

# Employee Q&A Forum

## Welcome to the Employee Q&A Forum!

In an effort to promote open communication and transparency, a confidential Q&A platform has been created for staff. This resource contains questions submitted anonymously by colleagues, along with responses from leadership. It aims to provide clarity and build a stronger, more informed team.

✦ **Note:** Questions are grouped by topic and listed in the order they were submitted and answered, with the newest ones at the top of each section. You can expand or collapse a topic by clicking the arrow (^) (v) to the left of the topic name.

💡 **Tip:** Use **Ctrl + F** to search for keywords on this page or browse by topic.

## Have a question?

Questions submitted by the 15th of each month will be reviewed for inclusion in the following month's publication. New responses will be posted here and announced in The Resource newsletter, released on the first Tuesday of each month. If your question isn't answered right away, it may appear in a future update.

## Before You Submit a Question...

Please check the submissions below — your question may already have been answered!

## Jump to a topic:

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### ^ New Holiday Pay Bank/PTO change (January 2026)

*A dedicated section to address Holiday Pay and PTO changes has been added in response to the volume of questions on this topic:*

Q: Will all the unused PTO hours be paid out if an employee leaves the City?

PTO will work that same as PLB did. Unused hours will be paid out if an employee leaves the City.

Q: Does the addition of holiday time and the 48 extra PTO hours signal the loss of comp time in the near future?

There are currently no plans to make any changes to the comp time policy.

Q: Can I use the extra 48-hour holiday pay when there is no holiday

## **happening for the month?**

Employees are not receiving 48 hours of additional holiday. The additional 48 hours that are mentioned were added to your PTO accrual. If you have unused holiday hours because you worked on the holiday, you can use those hours at any time, with supervisor approval.

**Q: Many holidays fall on a Monday, which I have off. Will those of us that work Tuesday to Friday be able to observe Monday holidays on the Friday before or Tuesday after?**

Employees whose regular schedule has a holiday falling on a day off will retain those hours in their Holiday Bank to be used within the same calendar year.

**Q: If we are unable to use the holiday hours that same week due to work priorities, how long do we have to use them before the holiday hours expire?**

Hours expire at the end of the calendar year.

**Q: What will the accrual for each holiday be? Some of our staff work 8-hour shifts and some work 10-hours.**

Employees who are mandatorily required to work 10-hour shifts on a permanent, year-round basis will be provided a Holiday Bank of 120 hours each year to cover City holidays.

All other City employees who work more than a standard 8-hour workday as part of a voluntary, temporary, or flexible work schedule, and who are not required to work holidays as part of their essential job duties on a year-round basis, will be required to either:

- Work with their supervisor to determine whether additional hours can be worked during the same week to cover the additional time, or
- Use PTO to cover any additional hours needed to complete their 40-hour workweek.

**Q: Will the additional 48 hours be added as a lump or is it worked into the new accrual rate?**

The additional 48 hours are built into the new PTO accrual rates and will not be added as a lump sum.

**Q: Can holiday pay bank be used in advance of the holiday? If so, is it limited to the same period that the holiday is in?**

Holiday Bank hours cannot be used in advance of the holiday.

**Q: The name "Holiday Pay" could potentially be confusing, especially with "Holiday Premium Pay" also being an item. Why not call it "Holiday Leave"?**

The decision was made to call it Holiday Pay which is in line with Unscheduled Holiday Pay and Holiday Premium Pay.

**Q: Rangers are required to work holidays unless otherwise approved, the same as Police and some Water employees, and our shifts are 10 hours. Therefore, how will employees who are required to work holidays be able to use the hours placed in Holiday Bank? If they are too difficult to use, I am concerned this change is a net decrease to the amount of leave we receive or can use.**

- Holiday Premium Pay Entitlement: Employees who are required by their supervisor or by their regularly assigned work schedule to work on an actual or observed holiday will receive Holiday Premium Pay.
- Eligible employees will code Holiday Premium Pay on their timesheet for all hours worked on the actual or observed holiday. These employees may use their accrued Holiday Pay for that holiday at a later time during the same calendar year, with supervisory approval.
- Employees who voluntarily choose to work on an actual or observed holiday must obtain prior supervisory approval, though this is discouraged. Employees who voluntarily work on a holiday will be paid at their regular hourly rate for the hours worked.

**Q: Given that rangers also work 10-hour shifts and are required to work holidays, can rangers please be explicitly named at the second bullet point under "6.2 Holiday Pay Bank" on Page 4 that sets Holiday Pay Bank to 120 hours for Police and Water?**

The policy will be updated to remove references to PD and Water and will instead read:

*Employees whose positions require them to work on City-designated holidays during the year, and who are mandatorily required (per their job description) to work 10-*

*hour shifts on a permanent, year-round basis, will receive a Holiday Bank of 120 hours each year to cover all City holidays. Eligibility will be determined by Human Resources.*

**Q: The email said that the leave needed to cover remaining City holidays will be moved from PLB to the new Holiday Pay Bank. What if this amount is more than the current PLB balance, or makes it impossible to take leave that is already planned?**

PTO (formerly PLB) banks will not be reduced, only the accrual amounts are changing to account for the holidays being moved to their own bank.

## ^ **Benefits & compensation**

**Q: Any guidance and/or resources for employees about tax season?**

(January 2026): Our Employee Assistance Plan (EAP) offers financial resources that may be able to assist you. You can find the information on the Human Resources HUB under Benefits→Benefit Documents→EAP-Employee Assistance Plan ([click this link](#)). If you are unable to access the HUB, please email [humanresources@louisvilleco.gov](mailto:humanresources@louisvilleco.gov) and request the flyer.

**Q: What is my EIB benefit for and how should I use it?**

(January 2026): Extended Illness Bank (EIB) was established for qualified events that extend beyond 40 working hours. You must be on a qualifying and approved leave of absence to use EIB hours. More information can be found on page 21 of the 2026 Benefit Guide or by contacting Michelle Clingan in Human Resources.

**Q: Should I be earning PLB with every paycheck?**

- PTO (formerly PLB) is accrued per paycheck for full time employees.
- Variable part time employees accrue 2 hours of PLB for every 30 hours worked.

**Q: Can HR consider other employee benefits? For example, allowing employees to use the rec center daycare for free or at a high discounted rate?**

(December 2025): City of Louisville employees receive a complimentary Recreation Center membership. The Recreation Center also offers low-cost childcare while you are using the facility. In addition, City employees are eligible for a 10% discount on tuition at the Louisville KinderCare location. Louisville KinderCare is also waiving the registration fee for City employees through January 5, 2026. More information is available on the [City of Louisville Employee Hub>Human Resources>Benefits>Perks & Discounts](#). Please continue to reach out and share if there are other benefits you are interested in the City exploring.

**Q: Can the hybrid policy be updated and revamped? It would be helpful if designated days were assigned to teams so that employees could take advantage of the hybrid policy rather than coming in for in-person meetings every day.**

(December 2025): Thanks for your question. We are always looking to ensure clarity in our Personnel Guidelines, so we appreciate any specific suggestions you have about which parts of this policy or the hybrid work application is not clear. However, the issue you're speaking about here is best resolved by speaking with your supervisor or director about your concerns or suggestions. While our city policy allows hybrid work as a work option for employees and provides a process for creating a hybrid work agreement, the specific hybrid agreement itself (the days the employee works, how many hours they work each week, etc.) is created and approved either in partnership with, or explicitly by the employee's supervisor and/or department head. These hybrid agreements should be reviewed on a regular basis to ensure its meeting the needs of the work group, and the employees. Human Resources is happy to be a resource to managers and employees if there are specific questions about, or help is needed with creating or updating a hybrid work plan.

**Q: Has the City ever hosted a flu shot clinic in collaboration with our medical benefits provider? If not, would the City consider that?**

(October 2025): The City no longer offers onsite flu shots clinics. Kaiser Permanente members can now receive flu shots at no charge directly through Kaiser. For information on current Kaiser clinic locations and times, please visit: [Benefit HUB > Benefit Documents > Health Insurance > 2025 Walk-in Vaccines](#)

**Q: Has the City ever considered offering employees a bus pass, like the RTD EcoPass or other similar public transportation benefit?**

(October 2025): The City has previously offered EcoPasses to employees; however, the program was discontinued due to high costs and low participation rates. We

plan to revisit this program in 2026 as part of a comprehensive review of all employee benefits offerings.

**Q: City Wide Staff Meeting Follow-Up: The head of finance, Ryder Bailey, also gave a brief report about changes to varied employees, what are the changes and what would the results look like?**

(September 2025): A 2% market adjustment for Regular, Variable and Non-Sworn Police employees will go into effect January 2026. There was also an increase to the variable salaries budget to allow staff to attend or complete trainings and employee events in 2026.

**Q: When will the City Update our retirement plans with Mission Squared to allow employee contributions to the 401 to be increased so that the 401 and 457 could both be maxed out as legally permitted by IRS rules? Mission squared has previously informed me that hard locking employees into the default 401 contribution rate is a limit the City has placed on our retirement plans not something mission squared has enforced.**

(September 2025): The 401(a) plan is a defined contribution plan that, under IRS rules, mandates all participants contribute the same percentage of their income. While the City determines this contribution amount, it must be applied uniformly to all employees. The regulations do not permit individuals to increase their own contributions; only the City has the authority to increase the contribution percentage for the entire group.

Should an employee wish to contribute more of their income to retirement than what is set through the 401(a), voluntary options include the 457 and Roth plans. These alternative plans each have their own contribution limits and rules, offering additional avenues to save for retirement.

If you have further questions, you are welcome to schedule an appointment with the City's MissionSquare representative Zach Pitman, and he can explain the plan rules and regulations in more detail: Zach Pitman | 202-759-7268 | [zpitman@missionsq.org](mailto:zpitman@missionsq.org).

**Q: At the all staff meeting on 9/17 the finance team mentioned that the city will be implementing cost of living adjustments to pay, is there anyway to know how much that adjustment is? Similarly, is there a place I can see the amount and reason for pay adjustments over time?**

**(September 2025):** A 2% market adjustment for Regular, Variable and Non-Sworn Police employees will go into effect January 2026. Yes, historical Market and Merit adjustments were presented to City Council at the July 23, 2025 Budget Retreat, specifically [Slide #42, page 24 of the City Council Agenda](#).

**Q: Is the city considering extending benefits to variable time employees?**

**(September 2025):** The City reviews current benefits offerings on an annual basis. Benefits offered to variable staff are included in this review and something the City Manager's Office anticipates intentionally revisiting in the coming budget cycles. In recent years, the City has extended Employee Assistance Program (EAP) benefits, Paid Leave Bank (PLB), and Paid Sick Leave (PSL) benefits to variable employees. Please refer to [this full list of benefits and discounts available to variable staff](#).

**Q: At the all staff meeting on 9/17 the finance dept. slide mentioned that variable employee hours would be increased to allow for more time to complete required trainings. How will the hour limits be changed? Will there be a specific process for denoting time used for training rather than work purposes?**

**(September 2025):** The variable salaries budget was increased by 2% to allow variable staff to attend trainings and employee events in 2026. Employees will need to work with their supervisor for approval to attend trainings or employee events. Approved time for training or events should be noted in the comments section of [Executime/Time & Attendance](#).

**Q: Thank you for providing a survey on health insurance. Is there an update?**

**(September 2025):** Yes! The survey is complete, and the results were shared at the All Staff Meeting on September 17, 2025. You can find the full results on the [HR HUB/Benefits page](#). HR is actively working with City leadership to review the results and analyze our options. We are currently reviewing plan designs and cost options from four healthcare providers and three dental providers. Your survey results will be a significant factor in the decision-making process. Final options and recommendations will be reviewed with City leadership, and the final decisions will be communicated for Open Enrollment, from November 3 to 13.

**Q: Is there a place that shows all of the benefits and opportunities to staff? I just learned that staff can have a discount on golf services, a**



library card, and more outside of medical/retirement, etc. These do not seem widely known to staff.

(August 2025): All employee benefits information is available on the [Louisville Employee HUB under the HR tile](#). Specifically, information for the golf discount can be found on [page 24 of the Employee Benefits Guide](#).

Please note: Variable/Part-time employees who do not have a City of Louisville email address do not have access to the HUB. These employees are welcome to reach out to HR or their supervisor for current benefits information.

**Q: Why does the City not have a dedicated maternity and paternity leave policy? Can HR clearly outline the policy and guidance for leave in the employee benefits guide?**

(August 2025): In January 2024, the City of Louisville elected to opt out of the Colorado FAMLI program, instead offering more generous and flexible leave benefits directly to our employees. In its place, we have expanded our internal leave offerings to include the Louisville Medical Leave (LML) program. This program significantly reduces the waiting period for maternity and parental leave eligibility to six months of employment, as opposed to the 12-month requirement for FMLA.

Additionally, the Extended Illness Bank (EIB) program has been enhanced. The accrual rate per pay period has been doubled, and the usage eligibility has been reduced from 12 months to six months. This modification allows for employees to gain access to paid leave hours more quickly, offering a potential for 100% pay rather than what is available through the Colorado FAMLI program.

Given the complex nature of these programs and their individual applicability, employees are encouraged to contact Michelle Clingan with Human Resources for a comprehensive understanding of how these benefits align with their specific circumstances.

**Q: Is the City currently exploring a maternity and paternity leave policy? If so, is there potential to align with the state policy, or perhaps consider adopting a more progressive policy?**

(July 2025): See answer to previous question above.

**Q: Has CMO evaluated closing services and offices around the holidays without having to use PLB?**

(July 2025): Yes, the City is aware of the interest in moving away from the current Paid Leave Bank (PLB) system to separate holiday pay from sick and vacation time,

potentially transitioning to a standard PTO model. Human Resources, Finance, and the City Manager's Office are actively exploring the feasibility of decoupling holiday pay from the PLB, which has been in place for many years. This review involves a thorough assessment of various factors, most notably the financial implications and the necessary modifications to our timesheet system to accommodate such a change. Regarding the reasoning behind the current PLB structure, it was initially implemented to provide employees with greater flexibility in managing their paid time off, offering a single bank to draw from for various leave needs.

**Q: Are we going to get the option for non-Kaiser health? I've heard we looked in the past and it was "too expensive." What does that mean? I would be willing to pay more.**

**(July 2025):** We understand the interest in exploring non-Kaiser health plan options. In the past, when we evaluated new plans, they consistently led to significant premium increases across all offerings. Our 2023 staff survey, for instance, showed that 80% of respondents were satisfied with their Kaiser Health Insurance plan, indicating a strong preference for their current coverage over higher costs.

We continue to investigate alternative options annually, always aiming to balance cost, comprehensive coverage, and employee satisfaction. To do this, Human Resources partners with our benefits broker each year to thoroughly review our current health plans and research other available options.

While we've explored non-Kaiser alternatives, making such a change would unfortunately result in a complete network disruption for our employees, requiring everyone to change their pharmacy, doctors, and more. This would also likely lead to a substantial increase in premium costs. Given that many staff are highly satisfied with Kaiser, we've specifically asked our broker to examine the Kaiser PPO plan option for the 2026 plan year. We're eager to review their findings as part of our overall benefits analysis.

**Q: How can employees learn more about employee benefits (for example, employees can get a golf discount, but that is not well known)? It seems like there is information not shared from HR.**

**(July 2025):** All employee benefits information is available on the [Louisville Employee HUB under the HR tile](#). Specifically, information for the golf discount can be found on [page 24 of the Employee Benefits Guide](#).

**Please note:** Variable/Part-time employees who do not have a City of Louisville email address do not have access to the HUB. These employees are welcome to

reach out to HR or their supervisor for current benefits information.

**Q: Is there any plan for the City to move away from the current PLB system and instead separate holiday pay from sick and vacation time, possibly transitioning to a standard PTO model? Can you share the reasoning behind the current structure?**

(May 2025): Yes, the City is aware of the interest in moving away from the current Paid Leave Bank (PLB) system to separate holiday pay from sick and vacation time, potentially transitioning to a standard PTO model. Human Resources, Finance, and the City Manager's Office are actively exploring the feasibility of decoupling holiday pay from the PLB, which has been in place for many years. This review involves a thorough assessment of various factors, most notably the financial implications and the necessary modifications to our timesheet system to accommodate such a change.

Regarding the reasoning behind the current PLB structure, it was initially implemented to provide employees with greater flexibility in managing their paid time off, offering a single bank to draw from for various leave needs.

**Q: Can we get "holiday" pay for City holidays instead of having to use our PLB?**

(May 2025): See answer to previous question above.

**Q: Is the City looking into other health plans outside of Kaiser? Do we have access to Kaiser Plus?**

(May 2025): Ensuring our employees have access to high-quality and affordable healthcare is a priority for the City. To that end, Human Resources partners with our benefits broker each year to conduct a comprehensive review of our current health plans and investigate other available options. Our goal is to identify the most beneficial plans for our employees, carefully considering both coverage and cost. While we have explored non-Kaiser alternatives, such a change would unfortunately lead to a complete network disruption for our employees and a substantial rise in premium costs. In terms of Kaiser, we have specifically requested our broker to examine the Kaiser PPO (similar to Kaiser Plus, but the PPO option offers broader flexibility to choose providers) option for the 2026 plan year, and we look forward to reviewing their findings as part of our overall benefits analysis.

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

(September 2024): 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 have a car allowance instead of having to take a lot of time to submit mileage?**

(September 2024): 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?**

(September 2024): 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: Why isn't there bonus pay for staff who have to come in during City closures for snow?**

(September 2024): 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.

**Q: 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?**

**(September 2024):** 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.

[See the Premium Pay Types document.](#) You are welcome to reach out to your supervisor or HR to gain additional clarity on premium pay.

## ^ City priorities, projects and budget

**Q: Is there a preliminary design for the light rail system?**

**(May 2025):** Louisville continues to advocate for a rail stop in downtown and there are preliminary conceptual designs for light rail for the Northwest Corridor. Those designs are being integrated into larger conversations with [Front Range Rail](#) and [RTD](#) that have goals to start some form of rail service from Fort Collins to Denver by 2029. This is currently a highly conceptual and dynamic conversation.

**Q: What are the priorities for 2025?**

**(September 2024):** 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?**

**(September 2024):** 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?**

(September 2024): 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?**

(September 2024): 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.

**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?**

(September 2024): 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.

## ^ Employee and public engagement

**Q:** I visit the pool often and have really missed the chairs and tables. As an older woman, the current seating is hard to use, though I love the colors. Last Friday during Rain's class, I saw a man with a toe injury who had to sit in the lifeguard chair for treatment because there were no chairs available, and an extra lifeguard had to be called. For safety and accessibility, I think it's important to bring the chairs and tables back as they were before. Thank you for considering this.

**(September 2025):** We understand that the new style can feel a bit different, especially when it comes to getting in and out of the chairs. This first delivery was a partial order so we could determine which pieces would be of greatest need. Additional items are on the way, and we'll keep accessibility in mind as we finalize the next phase of furniture. The plan is to place various pieces (chairs of both heights and tables) throughout the aquatics area. We anticipate new furniture to arrive in October. When our staff assisted in the incident referred to, we did have a lifeguard chair and handicap accessible chairlift right next to the pool. Our staff procedure for medical response involves using the nearest seat available. This does mean we will sit someone on a bench or in a handicap chairlift seat if that is the nearest chair as opposed to taking the extra time to go retrieve a chair meant for the public and risk someone falling when it could be avoided. We are happy to report our staff followed procedure in the situation mentioned.

**Q:** Many patrons have expressed the need for a community bulletin board other than local and non-profit events— is there already a plan in place or is this a project we can consider?

**(September 2025):** There are no plans in the works for any physical bulletin boards that display community events or postings. The City website calendar is the centralized location where all city and city-sponsored events, as well as partner events, are posted. As far as a community-driven events calendar or virtual bulletin



board, this is a new request for this group and we would be curious to hear more about the need. It is important to keep in mind, if created, the City has little ability to regulate what is posted in that space.

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

(September 2024): 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.

**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?**

(September 2024): 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.

## ^ Organizational culture and development

**Q: Does the City do any employee "team building" events that intermix departments, giving employees a chance to meet people from other areas in the City? For example, we have an amazing golf course here, any chance of a golf tournament where the four-some is set up with people from different departments, not one department again another?**

(March 2026): Thank you for your question! Creating opportunities for employees to connect across departments is exactly what our Employee Appreciation events are designed to support.



Throughout the year, we host several citywide events intended to bring employees together from all departments. We have the Chili Cook-Off coming up soon, Pancakes in the Park with a pancake relay race in the spring, typically an ice cream social in the summer, a fall event, and the Holiday Lunch in the winter. These events are open to all employees and are great opportunities to meet colleagues from different areas of the City.

In addition, we're exploring the idea of hosting departmental open houses throughout the year to give employees a chance to meet others from different work groups and learn more about the work happening across the organization.

We also welcome new ideas! A cross-department golf tournament is a fun suggestion. Events are planned based on budget availability and committee capacity, and we encourage anyone who is interested to join the Employee Appreciation Committee and share ideas with us directly. We're always looking for ways to foster connection across the organization.

**Q: It doesn't seem like there are opportunities for professional promotion or growth within the City for managers. What is the City doing about that?**

(January 2026): Good question. We are currently assessing these opportunities now and collaborating with the ELT, as well as the Supervisors/Manager's group, to learn more about specific needs and address this. As an example, we will be creating learning plans specific to supervisors in Learn. We welcome your thoughts on this topic and encourage you to share them with your supervisor.

**Q: Is there a survey for employees on reviewing other departments and leadership?**

(January 2026): We do not have a way for employees to review one another, yet having a culture where we can effectively collaborate and communicate is essential. If you have an ongoing concern or unresolved issue, its recommended you share this with your supervisor who can help determine appropriate options for ensuring the concerns are addressed.

**Q: How can employees review other employees and ELT members without going to their manager and/or HR?**

(January 2026): We do not have a way for employees to review one another, yet having a culture where we can effectively collaborate and communicate is essential. If you have an ongoing concern or unresolved issue, its recommended

you share this with your supervisor who can help determine appropriate options for ensuring the concerns are addressed.

**Q: How is leadership evaluating employee wellness and burnout?**

(January 2026): ELT continually collaborates with City Council to ensure the City has sufficient capacity to meet expectations and deliver services at a high level, while avoiding staff burnout. In addition, in 2026, HR will be exploring the feasibility and level of interest in reestablishing a Wellness Committee, which could support wellness initiatives such as trainings or events.

Please remember that if you are experiencing burnout, it is always recommended that you work with your supervisor to evaluate your workload and priorities to help ensure proper balance. Employees are also encouraged to take advantage of available benefits, including using PTO, accessing the Employee Assistance Program (EAP) for support and resources related to burnout, and utilizing the Wellbeing Lifestyle Account, which provides funds for a variety of lifestyle and wellness initiatives. More information on these benefits can be found on the HUB.

**Q: Can HR host more employee appreciation events?**

(January 2026): Employee appreciation events are planned by the Employee Appreciation Committee (EAC), a cross-department group supported by Human Resources. The number and scale of events each year depend on the committee's budget. The committee is always open to new ideas and welcomes employee volunteers who are interested in helping plan events or explore new opportunities. If you'd like to get involved or have suggestions, you're welcome to reach out to Barbara MacFerrin or any of the EAC members!

**Q: Are there any all-staff meetings being planned for 2026?**

(December 2025): Yes, we will hold all-staff meetings in 2026. They will most likely be scheduled for the spring and fall.

**Q: Is there an employee recognition program where we can nominate others for their great work?**

(September 2025): The City's ICARE Employee Recognition program was put on hold in the fall of 2023. HR anticipates relaunching this initiative. We will be engaging staff as we explore new ideas for employee recognition and the best ways to implement them. Stay tuned for updates as we build a bigger and better program!

**Q: Has there been a decision made about HR Director?**

**(September 2025):** The following announcement was made on September 29:

*We are excited to announce that we have selected Jeff Monzingo as Louisville's new Human Resources Director. Mr. Monzingo brings three decades of local government experience with nearly 30 years in Arvada where he rose to the rank of Commander in the Arvada Police Department before transitioning to human resources. We believe his leadership approach will be a good fit for the organization and look forward to working with him and the entire HR team. His start date is November 3<sup>rd</sup>, and we will schedule a meet and greet. Keep an eye out for him in your team meetings and at your facilities. Please also join us in thanking Robin for her stellar service as our interim Human Resources Director. Robin stepped into the role in a challenging time of transition and with her team has led improvements such as launching the HUB site, launching NeoGov Learn, and the first phase of personnel policy updates.*

**Q: Many long-term part-time employees often feel left out of employee gatherings and appreciation events, and we don't always have access to the same information as other city employees. This can create a sense of being overlooked or undervalued. Is there an effort underway to ensure part-time employees feel more included and connected to the broader city employee community?**

**(September 2025):**Yes, the City is working to increase inclusion in events, such as the recent inclusion in the All Staff Meeting and highlighting PT Employee tenure, and to communicate in a variety of manners to reach as many employees as possible. In 2026, the HR team has worked to increase training opportunities and in 2024 benefits opportunities for these team members were increased. There is no one item that can remedy all. We welcome and encourage feedback, and recommendations, on how to improve in this area.

**Q: Has the new City Manager evaluated allowing dogs in the workplace and changing old policies?**

**(September 2025):**There has been a request to allow dogs in the workplace at City Hall. Community Development is taking the lead to conduct an informal survey of City Hall employees to determine concerns. Once that survey is completed, the results will be reviewed, in collaboration with Human Resources, for further consideration. I (Diana) have not heard of any requests for other work locations.

**Q: How can employees give feedback about leadership, ELT, and managers anonymously?**

(August 2025): Options for an anonymous feedback system for employees is currently being explored. An Employee Engagement survey will be conducted this fall and will allow staff to provide feedback on leadership and other important topics.

**Q: Are employees able to give feedback about the HR director role and/or submit topics and questions that they would like to see addressed with the new director?**

(July 2025): Yes! We would like to offer a survey engagement opportunity to staff and/or a staff meet and greet before making a final decision. In the meantime, you are welcome to submit anything you would like to share with Diana (dlangle@louisvilleco.gov) and/or Samma (sfox@louisvilleco.gov).

**Q: Is City Council required to take the same trainings as staff? Harassment and Drug free workplace. Are they held to the same standards?**

(May 2025): Council is not required to take the same trainings as staff, but policies regarding prohibited harassment apply to elected and appointed officials as well as employees. The City Council also participates in annual ethics training. The City's Substance Abuse policy applies only to employees. We are currently working on a process for reporting concerns related to City Council members. In the meantime, if you have had an inappropriate encounter with a Council member, please report the interaction to your department head who will work with human resources, the City Manager, and City Attorney on appropriate next steps.

**Q: What career path could a Cultural Services employee take within the City of Louisville to become the Director of Cultural Services? How does the structure of the department/organization disadvantage an internal candidate competing with candidates from bigger cities? If in Louisville, we value the big talent in our small town, what does it look like to meaningfully invest in a long-term employee?**

(May 2025): Employee development is a value for this organization and an area we are actively working on as Louisville progresses out of the challenges of COVID, the Marshall Fire, and leadership transition. Programs such as LEAD and STEP were valuable components to that. Building more robust succession planning, training and development opportunities (such as through the new Neogov LEARN tool), and appropriately budgeting for employees to participate are also components. As we focus on stability, staffing, and systems this year, we are working toward a system where all staff have development opportunities to grow into leadership

positions, if desired. Your input is valued in this, and we welcome feedback on additional ways the City could meaningfully invest in long-term employees.

**Q: Will we replace the EDI position?**

(September 2024): 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?**

(September 2024): 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?**

(September 2024): See both items above.

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

(September 2024): 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](https://www.louisvilleco.gov/about-and-contact) ([louisvilleco.gov](https://www.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?**

**(September 2024):** 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?**

**(September 2024):** 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?**

**(September 2024):** 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.



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

**(September 2024):** 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 hundreds of 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?**

**(September 2024):** 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 Appreciation 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?**

**(September 2024):** 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.

## ^ Workplace operations, policies and procedures

**Q: Can the City add badge pictures to teams accounts to make employee identification easier?**

**(March 2026):** IT is not able to upload photos to Teams. However, you can request a copy of your badge photo by emailing [humanresources@louisvilleco.gov](mailto:humanresources@louisvilleco.gov). Once you have received your photo please follow the link for instructions on how to add it to your Teams/365 profile: [Teams photo instructions](#).



**Q: Can IT host a training on how to use SharePoint? Explaining the difference between teams and SharePoint would be helpful.**

(January 2026): IT has been working with individual departments to provide training on SharePoint, Teams, and OneDrive. In addition, IT has budget allocated for a Microsoft re-tooling project focused on helping end users better adopt and use Microsoft products such as SharePoint, Teams, OneDrive, and Power Automate.

It would be helpful to learn more about your specific request so we can provide the information you need right away. If possible, please submit an IT ticket or reach out directly to Paulina Bennett via email with your questions.

Please keep an eye out for additional trainings coming in the near future. In the meantime, the internet can be a great resource — I personally use YouTube often to learn and teach Microsoft tools. Below are a few videos that may be helpful for this specific question:

- [What's the difference between Teams, SharePoint, and OneDrive?](#)
- [SharePoint vs. Teams: When to use each](#)
- [How to access all Microsoft 365 apps](#)
- [Microsoft tips and tricks videos](#)

**Q: Are employee performance review documents going to be updated? They feel out of date.**

(December 2025): Thank you for your question. The employee performance review documents have been in place for some time, and like many of our HR policies and processes, this is an area we plan to review and update. We are currently prioritizing several process improvements and anticipate beginning work on updates to the performance review process in 2027.

In the meantime, if you have any specific concerns regarding your performance review that HR can assist with, please let us know. We're happy to partner with you to help address those concerns.

**Q: City Wide Staff Meeting Follow-Up: Paulina mentioned that she would also send instructions on how to encrypt emails using Barracuda, is this software that is already uploaded at Louisville Library computers?**

**(September 2025):** Sorry for any confusion! Barracuda email encryption isn't something that's installed directly on library or city computers. Instead, it's tied to each individual City of Louisville email account.

If you need to send an encrypted email, you'll use the Barracuda plug-in within Microsoft Outlook. When you create a new email, you'll see an "Encrypt Message" button in the ribbon at the top. Just click that before sending, and your message will be encrypted.

A couple of notes: You'll need an active Microsoft 365 license for the encryption option to appear. [Step-by-step instructions are available in the document I mentioned at the City-Wide Staff Meeting that is posted here and on the HUB for easy access.](#)

**Q: The current version of our check request and vendor payment process is cumbersome, rife with delays, difficult to audit, includes many points for human error or lost paperwork, and is not aligned with City sustainability and carbon goals. When will the City see an automated and fully electronic check request process implemented?**

**(September 2025):** The City is aware of the current manual check payment and routing process, as well as the associated operational inefficiencies and challenges. In response, staff have recently implemented several improvements to help address these concerns. These include increasing P-Card purchasing limits, which has reduced the volume of check requests, and transitioning to weekly check runs to process invoices more quickly and efficiently.

In addition, staff are actively exploring the functionality and capabilities of our ERP system (Tyler-Munis) to determine whether a fully electronic and automated process can be implemented in the future. This effort aims to enhance operational efficiency while also supporting the City's sustainability and carbon reduction goals.

**Q: In the Rec Center, Child Watch area, why isn't there two (2) Child Care Attendants each evening from 4pm to 7:15pm?**

**There are a lot of 9-month-olds lately & many under 3 years old that need special attention! I think it is important to have 2 for the safety of the children & the Attendants. Thank You**

**(September 2025):** Currently we have 1 staff member scheduled each night Child Watch is open. Due to increased demand, we will be adding a 2nd staff person on the busier nights and will continue to monitor attendance on the other nights as well. A 2nd staff member will be scheduled to start the week of 9/15/25. On any

shift staff have the authority to put up a "full" or "waitlist" sign if they feel they are at capacity due to the age or number of children in attendance.

**Q: Can we please change the 29-hour week limit for part-time employees to an annual maximum hour limit? This would help us accommodate busy seasons and allow us to take time off in better fashion.**

(September 2025): That's a great question, and it's understandable why an annual limit would be helpful for managing hours during busy seasons. However, our 29-hour weekly cap for part-time employees is in place to ensure we meet the federal requirements of the Affordable Care Act (ACA). The ACA defines a full-time employee based on a weekly hour threshold, so maintaining this limit is crucial for the City to stay in compliance and avoid significant penalties.

**Q: Has there been consideration of creating the ability for interested staff to "donate" EIB or PLB to those in need of paid time away from the office to care for themselves or others in an approved FMLA situation where they're out of time and have to resort to unpaid leave?**

(September 2025): This is a very generous and compassionate idea. While a formal leave donation program isn't an option for the city, the decision is not based on will but rather specific legal and administrative requirements. This has been considered in the past, but the regulations (IRS and FLSA) have only become more restrictive, making it unfeasible to implement.

IRS rules prohibit the donation of paid leave without creating a taxable event. This means the person giving the time, not the recipient, could face unexpected tax liabilities. The Fair Labor Standards Act (FLSA) governs how employees are paid for their time. A formal leave-sharing program cannot be managed in a way that would ensure full compliance with the FLSA's wage and hour requirements.

We recognize the desire to help colleagues in need, and it speaks to the supportive culture here. While we can't implement a leave donation program, we do try to work with employees on a case-by-case basis to explore all possible options and available resources during times of need.

**Q: Has the city considered Summer Fridays? I have seen this model at other organizations.**

(August 2025): The City has not considered official "Summer Fridays" policy. However, flexible work options may be available. Depending on the specific

position and department, directors and managers may approve flexible work arrangements with staff, including hybrid work, on a case-by-case basis. These arrangements are considered with the understanding that all employees will continue to meet their standard work schedule and job duties, and that essential public services will remain uninterrupted.

**Q: Would the City explore a 4-8 work policy similar to Golden?**

**(August 2025):** The City has not explored a 4-day, 8-hour work policy. This would require a thorough feasibility study to assess the significant impact on operations, staff wages, and benefits. However, we do offer flexibility. Depending on the position and department, directors and managers may approve flexible work arrangements with staff, including hybrid work, on a case-by-case basis. This ensures that employees meet their standard work schedule and job duties, and that essential public services remain uninterrupted.

**Q: Am I supposed to take cybersecurity training if I use a city computer?**

**(August 2025):** Yes — all employees using a City computer must complete cybersecurity training. This training isn't just a checkbox — it's a critical layer of defense that protects our systems, resident data, and City services.

Why it matters:

- **Cybersecurity is a team effort.** Our daily choices — like clicking links or creating strong passwords — are the first line of defense.
- **Most attacks start with people, not systems.** Training helps you recognize and avoid threats before damage is done.
- **You protect more than your device.** Staying alert safeguards coworkers, City operations, and sensitive information.

Your role is critical. Every employee is part of the City's cybersecurity shield. By completing your training, you're helping stop incidents before they start and ensuring the City of Louisville can continue serving our community without disruption. Thank you for taking this responsibility seriously. Your awareness and participation truly make a difference!

**Q: I noticed the July employee Q&A was posted, but I did not see it in the resource or get a notification that there are new questions and answers for July. When those questions come out, can employees get a notification that they are posted?**

**(August 2025):** A process has been established for the Employee Q&A. If questions are submitted by the **15th of the month**, the goal is to have responses included in the following month's Resource newsletter, which is typically sent on the first Tuesday of each month.

When new responses are available, they are announced in the Resource newsletter and posted here in the **Employee Q&A Forum** on the **Employee HUB**. Separate notifications are not sent; the newsletter serves as the primary communication tool for updates. If a question is not addressed in the most recent round, it may be included the following month. Participation is appreciated, and continued engagement is encouraged!

**Q: Is there a schedule for when these questions will be posted?**

**(August 2025):** See answer to previous question above.

**Q: There are cones in the lot next to City Hall on Tuesday nights. Is that lot being closed off and limited to only city council member use?**

**(July 2025):** No. Staff have been asked to block three spaces with cones on Tuesday nights only to support council members. The remainder of the parking lot will still be available for use as normal Tuesday nights and the whole parking lot as normal at all other times.

**Q: Will the City evaluate better telecommuting solutions or more flexible work-from-home options for employees?**

**(July 2025):** The current Hybrid Work Policy ([Personnel Guidelines](#), section 5-6), which was last reviewed by City leadership in January 2024, allows for hybrid work arrangements for up to 3 days per week depending on your position. Employees must complete the [Hybrid Work Agreement](#) and have necessary approval prior to working from home. Did this answer your question? If not, please follow up with more information so we can get your question answered.

**Q: Will City Hall continue to be closed on Fridays?**

**(May 2025):** City Hall is currently open by appointment only on Fridays and there is no immediate plan to change.

**Q: Office space continues to be a challenge across the city and has been for several years. Is there a plan in place to address this issue, and if so, what does that plan look like?**

**(May 2025):** The space conversation is ongoing and will continue to be a challenging priority. The following outlines some of the work around this. Under

the current City Council direction and resource appropriation, we need to pursue more creative alternatives, such as flexible schedules and shared spaces, and are looking for your feedback on what works, what doesn't work, and possible solutions. Please provide that feedback to your supervisor. You are also always welcome to connect with and share such feedback with leadership team members, HR, and/or the City Manager's Office.

- Conceptual level explorations of renovating or rebuilding City Hall have been reviewed. Budget requests were submitted for conceptual level costs for new facilities during the 2025/2026 budget process. Due to funding needs these projects were unfunded and are not currently planned in the current 6 year capital plan.
- There are also conversations starting that will explore City Services 2.0 (an expansion or additional building) next to the existing City Services as approvals and timing of Redtail Ridge become more concrete. This is in the early stages and there is no set plan.
- Finally, staff also explored leasing options across the City and costs were proposed to City Council but Council has not acted on the proposal.

**Q: When will the library circulation department get a workstation so we can check email and have equipment on which to complete city required trainings through NeoGov LEARN?**

(May 2025): There is not currently a workstation in the budget, and we are looking into options for adding one. In the meantime, circulation staff are welcome to use the volunteer computer in Materials Management when it's open, as well as the Superior workstation when it isn't being used. For trainings, the workstations in both the children's and adult offices are never all in use and the Library Techs regularly use those for trainings/emails, and circulation staff are welcome to use those as well.

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