

Employees were encouraged to submit questions for the All-Staff Meeting held on September 17, 2024. With a full agenda, we were unable to get to all the questions and answers. Below is a list of all the questions and answers.

TOPIC: EDI

Q: Will we replace the EDI position?

A: Potentially. This year, the City faced a budget gap that had to be closed. Council asked staff to close that gap while minimizing impacts on current employees and services. One of the methods used to close the gap was to evaluate vacant positions. That led to an initial recommendation to remove the EDI Manager position. It is important to note that decision was not taken lightly and does not mean the organization is not committed to EDI. The non-personnel funding and commitment for EDI in all that we do remains and as of the most recent budget conversation, there is additional funding for the new City Manager to use related to the EDI Manager Position. This may mean a study, to thoughtfully scope the position and set it up for success.

Q: I would love to hear where the City is with EDI initiatives and hiring a new EDI manager. What is the plan?

A: See above for the EDI Manager position. The City is still committed to EDI and trying to incorporate this into all that we do. This includes incorporation into policies and procedures, into programming, events, and proclamations, into how we prioritize work throughout the City (such as the paving program), into accessibility, both digital and physical, and into training. This work is not done. If you have recommendations, please feel free to voice them. Share those with your supervisor, Human Resources, or the City Manager.

Q: How is the City moving forward with EDI? Will there be a dedicated staff member or committee formed?

A: See both items above.

TOPIC: LEADERSHIP/TRUST

Q: What is happening with the City Manager position? Will staff be involved in selecting the new manager?

A: The City Council hired a recruiter and is in the process of developing a profile before posting the position. There are a number of steps to this process, lined out on our website ([About and Contact | City of Louisville, CO \(louisvilleco.gov\)](#)). We have solicited staff feedback on what you would like to see in a new City Manager via a survey and anticipate the opportunity to attend a meet-and-greet with the final candidates. It is likely the new City Manager will start Q1 next year.

Q: Two of the top positions in the City have been let go recently with no word on why or what happened. I think every City employee is wondering what happened there. We understand that there are issues that cannot be fully discussed, but to the extent that you can, can you tell us what happened?

A: In June, City Council met in executive sessions, which are closed sessions. This means, we do not know what they discussed in those sessions. The resulting actions taken were placing the former City Manager on leave, hiring outside legal counsel, and accepting the resignation of the former City Manager. Council also took action to appoint the Deputy City Manager as first Acting City Manager, then Interim City Manager. Robin Brookhart has been named as Interim Human Resources Director. Interim City Manager Fox has decided to hold recruitment for the HR Director position until the new City Manager has started. We ask everyone to remember, there are people involved. Please consider how you would like to be treated and do your best to assume positive intent. Everyone here is trying to do the best they can for this community and organization.

Q: How is leadership addressing the trust gap between them and staff?

A: By things like this. Creating a space for questions, providing responses, information sharing, and the All-Staff Meeting are activities to help increase transparency and understanding. Leadership will continue making intentional efforts to build trust and it is important to remember, trust is both given and earned. We appreciate this question being asked and encourage people to keep asking questions, bringing ideas, and helping us all move forward positively.

Q: Why doesn't leadership seek input from the employees who will be implementing their ideas to ensure they are practical and effective? For example, with all the raised crosswalks downtown, how are we going to handle snow plowing? And without curbs, where will the snow go after plowing?

A: There are many ways teams seek input on plans and visions. The Comprehensive Plan for example has a cross-departmental team supporting information sharing between departments as the plan is developed. This example is likely related to the Downtown Vision Plan, which is currently being finalized and will still need to be adopted before design occurs. A variety of staff will be engaged in the design process. As we innovate, we may need to be creative in our service areas and teams should work with their leadership on how best to do so.

TOPIC: STAFF SUPPORT REGARDING PUBLIC

Q: How does leadership plan to support staff in public comment and other areas where staff are often thrown under the bus?

Q: Will the CMO consider adopting and supporting standards and procedures for public-facing City employees and what treatment from the public is considered unacceptable or reason to end contact?

A: First - We are sorry that you are experiencing this. There is a baseline expectation of civility we have in all interactions, and if you are ever feeling unsafe, please prioritize your safety and do not hesitate to escalate your concerns within your team, to HR, or to PD. Not all information

always reaches the leadership team, please also report any instances of this happening to either your department director, Human Resources, or the City Manager's Office.

We recognize the culture in Louisville can be challenging and have been working with council and each other on how to better support employees. We support the idea of standards and procedures to address incivility directed toward City staff; and were even asked about them by another city this week, showing how unfortunately widespread this is. We have started working with the City Attorney on these and ask you to keep reaching out with ideas, recommendations, needs, and concerns while we pursue this.

TOPIC: PAY/BENEFITS

Q: Can the City transition to a 4-day work week?

A: The City is currently reviewing a number of personnel policies, including flexible and hybrid work policies. It is important to remember, work schedules may vary by area to accommodate the service needs of each. Work with your supervisor and HR to determine if there is an opportunity for flex schedules in your area.

Q: Can staff that regularly travels for their work, can they have a car allowance instead of having to take a lot of time to submit mileage?

A: The City allows for employees to submit for mileage reimbursement program based on the IRS standard rate, which allows for fairer compensation based on actual business miles driven and is generally considered more tax-efficient than an auto allowance.

The City welcomes exploring more efficient ways of recording and submitting mileage; however, at this time employees will need to use the current process.

Q: Are there any plans to expand benefits for part-time workers regarding paternity/maternity leave?

A: The City has generous Paid Leave Bank (PLB) and Paid Sick Leave (PSL) programs for part-time employees that allows for paid time away from work. Paternity/maternity leave are eligible uses for both leave banks.

Q: 1. Why isn't there bonus pay for staff who have to come in during City closures for snow?

2. Additionally, I would like some clarification on premium pay. If I have to come in for snow on a holiday and I'm already at 40 hours, would I not get both holiday pay and overtime?

A: Q1. Many positions within the City are considered essential to ensure the continuity of critical operations, especially during emergencies or disruptions. The specific services provided may vary depending on the situation.

The City carefully weighs various factors, including the safety and welfare of staff and residents, when deciding whether to close due to inclement weather. We understand that coming in during City closures can be difficult and inconvenient. Positions that require staff to come in for

snow removal are generally considered a standard part of the job description. These responsibilities and expectations are considered when conducting salary analysis.

Our current bonus policy does not include bonus pay for working during City closures. However, employees may be eligible for other compensation, such as overtime, on-call pay, and unscheduled holiday pay.

Q2. If an employee is required to come in to work for snow removal on a holiday and has already worked 40 hours in the week, hours worked beyond the 40 would be calculated as overtime and the Holiday Pay Premium would apply.

See attached Premium Pay Types document. You are welcome to reach out to your supervisor or HR to gain additional clarity on premium pay.

TOPIC: EMPLOYEE TRAINING AND RECOGNITION

Q: Will there be an opportunity to complete in-house trainings other than the monthly supervisor trainings?

A: The City recently began working to implement a new on-demand learning platform for employees called NeoGov LEARN. LEARN was designed for the public sector and will provide a centralized training solution with a library of over 14,000 courses, development programs and systematic tracking. We anticipate going live with LEARN in 2025 Q1.

Q: What is the City doing about employee recognition? Is ICARE still a thing?

A: The City is currently reviewing our Employee Recognition program and the ICARE values still exist and are still very much a part of what we all strive to achieve in our work with the City of Louisville. The Employee Recognition Committee has helped sponsor events such as the Pancake Breakfast, Ice-Cream Social, and upcoming Fall Fest. Have ideas? Consider joining the committee!

Q: Why aren't the mission and values on the walls anymore?

A: The City's internal mission/vision/values was posted on walls in rooms used for external meetings and it created confusion for council and members of the public. These have been taken down in public facing rooms and will be replaced with the Comprehensive Plan vision and/or values once fully adopted. Unfortunately, there was a miscommunication, and the values were taken down from additional walls. We are still very committed to ICARE and welcome recommendations on how we continue to support these values.

TOPIC: CITY PRIORITIES AND PROJECTS

Q: What are the priorities for 2025?

A: The City Council sets a work plan for each year and their preliminary 2025 priorities are in alignment with the 2024 Resident Survey and Comprehensive Plan Vision and Values. All of the

priorities below are to be viewed and enacted through a lens of EDI and a lens of environmental sustainability.

- Economic Prosperity
- Public Safety
- Maintaining Core Services
- Affordable Housing

Q: There are many outdated systems here at Louisville, how is leadership supporting staff's desire to streamline/change systems?

A: This is a great question, and staff had initially recommended additional funding around this, including an innovation fund, that unfortunately did not make it into the final budget. Human Resources recently hosted a great change management course in the supervisor training and is looking to expand this training to other staff. The Microsoft retooling is also an opportunity to refine our use of existing tools. Continuous improvement is crucial to our success at Louisville. Please continue sharing ideas and recommendations for improvements.

Q: How will the Red Tail project affect staff? Is there a plan to hire more staff as the project ramps up?

A: As Redtail develops there will likely be areas of increased service needs from the City. Staff will be working to determine what these needs are and to resource them appropriately.

Q: What is the anticipated new population once Redtail is complete?

A: There is currently no housing planned at Redtail Ridge. We anticipate that at full build-out the development will increase the employment base in the City by 4,000-6,000 new employees. Of note, the City also recently completed a Housing Needs Assessment and adopted a Housing Plan that outlines strategies to diversify housing and expand the city's affordable and attainable housing stock. This plan identifies a need for 2,483 additional housing units by 2047. This would add about 4,000 residents to the City if this many units are built, bringing the City's population to approximately 24,000 residents.

TOPIC: BUDGET

Q: City revenue is down by over \$1 million, and we currently have no City Manager or HR Director. Despite these challenges, the City has increased the budget for open space, spent millions on electric trash trucks, and hired a third-party economic advisor. In light of this, how can the City justify the costly annual CGFOA conference retreat?

A: Thank you for submitting this question. The information provided below may improve understanding. Everyone is encouraged to continue asking questions.

- The Open Space budget increase is related to a ballot measure (2C) approved by the voters in 2023 which increases funding for and requires the dedication of funds to Open Space. Municipal governments in Colorado budget by funds which often have strict parameters that limit what certain money can be used for.

- The City contracts for residential waste removal and the cost of that contract is passed through to ratepayers. The City did not buy electric refuse trucks.
- Training is necessary for all of us. Each area of the City has different training requirements and needs. The Colorado Government Finance Officers Association is the core professional association for municipal finance staff and their annual conference provides crucial continuing education units for staff to maintain their credentials, in addition to keeping them up to speed on how to best manage taxpayer money. If there are concerns about how staff are utilizing benefits such as training opportunities, please share these with your supervisor, Human Resources, or the City Manager's Office.

DRAFT