CITY COUNCIL
WORK SESSION
AGENDA

Tuesday, August 30, 2022   6:00 P.M.   <mark>Council Chambers & Zoom</mark>

https://leadville-co-gov.zoom.us/j/83526944548?pwd=aEdjdGtpNlEyZmt5YVQ1bDBQbnN4dz09

Meeting ID: 835 2694 4548
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6:00 p.m.	**1.**	**Call to order of Work Session of City Council**
	2.	Roll Call
6:05 p.m.	3.	Approval of Agenda
6:10 p.m.	4.	Housekeeping Matters
	5.	Public comments about items not on the agenda

Citizens wishing to speak to Council on issues, <u>not</u> on the agenda are requested to send a message in the chat section or raise their hand in the participants' section of Zoom or in person. Staff will call on the public in order. Comments are limited to three (3) minutes (not including council questions). Action, if required, will be assigned to city staff. For matters <u>on the agenda,</u> public input will be heard prior to a vote being taken on the matter.

6:15 p.m.   6.   **Discussion on Goal Setting**
  A. City of Leadville's Overall Goals and Administration Departments' Goals for 2023 - City Administrator Simonson (15 mins.)
  B. Leadville Lake County Animal Shelter 2023 Goals- Caitlin Kuczko (10 mins.)
  C. Leadville Lake County Fire Rescue- Fire Chief Dan Dailey (10 mins.)
  D. City of Leadville's Planning Department- Director LaChance (10 mins.)
  E. City of Leadville's Police Department- Police Chief Hal Edwards (10 mins.)
  F. City of Leadville's Streets Department (10 mins.)

8:00 p.m.   7.   Adjournment

* These items may not have briefs or may have additional briefs Tuesday before the Council meeting.

2022 City of Leadville Goals Recap

1. Address the lack of affordable housing

   a. Create a subcommittee to identify the five lots at the Railyards project for development of affordable housing by the city - **completed on April 26, 2022**
   b. Subcommittee to work with High Country Developers to identify the lots - **completed and reported to the city council at the May 17, 2022 council meeting**

2. Create a sustainable city team with the bandwidth to respond to constituents

   a. Employee retention - Created an employee retention incentive bonus - **completed Aug 11, 2022**
   b. Create a Human Resources Director Position - **completed July 5, 2022**
   c. Evaluate tuition reimbursement - not completed
   d. Evaluate partnership with Colorado Mountain College and Cloud City High School - not completed

3. Infrastructure

   a. Parklet construction - in progress
   b. Crossroads trail - in progress
   c. Street paving for 2nd Street and 6th Street - in progress
   d. Install sidewalks on 6th Street - not completed

4. Parking

   a. Revisit parking plan - this is on the list of goals for 2023

5. Tourism

   a. Improve relations between locals and tourists - ongoing
   b. Educate tourists - ongoing
   c. LT100 Race series remote parking - **completed as part of the temporary use permit process**
   d. LT100 Race Series - additional porta-potties - **completed as part of the temporary use permit process**
   e. Evaluate the existing cap on short-term rentals - **completed in joint work session with the Planning and Zoning Commission on June 14, 2022**

6. <u>Communications</u>

   a. Improve city communications through its website and use of social media - in progress
   b. Hire a communications person - this is on list of goals for 2023

2023 City of Leadville Goals

1. Employee retention

    a. Evaluate cost of living increases to keep salaries at pace

    b. Evaluate the competitiveness of the city's benefits package

    c. Evaluate wellness benefits (recreation passes)

    d. Evaluate flexible work schedules

2. Improve the city's communication with the public

    a. Hire a communications person

    b. Overhaul the city's website

        i. Needs to be ADA compliant by July 1, 2024
        ii. Needs to have better layout and ease of finding information
        iii. Continue to make sure that the website provides accurate and up-to-date information

    c. Create an electronic city newsletter for conveying information. (For example, what streets are going to be repaved, what are the city's restrictions on fireworks in city limits, what is Xcel energy's smart meter installation schedule?)

3. Manage tourism impacts on the city

    a. Create administrative policy for short-term rental compliance

    b. Hold a work session on portable sandwich board signs on Harrison Avenue and option of business wayfinding instead

    c. Draft a noise ordinance to address, among other things, OHV noise

    d. Discuss a moratorium on OHV rentals

    e. Evaluate recommendations outlined in June 2021 Downtown Parking Assessment

    f. Create paid long-term parking for tourists (through-hikers, etc.)

4. Pursue grant funding

    a. Train at least two employees in grant writing

    b. Continue to seek out grant opportunities by subscribing to distribution lists for local, state and federal grants

2023 Administration Department Goals

1. Improve city communication internally

    a. Create a city intranet page with access to, among other things, human resources documents, administrative policies, employee handbook, payroll calendar, employee portal, and time sheet entry

    b. Hold quarterly staff meetings

    c. Continue to hold bi-monthy department heads meetings

    d. Create a city-wide email distribution list for conveying information to all employees (currently this communication goes through department heads)

2. Improve administrative operations

    a. Update employee handbook

    b. Evaluate software management system for timekeeping and payroll

3. Continue to improve customer service

    a. Pursue making city applications and permits on-line (instead of PDF as are currently)

    b. Continue to develop a process of scanning old documents for ease of searching and to expedite response time to inquiries.

    c. Design a new process to expedite city licenses (liquor, marijuana, and business) and renewals to improve response time

4. Decrease the turn-around time for responses to internal and external requests for information from the city

    a. Schedule quarterly City Council agenda items to review proposed municipal code updates to clean up inconsistencies in code

    b. Evaluate bringing the City Attorney position in house

2023 Animal Shelter Department Goals

☐ Address overcrowding at the animal shelter by increased floor space
    a. Increase floor space at the animal shelter in 2023 via a shelter expansion or metal building additions which will include housing for strays, space for adoptables, bite quarantine wing for pets, and isolation areas all which will provide a lower stress environment for the animals which can directly decrease their medical issues, behavior concerns, and length of stay.

☐ Decrease Animal Length Of Stay (LOS)
    a. Use shelter techniques such as quality photos, increased social media presence, comprehensive enrichment programs, adoption events, increased evening hours, and volunteers to decrease the LOS for adoptable animals to three weeks or less.

☐ Decrease animal deterioration while at the shelter by increasing fosters and volunteers
    a. Host an open house quarterly where interested parties can stop by, receive training, see the animals, and get to know the staff and one another to create a stronger community.

☐ Provide Low Cost vaccines and microchips via a low cost clinic
    a. Provide a low cost vaccine and microchip clinic to the public twice a year to increase the health of the local animals, support our community members, and help reunite pets when they get loose.

☐ Maintain a minimum of two animal staff members at all times when the shelter is open to the public
    a. Increased and stable staffing. This is a community service and safety issue.

To: Mayor Labbe and Esteemed Council

From: Chief Dailey

Subject: Goals for 2023

Goal #1

Retention of Professional Firefighters:

It is the goal of the organization to retain our current personnel from leaving the organization. This is the most important goal for 2023.

- Work towards a salary range that is comparable to other organizations so that we stop losing our trained and experienced firefighters
- Incentivize with benefits – example; If the City and County would pay for the health insurance cost of the employee only, and the employee pay for plus one or family coverage
- Hire a part time administrative staff member to relieve some of the additional stress on the organization

Goal #2

Programs:

There are many programs within the organization that need constant attention for operational success. The following are the programs that I would like to focus on for 2023.

- Wildland Fire Response – It is the goal of the organization to continue to work on training and experience so that we have better suppression tactics. It is also a goal to continue to deploy on wildland deployments for valuable experience. We will do an overall analysis of this program in 2023
- Mitigation Efforts – It is the goal of the department to have a multi-agency approach to reduce fire hazard in Lake County. We will seek out grant opportunities to receive funding. The first project will be to reduce the fire hazard on County Road 4 and County Road 17 and to purchase a trailer with a grappling arm.

- Apparatus – It is the goal of the department to see what interest local mechanics have in becoming an Emergency Vehicle Technician (EVT). If there is interest, we would like to assist and guide them with their professional development and career success. It is also the goal of the organization to have the new type I engine and the new type III engine fully operational, and to make critical upgrades to the tactical tender. We also need to start the process of replacement for truck 1 and Engine 603.

Goal #3

Facilities:

- Station II – It is the goal of the organization to have Station II fully operational with two Chiefs during the day, 2 ambulance personnel, and a minimum of 3 Resident Firefighters. This will allow for greater response capabilities Lake County wide.
- Station I – This station needs continuous maintenance due to the use and age of the facility. The goal would be to upgrade the access points to the infrastructure in the bay and to work on replacement of the front and back doors

Goal # 4

Department:

- Standard Operating Procedures 100-900 will get a complete overhaul
- Apparatus consultant will visit Leadville to analyze our apparatus fleet and standard operating procedures

Goal #5

Training:

- The number one goal of the Headwaters Training Facility for 2023 will be to get with other emergency response agencies for their training needs and how they can use the facility
- Continue to build out shipping containers for multiple disciplines
- The most important goal for the partnership between CMC and LLCFR is to get the permitting process started for a heated storage building onsite

Respectfully,

Daniel L. Dailey
Fire Chief
LLCFR

2023 Goals: Planning Department

Goal 1: Provide timely customer service to applicants by a) codifying a maximum timeframe for the determination of application completeness b) adopting administrative guidelines with reasonable timeframes for permit processing (Example: 7 weeks maximum from submittal of a complete application to a public hearing at Planning Commission), and c) processing all applications within the provided timeframes.

Goal 2: Protect the health, safety and welfare of the public and occupants of new development through site monitoring and inspection for zoning and permit compliance. Example: When a large subdivision development is approved, the City enters into a Subdivision Improvements Agreement which requires the developer to construct public infrastructure improvements such as streets and sidewalks by certain dates. The Planning Director will inspect the subdivision improvements prior to acceptance in order to verify they have been constructed to City standards.

Goal 3: Establish the Planning Dept. as an effective resource for various community organizations and agencies which serve community-wide interests through the establishment and development of both inter-organizational and intra-organizational relationships. Example: The Planning Director will attend the regular meetings of the Housing Coalition's Policy Advisory Team.

Goal 4: Provide Planning support for high priority community development projects such as the Community Justice Center and affordable housing developments through efficient entitlement and permitting review and processing. Example: The Planning Director will attend the Executive Committee meetings for the Community Justice Center.

Goal 5: Protect and enhance the character of Leadville's built environment through staff evaluation of opportunities for Zoning and Subdivision Code corrections and updates, particularly those identified in or support the City's adopted long-range plans. The Planning Director will maintain a list of recommended Code changes and present those changes to the Council quarterly.

Leadville Police Department

2023 SMART Goals

Goal #1

- **Provide Effective Animal Control Services**

Specific

- We would like to hire a Community Service Officer II (CSO II) whose primary role will be to focus on animal control activities within the City of Leadville and in Lake County as-needed. We will be budgeting for the training of this staff member, as it is unlikely the candidate will have the necessary certifications for this position "off the street." Once this person has been fully trained, their duties will prioritize the tracking and capture of loose dogs, especially animals exhibiting aggressive behavior. Issuing citations to the owners of these animals and case follow-up and prosecution will be of equal importance. The person chosen for this position will also be responsible for establishing and maintaining a database pertaining to animal control calls for service.

Measurable

- The first step in measuring this goal will be the establishment of an animal control calls for service database. Once this database is established, tracking the number of calls received and the disposition of those calls will provide empirical evidence of the effectiveness of the service. Additionally, tracking the success rate of cases that go to court will provide another measure of program effectiveness.

Achievable

- This is an achievable goal.

Realistic

- This goal is well within the realm of possibility, given our available resources. This position will back-fill a vacancy created by the retirement of another CSO.

Timely

- We would like to begin the hiring process for this staff member in September, 2022, with the goal of having this person fully trained during the first, or second quarter of 2023, depending on the availability of animal control certification courses.

Action Plan

During the month of September 2022, we will work with Caitlin Kuczko to develop a comprehensive job description for this position, including animal control certification

requirements. Once the job description is completed, we will advertise the position in the local newspaper, city website and Colorado Workforce Center. Once a suitable candidate is hired, their initial training will focus on CSO duties and functions, with an emphasis on conflict resolution, report writing and interpersonal communication skills. After the initial training has been completed, the focus will shift to animal control duties and professional certifications.

Potential Obstacles and Solutions

Potential obstacles include the following: Finding a high-quality candidate with the necessary wherewithal to deal with uncooperative, often hostile members of the public. The high cost of housing in Leadville / Lake County could also be problematic for a candidate who does not currently reside in this area. Solutions to these problems could be mitigated and/or prevented by publishing a frank and honest description of the duties and expectations for the position, along with advertising the availability of city employee workforce housing.

Goal #2

- **Implement a Crime Data Tracking / Analysis and Mapping Program**

<u>**S**</u>pecific

- The purpose of this goal is to accumulate and analyze the location and characteristics of criminal activity in Leadville. This analysis will provide information that informs the allocation of police resources and the services of our community partners (e.g. Advocates of Lake County, Lake County Wrap-Around). To the extent possible, this information will be shared with the public in a Crime Mapping format within the City website.

<u>**M**</u>easurable

- Establishment of this database will be the first measure of success. Once the database is established, having a clearer, more defined picture of criminal activity within Leadville will provide police department decision makers with information that will be utilized to better address criminal activity. Sharing this information with other public safety stakeholders will improve the overall response to public safety issues. The ultimate goal of this program will be to measurably reduce crime and/or disorder within our community.

<u>**A**</u>chievable

- This is an achievable goal.

<u>**R**</u>ealistic

- This goal is well within the realm of possibility, given our available resources.

<u>T</u>imely

- Start date: October 2022; identify an appropriate software platform/vendor, establish program costs, identify and begin the process of training a staff member to oversee and maintain the database.
- Finish date: Have the program up and running during the first quarter of 2023. Once the program is established, it will be ongoing into the foreseeable future.

Action Plan

The first step in implementing this program will be identifying the best product for what we are trying to achieve, as well as possible grant funding sources. The second (and likely most difficult) step will be identifying a suitable staff member with the necessary skills and desire to administer the program. Providing this person with appropriate training for the duties associated with this program will be the third step.

2023 Streets Department Goals

Streets

Goals for snow removal in winter

1. Major corridors cleared by 6:00 a.m.
2. Entire city driveable by noon
3. Haul snow away as much as possible in between storms
4. Update snow guide distributed to the public - end of October

Goals for paving in the summer

1. Re-pave one mile of streets a year (10 blocks)
2. Require utilities to use flowfill (or other equivalent) to better the long term life of the streets after a cut
3. Inventory current condition of streets and create a three year repaving plan with Sanitation District, Parkville Water District, and Xcel Energy/SiteWise

Sidewalks/Public Spaces

1. By Code, the city isn't responsible for maintenance
2. Curb painting - be prepared to paint every year (yellow, blue and red)
3. Shovel critical municipal areas by start of business 8:00/9:00 am
4. Maintain parks, public restrooms, parklet, and other municipal spaces/grounds so that they are clean and represent the city well

Drainage

1. Create a drainage improvement plan
2. When re-paving a street, evaluate whether any culvert in the to be re-paved section needs repair or replacement

Capital improvements

1. Increase life-span of new equipment with enclosed interior space. We are storing new equipment (loader, Mack - hook truck, pickup) outside and this decreases the longevity of the equipment.
2. Increase availability of materials with an enclosure (three sides and a roof) for sand and patching/paving material storage
3. Increase safety and efficiency of city lighting (63 poles) by replacement of light poles (possibly to include solar and wifi)