sustain division services

#2

Strategy GC5.1 Foster collaboration within PROS and across City departments

Action Items

- Continue coordination with other PROS divisions to maximize alignment and achieve efficiencies for shared initiatives
- Maintain and enhance cross-department collaboration with key City partners, including Public Works Utilities, Facilities and Sustainability
- Leverage department communications, project management, and administrative expertise to support service and project implementation

Strategy GC5.2 Expand external partnerships to support programs and services

Action Items

- Identify partnership opportunities that support facility, programming, or operational enhancements
- Continue building relationships with external partners, including:

  Golf industry associations, tournament and event organizers, player development providers, and hospitality vendors
- Coordinate with community and development stakeholders to identify opportunities that support golf infrastructure and service needs
- Participate in industry and community networks to support knowledge sharing and collaboration

Strategy GC5.3 Align staffing and funding resources to sustain service delivery

Action Items

- Evaluate staffing capacity and adjust assignments to meet operational and capital project demands
- Incorporate division priorities into annual budgeting and capital planning processes
- Pursue external funding opportunities such as grants, partnerships, and development contributions
- Track resource needs and constraints to inform future planning and funding requests

DRAFT

TRAIL SYSTEM PLAN | Goals, Strategies & Action Items DRAFT FRAMEWORK 4/14/26

Top 5 Overall	Top five overall goals across the entire department. Based on feedback from Open House #2.
#	Top three division strategies (including ties). Based on feedback from Open House #2.

Top 5 Overall — Goal T-1 Improve trail connectivity to better link neighborhoods, local destinations, and the regional trail system

Strategy T1.1 Prioritize maintenance, rehabilitation, and safety upgrades of existing trails

Action Items

- Continue routine maintenance to provide reliable and functional trails
- Implement safety upgrades where needed, with consideration to equity and access priorities
- Prioritize new trail connections that close identified gaps and enhance inclusive, safe use

#1 #2 Strategy T1.2 Expand and connect the trail network to improve local and regional connectivity

Action Items

- Prioritize missing connections that link neighborhoods, PROS facilities, schools, commercial areas, and regional corridors
- Coordinate implementation of improvements from the Transportation Master Plan in partnership with relevant City departments
- Collaborate with nearby communities to strengthen regional connections (e.g., Superior, Lafayette, Boulder, Erie)

Strategy T1.3 Collect and utilize trail data to inform planning and investment decisions

Action Items

- Develop and maintain accurate mapping and inventory of existing and planned trail corridors, access points, and easement needs
- Monitor trail use through counters and other technology to inform planning and prioritization
- Use collected data to guide capital planning, development review, and system improvement decisions

Strategy T1.4 Promote trail use to support recreation, health, and alternative transportation

Action Items

- Encourage trail use consistent with system capacity and ecological considerations
- Develop outreach and education programs to highlight recreational, wellness, and transportation benefits
- Celebrate trail enhancements that improve user experiences

Goal T-2 Establish clear and consistent written standards for trail maintenance, design, and construction

Strategy T2.1 Develop formalized guidelines for trail types, accessibility, maintenance, and supporting features

Action Items

- Define trail types, access levels, maintenance needs, and supporting infrastructure (trailheads, signage, parking, wayfinding)
- Provide clear guidance for selecting design and management approaches appropriate to each trail context
- Ensure guidelines integrate ecological protection, passive recreation, and equitable access considerations

Strategy T2.2 Apply adopted and recognized standards consistently across the trail system

Action Items

- Refine and adopt trail design and maintenance standards to ensure predictable and equitable trail management
- Incorporate regional and national standards (e.g., USFS, MUTCD, AASHTO) where applicable
- Monitor compliance and provide staff guidance to maintain consistent application across projects

Strategy T2.3 Use sustainable and context-sensitive trail design techniques

Action Items

- Apply design practices such as contour alignment, durable surfaces, and context-appropriate materials
- Minimize environmental impacts while improving trail durability and long-term maintainability
- Evaluate and update sustainable design approaches to reflect evolving best practices

Goal T-3 Enhance safety for all users across the trail system

Strategy T3.1 Monitor trail conditions and use data to inform improvements

Action Items

- Continue regular inspections using staff, contractors, and volunteers to identify maintenance and operational needs
- Track trail-related data (e.g., incidents, flooding, frequent repairs) to prioritize improvements
- Implement targeted operational or capital improvements based on inspection and data findings

Strategy T3.2 Reduce user conflicts and promote responsible trail use

Action Items

- Apply signage, trail markings, and physical separation where appropriate to minimize conflicts between user groups
- Expand community outreach and education on trail etiquette and regulations (including e-bike and prohibited motorized vehicle use)
- Coordinate with relevant departments and neighboring jurisdictions to ensure consistent messaging

DRAFT

Strategy T3.3 Enhance crossings and navigation to support user confidence

Action Items
- Support implementation of pedestrian and bicycle crossing treatments at high-risk locations
- Refine wayfinding and mapping tools to help users navigate trails effectively
- Minimize unintended impacts on the environment through thoughtful placement of improvements

Strategy T3.4 Optimize physical conditions to improve visibility and the user experience

Action Items
- Maintain sightlines, lighting, and other physical conditions that facilitate user comfort and awareness
- Evaluate strategic locations for improvements to maximize visibility and reduce conflicts
- Ensure physical changes align with ecological protection and passive recreation objectives, where applicable

Goal T-4 Protect natural resources by thoughtful, data-informed trail planning and management

Strategy T4.1 Align trail planning, design, construction, and maintenance with applicable policies

Action Items
- Follow the relevant goals, regulations and management guidance for each property type when making trail-related decisions
- Coordinate with appropriate divisions (Open Space, Parks, Public Works) to integrate land management objectives
- Document alignment decisions to support consistent application and transparency

Strategy T4.2 Use data and science to minimize ecological impacts

Action Items
- Apply property-specific classifications, management plans, condition surveys, and ecological data to plan trail routes
- Establish appropriate buffers or setbacks to inform trail planning and management decisions
- Incorporate best available information to reduce impacts on sensitive resources

#3 **Strategy T4.3 Manage trail use to protect sensitive resources**

Action Items
- Implement property-appropriate off-trail restrictions on sensitive lands (e.g. open space)
- Apply seasonal closures during breeding or migration periods as required by law or recommended based on ecological monitoring
- Monitor trail use and evaluate interventions using trail and ecological data to ensure effective resource protection

Goal T-5 Adopt a decision-making framework for undesignated trails (i.e. social trails)

Strategy T5.1 Document and monitor undesignated trails

Action Items
- Update inventories and maps to reflect current conditions, locations, and use patterns
- Collect trail use data through observations, counters, or staff/volunteer reporting
- Maintain records to support informed, consistent decision-making

Strategy T5.2 Develop and adopt a structured framework for case-by-case evaluations

Action Items
- Create a decision-making framework to guide restoration, monitoring, or formalization of trails
- Coordinate evaluations with ecological data, habitat protection priorities, and land classifications when applicable
- Apply the framework consistently across property types to ensure balanced outcomes

Strategy T5.3 Communicate trail decisions and rationale to the public

Action Items
- Share decisions via signage, maps, and outreach
- Highlight the ecological, safety, and stewardship reasons behind trail management actions
- Engage the community to promote responsible trail use

Goal T-6 Support funding and partnerships to sustain the trail system.

Strategy T6.1 Foster collaboration within PROS and across City departments

Action Items
- Continue coordination with other PROS divisions to maximize alignment and achieve efficiencies for shared initiatives
- Maintain and enhance cross-department collaboration with key City partners, including:

  Community Development, Public Works, Sustainability
- Clarify the roles and responsibilities of the PROS and Public Works Departments for managing trail segments within public rights-of-way
- Leverage department communications, project management, and administrative expertise to support service and project implementation

Strategy T6.2 Expand external partnerships to support programs and services

Action Items
- Identify partnership opportunities that support facility, programming, or operational enhancements
- Continue building relationships with external partners, including:

  Adjacent municipalities, surrounding counties, trail advocacy organizations, and potential funding partners
- Coordinate with community and development stakeholders to identify opportunities that support trail infrastructure and service needs
- Participate in industry and community networks to support knowledge sharing and collaboration

DRAFT

Strategy **T6.3** **Align staffing and funding resources to sustain service delivery**

Action Items

- Evaluate staffing capacity and adjust assignments to meet operational and capital project demands (e.g. additional project and trail-focused staff)
- Incorporate division priorities into annual budgeting and capital planning processes
- Pursue external funding opportunities such as grants, partnerships, and development contributions
- Track resource needs and constraints to inform future planning and funding requests

City of Louisville
COLORADO • SINCE 1878

City Council Communication
Agenda Item 3.B.

Subject: Discussion/Direction - Board and Commission Handbook Update

Discussion / Direction provides Council with the opportunity to learn about an item, ask questions, and provide feedback to staff. There will be one round of public comment. There will be no final decisions made on this item, and it may return at a later date for action by Council.

Date: April 14, 2026

Prepared By: Samma Fox, Deputy City Manager

Presented By: Samma Fox, Deputy City Manager

Summary:

Boards and Commissions are a vital part of Louisville's governance structure, and an area where additional clarity would be appreciated by all parties. The purpose of this project is to provide that through combining documents into one centralized resource and confirming policy direction on a variety of board and commission related items with Council, to improve clarity and consistency.

The Board and Commission Handbook and this project will cover advisory and quasi-judicial boards including the Board of Adjustment (BOA), Building Code Board of Appeals (BCBOA), Cultural Advisory Board (CAB), Historic Preservation Commission (HPC), Historical Museum Advisory Board (HMAB), Library Board of Trustees (LBOT), Local Licensing Authority (LLA), Open Space Advisory Board (OSAB), Parks & Public Landscaping Advisory Board (PPLAB), Planning Commission (PC), Recreation Advisory Board (RAB), Sustainability Advisory Board (LSAB), and Youth Advisory Board (YAB). The Louisville Revitalization Committee is the City's Urban Renewal Authority and will continue to operate separately. Council committees, such as the Economic Vitality Committee and Finance Committee are not included in this scope.

The purpose of this discussion and direction is to provide Council an overview of the project, along with some staff recommendations, and have Council provide direction on the scope of the work. For example, revision of the handbook is a great opportunity to address a variety of policy areas related to Boards and Commissions. Staff will present a series of possible policy areas and ask for Council direction on whether to include those in the scope of this work.

Background / Prior Discussions:

Boards and Commissions have a deep history with the City of Louisville, with some even referenced in the City Charter. Over the years, Boards/Commissions have been created, changed, and updated. Some have supporting ordinances or resolutions. As things have evolved, they have become inconsistent. Groups meet at different times and on different cadences, have different numbers of members, term limits, etc. This topic has been revisited periodically over time, with one-off changes and the last more holistic look on June 20, 2023, when City Council held a Discussion/Direction on Board/Commissions Recommendations (item materials start on pg. 431). The existing Board and Commission Handbook was updated in 2024.

Development Proposal:
N/A

Analysis:
This section breaks this project into four areas staff is seeking Council guidance on: Supporting Document Consistency, Board & Commission Role Confirmation, Additional Items for Council Consideration, and engagement. Staff is looking for confirmation that Council is supportive of this project and initial feedback in these areas to help scope the project.

Supporting Document Consistency
Staff proposes merging the existing City of Louisville Handbook for Boards and Commissions with the Board and Commission Rules of Procedure and all existing Board and Commission Bylaws into an overarching Boards and Commissions Handbook. This approach is a direction a number of cities in Colorado have moved to, in recent years, and staff will look to the Colorado Municipal League and other cities for examples and best practices.

This approach unifies the location of information and promotes consistency, bringing roles, meeting procedures, and supporting guidelines into a single location. The largest anticipated impact of this approach is bylaw changes for individual Boards and Commissions. Over time, the approach to these documents has evolved and was not always consistent, with documents at times being approved by the individual groups, and at times by Council. This has led to an inconsistent set of bylaws and practices that creates challenges. Areas of future consistency include meeting procedures and role for the boards, officers, and liaisons, training expectations, board and commission member requirements, agenda setting, and sub-committees (including tiger teams).

Board & Commission Role Confirmation
As evidenced by the 2023 discussion, Board and Commission roles, and City needs, evolve overtime. Role clarity has continued to be a theme in Board and Commission presentations to Council, during Board and Commission meetings, and with staff. Staff would like to take this opportunity to confirm with City Council the role of each Board and Commission. This would likely take place in a separate work session, and would then be incorporated into the Board and Commission Handbook and used in recruitment and as a resource for all. A theme to note here, staff have regularly heard requests from Boards and Commissions for Council direction, and confirmation of their roles is an opportunity for Council to provide direction.

Additional Items for Council Consideration

In recent months, many items related to this have come to light that Council may or may not wish to pursue. The following are a series of items staff is seeking Council guidance on whether to incorporate into this work.

- Clarify Council Communication Options – Memos, Annual Meetings, Other?
- Recruitment Expectations - What are Council's expectations of Board/Commission members in recruitment?
- Meeting Date & Time Consistency– Set a standard, so those applying know what to expect
- Meeting Agendas, Minutes, and Documents Consistency– Too what extent should these be consistent?
- Topic Types & Expectations Consistency - For example, if it is informational or discussion / direction and how they would be handled for consistency.
- Meeting Recording Consistency
- Time Commitment Expectations – Does Council wish to set expectations, such as hours a month?
- Term Limits - For members and/or officers
- Event/Volunteering Expectations
- Work Plan Processes
- Budget Recommendation Processes
- Joint Meetings (with other City boards or other entities)
- Minimum Age Requirement
- Meeting Frequency
- Conflicts of Interest - Related to membership requirements
- Sub-Committees/Friends Of Organizations - Expectations around and interactions with
- Hybrid Meetings - Council could direct staff to pursue all virtual or all in-person meetings
- Discuss Board Options –For example, potential mergers or transitions to hearing officers

Engagement

Depending on the scope supported by Council, staff will develop a path forward for the project. Staff anticipates any path forward to include engaging with the staff liaisons and at least the board chairs. If Council is supportive of exploring potentially substantive changes, staff will develop a path to engage with each potentially impacted board and commission, such as through a survey or joining a meeting with each group. If Council has strong opinions on the engagement strategy, staff encourages Council to share it now and provide clear direction to support a successful project.

Examples:

- CML Boards and Commissions Handbook (2018) (attached)

- Douglas County (2025): douglas.co.us/documents/bocc-policy-manual.pdf/
- City of Durango (2024): 2025-Boards-and-commissions-manual-
- City of Englewood (2021, revising now): Handbook for Boards, Commissions and Committees
- City of Golden (2025): Boards and Commissions Manual
- City of Greeley (2024): CITY OF GREELEY BOARDS COMMISSIONS HANDBOOK
- Town of Lafayette (currently working on this project)
- City of Littleton (2025): commission-handbook-2025.pdf
- Town of Parker (2025): Town of Parker Commissions Standards Operating Procedures Manual
- Town of Superior (2023): 2023-town-of-superior-advisory-committee-guidebook.pdf

Next Steps

With Council support, the information gathered from this process will be summarized, refined into recommendations, and brought forward for Council review and approval. The goal is to complete this work substantively by October, so that it may be used during Board and Commission recruitment. This would allow Council to make changes effective January 2027.

Council Work Plan:

This item is not specifically listed in the 2026 Council Work Plan. However, Boards/Commission support many areas that are included in the Council Work Plan and are a key component of Louisville's governance structure with board impacts.

Fiscal Impact:

This is a discussion and direction item for Council. Depending on the guidance provided, options in the future may have an impact, such as greater capacity needed from staff, and those impacts will be brought forward as this progresses.

As a part of our preparatory work on this item, staff updated time estimates last provided in 2023 to support Boards/Commissions. In 2023, staff reported 93.25 hours per week, across 36 staff members, for the13 boards this work focuses on. In 2026, staff has reported 103 hours per week, with an increase in time from senior leaders in the organization.

Alternatives:

This is a discussion and direction item where Council’s direction will greatly impact the scope of the project and alternatives. Council may also direct staff not to pursue this at this time, which may impact the morale of both Boards/Commissions and staff, who are looking for additional clarity, and would allow challenges from inconsistency to continue.

Recommendation:

Staff recommends Council provide support for the combination of documents into the Boards and Commissions Handbook to create a clear resource and improve consistency. Staff asks Council to provide clear direction regarding the scoping items for consideration.

Attachments:

1. Louisville Boards and Commission Handbook Updated December 2024
2. Current Board Rules of Procedure (Nov 2023)
3. CML Boards & Commissions Handbook - September 2018
4. Board Commission Job Duties 040626
5. D.D Board and Commission Handbook Project_2026.04.03

Handbook for Boards & Commissions

City of Louisville

TABLE OF CONTENTS

INTRODUCTION
In order to assist in setting direction for the City of Louisville, the City Council considers the advice of its various boards and commissions. Citizens who serve on boards and commissions, therefore, play an important part in translating ideas into programs and suggestions and concerns into change. They also expand the knowledge and experience base of the elected decision makers. In addition, some boards or commissions have powers and duties defined under the City Charter or state law, and their functions go beyond advising and making recommendations to the City Council.

At present, the City has the following boards and commissions:

- Board of Adjustment
- Building Code Board of Appeals
- Cultural Advisory Board
- Historic Preservation Commission
- Historical Museum Advisory Board
- Library Board of Trustees
- Local Licensing Authority
- Open Space Advisory Board
- Parks and Public Landscaping Advisory Board
- Planning Commission
- Recreation Advisory Board
- Revitalization Commission
- Sustainability Advisory Board
- Youth Advisory Board

PURPOSE
The purpose of this *Handbook for Boards and Commissions* is to explain the role of boards and commissions and set forth guidelines to assist them in carrying out their work. Should you have any questions about the information here, please contact the City Clerk.

CITY STRUCTURE
The City of Louisville is a home rule municipality operating pursuant to the City of Louisville Charter adopted by the citizens of Louisville in 2001. The citizens have chosen a mayor-council-manager form of government. Under this form, the citizens elect six council members, two from each ward, and one mayor at-large.

The City Council sets the goals and policies for City government and annually adopts a budget in support of City activities. The City Council appoints the City Manager, City

Attorney, Municipal Judge, and Prosecuting Attorney. City staff members, under the direction of the City Manager, are responsible for carrying out the direction of the City Council in implementing programs and services. Department directors and their department staffs are under the direction of the City Manager.

As the City's chief executive officer, the City Manager oversees the day-to-day administrative affairs of the City, including assigning staff to assist boards and commissions in carrying out their responsibilities. The City Manager is responsible for conveying and implementing City Council policy.

QUASI-JUDICIAL VS. ADVISORY ROLES

The quasi-judicial boards are those that act like a judge in their proceedings and make decisions affecting a specific persons rights based on applying specific criteria to an application. These boards generally determine rights, duties, or obligations of a specific person or entity following a public hearing where evidence and public testimony is presented. The quasi-judicial boards are:

- Board of Adjustment
- Building Code Board of Appeals
- Historic Preservation Commission
- Local Licensing Authority
- Planning Commission

Advisory boards make recommendations to the City Council in a number of ways including on legislation, policy, and budgetary decisions. The advisory boards are:

- Cultural Advisory Board
- Historical Museum Advisory Board
- Library Board of Trustees
- Recreation Advisory Board
- Revitalization Commission
- Sustainability Advisory Board
- Youth Advisory Board

These two boards are generally advisory but also have some quasi-judicial functions:

- Open Space Advisory Board
- Parks and Public Landscaping Advisory Board

CITY STAFF LIAISON

The City Manager appoints a staff liaison to each board or commission. That staff member serves to:

- Communicate the City's expectations to the board.
- Relay board requests to the City Manager and City Council.
- Identify areas in which the City would like the board's input and advice.
- Provide procedural guidance on the role of the board, City regulations, meeting rules, and open government procedures.
- Coordinate meetings and projects for the board.
- Creating the meeting packet and publishing that packet in accordance with all open government rules.

If any board or board member has a conflict with or concern regarding its staff liaison, please contact the City Clerk.

RULES OF PROCEDURE

The City Council has adopted Rules of Procedure for boards and commissions. Members should familiarize themselves with the Rules to better understand meeting process.

BOARD MEMBER EXPECTATIONS

Additional expectations regarding day-to-day interactions of board members and staff are detailed in the Rules of Procedure.

Code of Conduct

The City does not have a formal Code of Conduct at this time; however, the City Council expects all board members to act in a respectful manner at all times. This includes having courteous conversation among board members and with the public and treating staff members with civility.

Attendance

The effective operation of a board depends upon regular attendance of the members at meetings. Board members are required to attend a minimum of three quarters (75%) of the meetings each calendar year. If a member is unable to attend a meeting, he or she should contact the chairperson and staff liaison at least 24 hours in advance of the meeting. The staff liaison will monitor attendance and forward attendance information to the City Clerk's Office when a member fails to meet the attendance requirements stated herein.

In addition, each calendar year, the City Clerk's Office reports to City Council the attendance information for every board and commission member including the number of meetings held by each board and commission and the number of meetings attended by each member.

Ethics Rules and Conflicts of Interest

The objective of City is that appointed members avoid ANY conflicts of interest. A member should also carefully consider for himself or herself avoiding even the appearance of impropriety. Where a conflict exists, and even in situations where the board member is unsure where an actual conflict exists but there exists a potential appearance of impropriety, the City Charter requires the following procedures be followed if you have a conflict of interest:

- Immediately and publicly disclose the nature and extent of the conflict.
- Do not participate in any discussion or decision regarding the action before the board.
- Leave the room.

In addition:

- Do not participate in discussions with other members of the board or City staff regarding the matter.
- Do not attempt to influence the matter, publicly or privately.
- These rules apply whether interest is direct or related to interest of a competitor.

What is considered a conflict? Key terms in answering this are whether there is an "interest." The definition of "interest" is a pecuniary, property, or commercial benefit, or any other benefit the primary significance of which is economic gain or the avoidance of economic loss. Your interest extends to relatives and any business in which you are an officer, director, or employee or own more than 1% of outstanding shares.

Occasionally gifts are offered to board members. Board members may not solicit or accept a present or future gift, favor, discount, service, or other thing of value from a party to a City contract, or from a person seeking to influence your official action. There is an exception for "occasional non-pecuniary gift" of fifteen dollars ($15) or less, unless the gift, no matter how small, may be associated with the member's official action, whether concerning a contract or some other matter.

Additional rules to keep in mind:

- Board members may not use non-public information for personal or private gain.
- Board members may not use any City employee's time for personal or private

reasons.

- Board members may not use City vehicles or equipment, except in same manner as available to any other person.
- For two (2) years after leaving the board, board members are precluded from representing an interest in front of the City if it concerns a matter the board member voted on while serving the City.

If you are unsure of your legal responsibilities on any matter regarding your role as a board member, please seek the advice of the City Clerk’s Office as soon as possible, particularly before a meeting where you may have a conflict of interest respecting a matter before the board.

Open Government Training
The City Charter requires board members attend Open Government Training once every two years while they serve. Training is offered in the fall and the spring each year. Your staff liaison will make sure you have training dates and times. Open Government training includes information on ethics, open meetings laws, legal rules, meeting preparation, and more.

Board Responsibilities
Each board and commission is responsible to consider and make thoughtful recommendations to the City Council on issues coming before it. Such recommendations are often most useful if they include alternatives that were considered and an analysis of the pros and cons of the alternatives.

Matters upon which a board makes recommendations can come from the City Council, City staff, the citizens of Louisville, and from the board members themselves. The City Council does not wish to impose a rigid structure upon the thoughts and ideas of any board or commission, but instead believes that creative and innovative ideas can come from many different sources.

As a part of the biannual budget process, the City Council creates its goals for the year. Those goals can serve as a good starting point for a board when considering new projects or policies. Ask your staff liaison for the list of goals and the annual work plan if you are interested in the details.

The channel for communication between the City Council and the boards and commissions is through the staff liaison to the board. The boards and commissions, and their individual members, are always free to communicate directly with the City Council on any matter concerning their areas of responsibility, except there should be no communications with the City Council or other quasi-judicial decision makers concerning any pending quasi-judicial matters. For example, board members must not contact City Councilmembers regarding zoning applications outside of the zoning hearing. Similarly, quasi-judicial board members may not discuss pending applications amongst themselves or with others outside of the hearing.

Please remember that when considering recommendations from boards and commissions, the City Council attempts to balance the many diverse interests in our community.

MEETINGS

All meetings at which any public business is discussed where a quorum, or three or more board members, are present are considered public meetings and are open to the public at all times. No board or commission shall conduct any closed meeting.

A meeting is defined as follows:

- A "meeting" is "any kind of gathering, convened to discuss public business, in person, by telephone, or by any other means of communication."
- All meetings of three or more members or a quorum of a public body, whichever is fewer, are public meetings open to the public at all times.
- All meetings shall occur in public buildings and public facilities accessible to all members of the public.
- All meetings must be preceded by proper notice.

When board members are acting as volunteers carrying out a program or service of a board or commission, such as manning a booth or recycling stations at City events or helping with set up of a board event, agenda and open meeting rules do not apply. However, board members must take care when acting in these types of volunteer roles to ensure that they are not engaging in board policy discussions to which these rules do apply. Policy making can only occur in a public meeting that is open to the public, proper notice is posted, and the meeting conforms to open meetings laws. Any questions regarding whether a proposed gathering, event or activity requires as an agenda and other meetings procedures should be directed to the staff liaison.

In general, all boards meet in person, however the City Council may make a determination that electronic meetings are necessary for the continuation of City business in which case boards may meet electronically.

Quorum

The majority of all of the members of a board shall constitute a quorum. In order to conduct business at any meeting, a quorum shall be present. No action shall be taken in the absence of a quorum, except to adjourn the meeting to a future date.

Public Notice and Meeting Packets

Meeting packets are prepared by City staff liaison. However, members should note what is required for meeting preparation and give meeting agendas proper consideration and enough time to meet the City's deadlines. The City Charter requires the following meeting preparation:

- Agendas must be specific and list all topics on which substantive discussions or formal action is expected.
- Agendas must be posted at least 72 hours in advance. Administratively, the City requires all agendas be posted the Wednesday the week prior to the meeting to allow anyone who might be interested time to read the materials.
- Places for posting meeting notice include the City Hall, Recreation Center, Library, and Police Station.
- The complete meeting packet is also posted on the City website (www.LouisvilleCO.gov).

During a meeting, substantive discussion is not allowed on any subject not listed on the agenda or not substantially related to a subject listed on the agenda.

Public Involvement Policy

All meetings are open to the public and the public has an opportunity to speak although the City may determine the specific time, place, and manner of public comment.

Public participation is an essential element of the City's representative form of government. To promote effective public participation the adopted a Public Involvement Policy. (The complete policy is available on the City's web site www.LouisvilleCO.gov). City officials, board members, staff, and participants should all observe the following guiding principles, roles, and responsibilities of that document.

Some of those guiding principles include:

- **Inclusive not Exclusive -** Everyone's participation is welcome.
- **Voluntary Participation -** The process will seek the support of those participants willing to invest the time necessary to make it work.
- **Communication -** The process and its progress will be communicated to participants and the community at-large using appropriate methods and technologies.
- **Adaptability -** The process will be adaptable so that the level of public involvement is reflective of the magnitude of the issue and the needs of the participants.

- **Access to Information -**The process will provide participants with timely access to all relevant information in an understandable and user-friendly way.
- **Access to Decision Making -** The process will give participants the opportunity to influence decision making.
- **Respect for Diverse Interests -** The process will foster respect for the diverse values, interests, and knowledge of those involved.
- **Accountability -** The process will reflect that participants are accountable to both their constituents and to the success of the process.

The City should be designed and run to meet the needs and priorities of its citizens. Staff and advisory boards must ensure the Guiding Principles direct their work. In addition to the responsibilities established by the Guiding Principles, staff and advisory boards are responsible for:

- ensuring that decisions and recommendations reflect the needs and desires of the community as a whole;
- pursuing public involvement with a positive spirit because it helps clarify those needs and desires and also adds value to projects;
- in all public involvement activities fostering long-term relationships based on respect and trust;
- encouraging positive working partnerships;
- ensuring that no participant or group is marginalized or ignored;
- drawing out the silent majority, the voiceless and the disempowered; and
- being familiar with a variety of public involvement techniques and the strengths and weaknesses of various approaches.

The public is also accountable for the public involvement process and for the results it produces. All parties are responsible for:

- working within the process in a cooperative and civil manner;
- focusing on real issues and not on furthering personal agendas;
- balancing personal concerns with the needs of the community as a whole;
- having realistic expectations;
- participating openly, honestly and constructively, offering ideas, suggestions and alternatives;
- listening carefully and actively consider everyone’s perspectives;
- identifying their concerns and issues early in the process;
- providing their names and contact information if they want direct feedback;
- remembering that no single voice is more important than all others, and that there are diverse opinions to be considered;
- making every effort to work within the project schedule and if this is not possible, discussing this with the proponent without delay;

- recognizing that process schedules may be constrained by external factors such as limited funding, broader project schedules or legislative requirements;
- accepting some responsibility for keeping themselves aware of current issues, making others aware of project activities and soliciting their involvement and input; and
- considering that the quality of the outcome and how that outcome is achieved are both important.

Quasi-Judicial Public Hearings
Quasi-judicial boards will be called upon to conduct a public hearing on a matter coming before it. A public hearing is a process by which official input on a matter coming before a board is received from all those wishing to present testimony. It is a matter of fundamental due process that decisions made as a result of a quasi-judicial public hearing are based solely upon the evidence presented at the public hearing, and no prior investigation or discussion should be conducted by any member. If members have acquired information from outside the hearing, they should state during the hearing what the information is and allow public comment.

The chairperson should declare the public hearing open, and after hearing public testimony, declare the hearing closed. Following the public hearing, board members should discuss the matter among themselves (still in open meeting), and reach a decision by adopting a motion that sets forth the basis for the decision. Any such decision should be set out in the minutes of the meeting and in a written resolution adopted by the board.

Further information regarding the conduct of public hearings is available from your staff liaison or the City Clerk's Office.

In general, the City will always interpret meeting rules in favor of participation and disclosure. Try to keep discussions on topic and set discussion of new items for a later date. Always advise the public and participants of City's local rules.

Electronic Meetings
All boards offer an electronic attendance option for the public using Zoom. If the technology fails for any reason, the in person meeting may continue if there is a quorum present. The chair will decide if any items need to be continued to a later meeting.

Board members may attend remotely if they are traveling or if illness prevents attendance. It should NOT be used regularly as a substitute for in person attendance.

The Staff Liaison, with input from the board members, may in their discretion, change board meetings to a fully remote setting if needed. If a fully remote meeting is scheduled, it must be properly noticed as such and public access options must be provided on the meeting agenda.

ORGANIZATION OF THE BOARD

Each board shall choose a chairperson and a vice chairperson. Additional offices may be created by the board from time to time as necessary.

Chairperson

The chairperson serves as the presiding officer over all meetings. It is the responsibility of the chairperson to conduct meetings, keep the discussion on track, and facilitate the overall decision process. The chairperson should encourage the input of ideas from all members of the board, not only those they agree with or those who may speak the loudest.

The chairperson should clarify ideas as they are discussed and repeat motions to ensure that all members fully understand the wording of the item upon which they are voting. It is also the chairperson's responsibility to sign all documents on behalf of the board. The chairperson, working with the staff liaison, is responsible for preparing an agenda for each meeting.

Vice Chairperson

The vice chairperson shall perform the duties of the chairperson in the absence of the chairperson. The vice chairperson may request the assistance of other members of the board in carrying out the duties of the office.

Secretary

Quasi-Judicial boards have a City staff person to serve as secretary for meeting minutes. Advisory boards shall appoint a member to serve as the secretary to take meeting minutes. The secretary is responsible for the minutes of the meeting, and keeps a record of the proceedings of the board. City staff will deposit a copy of the approved minutes from each meeting in Central Records for permanent retention.

APPOINTMENTS AND VACANCIES

You MUST meet the following criteria to serve on a Louisville Board or Commission:

- You must reside in the City of Louisville.
- You may not be an employee of the City of Louisville.

Each member is appointed to a specific term of office. Annually in the fall, the City will advertise for interested applicants for vacancies in the upcoming year. The City

Council will review all applications and may interview applicants prior to making appointments at a City Council meeting.

The application process for the position is required for all applicants, including existing board or commission members seeking reappointment to a new term on the same board or commission.

This application process does not apply to the Youth Advisory Board which maintains a separate application process.

Mid-year vacancies can be filled if there is an interested applicant or the City Council may choose to leave seats vacant until the annual appointment process. Those interested in a mid-year appointment will complete an application to be reviewed by the City Council. Mid-year appointments last until the end of the calendar year and appointees may apply for a full term during the annual appointment process.

The City Clerk's Office shall send an email of appointment to each new member including a copy of the Code of Ethics and the *Handbook for Boards and Commissions*. The City's Open Government Pamphlet is provided to each board member at the first meeting of every year.

LIABILITY

When performing authorized functions, board members and the City's volunteers are entitled to the protection of the Governmental Immunity Act. The Act, generally speaking, protects the board member from personal liability for any action within the scope of such appointment, except where the act is willful or wanton. The City Clerk's Office staff is available for further discussions regarding liability. To minimize risk of liability to themselves, the City, and their board, board members should keep in mind that they are members of a collective body and therefore should avoid acting individually on a matter unless clearly authorized to do so. Also, board members should stay within their authorized activities and not act in cases where a conflict of interest exists.

CAUSE FOR REMOVAL

In order to help encourage citizens to volunteer and to promote an environment in which participation is productive and rewarding, the Council expects all board and commission members to work in a cooperative, constructive, and civil manner. The City Council established that during the term of office, a member of a board or commission shall be removed only for cause which includes but is not limited to:

A. Violation of City or state ethics laws;
B. Conviction during the term of office of a felony or of any other crime involving moral turpitude;
C. Absence from more than 25 percent of the regular meetings in any 12-month period;
D. Neglect of duty or malfeasance in office;
E. Knowing violation of any statute, ordinance, resolution, rule, policy or bylaw applicable to the board or commission;
F. Knowing disclosure of confidential information, which is defined to mean information which is not available to the general public under applicable laws, ordinances and regulations, and which is obtained by reason of the board or commission member's position with the City;
G. Failure to maintain the qualifications of a board or commission member for the board or commission on which the member serves;
H. Behaving in a harassing, hostile, threatening or otherwise inappropriate manner, or unreasonably disrupting or interfering with the conduct of any meeting of a board or commission; or
I. Other grounds constituting cause as established by law.

The procedure for removing a member of a City board or commission is as follows:

A. Any person who believes that there is cause to remove a member of a City board or commission as provided in section 2 above shall present the evidence of such cause to the City Manager.
B. The City Manager shall review the evidence presented and conduct additional investigations as the City Manager deems necessary. If the City Manager determines there is sufficient evidence supporting further action, the City Manager shall contact the board or commission member who is the subject of the allegation, outline the allegation against the member and provide the member with an opportunity to respond to the allegation. After considering all information received, the City Manager shall make a determination as to whether there may be grounds for removal or whether other action is warranted.
C. If the City Manager determines there may be grounds for removal, the City Manager shall present a report to the City Council for its consideration and action. The member shall be provided a copy of the report and the time and place of the City Council's consideration of the matter, at which time the member may address the City Council regarding the report. Removal of a member shall require the affirmative vote of a majority of the entire City Council.

D. The City Manager may appoint a designee to perform the Manager's duties set forth in this Section.

A member may resign from a board or commission at any time by providing a resignation letter or email to the Mayor, staff liaison, or the City Clerk.

MORE INFORMATION

For specific information regarding the City's boards and commissions and a description of membership requirements and duties, please see the City's website at www.LouisvilleCO.gov or contact the City Clerk (303.335.4536 or ClerksOffice@LouisvilleCO.gov).

Updated December 2024

BOARD & COMMISSION

RULES OF PROCEDURE

Adopted November 6, 2023 – by Resolution No. 66, Series 2023

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RULES OF PROCEDURE FOR THE BOARDS AND COMMISSIONS OF LOUISVILLE, COLORADO

I. DEFINITIONS

"Advisory Board" means all of the following boards which are tasked with giving advice to the City Council as specified in their formation documents:

- Arts & Culture Advisory Board
- Historical Museum Advisory Board
- Library Board of Trustees
- Open Space Advisory Board
- Parks & Public Landscaping Advisory Board
- Recreation Advisory Board
- Revitalization Commission
- Sustainability Advisory Board
- Youth Advisory Board

"Charter" means the Home Rule Charter of the City of Louisville, Colorado.

"Chair" means the member of the Board who presides over a meeting subject to Rule VII.B below.

"City" means the City of Louisville, Colorado.

"Code" means the Louisville Municipal Code.

"Board" means any of the following bodies:

- Arts & Culture Advisory Board
- Board of Adjustment
- Building Code Board of Appeals
- Historic Preservation Commission
- Historical Museum Advisory Board
- Library Board of Trustees
- Local Licensing Authority
- Open Space Advisory Board
- Parks & Public Landscaping Advisory Board
- Planning Commission
- Recreation Advisory Board
- Revitalization Commission
- Sustainability Advisory Board
- Youth Advisory Board

"Board Member" means each member of a City board.

“Electronic Participation” means attendance at a meeting by computer, telephone, or other electronic means.

“Entire Board” means all current members of a board.

“Member of the Board” means each board member.

“Quasi-Judicial Board” means any of the following boards which have specific legal decision-making authority under the Charter or Code:

- Board of Adjustment
- Building Code Board of Appeals
- Historic Preservation Commission
- Local Licensing Authority
- Planning Commission

“Rules” means the Board & Commission Rules of Procedure.

“Staff Liaison” means the City staff member assigned by the City Manager to assist the board and to ensure all rules and regulations are met.

II. AUTHORITY

The following Rules shall be in effect upon their adoption by the City Council until such time as they are amended or new Rules adopted.

In order to efficiently and effectively complete City business facing a Board, all meetings must be conducted in an orderly and respectful manner. These Rules are intended to provide guidelines for the procedures to be followed for the conduct of all Board meetings.

If any Rule, on its face or as applied, conflicts with applicable provisions of the Home Rule Charter of the City of Louisville or ordinances, those provisions shall apply and that Rule shall not. Nothing herein shall prevent a Board from adopting its own rules of procedure specific to its roles and responsibilities so long as they do not conflict with these Rules.

III. MEETING CIVILITY

A. CIVILITY AMONG MEMBERS OF THE BOARD: The Board shall preserve reasonable order and decorum and confine members of the public to discussion of the questions under consideration.

   During Board meetings, members shall preserve reasonable order and decorum and shall not delay or interrupt the proceedings or refuse to obey the order of the Chair or the Rules. Every member of the Board desiring to speak shall address the Chair, and upon recognition by the Chair, shall confine themselves to the questions under debate. Once recognized, no member of the Board shall be interrupted while speaking unless called to order by the Chair or unless a point of order is raised by another member.

B. MEMBERS OF THE PUBLIC: Members of the public desiring to address the Board on any item on the agenda shall be recognized by the Chair, state their names, and are requested to state their place of residence (by city, town, or county of residence). Each member of the public shall speak in an audible tone for the record.

IV. <u>GENERAL RULES</u>

A. LOCATION: All in-person Board meetings shall take place in a public building that is accessible to members of the public, with or without reasonable accommodation in accordance with applicable law.

B. OPEN TO THE PUBLIC: All meetings, including those conducted by Electronic Participation pursuant to Section V.F, shall be open to the public. A Board may conduct executive sessions only in accordance with the Charter, Code, and applicable provisions of the Colorado Open Meetings Law.

C. MEETING NOTICE: Notice for all meetings sessions shall be given as required by the Charter and as set by administrative rule. At the first regular meeting of every year, each Board shall designate the locations for posting of notices of its meetings.

D. MINUTES: Minutes of each regular and special meeting shall be taken and retained permanently in the records of the City.

E. QUORUM: A quorum is needed for the transaction of business at each meeting of a Board. A quorum shall be defined as a majority of the members of the Board holding office at the time of the meeting.

F. ABSENCES: No member of the Board shall miss more than twenty-five percent (25%) of regular Board meetings during any calendar year. Missing more than twenty-five percent (25%) of meetings shall be cause for removal.

G. APPLICABILITY OF THE OPEN GOVERNMENT POLICIES AND CODE OF ETHICS: Each member of the Board shall adhere to the City's Open

Government Rules and the Code of Ethics (Charter Section 5-6).

H. DISCLOSURE OF INTEREST AND RECUSAL: Any member of the Board who has an interest in, or whose interest would be affected by, any proposed official action before the Board shall immediately and publicly disclose the nature and extent of the interest; shall not participate in any discussion or decision concerning the proposed action; shall not attempt to publicly or privately influence the Board, any public body, or any employee in connection with the action; and shall leave the room where the discussion or decision is taking place during the time the proposed action is being discussed and the decision is being made.

I. CHAIR: The Chair is the member of the Board who presides over a Board meeting and shall do so according to these Rules and applicable law. The Chair serves as Chair of all Board meetings at which the Chair is present. In the Chair's absence, the Vice-Chair will serve as Chair. In the absence of the Chair and Vice-Chair, Board members will appoint one member to act as Chair for that meeting.

V. <u>MEETINGS</u>

A. REGULAR MEETINGS: Each Board shall set a regular meeting schedule at the first meeting of each year identifying the date, time, and location of meetings.

B. COMMITTEE MEETINGS: A committee meeting may be called if it can be properly noticed a minimum of 72 hours in advance. Committee meetings must meet all the same rules as a regular meeting.

C. EXECUTIVE SESSIONS: A board may hold an executive session only for pending litigation and only with the City Attorney present.

D. RESCHEDULING: A Board may reschedule meetings for dates and times outside its annual meeting schedule to avoid holidays, elections, and other matters, to achieve a quorum, or to allow for additional time for a meeting. To reschedule such meetings, the Board first must provide notice and approve of the proposal to reschedule.

E. CANCELLATION: Any scheduled meeting may be cancelled by members or the Staff Liaison in the event there are no items for the board to discuss or in the event unforeseen emergent conditions exist which make conduct of the meeting impractical (for example, in the case of power outage) or travel to the meeting unduly hazardous (for example, in the case of blizzard conditions).

F. ELECTRONIC PARTICIPATION: When it is feasible, an electronic attendance option shall be available for Board members, applicants, and members of the public including for quasi-judicial hearings. If it is not feasible due to technological or other reasons, the in person meeting shall continue if a quorum is present.

1. All meetings that have a remote attendance option will note that on the agenda and include information on the agenda about how to join the meeting electronically.

2. Board members and members of the public attending electronically shall participate in the meeting under the same rules as those in the room.

3. Public hearings on quasi-judicial matters may be taken during a meeting with Electronic Participation.

G. FULLY REMOTE MEETINGS: The Staff Liaison with input from the board members may, in their discretion, change board meetings to a fully remote setting if needed. If a fully remote meeting is scheduled, it must be properly noticed as such and public access options must be provided on the meeting agenda.

VI. CHAIR AND VICE-CHAIR

A. Each Board will elect a Chair and Vice-Chair at the first meeting of the year. The City recommends the Chair and Vice-Chair be rotated among Board members each year.

B. The Chair shall preside over meetings of the Board when present and able to perform these responsibilities. The Chair shall have the same voting powers as any Board member.

C. The Vice-Chair shall assume the duties of Chair when the Chair is absent or otherwise unable to perform the responsibilities of Chair.

D. In the absence of the Chair and Vice-Chair, Board members will appoint one member to act as Chair for that meeting.

VII. MEETING PROCEDURE

A. PREAMBLE

1. A bedrock principle of a representative democracy is notice of impending governmental action and an opportunity for members of the public and their representatives to be heard. Principles of good government include deep respect for citizens; prudent stewardship of public resources, including the time of its citizens, staff members and appointed officials; direction that is clear and decisive; and decision making that is reasonably consistent, equitable, flexible, and transparent.

2. Through the application of these Rules, the City intends to ensure that it balances the principles described in the previous section in a way that ensures robust debate and accountability of City government to its residents. To that end, these procedures are not meant to be employed for the purpose of unreasonable rigidity, surprise, suppression of competing views, or needless prolonging of action.

B. CHAIR'S DISCRETION & RIGHT OF APPEAL The Chair shall have reasonable discretion in the application of these procedures subject to section XI.A.

C. AGENDAS: Each board will have a formal agenda for each meeting. The agenda will be set by staff for quasi-judicial boards and set by the chair in conjunction with the staff liaison for advisory boards. Each agenda will be posted as required prior to the meeting. Items cannot be added to the agenda at the meeting.

D. PUBLIC COMMENTS AT MEETINGS: All Board meetings, including Committee meetings, shall be open to the public. Members of the public shall have a reasonable opportunity to be heard at Board meetings.

The following provisions apply to any section of the agenda where public comments are allowed.

1. Members of the public desiring to address the Board on any item on the agenda shall be recognized by the Chair, state their name, and are requested to state their place of residence (by city, town, or county of residence).

2. Each board will have a section on its agenda for “Public Comments on Items Not on the Agenda.” Each speaker shall be limited to three (3) minutes.

3. Each Board will permit public comment on any item at the time such item is being discussed by the Board. Each speaker shall be limited to three (3) minutes.

4. Multiple citizens may designate someone to speak for them and aggregate their three-minute limit time up to a maximum of six (6) minutes of speaking time for their designated spokesperson. Those pooling their time must be physically present, identify themselves, and designate their spokesperson. A designated spokesperson may not speak for more than one group.

5. The Chair, the Staff Liaison, or a designated board member shall enforce compliance with the time limits, and time shall be kept on a public comment clock.

E. WRITTEN COMMUNICATIONS: Interested parties, or their authorized representatives, may address the Board by submitting written communication concerning any matter on the Board agenda. Such a written communication may be submitted by electronic mail or by addressing the communication to the Staff Liaison who will distribute copies to the Board. The communication will be entered into the record without the necessity of reading. A copy of the communication shall be posted at the meeting for the public to review. Anonymous written communications will not be accepted into the record.

F. VOTING: For a motion to pass it requires the affirmative vote of a majority of the members of the Board present.

VIII. EXPECTATIONS OF STAFF LIAISON

A. COMMUNICATION:

1. The Staff Liaison will provide Board members with direct, open, and transparent communication about city priorities, projects, and budget.

2. The Staff Liaison will act as the conduit of information from the Board to City Council and from City Council to the board.

3. The Staff Liaison will respond to emails, phone calls, and text messages from Board members within two (2) business days and will

communicate with the Board members if a response will take more than two (2) business days.

B. ADVOCACY: The Staff Liaison will advocate ideas to City staff and leadership on the Board’s behalf. The Staff Liaison will advocate for budget requests and CIP requests from the Board through the City’s established budget process.

C. MEETINGS:

1. The Staff Liaison with input from the Board chair will create and publish meeting agendas and packets in accordance with bylaws, rules, and schedule established by the City Clerk's Office.

2. The Staff Liaison will work with the Chair to ensure meetings are concise and do not run exceedingly long and to ensure the discussion is limited to those items on the agenda.

3. The Staff Liaison will attend all meetings, to the best of their ability. If the Staff Liaison cannot attend a Board meeting, an alternate staff liaison will be appointed and the Chair will be notified in advance.

D. COLLABORATION:

1. The Staff Liaison will include Board members, when appropriate, in relevant projects and planning processes.

2. The Staff Liaison will include Board members on relevant communications, when appropriate, with outside organizations and individuals.

IX. <u>EXPECTATIONS OF BOARD MEMBERS</u>

A. COMMUNICATION:

1. There will be open and consistent communication between Board members and the Staff Liaison.

2. Board members will not speak on behalf of the Board unless specifically appointed to do so by the Board. Board members will include the Staff Liaison on all communications with outside organizations.

3. The Staff Liaison is the point of contact for all City operations related to the Board. The Staff Liaison will bring in any additional City staff as necessary for Board projects.

4. The Staff Liaison or the City's Communications Division will create all memos, marketing, and outreach materials for the Board. Board members shall not use City logos or letterhead without City approval.

5. Board members shall not create social media accounts on behalf of the Board or speak on social media on behalf of the Board or City.

6. Board members will only contact their Staff Liaison through a dedicated City email address, office phone, or cell phone (including texting) and will not contact the Staff Liaison through their personal emails, social media, or personal cell phones.

B. ADVOCACY:

1. Board members will go through proper channels when advocating for Board projects.

2. Board members will adhere to all regulations of the Fair Campaign Practices Act as they relate to City elections.

C. MEETINGS:

1. Board members will attend all meetings, to the best of their ability. If a Board member cannot attend a meeting, the member will send communication via email to the Staff Liaison with as much advance notice as possible.

2. If a Board member would like an item on an agenda, the member will reach out in advance to the Staff Liaison and the Chair. Topics not included on the agenda may not be discussed at a meeting per the City Charter.

3. Board members will meet all packet deadlines as established by the Staff Liaison and the City Clerk's Office. Items that are late may be postponed to a later meeting.

X. QUASI-JUDICIAL ACTIONS

A. PROCESS:

1. Quasi-judicial decisions are a determination of the rights, duties or obligations of a specific individual or entity. Board members making quasi-judicial decisions must do so based on the facts developed at a public hearing and through the application of presently existing legal standards of policy considerations of the facts.

2. Legally reversible decisions are almost always based on a lack of due process or procedural irregularities

B. DUE PROCESS: A quasi-judicial public hearing must include property public notice, a meaningful opportunity for interested parties to be heard, and basic fairness in procedure.

C. PREPARATION: Board members will review the meeting packet prepared by staff, understand the scope of the hearing, and be familiar with the relevant decision criteria in a case. Board members must act as impartial decision makers

D. EX PARTE CONVERSATIONS: Board members will not speak with one side or the other before or outside of the hearing process. This includes via email. Board members will disclose any unavoidable "ex parte" conversations and participate only if they are sure they can still make an unbiased decision.

E. CONDUCTING THE HEARING: Follow uniform/consistent steps for all hearings.

- Introduce Item
- Call for Disclosures
- Open Public Hearing
- Staff Report
- Applicant Presentation
- Public Comment
- Questions by Board members
- Close Public Hearing
- Deliberations
- Action

Once a hearing is closed the Board will not re-open it to hear only certain individuals, if a hearing is re-opened anyone who has not already spoken may have the opportunity to speak.

If the Board holds and closes a hearing at one meeting and deliberates at the next, the Board cannot reopen the hearing without providing additional notice.

F. MAKING THE DECISION

1. Board members shall not make their decision on the basis of irrelevant criteria. Board members shall not base a decision on things a member “knows” but did not “learn” at the hearing. Board members will not participate in the decision if they cannot be fair and unbiased.

2. A Board members shall not participate in the decision if they did not participate in the entire hearing.

   If a public hearing is opened and then continued to a later meeting, a member who missed the first meeting may review the video and all materials from the first meeting and then participate in the next one. This should be disclosed at the hearing.

3. Board members should ask for staff advice if they are unsure of the decision they are being asked to make or if they are unsure of the applicable legal criteria.

4. If appropriate, a Board may make a tentative decision and direct staff to prepare a draft written decision.

XI. PARLIAMENTARY PROCEDURE

A. POINTS OF ORDER: The Chair shall determine all points of order, subject to the rights of any member of the Board to appeal to the Board, in which case the point of order shall be resolved by vote of a majority of the members of Board present.

B. RIGHT OF THE FLOOR: Any member of the Board desiring to speak shall be recognized by the Chair.

C. MOTIONS: Motions may be made by any member of the Board, including the Chair, provided that before the Chair offers a motion, the opportunity for making a motion should be offered to other members of the Board. Any member of the Board, other than the person offering the motion, may second a motion.

D. PROCEDURES FOR MOTIONS: The following is the general procedure for making motions:

   1. Before a motion can be considered or debated it must be seconded; however, no action taken shall be invalidated simply because a motion was not properly made, seconded or recorded.

   2. Once the matter has been discussed and the Chair calls for a vote, no further discussion will be allowed; provided, however, that members of the Board may be allowed to explain their votes.

E. DISCUSSION: Board members shall confine themselves to the question under discussion. All discussion must be germane to the agenda item.

F. MOTION TO END DEBATE: Any member of the Board may make a motion to end debate (also known as “calling the question”). If such a motion is made and seconded, the Chair shall immediately call for a vote on the motion. If the motion is not approved by 2/3 of the members of the Board present and voting, the Chair shall allow for debate to continue. If the motion is approved, the Chair shall call for a motion on the matter under consideration.

G. ALL MEMBERS MAY SPEAK: Each member of the Board shall have the right to speak and ask questions prior to a vote.

H. AFTER VOTING: Once a vote has been taken on a motion, there shall be no further discussion on that motion unless a motion to reconsider is properly made, seconded, and adopted.

XII. <u>REMOVAL FROM BOARD</u>

(City Council Resolutions No. 16, Series 2009 & No. 59, Series 2016)

A. The City Council greatly appreciates the contributions made by City residents who volunteer their time to serve on the City’s various boards and commissions. In order to help encourage citizens to volunteer and to promote an environment in which participation is productive and rewarding, the Council expects all board and commission members to work in a cooperative, constructive and civil manner.

B. To help maintain this environment the City Council has established that, during the term of office, a board member shall be removed only for cause. Cause shall include but not be limited to:

   1. Violation of city or state ethics laws;

2. Conviction of a felony or of any other crime involving moral turpitude;

3. Absence from more than 25 percent of the regular meetings in any 12-month period;

4. Inefficiency, neglect of duty or malfeasance in office;

5. Knowing violation of any statute, ordinance, resolution, rule, policy or bylaw applicable to the board or commission;

6. Physical or mental disability rendering the board or commission member unable to perform his or her duties;

7. Knowing disclosure of confidential information, which is defined to mean information which is not available to the general public under applicable laws, ordinances and regulations, and which is obtained by reason of the board or commission member's position with the City;

8. Failure to maintain the qualifications of a board or commission member for the board or commission on which the member serves;

9. Behaving in a harassing, hostile, threatening or otherwise inappropriate manner, or unreasonably disrupting or interfering with the conduct of any meeting of a board or commission; or

10. Other grounds constituting cause as established by law.

C. The procedure for removal of a member of a City board or commission shall be as follows:

   1. Any person who believes that there is cause to remove a member of a City board or commission as provided above shall present the evidence of such cause to the City Manager.

   2. The City Manager (or their designee) shall review the evidence presented and conduct additional investigations as the City Manager deems necessary. If the City Manager determines there is sufficient evidence supporting further action, the City Manager shall contact the board or commission member who is the subject of the allegation, outline the allegation against the member and provide the member with an opportunity to respond to the allegation. After considering all information received, the City Manager shall make a

determination as to whether removal or other action is warranted.

3. If the City Manager determines there are grounds for removal, the City Manager shall present a proposed resolution for removal to the City Council for its consideration and action. The member shall be provided written notice of the grounds for removal and the time and place of the City Council's consideration of the matter, at which time the member may address the City Council regarding the grounds for removal. Removal of a member shall require the affirmative vote of a majority of the entire City Council.

4. A member may resign from a board or commission at any time by providing a written resignation letter to the Mayor or City Manager. A resignation is effective upon submission or such later date as stated in the resignation letter, without requirement for acceptance thereof.

BOARDS & COMMISSIONS
HANDBOOK

September 2018

CML
COLORADO MUNICIPAL LEAGUE

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INTRODUCTION

Congratulations! Your appointment to a board or commission in your city or town provides you with a valuable opportunity for public service, and your time and effort are appreciated. Although the specific duties assigned to the board or commission you serve on may vary, the information contained in this handbook will serve as a general guide to
your new role.

Scope of this handbook

This handbook cannot address every subject that appointed board and commission members may face. Nor does this handbook claim there is any one best way for appointed board and commission members to perform their jobs. Instead, it is a compilation of the ideas and experiences of a large number of municipal officials from Colorado and other states, assembled here with the hope that it may offer both veteran and newly appointed officials the benefit of this perspective and experience.

State statutes provide considerable detail on what municipalities can and cannot do. While this book does more than merely outline legal matters, much of the content is based on pertinent provisions of the state statute. This text is not intended as a substitute for study of the statutes or for competent legal counsel.

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MUNICIPAL GOVERNMENT STRUCTURE: AN OVERVIEW

The democratic heritage of municipal government

Municipal officials, unlike their counterparts in federal and state offices, are in direct contact with the citizens they serve on a continuing basis. Citizens hold their local officials responsible for everything from the state of the local economy to whether the potholes in the streets need repairing. This is municipal government in action: a living demonstration that people who live together in a community can and want to solve their own problems.

Colorado is home to 272 separate municipalities that range in population from fewer than 20 residents to more than 600,000.

Colorado cities and towns operate under provisions of Colorado state statutes (and are referred to as “statutory” cities and towns) unless voters adopt a municipal charter to become a “home rule” city or town. Home rule is based on the concept that the citizens of a municipality have the right to decide how their local government should be organized and how their local problems should be solved. Municipal home rule derives its authority directly from the Colorado Constitution. Home rule governance affords residents freedom from the need for state-enabling legislation and protection from state interference in both local and municipal matters.

The role of the governing body

Local governing bodies in Colorado may be in the form of an elected city council or board of trustees. Elected officials become caretakers of their community’s public life. The job of the municipal governing body is often stated simply: set public policy.

The governing body sets the vision that reflects what they believe best represents their constituency’s interests and sets priorities for the municipality in order to develop this vision. One of the most important ways the governing body does this is through the adoption of an annual budget.

The role of manager or administrator

The city (or town) manager is the chief administrative officer of the city and is responsible directly to the city council for the performance of his or her duties.[1] The manager directs the work of staff in implementing the vision set by the governing body.

The role of boards and commissions

Boards, commissions, and citizen committees provide the governing body with a great deal of assistance by recommending public policy and transforming policy decisions into action. Some boards or commissions are required or permitted by statute, while others are created by ordinance, resolution, or motion. Some are empowered to make administrative

1 C.R.S. § 31-4-211.

decisions, others can only make recommendations to the governing body, and still others are primarily fact-finding bodies. Some boards and commissions are permanently established, while others are established for a limited time to accomplish a single purpose and cease to exist once their functions are completed.

Boards and commissions give the municipality an opportunity to leverage the talents of local specialists in certain fields and permit community members with special interests to serve the community in an area of personal concern.

The first step to understanding a board or commission's role in its municipality is to look at the original authority for the creation of the board or commission. This is found in a variety of places, such as the home rule charter or in ordinances or resolutions. In some cases (such as planning commissions), the authority is derived from state statute.

The second step to understanding the role of a board or commission is to identify whether it is an advisory body or a decision-making body. Again, this information can be found in the enabling authority of the board or commission. Decision-making boards are those that have specific authority to rule on policy decisions. Some examples of this type of boards and commissions are planning commissions,[2] liquor licensing authorities,[3] and zoning boards of adjustment.[4] Your municipal attorney is also a resource for clarifying your roles and responsibilities.

The role of staff liaison

Staff support is available to boards and commissions through the various staff members assigned as liaisons to help each group. The staff liaison may handle meeting logistics such as scheduling, setup, and public notification, as well as agenda preparation and distribution. The staff liaison is a great resource for any questions you may have.

2 C.R.S. § 31-23-202.
3 C.R.S. § 12-47-201, et seq.
4 C.R.S. § 31-23-307.

MEETING PROCEDURE BASICS

This section is an overview of the methods for conducting meetings of city and town boards and commissions. Please consult with your city or town staff for specific guidelines that may apply to the board or commission on which you serve. Legal considerations for conducting meetings under the Open Meetings Law are discussed later in this manual.

General and legal requirements

Regular, required meetings

Regular meetings are those meetings of a municipal governing body, such as the city council or town board, that occur at fixed or established intervals. The statutes do not require either city or town boards or commissions to meet at regular intervals. However, a municipal code might set meeting requirements for certain or all boards and commissions. Attendance expectations and requirements vary and may be outlined in your municipality's code or resolutions.

For persons serving on boards and commissions, you may be interested in attending the regular meetings of your governing body in order to understand the policies and processes on which you are making recommendations and/or taking action. Your board or commission may also be asked to present your recommendations at a regular meeting of the governing body.

Special meetings

A special meeting of a municipal governing body is a separate session that is held at a time different from that of the regular meeting. Special meetings are convened most often to consider only one or two items of business that require the immediate action of the board or commission prior to the next regular meeting. The method for calling a special meeting, if permitted for a board or commission, is often prescribed by local ordinance.

Rules of procedure

Each board and commission should adopt a set of rules by which to operate. These rules can incorporate *Robert's Rules of Order*[5] or any other set of prepared rules, or simply be established by the governing body. Such rules guide the board or commission, make the process more stable and predictable, and reduce disputes concerning correct procedure.

Meeting routine

Most agenda formats may be divided into two categories: (1) procedural items of business that occur at most meetings (including the roll call, opening ceremonies, reading and approval of minutes, etc.) and (2) nonprocedural items of business that may vary from meeting to meeting.

5 Henry M. Robert, et al., Robert's Rules of Order Newly Revised (10th ed., 1981) [hereinafter *Roberts Rules of Order*].

There is no “correct” organization or ordering of business, and state law requires no particular order be followed. Many cities and towns, however, have prescribed a local ordering of business, either by charter, ordinance, resolution, or the body’s rules of procedure.

While variations on the order of business abound, a fairly common order might look like this:

- Call to order
- Roll call
- Reading and approval of minutes
- Public comments
- Reports from officers or municipal staff
- Public hearings, final reading and voting
- Unfinished business
- New business
- Extended public hearings
- Adjournment

Agenda

A meeting’s agenda is the statement of the purpose for the meeting and the basis of all other planning. A written copy of the agenda often is prepared and distributed to board or commission members and other interested persons to inform them of the specific items of business that will be considered at a meeting.

While the municipal staff often prepares the agenda, this responsibility varies from municipality to municipality and is usually set by the governing body.

Agenda analysis (Are meetings too long?)

An agenda should include only as many items of business as can be considered in the time allotted for the meeting. If there are 32 items on the agenda and each item is estimated to take “only” 10 minutes, the board or commission is in store for a six-hour meeting. Reducing the number of items placed on the agenda is often a difficult task. Some ideas to eliminate or consolidate agenda items are:

- A specific type of decision may be handled by staff with a brief summary report being made to the board or commission from time to time.
- The board or commission may establish policies to handle reoccurring decisions, then direct staff members to follow the policy.
- The board or commission may evaluate whether items are being postponed to future meetings when they could be dealt with at the present meeting. While decisions should not be made in a casual or hasty manner, board and commission members should resist postponing items in the hope that, at the next meeting, a whole new set of facts will surface and make the decision easier. Delay, when

it results in a better decision, is commendable; but delay, so that an official does not have to act on a sticky question, may be inefficient and irresponsible.

- The board or commission may set definite times for the meeting to come to order and to adjourn. Few board or commission meetings achieve much of value after four hours, and two hours is usually enough time to allocate for most meetings. Time limits also may be set for special hearings that are not required by law, for citizen participation periods and for the debate by board and commission members.

Conducting the meeting

Quorum

Before a body, such as a board or commission, may proceed to its first item of business, the presiding officer must determine that a quorum is present. A quorum is a majority of all the members of the body and it is a number that, if present, is sufficient to transact most government business. In the absence of a quorum, any business transacted and actions taken by the body will be null and void. In fact, the only action that may be taken by a board or commission in the absence of a quorum is a motion to adjourn.

The presiding officer

The presiding officer, often referred to as “the chair,” is the director and leader of any meeting of the municipal body. It is the presiding officer’s responsibility to see that the meeting moves forward in an orderly fashion, that discussion is guided and controlled, and that the meeting runs as smoothly as possible. For a board or commission, a similar presiding officer is necessary to lead the smooth process of business.

The success of presiding officers may depend upon their ability to remain impartial and to keep business moving. Frequent displays of partisanship or favoritism risk destroying members’ and citizens’ respect for the presiding officer.

Agenda item discussion

While there are several approaches to agenda item discussion and no single “right” way to conduct the discussion, one possible format follows:

1. The presiding officer should announce the agenda item and briefly describe the subject to be discussed.
2. The presiding officer should invite the appropriate people to report on the item and provide recommendations. The report may come from a member of the board or commission, municipal staff, or a member of the public invited by the board or commission to provide information on the item.

3. The presiding officer should then open the agenda item to the board or commission to ask questions.
4. If appropriate, the presiding officer may invite public comments after the board or commission has had the opportunity to ask their questions about the agenda item. More information on involving the public is available in the section, "Involving the public."
5. Once the public comment period (if applicable) is over, the presiding officer can request a motion to be made from a member of the board or commission. A second is typically required to ensure that more than one person on the board or commission is in agreement with the motion before the question is posed to the rest of the body for a vote. The presiding officer may wish to announce who made the motion and the second for purposes of meeting minutes.
6. Once the motion has been made and seconded, the presiding officer can entertain debate from the board or commission. If little or no discussion takes place, the presiding officer can proceed directly to the vote. If the discussion is lengthier, the presiding officer may wish to restate the motion to be sure that everyone understands the question before them prior to taking a vote.
7. After closing the discussion, the presiding officer calls for a vote. The vote typically involves asking for the "ayes" and then the "nays." Unless specific legal provisions require a super majority, a simple majority is all that is needed to pass a motion. The presiding officer announces the results of the vote and may note the dissenting votes for the purpose of meeting minutes.

Motions in a nutshell

Motions are vehicles for decision-making. There are three basic types of motions:

- *The basic motion.* The basic motion is the one that puts forward a decision for consideration. A basic motion might be: "I move that we create a five-member committee to plan our annual fundraiser."
- *The motion to amend.* If a member wants to change a basic motion under discussion, he or she would move to amend it. A motion to amend might be: "I move that we amend the motion to have a 10-member committee."
- *The substitute motion.* If a member wants to completely do away with the basic motion under discussion and put a new motion before the governing body, that member would "move a substitute motion." A substitute motion might be: "I move a substitute motion that we cancel the annual fundraiser this year."

Other types of motions

Beyond the basic motions listed above, there are other types of motions that are used on occasion during meetings. For more information about the types of motions and examples, please refer to *Robert's Rules of Order, Newly Revised*.

Involving the public

Each board or commission may afford members of the public an opportunity to speak to any matter coming within the purview of the board or commission. The board or commission may impose time limitations on such public input as necessary to conduct the business of the meeting in a timely and efficient manner.

The method by which citizens are allowed to speak at a board or commission meeting varies from community to community, and the procedures may be established by ordinance, resolution, rule, or tradition. It is important to ensure that the ground rules of the meeting are known to all, not just the chair. Remember that some of the public participants are first-time visitors and some may have never participated in a professional meeting before. Methods of allowing public comment include:

- Allowing the public to comment at any time throughout the meeting as long as their comments are restricted to the agenda item currently under consideration.
- Allowing a specific period during which the public is invited to speak on matters listed on the agenda.
- Allowing a specific period during which the public is invited to speak on any matter other than those listed on the agenda. This method is often used in combination with one of the two previous methods.

When a board or commission holds a public comment period, it must consider certain issues: How quickly will the commission or board respond to a citizen's request? Will any discussion be allowed? For example, if a citizen brings a request for a drainage improvement on his or her property, will discussion of this concern occur?

Public hearings

A public hearing is any meeting or portion of a meeting of a body, such as the town board or commission, at which members of the public are given the opportunity to speak on specific matters on the agenda for hearing. As such, public hearings are distinguished from citizen participation or public comment.

Some public hearings are required by law. The board or commission cannot make a decision until it has concluded public hearing on the matter.

No public hearing can be successful unless the people attending the hearing understand the issues to be discussed. The following recommendations can promote orderly public participation during a public hearing.

- Establish rules of procedure before the hearing and read them at the beginning of the hearing so that everyone understands how the hearing will be conducted.

- Announce that issues will be considered in the order listed on the agenda.
- Ask anyone who wishes to speak at the hearing to register or otherwise sign-up to help keep track of comments and the persons making those comments for the public record.
- Set time limits on how long speakers can talk and apply the limits on every person who speaks.
- Allow each person who wishes to speak a chance to do so before allowing a second round of comments.
- To clarify for the audience and the public record, ask each speaker to begin by stating his or her name and address, any group being represented, if any, and how many people he or she represents.
- Establish ahead of time whether board or commission members or other participants at the hearing will be allowed to ask questions of a speaker after his or her presentation.
- State that disruptive behavior will not be tolerated.

When a large number of citizens attend a meeting to speak about an issue, there are a number of strategies to ensure that everyone's opinion is heard without unduly lengthening the meeting. The presiding officer can ask the citizens to sign in either "for" or "against" the particular issue at hand, and then request a representative from each group to speak on behalf of the others. The body may also simply ask members in the audience who are in agreement with the speaker to stand and acknowledge that fact in lieu of speaking. Additionally, the presiding officer can set shorter time limits per speaker.

COLORADO'S OPEN MEETINGS LAW

All 50 states, as well as the federal government, have enacted a variation of a "Sunshine Law," requiring certain proceedings of government agencies to be open to the public.

This section will answer the most common questions concerning the requirements of Colorado's Open Meetings Law:

- Who is covered?
- What is a "meeting"?
- When are "executive sessions" permitted?
- What advance notice of a meeting is required?
- What exemptions are there?
- What happens to those who violate the law?

Scope of the Open Meetings Law — "Local public bodies" and "meetings"

Put simply, the Open Meetings Law declares that whenever three or more members (or a quorum of the members, if fewer than three) of the "local public body" get together and public business is discussed or formal action may be taken, the gathering is a "meeting" and must be open to the public.[6]

What is a "local public body"?

The Open Meetings Law defines a "local public body" to include political subdivisions of the state, such as municipalities, and any other formally constituted body of the political subdivision that performs an advisory, policymaking, or rulemaking role.[7] This definition, by its terms, includes boards, committees, commissions and authorities of the municipality. However, "persons on the administrative staff" of a local public body are specifically excluded.[8]

What constitutes a "meeting"?

The statute broadly defines a "meeting" as "any kind of gathering, convened to discuss public business, in person, by telephone, electronically, or by other means of communication."[9] Conversely, chance meetings of public officials, or social gatherings at which discussion of public business is not the "central purpose," are not subject to the provisions of the Open Meetings Law.[10] However, be aware that a chance meeting may develop into a problem if you have a quorum of the body in attendance and the conversation turns to official matters.

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6 C.R.S. § 24-6-402(2)(b).
7 C.R.S. § 24-6-402(1)(a)(i).
8 C.R.S. § 24-6-402(1)(a)(i).
9 C.R.S. § 24-6-402(1)(b).
10 C.R.S.§ 24-6-402(2)(e).

Meetings conducted by "telephone, electronically, or by other means of communication"

The General Assembly has included electronic, as well as "other means" of communication under the statutory definition of "meeting."[11]

The Open Meetings Law now explicitly subjects the e-mail communication of elected officials to the statutory requirements if it includes discussion of pending legislation or other public business.[12]

What this means is that the open meetings requirements apply to your board and commission, regardless of the manner in which the meeting is held. For example, if a discussion of official matters unfolds over email and a quorum of the body is included on the email, the open public meetings requirements apply.[13]

Retreats

Under the expansive definition of "meeting" in the statute, "any kind of gathering" that is held to discuss public business may qualify. Thus, if the retreat is attended by three or more members of the local public body, or by a quorum of the body (if fewer than three), and public business is discussed, the retreat qualifies as an open meeting to which requirements for notice apply.[14] Of course, an unlimited number of administrative staff members may attend the retreat, due to the specific exclusion of administrative staff from the "local public body" definition.[15]

Providing notice of the meeting

The public cannot exercise its right to attend open meetings unless given sufficient notice. Therefore, the Open Meetings Law requires that the public receive "full and timely notice" of any meeting held, and the posting shall include specific agenda information where possible.[16]

"Full and timely" notice

The statute does not explicitly specify or limit what may constitute "full and timely notice." The statute does, however, indicate that a meeting notice must be posted in the designated public place no less than twenty-four hours before the meeting.[17] The courts have found that the notice provisions of the Open Meetings Law establish a "flexible standard," the requirements

11 C.R.S. § 24-6-402(1)(b) A meeting is also described in the context of email communications, is presumed by many municipal attorneys to imply that such email communications must occur in a "chat room" format or otherwise be contemporaneous, in order to constitute a "meeting." At this writing, however, no Colorado court decision had adopted this presumption.

12 C.R.S. § 24-6-402(2)(d)(III) This requirement presents numerous potential practical problems for local government officials seeking to comply with the openness, notice, and other requirements of the Open Meetings Law, in the email context. Close consultation with the municipal attorney is advised.

13 However, electronic mail communication among elected officials that does not relate to pending legislation or other public business is not considered a meeting. C.R.S. § 24-6-402(2)(d)(III).

14 C.R.S. § 24-6-402(2)(c).

15 C.R.S.§ 24-6-402(1)(a).

16 C.R.S. § 24-6-402(2)(c),

17 C.R.S. § 24-6-402(2)(c).

of which may vary depending on the particular type of meeting involved.[18] However, the statute requires the local public body to designate the public place where the body will post notice at its first regular meeting each year.[19]

Emergency meetings

Unlike similar statutes from other states, the Colorado Open Meetings Law contains no reference to emergency meetings, which by their very nature present a challenge in terms of public notice. The Colorado Court of Appeals has recognized the need for municipalities to hold emergency meetings on occasion, and has upheld an ordinance providing for such meetings without prior public notice, where action taken would be ratified at a subsequent public meeting for which full and timely notice is provided.[20] The court defined an emergency as "an unforeseen combination of circumstances or the resulting state that calls for immediate action,"[21] and acknowledged that the notice requirement may be affected by the type of meeting involved.[22] While this decision finds no conflict between a local emergency meeting ordinance and the Open Meetings Law, officials should remain mindful of the law's intent and give as much notice as possible under the circumstances.

Direct notification requirements

The Open Meetings Law contains a provision requiring the clerk to maintain a list of persons who have requested, within the previous two years, direct notification of meetings, whether the request be for all meetings or only when certain specified policies will be discussed.[23]

The clerk is required to provide these persons with "reasonable advance notice" of such meetings, but the statute does not specify what sort of notice or what time frame will be considered reasonable.[24] Further, unintentional failure to give this direct notification will not invalidate actions taken at an otherwise properly published meeting.[25]

Minutes

The clerk, or other official in the clerk's absence, must take the minutes of any meeting of the local body "at which the adoption of any proposed policy, position, resolution, rule, regulation, or formal action occurs or could occur."[26] After the meeting, the minutes must be promptly recorded and are considered a public record open to inspection.[27]

18 *Town of Marble v. Darien*, 181 P.3d 1148 (Colo. 2008) (citing Benson v. McCormick , 578 P.2d 651, 653 (Colo. 1978)); *VanAlstyne v. Housing Auth. of the City of Pueblo*, 985 P.2d 97, 100 (Colo. App. 1999).
19 C.R.S. § 24-6-402(2)(c).
20 *Lewis v. Town of Nederland*, 934 P.2d 848 (Colo. App. 1997); but *see VanAlstyne v. Housing Auth. of the City of Pueblo*, as to the limits of subsequent ratification of action taken in prior *non-emergency* meeting held without proper notice.
21 *Lewis v. Town of Nederland*, 934 P.2d 848, 851 (Colo. App. 1997) (quoting *Webster's Third New International Dictionary* 741 (1986)).
22 *Lewis v. Town of Nederland*, 934 P.2d 848, 851 (Colo. App. 1997).
23 C.R.S. § 24-6-402(7).
24 C.R.S. § 24-6-402(7).
25 C.R.S. § 24-6-402(7).
26 C.R.S. § 24-6-402(2)(d)(II).
27 C.R.S. § 24-6-402(2)(d)(II).

Executive sessions

Because the underlying principle of the Open Meetings Law is that the formation of public policy is public business, and therefore cannot be conducted in secret, the exceptions provided by statute are limited and strictly tailored to situations where the General Assembly has determined that public discussion could be contrary to the public interest.

Topics of executive sessions

The statutes limit these private meetings, referred to as "executive sessions," to the following situations:

- the purchase, sale, or lease of real and personal property;
- attorney conferences;
- confidential matters under state or federal law;
- security arrangements or investigations;
- negotiations;
- personnel matters; and
- documents protected under Open Records Act.

Procedure for calling an executive session

Local government bodies may only call an executive session at a regular or special meeting.[28] While the Open Meetings Law requires "full and timely notice" of the regular or special meeting, there is no notice requirement that would impair the body from spontaneously calling an executive session during one of its meetings.

The local government body must first announce the topic of discussion, including the specific citation to the Open Meetings Law that authorizes consideration of the announced topic in executive session, as well as identify the particular matter to be discussed in as much detail as possible without compromising the purpose for which the executive session is authorized, and then vote on whether to hold the session for the purpose of discussing only the topic announced. Two-thirds of the quorum present must vote affirmatively before the local government body can close the meeting to the public.[29]

The local government body cannot utilize the open meeting to simply "rubber stamp" the position adopted by it while in executive session.[30] The public cannot "participate in a public meeting if [it] witnesses only the final recorded vote."[31]

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28 C.R.S. § 24-6-402(4).
29 C.R.S. § 24-6-402(4).
30 *Littleton Educ, Ass'n v. Arapahoe Cty Sch. Dist*. No. 6, 553 P.2d 793, 798 (Colo. 1976); Bagby v. Sch. Dist. No. 1, 528 P.2d 1299, 1302 (Colo. 1974); *Hudspeth v. Bd. of Cty. Comm'rs of Routt Cty*., 667 P.2d 775 (Colo. App. 1983).
31 *Bagby v. Sch. Dist. No.1, Denver*, 528 P.2d 1299, 1302 (Colo. 1974).

The executive session record

The Open Meetings Law requires that an electronic record be made of an executive session of a local public body,[32] unless the attorney representing the local public body (who must be in attendance) determines that the attorney-client privilege applies to the executive session.[33] The law requires that executive session records reflect the "actual contents" of the discussion during the session, as well as the citation to the specific provision of the Open Meetings Law that authorizes the session. If a written record is used, the record must include a signed statement by the person presiding over the session attesting that the minutes "substantially reflect the substance" of the discussion that took place.

The executive session record must be retained for at least 90 days following the date of the executive session.[34]

Penalties for violation of Open Meetings Law

The underlying goal of the Open Meetings Law is to create an atmosphere of openness in public matters, not to "punish" those who violate the provisions. In keeping with this prevailing philosophy, the Colorado law contains no criminal sanctions for noncompliance.

Although members of governing bodies do not risk criminal punishment for transgressions, there are other consequences:

- Any action taken at a meeting that does not comply with the Open Meetings Law requirements is void.[35]
- If the court finds that a public body has violated the Open Meetings Law, it must award the prevailing citizen or citizens costs and reasonable attorney fees.[36]
- There is also the potential for a serious loss of confidence in the government when official actions are invalidated because laws aimed at assuring open government are violated.

32 C.R.S. § 24-6-402(2)(d.5)(II)(A).
33 C.R.S. § 24-6-402(2)(d.5)(II)(B). There is also an exception for electronic recordings of executive sessions discussing individual students. C.R.S. § 24-6-402(2)(d.5)(II)(A), C.R.S. § 24-6-402(4)(h).
34 C.R.S. § 24-6-402(2)(d.5)(II)(E).
35 C.R.S. § 24-6-402(8); *See Gray v. City of Manitou Springs*, 598 P.2d 527, 529 (Colo. App. 1979).
36 C.R.S. § 24-72-204(5.5). Furthermore, this award does not require that the violation be "knowing and intentional." *Zubeck v. El Paso Cty. Retirement Plan*, 961 P.2d 597, 601-602 (Colo. App. 1998).

ETHICS AND LOCAL OFFICIALS

Overview of state laws

The Colorado Constitution, state statutes, and oftentimes local charters and ordinances have provisions relating to ethical principles and conflicts of interest. While this section provides an orientation to laws governing ethics, the state conflict of interest statutes are subject to varied interpretations and particular applications, depending on the facts of the situation. For home-rule municipalities with local provisions that may conflict with state provisions, a legal question may arise over which law controls. If you believe your conduct may be affected by any of the state laws we describe, your best course of action is to seek the guidance of your municipal attorney.

Ethics laws that apply to local government officials, including members of boards and commissions, can be found in three separate sections of the Colorado Revised Statutes[37] as well in Article 29 of the State Constitution (sometimes referred to as Amendment 41).

Colorado "Code of Ethics"

The Colorado Code of Ethics[38] identifies several rules of conduct for local government officials, which includes boards and commissions, as well as local government employees.

The following are explicitly prohibited:

- using confidential information for personal benefit;
- accepting gifts or economic benefits as rewards or inducements;
- transacting business with those one supervises or inspects;
- acting to benefit one's business or client; and
- taking a personal or business interest in municipal contracts.

Exclusions from the Colorado "Code of Ethics"

The code provides that it is not a breach of fiduciary duty or the public trust for a local government official or employee to:

- use local government facilities or equipment to communicate with constituents, family members or business associates, (as long as the use of these facilities is not otherwise prohibited, such as for campaign purposes), or
- accept or receive benefits as an indirect consequence of transacting local government business.[39]

37 C.R.S. §24-18-101, et seq.; C.R.S. § 31-4-404; C.R.S. § 18-8-308.
38 C.R.S. § 24-18-101, et seq.
39 C.R.S. § 24-18-109(4).

The municipal "disclosure and abstention" statute

The disclosure of conflicts of interest and abstention from voting rules are found at C.R.S. § 31-4-404(2) and (3). These statutory provisions require that a member of the governing body of a city or town who has a "personal or private" interest in any matter proposed or pending before the governing body shall:

- disclose such interest to the governing body,
- not vote, and
- not attempt to influence the votes of other members of the governing body.[40]

However, a member of the governing body may vote notwithstanding his or her personal or private interest if:

- the member's participation is necessary to achieve a quorum or otherwise enable the body to act, and
- disclosure prior to official activity is made pursuant to the voluntary disclosure provision of the Code of Ethics.[41]

Board and commission members should avoid voting on matters in which they may have a conflict of interest, as well as avoid attempting to influence other members on those matters. Such conflicts should be properly disclosed. If a situation like this arises, consult with your municipal attorney.

Colorado Criminal Code

The Colorado Criminal Code contains additional disclosure requirements affecting local government officials and employees.

The disclosure requirement is triggered when a local government official has a "known potential conflicting interest" affected by an impending exercise of a "substantially discretionary function with respect to a government contract, purchase, payment, or other pecuniary transaction."[42] The code provision requires disclosure in writing to the Secretary of State 72 hours *before* any action is taken.

Voluntary disclosure

Section 24-18-110 provides for voluntary disclosure by a local government official or employee of the "nature of his private interest" prior to acting in a manner that may impinge upon fiduciary duty and the public trust. The statute provides that such disclosure will be a defense for the local official in any civil or criminal action, or against "any sanction." Note that this defense is for the individual; it does not protect the official action tainted by a conflict from being voided, if otherwise voidable.

40 C.R.S. § 31-4-404(2).
41 C.R.S. § 31-4-404(3).
42 C.R.S. § 18-8-308.

Proper disclosure requires the disclosure to be in writing and delivered to the Secretary of State. Disclosure should include the following elements:

- amount of financial interest, if any;
- purpose and duration of services rendered, if any;
- compensation received for services; or
- "such other information as is necessary to describe" the interest.

If the act is then performed, the official or employee shall state for the record the fact and nature of the interest involved.

Amendment 41

At the statewide general election in November 2006, the voters of Colorado adopted Amendment 41, which added a new Article (XXIX) to the state Constitution. The amendment's language, which is couched in very broad terms, limits receipt of gifts exceeding $50 (subject to inflation; the 2018 amount is $59)[43] from any particular donor in a given year by municipal municipal employees and officials, among others. This broad language has spawned efforts within the legislature and the courts to define the practical reach of Amendment 41.

Amendment 41 provides for creation of an Independent Ethics Commission (IEC) and empowers the IEC to issue "advisory opinions" on ethics issues arising under the Amendment. The Commission has provided guidance on gifts that would not qualify as having substantial value, including:

- Unsolicited gifts of trivial value;
- Gifts valued less than $59 (and not given by a lobbyist);
- Gifts from relatives and friends for special occasions;
- Inheritances;
- Expense reimbursements;
- Campaign contributions;
- Scholarships;
- Honoraria for public speaking engagements; and
- Prizes, raffles, lotteries, etc.

The IEC's position statement clarifying acceptable gifts is available on the its website at *www.colorado.gov/pacific/sites/default/files/PositionStatement_08-01_IEC.pdf*.

As a reminder, the guidelines presented here are those declared by the IEC; your municipality may have local regulations prohibiting certain gifts for board and commission members.

43 The gift limit was originally $50, adjusted every four years for inflation and is $59 as of the date of this publication. However, $53 is the amount listed in the implementing statute because it has not yet been updated. See Colorado Independent Ethics Commission, Ethics Handbook (2016), *www.colorado.gov/pacific/sites/default/files/IEC_Ethics_Handbook_2016.pdf.*

Other issues and considerations regarding ethics

In addition to legal requirements, a number of other laws, principles, and related issues involve ethics for municipal officials.

Nonbinding ethical "principles" in the Colorado State Statutes

Colorado statute[44] provides "ethical principles" that are intended to provide supplemental guidance for ethical behavior. The statute provides:

The principles in this section are intended as guides to conduct and do not constitute violations as such of the public trust of office or employment in state or local government.

A public officer, a local government official, or an employee should not acquire or hold an interest in any business or undertaking which he has reason to believe may be directly and substantially affected to its economic benefit by official action to be taken by an agency over which he has substantive authority.

A public officer, a local government official, or an employee should not, within six months following the termination of his office or employment, obtain employment in which he will take direct advantage, unavailable to others, of matters with which he was directly involved during his term of employment. These matters include rules, other than rules of general application, which he actively helped to formulate, and applications, claims, or contested cases in the consideration of which he was an active participant.

A public officer, a local government official, or an employee should not perform an official act directly and substantially affecting a business or other undertaking to its economic detriment when he has a substantial financial interest in a competing firm or undertaking.

Nepotism and cronyism

Nepotism is commonly defined as "favoritism (as in appointment to a job) based on kinship." Cronyism is "partiality to cronies especially as evidenced in the appointment of political hangers-on to office without regard to their qualifications."

While neither cronyism nor nepotism is specifically prohibited by Colorado law, some local governments in Colorado have taken the initiative to pass their own anti-nepotism ordinances. However, even absent express prohibitions on cronyism or nepotism, municipal officials should be aware that there may be times when disclosure and abstention from voting on matters that directly concern their relations, close friends, or financial or political supporters may be desirable.

Board and commission members at times excuse themselves from votes regarding these matters to avoid the potential appearance of impropriety. If a situation like this arises, consult with your municipal attorney.

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44 C.R.S. § 24-18-105.

Expectations of your community

It is important to note that laws are limited in their ability to provide guidance for every situation you encounter. While an action may be legal, it may not necessarily be ethical or viewed by the public as ethical behavior. As many popular references suggest, laws should be regarded as a floor for ethical behavior, not a ceiling. The public may not be aware of all the laws that apply to your position as a public official; nonetheless they will have expectations of your behavior and will hold you to a high standard—regardless of the law.

What the public expects from public officials:

- honesty;
- decisions that put the community first, rather than the interests of the individual public official;
- an open, impartial and fair decision-making process;
- respect for individual rights and community rights;
- accountability;
- forthrightness;
- decorum and professionalism; and
- personal character and lawful personal behavior.

Sticky situations — Questions to ask

Unfortunately, not all of our questions involving ethics are black and white or addressed clearly in the laws. When you are faced with a difficult ethical question, it may be helpful to ask yourself the following questions:

1. *What does the law require in this situation?*
   The law should be considered a minimum standard for ethical conduct. It can and should be a starting point for your decisions.
2. *What does our own municipal ethics code require in this situation?*
   If your city or town has a locally adopted ethics code, make sure you understand it and apply it to your decisions. Like state laws, local ethics codes always should be considered a floor for your decisions, not a ceiling.
3. *Is this a right vs. wrong situation? Is the issue simply that doing the "right" thing involves significant personal cost?*
   Remember, your responsibility is to do the right thing for your community, regardless of personal cost. Ethics and the associated legal requirements are written to avoid improper conduct, not to serve as an excuse for avoiding politically difficult decisions.
4. *Would I be embarrassed to read about my actions in the local newspaper?*
   This is a simple "self-test," but can be very useful in clarifying a sticky situation!

5. *Which decision will build or preserve the most public confidence in our municipality and the leadership of this governing body?*
   The public expects you to base your conduct on the highest standards — even the appearance or perception of unethical behavior can test the public's confidence in your leadership.
6. *Which decision is most consistent with my values?*
   Is it fair? Compassionate? Respectful of all parties involved? Am I keeping my word?
7. *Does this decision represent the interests of everyone in my community? Are there other stakeholders or members of the public who should be heard before this decision is made?*
   Keeping your procedures open and accessible to the public not only ensures that everyone has an opportunity to be heard, but also that you make the best decisions for your community.
8. *Does this decision involve conflicting values? If so, what are the facts? Is there a decision that best reflects my responsibility to the community as a whole? Does this decision do more good than harm? Is there something we can do to make this decision more fair and equitable?*
   Sometimes, no matter what you do, there will be someone in your community who disagrees with your decision. However, if you have carefully thought through all of these considerations, you can be assured that you have done everything possible to ensure a fair — and ethical — decision.

QUASI-JUDICIAL DECISIONS AND *EX PARTE* CONTACT

A quasi-judicial decision occurs when a non-judicial body interprets the law to make a decision. Boards and commissions do not always make quasi-judicial decisions, but in certain circumstances they may. Quasi-judicial decisions involve the implementation of a previously adopted policy, rather than the declaration of new policy. When a board acts as a quasi-judicial body, it is important for the board's members to avoid *ex parte* contact.

What is an *ex parte* contact?

Broadly defined, an *ex parte* contact is any written or verbal communication initiated outside of a regularly noticed public hearing between an official with decision-making authority and one or more of the parties, but not all of the parties, concerning a particular subject matter that is under, or that is about to become under, consideration by that official, and that seeks either to influence, or present information relating to, that matter which is the subject of the decision. The term is usually used in a courtroom context: the judge cannot discuss a case with either party or their attorney without the other party and the attorney being present. The term is equally applicable to any quasi-judicial matter pending before a local governmental body; including a board or commission with quasi-judicial authority. An *ex parte* contact includes discussing an upcoming hearing or decision with the applicant or the party protesting the application.

Why are ex parte *contacts before making a quasi-judicial decision improper?*

- All parties are entitled to have the matter heard by an impartial person or body. At the very least, *ex parte* contacts, whether the contacting person is an applicant or a protestant, call into question the impartiality of the decision maker.
- Every quasi-judicial decision must be supported by findings of fact, and the findings of fact must be based solely upon the evidence as it appears in the record of the proceeding. The record of the proceedings consists only of matters presented at the hearing, not anything presented before or after the hearing. Therefore, to have a defensible record, only evidence presented during the hearing, on the record of the hearing, may be relied upon in reaching the body's decision.
- In some instances, the parties have the right of cross-examination of the opposing side. They cannot cross-examine an *ex parte* contact.
- In the event one party challenges the final decision, you can be sure any *ex parte* communications will be included as one of the grounds for reversing the decision.

What do I do if someone attempts to contact me before a hearing?

- Stop the person. If it is a verbal contact, advise the person that you are sitting as a judge in the matter and you cannot listen to or review anything about the issue prior to the hearing.

- Disclose the contact. At the next public meeting or prior to the hearing on the public record, advise the remaining members of the board and the parties regarding the contact, your response, and whether or not you think you can make an impartial decision based on the evidence presented at the hearing despite the contact.
- Consider whether the *ex parte* contact requires abstention. An *ex parte* contact, by itself, is usually not enough to reverse the final decision or require you to abstain from voting on the issue. Each individual contact must be reviewed to determine whether it affects your impartiality or ability to consider the matter fairly, whether it creates an appearance of impropriety, whether it creates a conflict such that you cannot participate in the decision-making process, or whether it otherwise affects the rights of the parties seeking the decision to "fundamental fairness" or due process in the decision-making proceedings.
- Consider adopting formal procedures. It is difficult to tell a neighbor or a constituent that you cannot talk to them about an issue that may be very important to them. Very often constituents are unable to understand why they cannot speak about particular issues to those that have been elected or appointed to represent those constituents. It may help to have specific procedures that the governing body or the planning commission has adopted that you can point to as the reason you cannot handle a quasi-judicial issue in the same manner as you do other legislative or administrative issues. This will also help to make sure all board members handle *ex parte* contacts in the same manner.

At the very least, *ex parte* contact can give the appearance of impropriety. At worst, *ex parte* contact may be grounds for reversal of a decision, a lawsuit, charges of undue influence or coercion, or bribery.

SOME FINAL GUIDEPOSTS

Municipal government is a team operation.

There are many sources of information about municipal government available to members of boards and commissions. The publications, information, and services of the Colorado Municipal League, meetings, institutes and conferences for municipal officials, and journals of the various professional associations of municipal officers and employees all provide basic information about the many problems and activities of municipal government.

In addition, there are specialists and professional consultants who can help with technical problems. Remember, however, that these persons are advisers and that the policy decisions should be left to the board or commission member.

No state law, handbook or any other guide can adequately outline the board or commission member's role in the governmental process. Yet, members of boards and commissions have a real responsibility to the citizens. Members of boards and commissions are the trustees and custodians of the privilege of local self-government in this country, and the individual member, regardless of the size of the municipality, is engaged in the vital process of making American democracy work.

Resources

Acknowledgements

Many thanks to the City of Commerce City and the City of Fort Collins for providing their Boards and Commissions Manuals as sources of information for this handbook. CML also thanks former Aurora Deputy City Clerk Karen Goldman for her valuable feedback and edits.

Related CML publications

Colorado Municipal Government: An Introduction

Open Meetings, Open Records

Ethics Handbook

Handbook for Municipal Elected Officials

Municipal Candidates Guide

Public Officials Liability Handbook

Visit *www.cml.org* to learn more or to order.

Boards and Commissions
Descriptions & Job Duties

Board of Adjustment

A quasi-judicial board that hears and decides requests for variances from the City's zoning ordinances.

- Job Duties
  - Attends monthly meetings of the board
  - Hears and decides applications for variances from the Louisville Municipal Code
  - Hears and decides floodplain development permit requests for compatibility with the Louisville Municipal Code
  - Hears and decides requests to determine if a particular land use is allowed under the Louisville Municipal Code
  - Hears and decides appeals from administrative decisions of the Director of Planning and Building Safety
- Board Information
  - Seven (7) members, one is an alternate
  - Three-year terms
  - Staff liaison: Emily Cline-Gibson - ECIineGibson@LouisvilleCO.gov - 303.335.4887
  - Meets the third Wednesday of each month, 6:30 pm, as needed

Building Code Board of Appeals

A quasi-judicial board that hears and decides appeals of orders, decisions, or determinations made by the Chief Building Official relative to the application of the building code.

- Job Duties
  - Attends monthly meetings of the board
  - Reviews appeals to the Chief Building Official's determinations regarding building codes.
  - Reviews building codes and makes recommendations to the City Council for adoption
  - Reviews suggested changes to the Louisville Municipal Code and makes recommendations to the City Council for adoption
- Board Information
  - Six (6) members, one is an alternate
  - Members must be qualified by experience and training to understand matters pertaining to building construction
  - Three-year terms
  - Staff liaison: Chad Root - CRoot@LouisvilleCO.gov - 303.335.4580
  - Meets the second Wednesday of each month, 1:30 pm, as needed

Cultural Advisory Board

The Board promotes arts and culture in Louisville; programs cultural events, advocates for and supports artists, and advises City Council. By doing so the board engages our diverse social, cultural and creative community.

- Job Duties
    - Attends monthly meetings of the board with additional subcommittee assignments as needed and staff CAB events
    - Advises the City Council on arts and cultural related matters
    - Plans and implements the outdoor concert series and other cultural events
    - Evaluates and awards grants to support the arts and other cultural activities

- Board Information
    - Seven (7) members
    - Three-year terms
    - Staff liaison: Iris Belensky – IBelensky@LouisvilleCO.gov – 303.335.4581
    - Meets the second Wednesday of each month, 6:30 pm

Historic Preservation Commission

A quasi-judicial board advising the City Council regarding historic landmarking of properties and on spending the Historic Preservation Fund.

- Job Duties
    - Attends monthly meetings of the board
    - Makes recommendations to City Council on landmarking of historic structures
    - Makes recommendations to City Council on the utilization of the Historic Preservation Fund
    - Advises City Council on incentives for historic preservation
    - Provides outreach and education on historic preservation issues
    - Makes decisions regarding alterations to and demolition of historic buildings

- Board Information
    - Seven (7) members (three must be preservation professionals, one must live in the Old Town Overlay District)
    - Three-year terms
    - Staff liaison: Jess Daniels – JDaniels@LouisvilleCO.gov – 303.335.4595
    - Meets the third Monday of each month, 6:30 pm

Historical Museum Advisory Board

Advises the City Council on matters related to the Louisville Historical Museum and promotes public awareness of the history of Louisville with an emphasis on the coal mining era.

- Job Duties
  - Attends bi-monthly meetings of the board
  - Advises the City Council on matters relating to the development and use of the Louisville Historical Museum
  - Promotes public awareness of the history of Louisville and its surrounding community
  - Establishes criteria for the collection, preservation, and display of historical artifacts, documents, and structures by the Museum
  - Works with Museum staff on such issues as deciding which items to accept into the Museum's permanent collection and establishing the Museum mission statement and Master Plan
  - Works with directors of the Louisville History Foundation, a private fundraising organization, on issues of common interest
  - Serves as a sounding board for City departments and local organizations on matters relating to local history
- Board Information
  - Seven (7) members
  - Four-year terms
  - Staff liaison: Gigi Yang - GYang@LouisvilleCO.gov - 303.335.4848
  - Meets the third Wednesday of odd-numbered months, 6:30 pm

Library Board of Trustees

Advises the City Council on matters related to the library and library policy.

- Job Duties
  - Attends monthly meetings of the board
  - Serves as advisors in the review and development of policies for the Louisville Public Library
  - Develops, reviews, and updates the Library's Strategic Plan
  - Liaises with City Council on matters relating to the Library
  - Promotes use of the Library within the community
  - Develops and performs outreach activities
  - Collaborates as needed with the Louisville Library Foundation
  - Has a Louisville Public Library card!
- Board Information
  - Seven (7) members, one representative appointed by Superior Board of Trustees
  - Four-year terms
  - Staff liaison: Brandi Cummings - BCummings@LouisvilleCO.gov - 303.335.4800
  - Meets the second Thursday of odd-numbered months, 6:30 pm

Local Licensing Authority

A quasi-judicial board that reviews applications for liquor licenses and retail and medical marijuana licenses. Also reviews alleged violations of City's liquor and marijuana codes.

- Job Duties
  - Attends monthly meetings of the board
  - Reviews and makes a determination on liquor and marijuana applications as well as modifications to existing licenses.
  - Reviews Police Department reports for possible violations
  - Participates in hearings to determine if licensees should be sanctioned
- Board Information
  - Six (6) members, one is an alternate
  - Four-year terms
  - Staff liaison: Genny Kline - GKline@LouisvilleCO.gov - 303.335.4574
  - Meets the fourth Monday of each month, 6:30 pm

Open Space Advisory Board

Advises City Council on the conservation, restoration, management, and acquisition of Open Space properties.

- Job Duties:
  - Attends monthly meetings of the board
  - Reviews and updates an inventory of City Open Space. This shall include existing Open Space as well as other undeveloped lands owned by the City that may be eligible for Open Space designation in the future
  - Provides recommendations for natural resource management, environmental education, and trails
  - Reviews and recommends revisions to the Open Space Master Plan as necessary
  - Provides comments to City Council and/or the Planning Commission on development proposals affecting Open Space and trails
  - Periodically reviews and make recommendations on Capital Improvement priorities
- Board Information
  - Eight (8) members
  - Three-year terms
  - Staff liaison: Ember Brignull - EmberB@LouisvilleCO.gov - 303.335.4729
  - Meets the second Wednesday of each month, 6:45 pm

Parks & Public Landscape Advisory Board

Advises the City Council on matters of interest related to parks and public landscaping within the City of Louisville.

- Job Duties
  - Attends monthly meetings of the board
  - Provides recommendations for parks, programs, and facilities
  - Reviews plans for parks and public landscapes maintenance, development, and redevelopment
  - Makes recommendations on the capital and operating budget as it relates to parks and public landscape maintenance
  - Advises the City on best practices related to parks and landscaping
  - Promotes and educates the public regarding healthy horticultural and forestry practices in public and private landscapes
  - Gives comments on city landscape master plans, landscape ordinances and other appropriate landscape documents
- Board Information
  - Seven (7) members
  - Three-year terms
  - Staff liaison: Chris Davis – CDavis@LouisvilleCO.gov - 303.335.4794
  - Meets the first Wednesday of each month, 6:30 pm

Planning Commission

A quasi-judicial board that evaluates land use proposals against municipal zoning regulations and makes recommendations to the City Council.

- Job Duties
  - Attends monthly meetings
  - Reviews land use applications, development applications, and annexation requests against zoning regulations and makes recommendations to City Council
  - Suggests Municipal Code amendments to the City Council
  - Advises the City Council on long-range planning and items such as design standards and small area plans.
- Board Information
  - Seven (7) members
  - Two 2-year terms, two 4-year terms, three 6-year terms
  - Staff liaison: Jeff Hirt - JHirt@LouisvilleCO.gov - 303.335.4591
  - Meets the second Thursday of each month, 6:30 pm

Recreation Advisory Board

Advises the City Council on matters of interest related to the Recreation/Senior Center and the Coal Creek Golf Course.

- Job Duties
  - Attends monthly meetings
  - Advises City Council on the community's needs and desires for recreation and golf facilities
  - Advises the City Council on maintenance, development, and redevelopment of recreation and golf facilities
  - Advises the City Council on the capital and operating budget for recreation and golf
  - Advises the City Council on programming and long-term planning for recreation and golf
- Board Information
  - Seven (7) members
  - Three-year terms
  - Staff liaison: Kathy Martin - KathyM@LouisvilleCO.gov - 303.335.4903
  - Meets the fourth Monday of each month, 6:30 pm

Sustainability Advisory Board

Advises City Council on such matters as natural resources and energy conservation proposals and measures; sustainable practices and policies; and sustainability related activities for the benefit of Louisville residents.

- Job Duties
  - Attends monthly meetings
  - Advises the City Council and staff on sustainability programs
  - Establishes goals and indicators with baseline values to measure progress towards sustainability targets
  - Identifies roles, responsibilities, and resources needed to implement sustainability programs
- Board Information
  - Seven (7) members
  - Four-year terms
  - Staff liaison: Hannah Miller - HMiller@LouisvilleCO.gov - 303.335.5046
  - Meets the third Wednesday of each month, 6:30 pm

Youth Advisory Board

Advises City Council on issues affecting the youth of Louisville

- Job Duties
  - Attends monthly meetings October – May
  - Participates in the board selected monthly volunteer event, October – May
  - Makes recommendations to the City Council regarding issues related to Louisville youth.
- Board Information
  - Thirteen (13) members
  - Two-year terms
  - Staff liaisons: Mandy Perera - MandyP@LouisvilleCO.gov - 303.335.4902 and Jessica Schwartz - JSchwartz@LouisvilleCO.gov - 303.335.4844
  - Meets the first Thursday of each month during the school year, 6:00-7:30 pm

Discussion & Direction

Board & Commission Handbook Update

April 14, 2026

Samma Fox, Deputy City Manager

Purpose

- To support our Boards & Commissions, and City Staff, by providing clarity and improving consistency through a centralized resource and confirming policy direction on a variety of Board & Commission related items.

Background & Prior Discussions

- Board & Commission related items discussed periodically, in a variety of manners
- 2023 – Board/Commission Recommendations
- 2024 – Existing Board and Commission Handbook Updated
- *Staff Time Commitment >100 hours per week (up ~7 hours from 2023)*

This Applies to…

- Board of Adjustment (BOA)
- Building Code Board of Appeals (BCBOA)
- Cultural Advisory Board (CAB)
- Historic Preservation Commission(HPC)
- Historical Museum Advisory Board (HMAB)
- Library Board of Trustees (LBOT)
- Local Licensing Authority (LLA)
- Open Space Advisory Board (OSAB)
- Parks & Public Landscaping Advisory Board (PPLAB)
- Planning Commission (PC)
- Recreation Advisory Board (RAB)
- Sustainability Advisory Board (LSAB)
- Youth Advisory Board (YAB)

City of Louisville

Current Schedule

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY
Week 1		**COUNCIL** - 6:00PM, City Hall	**PPLAB** - 6:30PM, Library	**YAB***** - 6:00-7:30PM - Library
Week 2		**COUNCIL** - 6:00PM, City Hall	**BCBOA*** - 1:30PM, City Hall **CAB** - 6:30PM, Library **OSAB** - 6:45PM, Library	**LBOT**** - 6:00PM, Library **PC** - 6:30PM, City Hall
Week 3	**HPC** - 6:30PM, City Hall	**COUNCIL** - 6:00PM, City Hall	**BOA** - 6:30PM, City Hall **HMAB**** - 6:30PM, Library **LSAB** - 6:30PM, Library	
Week 4	**LLA** - 6:30PM, City Hall **RAB** - 6:30PM, Rec Center	**COUNCIL** - 6:00PM, City Hall		

*Meets as needed ** Odd numbered months *** Monthly Oct-May

City of Louisville

Direction Needed

- Supporting Document Consistency
- Board & Commission Role Confirmation
- Additional Items for Council Consideration
- Engagement

Supporting Document Consistency

Proposal – Role the following into one, consistent document:

- Board and Commission Handbook
- Board and Commission Rules of Procedure
- All Board and Commission Bylaws

- May require – code updates or resolutions
- Will not address – Charter requirements

City of Louisville

Board/Commission Role Confirmation

- Role clarity and expectation setting has been a theme from many Boards and Commissions
- This would also be significantly beneficial to staff, in setting agendas and work plans for the year
- This could look like a separate working session with Council to review each Board/Commissions role and update as needed

City of Louisville

Additional Items for Consideration

- Clarify Communication w/ Council Options
- Recruitment Expectations
- Meeting Date & Time Consistency
- Meeting Agendas, Minutes, and Documents Consistency
- Topic Types & Expectations Consistency
- Meeting Recording Consistency
- Time Commitment Expectations
- Term Limits
- Event/Volunteering Expectations
- Work Plan Processes
- Budget Recommendation Processes
- Joint Meetings
- Minimum Age Requirement
- Meeting Frequency
- Conflicts of Interest
- Sub-Committees/Friends Of Organizations
- Hybrid Meetings
- Discuss Board Options

Engagement

- Staff Liaisons – Have been engaged in scoping and will be engaged throughout the project.

- Boards and Commissions – Depending on the scope & Council direction:
  - Survey – Available to all Board/Commission members
  - Chair Engagement – Staff could engage the Chairs, or a representative, in a special session related to this work
  - Meeting Attendance – Staff could attend a meeting with impacted Boards and Commissions (time intensive)

City of Louisville

Summary & Next Steps

- Summary of Council Direction

- Next Steps:
  - Set follow up meetings as necessary
  - Build out project plan for staff and Board and Commission Engagement
  - Goal – Bring a draft to Council for consideration in October

City of Louisville

Thank you!

City of Louisville COLORADO ▪ SINCE 1878	**City Council Communication** **Agenda Item 3.C.**

Subject: Upcoming Agenda Items & Identification of New Ones - April 15, 2026 to July 31, 2026

Discussion / Direction provides Council with the opportunity to learn about an item, ask questions, and provide feedback to staff. There will be one round of public comment. There will be no final decisions made on this item, and it may return at a later date for action by Council.

Date: April 14, 2026

Prepared By: Genny Kline, City Clerk

Presented By: Samma Fox, Deputy City Manager

Summary:

Staff requests the City Council review the upcoming Council agenda items for the next three months, provide feedback, and suggest any additional topics for consideration.

Background / Prior Discussions:

This item is one of the results of a 2025 City Council Workshop.
Council has reviewed the next three-month agenda items on a monthly basis since October 14, 2025.

Development Proposal:

N/A

Analysis:

The attached list details upcoming agenda items forecasted by staff for the Council meetings scheduled through the end of July 2026. This list includes the name of the agenda item, presenter, a brief description of the item, high-level budget impact, board / commission involvement, and if the item is quasi-judicial. While the timing of items may shift, the list reflects staff's best current estimate of when topics will be presented to Council.

Council Work Plan:

This item supports Council's Work Plan by enhancing transparency, improving meeting preparation, and fostering proactive agenda planning.

Fiscal Impact:

Not applicable. There is no fiscal / budget impact for this item.

Alternatives:

1. Change the frequency of how often the list is reviewed by Council (e.g., quarterly instead of monthly). This may reduce administrative workload, but limit responsiveness.
2. Change how far out the list forecasts agenda items.

Recommendation:
Review upcoming Council agenda items for the next three months, provide feedback and suggest any additional topics for consideration.

Attachments:
1. Agenda Forecast 0426-0726

Last updated April 9, 2026

City Council Agenda Forecast

All dates and items are tentative and subject to change.
This is not a comprehensive list of all items that will be on a Council Agenda.

DATE		DEPT.	ITEM	DESCRIPTION	BUDGET	STAFF
April 14 Special Meeting 6pm		PROS	Presentation: PROS Long-Range Plan & Trails Plan	DTJ Design will present a progress update on the PROS Long-Range Plan and Trails Plan.	N/A	Bryon Weber Adam Blackmore
		CMO	Discussion/Direction: Board & Commission Handbook Update	Combine several board and commission documents into a single consistent handbook	N/A	Samma Fox
		CMO	Discussion / Direction: Upcoming Agenda Items & Identification of New Ones	Review upcoming agenda items and identify new ones for the period April 15, 2026 – July 31, 2026	N/A	Samma Fox
April 21 Regular Meeting 6pm	Consent	Public Works	Award Contract for 2026 Sanitary Sewer CIP Project	Lining of sewer lines that are in bad shape, but do not need replacement	$617,000 (budgeted)	Tyler Trojan Kurt Kowar
		Public Works	Award Contract for Phase I Internal Decarbonization Project	Award contract for Phase I – Electrification/Energy Efficiencies	$374,335 (budgeted)	Taylor McCauley Kurt Kowar
		Community Development	Grant License to Xcel for Undergrounding at 101 Cherry St.	As part of the recent agreement to sell 101 Cherry Street, the new owner is undergrounding electrical lines in the proximity of the property, which includes a small area over City-owned property. The license grants Xcel a license needed to complete the undergrounding.		Rob Zuccaro
		Public Works	Discussion / Direction: Fleet Purchase Order Rollover from 2025	Vehicles originally approved in 2025 have been discontinued. Staff recommendation of EV/hybrid alternatives will be within budget. All EV will require additional budget	Budgeted or an increase of $20,000	Ben Francisco Kurt Kowar
			LRC Cooperation Agreement			
	Regular	Community Development	BAP Program Amendment – 1st Reading	Adding new section re: small retail & restaurant for administrative approval and	N/A	Vanessa Zarate Rob Zuccaro

Bold Items are Quasi-Judicial
Items Highlighted in Yellow Were Added this Week

City of Louisville

				changing City Manager administrative approval to $100,000		
		Community Development	Grain Elevator – 540 Front Street i. Historic Preservation Grant ii. PUD / SRU iii. TIF Rebate	i. Grant for preservation, restoration, rehabilitation and new construction ii. Request for approval to allow redevelopment of the Grain Elevator as a bar and food truck court iii. Request for TIF agreement to support the redevelopment		Jess Daniels Vanessa Zarate Rob Zuccaro
		Community Development	**811 Walnut Downtown Overlay – 2nd Reading** • **Council – 4/7/26** • **Planning Comm. – 3/12/26**	**Ordinance amendment to include 811 Walnut in the Downtown Overlay to align with recent rezoning**	**N/A**	**Emily Cline-Gibson** **Rob Zuccaro**
		Community Development	**Short-Term Rental Ordinance – 2nd Reading** • **Council – 4/7/26** • **EVC – 2/19/26**	**Ordinance concerning temporary short-term rentals during and around the Sundance Fil Festival**	**N/A**	**Vanessa Zarate** **Rob Zuccaro**
April 28 Special Meeting 6pm		Public Works	Utility Rates	City utility rates		Cory Petersen Kurt Kowar
		PROS	Joint Meeting with Recreation Advisory Board	Joint meeting with RAB		Kathy Martin Adam Blackmore
		CMO	Potential Ballot Questions	Council discussion / direction regarding potential ballot issues.		Diana Langley Samma Fox
MONDAY May 4 Special Meeting 6pm			Joint meeting with Superior Town Council	Joint meeting with the Superior Town Council		
May 5 Regular Meeting 6pm	Consent	Public Works	Approve 2026 Asphalt Paving Program Contract	Annual Contract for asphalt work in areas across the city	$1.3 Million (budgeted	Jonathan Williams Kurt Kowar
		PROS	Award Contract for Playground Replacement at Memory Square Park	Design & installation contract for new playground equipment at Memory Square Park	$315,000 (budgeted)	Bryon Weber Adam Blackmore

		PROS	Award Contract for Playground Replacement at Rec Center	Design & installation contract for new playground equipment at Recreation Center	$415,000 (budgeted)	Bryon Weber Adam Blackmore
	Regular	Community Development	BAP Program Amendment – 2nd Reading	Adding new section re: small retail & restaurant for administrative approval and changing City Manager administrative approval to $100,000		Vanessa Zarate Rob Zuccaro
		Finance	Certificate of Participation – 1st Reading	Authorizes financing for the purchase of 101 S. Taylor without issuing new taxes or bonds. Maximum limits on interest rate, principal and term.	Up to $20M	Ryder Bailey
		Community Development	**ADU Compliance Review – 1st Reading** • **Planning Comm – 2/12/26**	**Minor Update to ADU Code to bring into compliance with State Law**	**N/A**	**Jeff Hirt** **Rob Zuccaro**
		Community Development	**Redtail Ridge Easement Vacation Ordinance – 1st Reading**	**Vacation of access easement for Lot 1, Block 3 that is used to access the Lift Station Property**		**Emily Cline-Gibson** **Rob Zuccaro**
		CMO	Community Event Sponsorships (July-December)	Review Council Community Sponsorship Applications	Less than $10,000	Mindy Olkjer Samma Fox
May 12 Special Meeting 6pm		PROS / Cultural Services	Update with Youth Advisory Board	Meeting with the Youth Advisory Board	N/A	Mandy Jessica
		Cultural Services	Resident Art Program	Discussion / Direction on the Resident Art Program		Brandi Cummings
		CMO	Upcoming Agenda Items & Identification of New Ones	Review upcoming agenda items and identify new ones for the period May 13, 2026 through August 31, 2026	N/A	Samma Fox
May 19 Regular Meeting 6pm	Consent	PROS	Approve Golf Course Pond Liner Replacement Contract	Construction agreement to remove and replace Hole 11 pond liner – stormwater holding pond	$310,000 (budgeted)	Bryon Weber Adam Blackmore
	Regular	CMO Finance	101 S. Taylor – Engagement Results	Reporting out of community engagement results.	N/A	Samma Fox Grace Johnson
		Finance	Certificate of Participation – 2nd Reading	Authorizes financing for the purchase of 101 S. Taylor without issuing new taxes or bonds. Maximum limits on interest rate, principal and term.	Up to $20M	Ryder Bailey

Bold Items are Quasi-Judicial

Items Highlighted in Yellow Were Added this Week

		Finance	Potential Budget Workshop	Initial Discussions regarding 2027-2028 Budget		Ryder Bailey
		Finance	Budget Amendments	First round of budget amendments for 2026		Ryder Bailey
		Community Development	**Redtail Ridge Easement Vacation Ordinance – 1st Reading**	**Vacation of Emergency Communications Tower Access**	**N/A**	**Rob Zuccaro**
		Community Development	**Redtail Ridge Easement Vacation Ordinance – 2nd Reading**	**Vacation of access easement for Lot 1, Block 3 that is used to access the Lift Station Property**	**N/A**	**Emily Cline-Gibson Rob Zuccaro**
		Community Development	**ADU Compliance Revision – 2nd Reading • Council – 5/5/26 • Planning Comm – 2/12/26**	**Minor Update to ADU Code to bring into compliance with State Law**	**N/A**	**Jeff Hirt Rob Zuccaro**
May 26 Special Meeting 6pm		Cultural Services	Joint Meeting with Cultural Advisory Board		N/A	Iris Belensky Brandi Cummings
		PROS	Joint Meeting with Parks & Public Landscaping Advisory Board		N/A	Chris Adam Blackmore
		CMO	Potential 101 S. Taylor Closing (tentative)			Diana Langley
June 2 Regular Meeting 6pm	Consent					
	Regular	PROS	Discussion / Direction: PROS Guidebook (Long-Range Plan & Trails Plan)	Presentation and City Council review of the PROS Guidebook, the Long-Range plan and Trail System Plan		Bryon Weber Adam Blackmore
		Community Development	**Redtail Ridge Easement Vacation Ordinance – 2nd Reading**	**Vacation of Emergency Communications Tower Access**	**N/A**	**Rob Zuccaro**
June 9 Special Meeting 6pm		Community Development	Joint Meeting with Historic Preservation Commission		N/A	Jess Daniels Rob Zuccaro
		CMO	Joint Meeting with Sustainability Advisory Board		N/A	Hannah Miller Samma Fox
		CMO	Upcoming Agenda Items & Identification of New Ones	Review upcoming agenda items and identify new ones for the period June 10, 2026 – September 30, 2026	N/A	Samma Fox
June 16 Regular Meeting	Consent					

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Items Highlighted in Yellow Were Added this Week

6pm	Regular					
June 22 to July 4		Summer Break				
July 7 Regular Meeting 6pm	Consent					
		PROS	Parks and Recreation Month Proclamation		N/A	
	Regular					
July 14 Special Meeting 6pm		Cultural Services	Joint Meeting with Historical Museum Advisory Board		N/A	Gigi Yang Brandi Cummings
		CMO	Upcoming Agenda Items & Identification of New Ones	Review upcoming agenda items and identify new ones for the period July 15, 2026 through October 31, 2026	N/A	Samma Fox
July 21 Regular Meeting 6pm	Consent					
	Regular	PROS	PROS Guidebook (Long-Range Plan & Trails Plan)	Adoption of the PROS Guidebook, the Long-Range plan and Trail System Plan		Bryon Weber Adam Blackmore
July 22 Special Meeting NOON		Finance	Budget Retreat			Ryder Bailey Diana Langley
July 28 Special Meeting 6pm						
Aug 4 Regular Meeting	Consent					

6pm	Regular					
Aug 11 Special Meeting 6pm						
		CMO	Upcoming Agenda Items & Identification of New Ones	Review upcoming agenda items and identify new ones for the period August 12, 2026 through November 30, 2026	N/A	Samma Fox
Aug 18 Regular Meeting 6pm	Consent					
	Regular					
Aug 25 Special Meeting 6pm		Cultural Services	Joint Meeting with Library Board of Trustees			
Sept 1 Regular Meeting 6pm	Consent					
	Regular					
Sept 8 Special Meeting 6pm						
		CMO	Upcoming Agenda Items & Identification of New Ones	Review upcoming agenda items and identify new ones for the period September 9, 2026 through December 31, 2026	N/A	Samma Fox
Sept 15 Regular Meeting 6pm	Consent					
	Regular					

Bold Items are Quasi-Judicial

Items Highlighted in Yellow Were Added this Week

Sept 22 Special Meeting 6pm						
Oct 6 Regular Meeting 6pm	Consent					
	Regular					
Oct 13 Special Meeting 6pm		Clerk’s Office	Municipal Judge and Prosecuting Attorney Update			
		CMO	Upcoming Agenda Items & Identification of New Ones	Review upcoming agenda items and identify new ones for the period October 14, 2026 through January 31, 2027	N/A	Samma Fox
Oct 20 Regular Meeting 6pm	Consent					
	Regular					
Oct 27 Special Meeting 6pm		Community Development	Workshop with Planning Commission		N/A	Jeff Hirt Rob Zuccaro
MON Nov 2 Regular Meeting 6pm	Consent					
	Regular					
Nov 10 Special		PROS	Joint Meeting with Open Space Advisory Board			

Meeting 6pm		CMO	Upcoming Agenda Items & Identification of New Ones	Review upcoming agenda items and identify new ones for the period November 11, 2026 through February 28, 2027	N/A	Samma Fox
Nov 17 Regular Meeting 6pm	Consent					
	Regular					
Nov 23		No Meeting – Thanksgiving Week				
Dec 1 Regular Meeting 6pm	Consent					
	Regular					
Dec 7-8 Special Meetings 6pm		Board and Commission Interviews				
Dec 15 Regular Meeting 6pm	Consent					
	Regular					
Dec 16 – Jan 01		Winter Break				

Bold Items are Quasi-Judicial

Items Highlighted in Yellow Were Added this Week

To be Scheduled

- Home Hardening Code Update
- Facilities Plan
- Model Traffic Code Updates
- Animal Regulations