

Open Space Advisory Board

Agenda

Wednesday, February 12, 2025
Library 1st Floor Meeting Room
951 Spruce Street
6:45 PM

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

- Call in to: +1 346 248 7799 or +1 408 638 0968 or 877 853 5247 (Toll Free) Webinar ID: 883 3175 6380 or
- You can log in via your computer. Please visit the City's website here to link to the meeting: www.louisvilleco.gov/osab

The Council will accommodate public comments during the meeting. Anyone may also email comments to the Council prior to the meeting at EmberB@LouisvilleCO.gov.

1. 6:45 pm Call to Order
2. Roll Call
3. Approval of Agenda
4. Approval of Minutes
5. 6:50 pm Discussion Item: Introduction of OSAB Members (15 Minutes)
 - Current Members: Michiko Christiansen, Andy Dorsey, Susan McEachern, Mark Poletti, and Brad Pugh
 - Newly Appointed Board Members: Benjamin Mow, Graeme Patterson, and Daniel Rupp
 - Identify Volunteer Mentors for New Members
6. 7:05 pm Staff Updates (5 Minutes)

Persons planning to attend the meeting who need sign language interpretation, translation services, assisted listening systems, Braille, taped material, or special transportation, should contact the City Clerk's Office at 303 335-4536 or MeredythM@LouisvilleCO.gov. A forty-eight-hour notice is requested.

Si requiere una copia en español de esta publicación o necesita un intérprete durante la reunión, por favor llame a la Ciudad al 303.335.4536 o 303.335.4574.

7. 7:10 pm Board Updates (5 Minutes)
 - Discuss Possibility of Canceling April OSAB Meeting Due to Meeting with City Council
8. 7:15 pm Public Comments on Items Not on the Agenda (5 minutes, more time as needed)
9. 7:20 pm Discussion Item: Hecla Lake & Bird Habitat, Ted Floyd, Author and Birder (20 Minutes)
10. 7:40 pm Discussion Item: OSAB Work Plan for City Council Review. Presented by Susan McEachern, OSAB Chair (40 Minutes)
 - 2024 OSAB Accomplishments
 - 2025 OSAB Priorities Related to the City Council Work Plan
 - 2025 OSAB Board Priorities
11. 8:20 pm Discuss Item: Identify Sub Committees (Tiger Teams). Presented by Susan McEachern, OSAB Chair (10 Minutes)
 - Possibilities: Trails, Bird City, Grants, Acquisition, Volunteer
12. 8:30 pm Discussion Item: Interest in Bird City Designation. Presented by Susan McEachern, OSAB Chair (10 Minutes)
13. 8:40 pm Discussion Items for Next Meeting March 12th, 2025
 - Comprehensive Plan Review
 - Acquisition OSAB Process & City Manager Process
 - Future: OSAB and PPLAB Joint Meeting
14. Adjourn

Open Space Advisory Board Meeting Minutes

Wednesday, January 8, 2025, 7:00pm

Library 1st Floor Meeting Room

951 Spruce St.

1. **7:00 pm Call to Order**
2. **Roll Call**
 - **Present:** Michiko Christiansen, Andy Dorsey, Susan McEachern, Benjamin Mow, Mark Poletti, Brad Pugh
 - **Absent:** Graeme Patterson, Daniel Rupp
 - **City Staff Present:** Ember Brignull
3. **Approval of Agenda**
 - **Motion: Andy**
 - **Second: Mark**
 - Approved unanimously with a minor change to the date on item 9
4. **Approval of Minutes**
 - **Motion: Susan**
 - **Second: Mark**
 - Approved unanimously
5. **7:05 pm Discussion Item: Introduction of OSAB Members (30 Minutes)**
 - **Current Members:** Michiko Christiansen, Andy Dorsey, Susan McEachern, Mark Poletti, and Brad Pugh
 - **Newly Appointed Board Members:** Benjamin Mow, Graeme Patterson, and Daniel Rupp
 - **Identify Volunteer Mentors for New Members**
 - i. Brad volunteered to be a mentor for Ben
 - ii. OSAB will identify the other mentors at the next meeting
6. **7:35 pm Staff Updates (5 Minutes)**
 - **January 13, 2025, New Member Onboarding 6:00 pm City Hall**
 - **January 16, 2025 (Tentative) Quasi-Judicial Training**
 - Ember reminded the board of these dates and updated the board on the city manager search
7. **7:40 pm Board Updates (5 Minutes)**
 - Andy and Susan commended Ember on her presentation to City Council and asked that she share it with the rest of the board; Ember will follow up.
 - Andy asked about the status of the capital budget requests. Ember said she will give an update at the next meeting as well as information about the projects in the operating budget.
 - Susan and Andy commended Open Space Natural Resources Supervisor Nate Goeckner for his presentation last night about botany and native plants in Louisville Open Space. About 30 people attended.

8. **7:45 pm Public Comments on Items Not on the Agenda (5 minutes, more time as needed)**
- Resident Sherry Sommers asked the board to be sure to focus on investigating potential grants to fund open space acquisitions and projects.
 - An email from Resident Tamar Krantz regarding open space at Redtail Ridge was distributed to the board shortly before the meeting. Most board members had not had time to review it. Ember will ask the planning department to provide the board a Redtail Ridge update in the next couple of meetings.
9. **7:50 pm Action Item: 2025 Housekeeping- Posting Locations, Elections, and 2025 Meeting Dates (15 Minutes)**
- Approve Agenda Posting Locations: City Hall (749 Main Street), Library, Recreation Center, Police Department/Municipal Court, and City Website www.Louisvilleco.gov.
Motion made by Andy and Seconded by Brad to approve the above agenda posting locations. Approved Unanimously.
 - **Officer Elections for Chair, Vice-Chair, and Secretary**
 - i. Andy nominated Susan for Chair for 2025. Approved unanimously.
 - ii. Susan nominated Andy for Vice-chair for 2025. Approved unanimously.
 - iii. Over the course of the last year the board shared secretarial duties. Susan moved that in lieu of naming a secretary the board continue to rotate secretarial duties. Approved unanimously.
 - A. Upcoming Minutes rotation: January (Andy); February (Mark); March (Michiko); April (Brad). New board members will begin serving in May.
 - **OSAB 2025 Meeting Dates**
Will continue to be the second Wednesday of each month
There will be an additional joint meeting with the Lafayette open space board on March 20.
10. **8:05 pm Update Item: 2025 Housekeeping- Updates Contact Information and Distribution of Board Documents (5 Minutes)**
- **Meeting Start Time**
 - i. Board agreed to start meetings at 6:45 beginning in February
 - **Updated OSAB Member Contact Information**
 - i. Ember shared how she will distribute the spreadsheet to gather board information
 - **Distribution of the 2025 Open Government Pamphlet**
 - **Distribution of Current Board Rules of Procedures**
 - i. Ember distributed hard copies of both of the above documents and will send them electronically

- 11. 8:10 pm Action Item: Approval of 2025 Open Space Education Plan, Presented by Ember Brignull, Open Space Superintendent (10 Minutes)**
- Ember shared and reviewed the plan. She noted that in 2024 there were 65 education and volunteer programs, up from about 35 a year earlier. For 2025 the department is initially proposing 42 programs, noting that additional volunteer events are typically added during the year, so the final number will probably be about 50 events. Ember noted that she and her staff streamlined the calendar to help manage staff time while still retaining a diverse set of popular events and adding several new events that had been suggested to them.
 - One new event this year is a yet-to-be-developed event focused helping neurodivergent individuals engage with open space, which was suggested by Mayor Leh.
 - Michiko suggested that instead of a specific event for neurodivergent people that staff should focus on creating inclusive environments in all programs to welcome neurodivergent individuals. Ember noted that she appreciated Michiko's point and sees that as a long-term goal. She also noted the department is still very new in learning how to structure events for neurodivergent people and wants to try this event first and then build from it.
- 12. 8:20 pm Discussion Item: 2025 OSAB Work Plan for City Council Review. Presented by Susan McEachern, OSAB Chair (20 Minutes)**
- Susan noted that tonight is a brainstorming session; we will develop a more formal plan next month.
 - Ember noted that OSAB goals need to align with the city council goals, which we should get before the next meeting. She added that OSAB can also have some goals that are in addition to the council goals, but should be consistent with council's vision.
 - Susan shared several of her priorities, including Bird City Designation, developing an education center similar to Lafayette's, Warembourg fishing pond improvements (hopefully moving work on the pond up to 2026); Hecla Lake improvements; Redtail Ridge development issues; long range goals for open space in Louisville.
 - Brad suggested we need to continue to focus on working to have the city adopt the acquisition process that we developed in 2024. That process was worked through with Jeff Durbin but he left before there could be any action on it.
 - i. Ember suggested the board review the flow chart we developed last year and formally re-submit it to the new city manager. Michiko argued for a similar approach. General agreement that the board should review the process in March and develop a plan at that meeting to get it in front of the new city manager.
 - Andy suggested one goal should be to review and streamline the board's acquisition review process this year given the lack of funds in the reserve and the relative lack of potential properties. Susan noted she thought there were still some opportunities to explore. Ember also noted that the master plan process might also influence our acquisition work and we might want to see how that plan

develops before conducting our next review. General agreement that we discuss in March what we want our acquisition review process to be.

- 13. 8:40 pm Discussion Items for Next Meeting February 12th, 2025**
 - Hecla Lake Bird Habitat Presentation by Ted Floyd
 - OSAB Work Plan & Long-Term Priorities for OSAB and Open Space
 - Discuss Subcommittees (Tiger Teams)
 - Pursue Bird City Designation
- 14. Adjourned at 8:45**

MEMORANDUM

To: Open Space Advisory Board
From: Open Space Division
Date: February 12, 2025
Re: Information Item 6: Staff Updates

General:

1. Open Space submitted a grant reimbursement request to Colorado State Forest Service for \$43,402.98 to cover costs for acres being mitigated by restorative and adaptive multi-paddock grazing and mitigation perimeter mowing.
2. Staff supported the Resiliency & Recovery Division interviews for consultant selection to cover Wildfire Mitigation Campaign content in 2025.
3. Staff supported Department interviews for consultant selection for the Parks, recreation, and Open Space Long Range Plan for 2025.
4. Permits: Staff is working on updates to Access Permits & Use Permits and creating a new Research Permit.
5. OSAB's joint board meeting with Lafayette has been confirmed for Thursday, March 20 at 6:00 pm. The meeting will be hosted at the Lafayette Public Library (775 West Baseline Road, Lafayette CO 80026).
6. Tentatively OSAB is scheduled to meet with City Council on April 8, 2025 to review board accomplishments and goals.
7. New Board Member on-boarding meeting being scheduled with OSAB Chair, Department Director, and Open Space Superintendent.
8. Attachments:
 - a. Open Space Operational Update Presented to City Council on December 17, 2024
 - b. Quasi-Judicial Hearings Training Presented to OSAB and PPLAB on January 16, 2025

Natural Resources:

1. Staff has drafted 2025 Cattle Grazing RFP outlining 2025 grazing areas, utilization rates, and livestock movements across three different Open Space properties.
2. Staff will be co-authoring on a Carbon sequestration study in dryland grassland ecosystems, the study is looking to estimate the carbon storage potential of transitional and historical drylands under various disturbance, climate, and management regimes.
 - a. A collaboration with Earth Lab and University of Colorado's Cooperative Institute for Research In Environmental Sciences (CIRES)

3. Staff is exploring opportunities with Colorado Natural Heritage Program (CNHP), a subsidiary of Colorado State University, for a BioBlitz across all City of Louisville Open Space properties. This collaboration would bring in experts to comprehensively document all flora and fauna found. This data will then be represented in the CNHP Colorado's Conservation Data Explorer (CODEX) a web-based interactive map viewer with tool sets to support conservation planning, environmental review, and more.
4. Staff has scheduled a meeting to start the process for hiring seasonals for the 2025 field season.
5. Staff has finished collecting proposals for a property line survey.

Maintenance & Trails:

1. Staff has been working with the contractor on the 'Installation of Trail Access & Emergency Closure Infrastructure Project 2024.' The fencing at Dutch Creek Open Space has been installed, and four gate posts have been set up at Aquarius Open Space. However, weather conditions have posed challenges for installations, which will impact the project's completion timeline.
2. Due to increased incidents of illegal parking in the fire/emergency vehicle lane at the Davidson Mesa parking lot, staff has painted the curbs red. When site conditions permit, staff will also add lettering to clearly indicate no parking in these areas. This will assist city law enforcement in easier enforcement of parking regulations
3. Staff have continued to make progress on the Open Space fencing audit and inventory by field truthing pre-existing information.
4. Staff is collaborating to review the Lake-to-Lake Wayfinding sign locations.
5. Staff is continuing to monitor visitation data at Davidson Mesa. December saw 6% more visitors at Davidson Mesa compared to November, with the busiest day showing 820 visitors on 12/7. *See figure 1. Below.*

Resource Protection:

1. Rangers have successfully used the new e-bikes on several patrols in December and January, and their experiences have been extremely positive. Based on these experiences, rangers have drafted a technical manual for the bikes, covering their use, care, and safety guidelines for charging and storing the batteries.
2. Rangers have observed a return to the seasonal enforcement pattern typical for the winter months.
 - a. On fair weather days, visitor use and enforcement activity are high, particularly when the weather is warm just before a forecasted event or following a cold period, leading to an increase in enforcement-related contacts.

- b. On days with inclement weather, visitor use of Open Space is minimal, and rangers make fewer contacts. During these days, rangers have been prioritizing program development and annual planning tasks.

Education/Volunteer:

Education Events Upcoming:

1. Sunday, February 16, 2025, from 6:00 to 8:00 PM, Open Space Stargazers: Stargazing is for Lovers at Aquarius Open Space.
2. Sunday, March 2, 2025, from 6:00 to 8:00 PM, Open Space Stargazers: Inner Planets Cavalcade at Aquarius Open Space.

Education Events Past:

1. Thursday, January 9, 2025, from 2:00 to 3:00 PM, Scats and Tracks booth at Dutch Creek Open Space. 7 participants.
2. Friday, January 31, 2025, from 10:15 to 11:00 AM, Animal Adaptations for Toddlers at the Louisville Library. 25 participants.
3. Sunday, February 2, 2025, from 3:00 to 4:30 PM, Open Space on Canvas-Plein Air Exhibit at the Louisville Recreation Center. Attendance not available at time of publication.

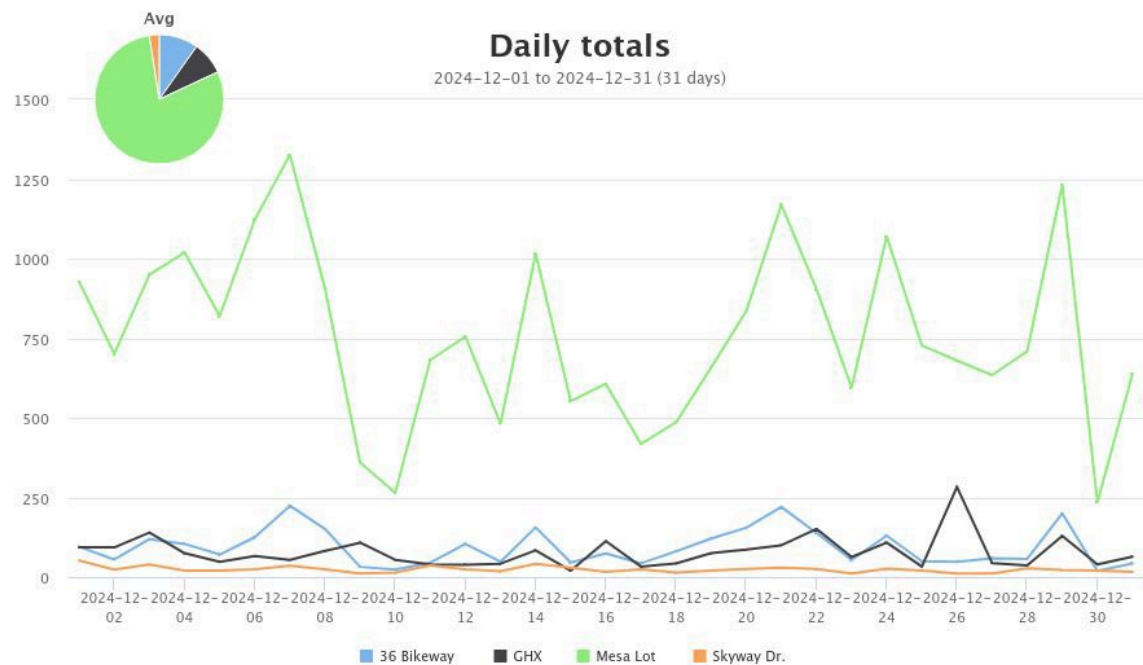


Fig 1: Daily total visitation to Davidson Mesa from 12/1/2024-12/31/2024. Note that counters register visitors entering and leaving, so true visitation is likely half the numbers shown.

City of Louisville
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Open Space Operational Update

December 17, 2024

Adam Blackmore,
Director of Parks, Recreation, and Open Space
Ember Brignull,
Open Space Superintendent



City of Louisville

1

Open Space is.....

24% of the City's Land Use but 100% the Heart of the Community

- ▶ Trails
- ▶ Biodiversity
- ▶ Solitude
- ▶ Great Views
- ▶ Land Acquisition
- ▶ Bobcats
- ▶ Prairie Grasses
- ▶ The reason I live here
- ▶ Biking & Alternative Transportation
- ▶ Pollinators
- ▶ Raptors & Wildlife
- ▶ 5am Run
- ▶ Peace
- ▶ Nature
- ▶ Carbon Sequestration



City of Louisville

12/17/2024

2

City of Louisville Open Space Division

Open Space Vision: An Open Space program funded for future generations that enriches the experience of living in Louisville by providing opportunities for citizens to reconnect with nature and their cultural heritage while also enhancing their mental and physical well-being.

Open Space Mission: To conserve and restore Open Space through land acquisition and management for the protection of natural and cultural resources and to provide opportunities for education, volunteering and appropriate passive recreation.

City of Louisville

12/17/2024

3

How Far We've Come.....



1977
First Open Space property acquired (North Open Space)

1990
Construction of first segment of regional trails at Dutch Creek

1993
• Open Space Sales Tax Adopted
• Harney Lastoka Open Space acquired

2000
Citizen Open Space Advisory Board (OSAB) created

2001
• Adler Fingru Open Space acquired
• Home Rule Charter established

2002
Open Space & Parks Sales Tax renewed

2006
First Open Space employee position created

2007
Open Space Education & Volunteer program established

2012
Open Space & Parks Sales & Use Tax Renewed

2016
Ranger Naturalist program established

2017
• First prescribed burn on Aquarius Open Space
• Mayhoffer Open Space acquired

2019
Natural Resource Program Prioritized

2022
Reached 25 miles of Open Space trails

2023
• 104th St. Trail connected
• Open Space & Parks Sales & Use Tax passed

And we are still going!

City of Louisville

12/17/2024

4

Current Portfolio – By The Numbers

Trails

- **32 Miles of City Trails**
 - 25 Miles Maintained by Open Space
 - 15 Miles Soft Surface
 - 10 Miles Hard Surface



Properties

- **29 Total Properties**
 - 17 City Owned Properties
 - 12 Jointly Owned Properties
- **2,000 Acres**

Staff

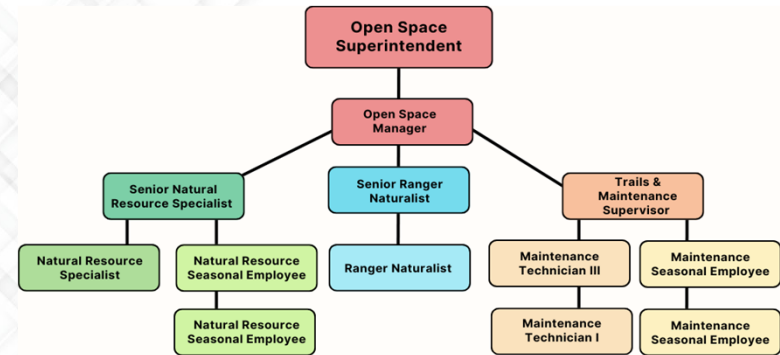
- Nine Full Time Employees
- Four Seasonal Employees



12/17/2024

5

Open Space Division Organizational Chart



12/17/2024

6

Natural Resource & Fire Mitigation

Wildfire Risk Assessment (WRA):

- Assignments for Open Space
 - 86% Complete
 - 100% First Priority Assignments Complete

Grants Received:

- CSFS Wildfire Mitigation Incentives For Local Government
- Boulder County 1A - Strategic Fuels Mitigation Grant Program



<https://storymaps.arcgis.com/stories/47b11c7f1abe45bcb54d6e9abea1d6e>



12/17/2024

7

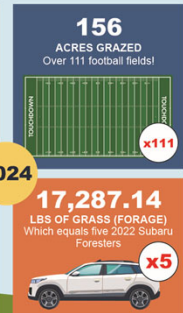
Natural Resource & Fire Mitigation

Why Grazing

- **Fire Mitigation:** Reduces fuel loads, such as dry grass and shrubs, which lowers the intensity and spread of wildfires.
- **Natural Resources:** Controls invasive plants, promoting native plant growth, and improving soil and water health.
- **Land Management:** Replicates the natural grazing patterns of wildlife, like the bison that once roamed here, restoring soil health and biodiversity.



Nate can explain it better in this video



12/17/2024

8

Partnerships

NRCS & Conservation Districts:

- Grazing rates, utilization, forage sampling, and soil sampling

Bird Conservation of the Rockies:

- Grazing strategies to enhance vegetation height and cover for bird communities
- Develop bird monitoring protocols for the 2025 grazing season

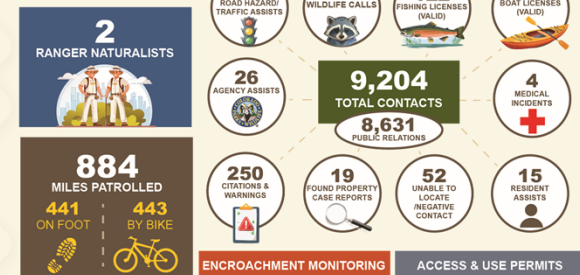
Earth Lab at CU Boulder:

- Evaluating post-fire changes in invasive vegetation, carbon sequestration goals, and strategies to reduce grassland fire risk



Visitor Use & Safety

The Ranger program builds community through positive interactions that inspire **learning, stewardship, and safety.**



Rangers are a vital part of our Education & Outreach program!

Education & Volunteer Programs

Education Programs

- 1,500 Education Attendees
- 51 Programs Offered



Volunteer Programs

- 1,362 Hours Contributed
 - Single Day Events
 - 6 public volunteer events and
 - 6 private volunteer events
 - Multi Day Programs
 - Adopt-An-Open Space
 - Raptor Monitoring
 - Weed Whackers
 - Open Space Advisory Board

Outreach & Communication



Additional Annual Operational Objectives

Natural Resources

- Noxious Weed Control
 - 636 total hours
- Wildlife Monitoring & Management
 - Prairie Dogs
 - Raptors
 - Coyotes
 - Fish Stocking
- Restoration
 - Grasses 7 Acres
 - Shrubs
- Development Review

Work Forces

- BOCO Parks & Open Space Youth Corps
- Bridge House: Ready To Work

Trails & Maintenance

- Parking Lot Maintenance & Resurfacing
- Trail Maintenance
- Trail Edge Mowing & Vegetation Clearing
 - 121 Miles
- Upkeep of:
 - Over 200 Signs & Kiosks
 - 51 Benches
 - Replaced Over 22 Outdated Signs
- Waste Disposal of 29 total trash cans
 - 3,072 Trash Cans Emptied Annually
- Human Dimension Studies:
 - Tracking Monthly Use at Davidson Mesa
- Vault Restroom Maintenance
- Snow Removal



12/17/2024

13

Sales & Use Tax - Budget Amendment

Hecla Phase I Improvements

- Wildlife Habitat Fencing
- Pocket Prairie
- Restoration

Vegetation Transects

Trail Master Plan

Two New Full-Time Employees

- Open Space Manger
- Open Space Maintenance Technician I

Restoration Equipment

- Seeding Equipment
- Trailer



12/17/2024

14

Looking Forward.... 2025

Capital Projects:

- PROS Long Range Plan
- Trails Master Plan
- Vegetation Transects
- Wayfinding Signs
- Hecla Trail Resurfacing
- Parking Lot Maintenance
- Signage Upgrades

Operational Projects:

- Wildfire Risk Assessment (WRA) Projects
 - Grazing
 - Mowing
 - Weed Control
 - Restoration
- Establish Acquisition Policy
- Amenity Maintenance & Inventory
- Enforcement
- Education & Outreach
- Natural Resource Scientific Partnerships



12/17/2024

15

THANK YOU

To conclude, please join us on a quick visual journey through 2024 as we celebrate the incredible accomplishments of our Open Space staff!

From enhancing trails to preserving natural habitats, this video highlights a year of **progress**, **teamwork**, and **stewardship** on Open Space; showcasing the hard work, **dedication**, and **achievements** that made a lasting impact on our community and environment.



12/17/2024

16

QUASI-JUDICIAL HEARINGS

OSAB and PPLAB
January 16, 2025



1

Overview

- ❖ Due process duties that come with land-use decision making.
- ❖ Best practices for meetings & hearings.
- ❖ Tips for avoiding trouble as a quasi-judge.
- ❖ Tips for good deliberations.
- ❖ Issues related to closing out the hearing process.
- ❖ Time for questions and general discussion.

2

Ordinance No. 1882, Series 2024

- ▶ City Council formalized and clarified the role of OSAB and PPLAB in the quasi-judicial process for land use applications.
- ▶ OSAB and PPLAB serve in an advisory capacity to the City Council.
- ▶ Generally, OSAB and PPLAB will review:
 - ▶ Subdivision plats and general development plans that include public use dedications, public or private open space, or cash in lieu; and
 - ▶ Other applications for new land development that include open space, public parks or public streetscape landscaping.

3

Due Process Duties - Intro.

- ❖ For most land use decisions, the decision is quasi-judicial rather than legislative.
- ❖ In a quasi-judicial process, the key duty is fundamental fairness.
- ❖ The decision-makers are essentially *acting as judges* and therefore must *behave like judges*.

4

Due Process Duties - Intro.

❖ Contrast - A Legislative Act:

- ❖ Reflects public policy relating to matters of a permanent or general character.
- ❖ Not normally restricted to particular individual or entity.
- ❖ Affects the legal rights of specific individuals only in the abstract.
- ❖ *Prospective* in nature.
- ❖ As applied to land use, officials act as legislators when making the general rules, *but...*
- ❖ When those general rules are *applied* to specific persons and property, officials are acting as quasi-judges.

5

Due Process Duties - Intro.

❖ Contrast - A Quasi-Judicial Act:

- ❖ Determines the rights of a specific person or entity as relates to a specific property.
- ❖ Is based on facts developed at a public hearing.
- ❖ In this process, the existing legal standards are applied to the facts of the specific case.
- ❖ The key characteristics of a quasi-judicial process are notice, a hearing, and a record-based decision made by a fair and impartial decision-maker.

6

Legislative vs Quasi-Judicial

Legislative Acts

- ❖ Adoption of a master plan
- ❖ Adoption of general amendments to the subdivision or zoning ordinances

Quasi-Judicial Acts

- ❖ Rezoning, including GDP amendment
- ❖ Subdivision
- ❖ Special review use request
- ❖ PUD application

7

Best Practices for Hearings

- ❖ In quasi-judicial proceedings, a fair hearing is critical to reaching a good decision and ultimately defending it.
- ❖ Generally, if your decision is legally challenged, your hearing is “the hearing” and reviewing judges don’t “retry” the case—rather, they base their decision upon a review of the record of your public hearing, including:
 - ❖ The procedures you used;
 - ❖ The evidence you considered; and
 - ❖ The reasons for your decision

8

Act Like a Judge

- ❖ A reviewing judge will judge your conduct against the way they would behave as a judge
- ❖ So keep the “judge” frame of mind when hearing a land use case.

9

Best Practices for Meetings & Hearings

❖ Prepare (*Don't Wing It!*):

- ❖ Have an opening script; this is an opportunity to explain, on the record, how the hearing will proceed.
- ❖ Let speakers know if there will be time limits (and enforce them).
- ❖ Maintain sign-up cards for the hearing.
 - ❖ For virtual participants, use “raise hand” function.
- ❖ Have a list of the applicable criteria (staff report).
- ❖ Know what options for action are available (staff report).
- ❖ Follow uniform rules of procedure for conduct of your hearings - helpful to you and the public.

10

Best Practices for Meetings & Hearings

❖ During the Hearing:

- ❖ Use and expect civility;
- ❖ Avoid reactive, off-the-cuff and off-topic comments from all participants.
- ❖ Be consistent in requiring recognition by the chair, and in the use of public comment opportunities.
- ❖ Have and enforce time limits
- ❖ Have speakers speak from the podium & direct their comments to Board only. Have them give name for the record.

11

Best Practices for Meetings & Hearings

❖ During the Hearing:

- ❖ Chairperson: Recognize and exercise your role in maintaining order.
- ❖ Do not allow free-wheeling comments from the gallery
 - ❖ if grumbling in the audience gets too loud, politely restore order.
- ❖ Do not allow clapping.
- ❖ If necessary, someone can call for a recess.
- ❖ Manage the record:
 - ❖ Identify documents
 - ❖ don't let two people speak at once.

12

Best Practices for Meetings & Hearings

- ❖ **During the hearing:**
 - ❖ Consider a few reminders:
 - ❖ “Please keep your comments within the time limit so that everyone will have a chance to speak.”
 - ❖ “If your comments are the same as those of a prior speaker, please feel free to simply state that you agree with the prior speaker.”
 - ❖ Stay focused on the matter at hand and avoid allowing the discussion to stray from the subject of the hearing.
 - ❖ Don't respond to questions during public comment; instead, let them know they've been heard and move on.
 - ❖ For example: “That is a good question, but this is your opportunity to make comments and provide information. I've noted your question and I think one of us may ask the [staff/applicant] to address your question during the Board's question and answer period.”

13

General Meeting Tips

- ❖ Lay the groundwork for orderly public meetings.
- ❖ Remember, a culture of civility flows from the top down - if members practice incivility towards one another or towards staff or citizens, then....
- ❖ Maintain a degree of formality at meetings - use titles, insist speakers be recognized, use podium, etc.

14

General Meeting Tips

- ❖ The presiding officer is crucial in maintaining order and ensuring participation:
 - ❖ Is role model.
 - ❖ Acts affirmatively to control behavior.
 - ❖ Focuses discussion and keeps everyone on topic and on task.
 - ❖ Manages time and moves discussion and action along.
 - ❖ Knows when to suggest the time is right to act.
 - ❖ Works to ensure collaboration.
- ❖ All Board members have the opportunity to exercise some of these same leadership roles.

15

Avoiding Trouble as a Quasi-Judge

- ❖ Fundamental fairness requires a fair, unbiased and impartial quasi-judge, **both in fact and appearance.**
- ❖ Land use decisions are not overturned because the reviewing judge “didn't like your decision”—legal rules are deferential to the substance of what you decide.
- ❖ Rather, they more likely overturned because the quasi-judges—as a group or because of individual behavior—deprived the applicant or other participant of fundamental fairness.

16

Avoiding Trouble as a Quasi-Judge

- ❖ Don't make up your mind before the hearing.
- ❖ Don't speak with one side or the other before a hearing (ex parte contacts).
- ❖ Don't participate if you have a financial or other personal interest in the matter (code of ethics).
- ❖ Don't make your decision on the basis of irrelevant or non-existent criteria.
- ❖ Don't sign any "pro" or "con" petitions.

17

Avoiding Trouble as a Quasi-Judge

- ❖ Don't participate if you know you can't be fair and unbiased.
- ❖ Don't participate in decision if you weren't there for the entire hearing (or didn't view the recording).
- ❖ Don't make your decision based on things you "know" but did not "learn" at the hearing - For example:
 - ❖ Don't get on Google and offer your own evidence.
 - ❖ Don't offer evidence of your own experiences as the basis for your decision - Aren't you in essence saying "I'm voting for or against the application based on my own testimony?"
- ❖ Do ask for advice on criteria or application of criteria to facts when unsure.

18

Ex Parte Contacts

- ❖ A critical duty of the quasi-judge is to avoid "ex-parte" contacts, meaning any "outside the hearing" about the subject matter of the hearing.
 - ❖ Don't attend meetings or hearings by other City boards or commissions on an application that will come before you;
 - ❖ Don't attend the City Council hearing.
- ❖ A proceeding loaded with "ex-parte" contacts is a clear path to eroding the integrity of your process and having your decision overturned.
- ❖ When we advise against ex-parte contacts, we are protecting both your ability to participate in the decision-making and the ultimate decision.
- ❖ An ex-parte contact can be problematic whether with the applicant, citizens, or, in some instances, staff.

19

How to respond?

- ❖ **Think about how you will respond to citizens who want to talk to you about a pending quasi-judicial matter - keep your "talking points" ready:**
 - ❖ "As a Board, we're committed to equal access to and sharing of information. You should attend the hearing so that ALL of us can hear the information you want to share."
 - ❖ "I'd love to hear your views, but our City Attorney advises that the only evidence we can consider as Board members is what we actually hear at the hearing. Please plan to attend the hearing on ____ so that I can hear and understand your viewpoint."
 - ❖ "Our City Attorney advises that when I talk to one side or another at any time other than at the hearing itself, it really compromises my ability to maintain the reality and appearance of fairness. Whatever your view, I'm sure you would not want me speaking to the "other side" of this issue outside of the hearing."

20

Deliberations Matter

- ❖ Board discussion of the evidence is critical. This is where:
 - ❖ The Board formulates the basis of its decision
 - ❖ The applicant and others obtain an understanding of your position
 - ❖ The reviewing judge looks to understand why you decided the matter as you did (and whether it comports with the applicable criteria and the law)
- ❖ Deliberate - Talk Amongst Yourselves

21

Criteria

- ❖ When preparing for the hearing and deliberations, consider:
 - ❖ What are the key issues
 - ❖ What relevant questions do I have that will help me decide those issues
- ❖ Remember - when you are prepared to discuss the criteria, you will be prepared to discuss defensible reasons for your decision
 - ❖ Use the “rule of why”?

22

Closing Out the Hearing

- ❖ While deliberating and getting ready to act, focus on what is pending before you.
- ❖ Understand your options, which generally will include:
 - ❖ recommend approval, with or without conditions;
 - ❖ recommend denial;
 - ❖ continue for further consideration and/or action at a future date.

23

Closing Out the Hearing

- ❖ Remember your role is to act on the application before you
 - ❖ (not the one you would prefer to see)
- ❖ Using currently adopted criteria
 - ❖ (not the criteria you wish existed)

24

After the Hearing

- ❖ Once you've voted on a matter:
 - ❖ Let your record and decision speak for itself.
 - ❖ Don't undermine the group decision if you disagree, have regrets, or were in the minority.
 - ❖ If you feel there is a need to change it, use proper channels only.
 - ❖ Recognize that some decisions cannot be undone without liability.

25

Liability & Conditions of Approval

- ❖ Contentious land use hearings lend themselves to quasi-judges seeking to resolve difficult issues through conditions of approval. This is problematic where:
 - ❖ The condition is not based upon any legislatively adopted criteria.
 - ❖ The condition is an attempt to regulate a matter over which you have no authority.
 - ❖ The condition itself is vague, difficult to enforce, or difficult or impossible to satisfy.
- ❖ In difficult cases, avoid drafting conditions on the fly.
- ❖ Consider asking the applicant whether they agree to the conditions (though their agreement at the hearing does not foreclose their right to challenge the conditions later).

26

How to lessen Your Risk? Have a Good Process!

- ❖ IF your hearing has been carried out fairly and properly, and IF your decision has been issued based on facts in the record and application of proper legal criteria, then:
 - ❖ Decision will be upheld;
 - ❖ Other recourse (such as a claim of a constitutional violation) will likely be unavailable or unsuccessful; and
 - ❖ The general risk of dispute will be reduced.
- ❖ BUT if there are process flaws or a lingering sense of unfairness, opponents or the applicant may be more inclined to seek legal redress.
- ❖ Concern yourself with not just fairness, but the appearance of fairness.

27

QUESTIONS?

28

Discussion Item 10: OSAB Work Plan for City Council Review

DRAFT- Brainstorming Session- DRAFT

2024 Accomplishments & 2025 Work Plan Goals

2024 ACCOMPLISHMENTS

OSAB 2024 Accomplishments	City Council Work Plan	Department Goal

2025 GOALS

City Council Work Plan (Review January 21, 2025 Packet)	Examples:	
Economic Vitality	Comprehensive Plan, Downtown Vision Plan	
Core Services	Open Space, PROST Long Range Plan	
Safety	WUI Code, Defensible Space	
Affordable Housing	Zoning	

OSAB 2025 Priorities Related to the City Council Work Plan	City Council Work Plan	Budgeted in 2025
Acquisition Policy	Core Services	
Restore Native Ecosystems and Grasslands	Core Services	
Comprehensive Plan	Economic Vitality	Yes
PROST Long Range Plan	Core Services	Yes
Trails Master Plan	Core Services	Yes
OSAB 2025 Board Priorities (Proposed By staff)	City Council Work Plan	Budgeted in 2025
Review Interpretive Education Panels		Yes
Wildfire Mitigation Communication Campaign		Yes

Short Street and Hwy 42 Urban Renewal Plan - Trail Connectivity & OS Impacts		
Budget Review		
Proposed by OSAB Chair for Board Consideration at February Meeting	City Council Work Plan	Budgeted in 2025
Complete Wayfinding City Wide in 2025 (not Funded for completion in 2025)		Partial
Education Trailer		No
Achieve "Bird City" Designation in Louisville		No
Dark Sky Designation		No
2C Renewal in 2028		No
Water Rights to Enhance Coal Creek & Hecla		No
Rewilding the Golf Course		No
Move up Open Space Management Plan into 2025		No
Move up Warembourg Fishing Pond in the Budget process		No
Restore Coal Creek Riparian Area		No
Biodiversity Goals		Yes Operational
City Wide Rodenticide Policy for Private Property		No

CITY COUNCIL COMMUNICATION AGENDA ITEM 5C

SUBJECT: ADOPT THE CITY COUNCIL 2025 WORK PLAN

DATE: JANUARY 21, 2025

PRESENTED BY: SAMMA FOX, INTERIM CITY MANAGER

SUMMARY:

The City Council establishes their work plan annually. The annual work plan reflects Council's priorities and includes only those items that require City Council involvement such as policy direction, guidance, or approval. The City Council work plan also helps staff prioritize internal work plans and schedule the work that is needed to bring to City Council for engagement.

This is the last step in a series of meetings planned to craft and finalize the 2025 Council Work Plan. Previously, work plans were organized by programs and contained a mix of strategic initiatives, programs, and tasks. For 2025, staff proposed taking an opportunity with the unique timing of the first resident survey in four years and the ten-year Comprehensive Plan Revision to build on existing strategic alignment of the work plan.

The City Council met in July and identified these four areas of focus for 2025:

- Economic Vitality
- Core Services
- Safety
- Affordable Housing

Additionally, the Council determined all work plan items should be viewed through the lenses of Equity, Diversity and Inclusion (EDI) and Environmental Sustainability.

These priorities and lenses align with the 2024 Resident Survey, the council affirmed Comprehensive Plan Vision and Values, and were used to inform the 2025-2026 Budget.

Staff has now applied programs and tasks to each priority area, in-line with council's expectations for the item, council has reviewed and provided feedback, and the work plan is presented for adoption tonight. Once approved, the work plan will be used to set advanced agenda items, inform staff priorities, and inform advisory board priorities.

FISCAL IMPACT:

The City Council Work Plan outlines the issues and items Council plans to address throughout the next year and those may impact the budget.

SUBJECT: 2025 ANNUAL WORK PLAN

DATE: JANUARY 21, 2025

PAGE 2 OF 2

PROGRAM/SUB-PROGRAM IMPACT:

One of the objectives of the Governance & Administration Sub-Program is providing governance based on a thorough understanding of the community's diverse interests executed through clear and effective policy direction. The annual City Council Work Plan helps set the agenda for Council policy direction and governance.

RECOMMENDATION:

The 2025 City Council Work Plan is presented for adoption.

ATTACHMENT(S):

1. 2025 Draft Work Plan – Redline
2. 2025 Work Plan – Clean Copy

STRATEGIC PLAN IMPACT:

☒	 Financial Stewardship & Asset Management	☒	 Reliable Core Services
☒	 Vibrant Economic Climate	☒	 Quality Programs & Amenities
☒	 Engaged Community	☒	 Healthy Workforce
☒	 Supportive Technology	☒	 Collaborative Regional Partner



2025 Louisville City Council Work Plan

2025 Louisville City Council Work Plan

2025 Council Priorities

Economic Vitality • Core Services • Safety • Affordable Housing

Equity, Diversity, and Inclusion (EDI) and Sustainability are core values of the City of Louisville and should be used as lenses through which to view all actions on this workplan. Council directs staff to consider both EDI and Sustainability in their decision making and in options presented for council direction.

Guiding Documents:

- [Louisville City Charter](#)
- [Louisville City Code](#)
- [2025/2026 Louisville City Budget](#)
- [2024 Louisville Community Survey](#)
- [2012-2013 Comprehensive Plan](#), transitioning to the [2025 Comprehensive Plan](#) when adopted
- [Sustainability Action Plan](#)
- [EDI Task Force – Final Report](#)

The 2025 Louisville City Council Work Plan represents planned work on council priorities in 2025 above and beyond day-to-day services and anticipates updates to council throughout the year. Council may adjust this plan as needed, recognizing the scale of many of these initiatives and that adjustments such as additions or changes will impact items listed below. The following pages define each of Council's four 2025 priorities.



2025 Louisville City Council Work Plan

Economic Vitality

Economic Vitality, also known as Economic Prosperity, includes completion of current planning initiatives such as the Comprehensive Plan and Downtown Vision Plans, code updates to continue a business-friendly approach, and traditional economic development focuses such as business attraction and retention.

Additional Guiding Documents

- [Downtown Vision Plan for Streetscapes and Public Places](#)
- [Housing Plan](#)
- [McCaslin Parcel O Redevelopment Study](#)
- Urban Renewal Plans
 - [Highway 42 Urban Renewal Plan](#)
 - [550 South McCaslin Urban Renewal Plan](#)

2025 Projects & Actions

Item	Description	Council Actions
Comprehensive Plan	Update to 2013 Comprehensive Plan addressing community future growth and development, infrastructure, and a range of other topics including but not limited to Housing Plan implementation.	Anticipating four City Council meetings in 2025, with City Council adoption planned for Summer 2025.
Downtown Vision Plan for Streetscapes and Public Places	The Downtown Vision Plan for Streetscapes and Public Places was adopted by the Louisville Revitalization Committee and City Council in 2024. The next steps focus on design and construction, being thoughtful to mitigate impacts for business and the community during this process.	Anticipate 2-3 meetings including approval of design RFP and approval of contractor. Additional meetings to be determined as the project progresses.
Economic Vitality Committee (EVC) Policy Recommendations	Based on 2024, staff anticipates the EVC to bring forward policy recommendations for council consideration, such as potential Business Assistance	<i>To Be Determined</i>



2025 Louisville City Council Work Plan

	Program (BAP) amendments, loan program, small retail special assistance, CHIPS designation, or branding.	
2025 Comprehensive Plan Implementation - Targeted Development Code Amendments	Identify near term, targeted, priority development code updates to implement the 2025 Comprehensive Plan that should occur prior to the development code rewrite project that is planned to begin in early 2026. Such code changes include but are not limited to parts of Title 16 (Subdivisions) and Title 17 (Zoning).	Potential council actions include discussion and direction, if needed, as well as adoption of targeted code amendments.
2025 Comprehensive Plan Implementation – Development Code Rewrite	A rewrite of Title 16 (Subdivisions) and Title 17 (Zoning) of the Louisville Municipal Code addressing development and design standards, procedures, land use, and other related topics. This project is estimated to take 18 months to completion and will require consultant support.	Anticipated action resulting from the 2025 Comprehensive Plan adoption in mid-2025. Council to review RFP and scope of work, approve consultant contract, and begin first phases of project in second half of 2025, with project continuing into 2026.

Potential Partners

- Louisville Chamber
- Louisville Downtown Business Association (DBA)
- Louisville Revitalization Commission (LRC)



2025 Louisville City Council Work Plan

Core Services

Core Services are broad ranging with a 2025 focus on maintaining existing infrastructure and assets, including utilities, parks, open space, and sustainable asset management, as well as city communications.

Additional Guiding Documents

- [Boulder County Community Wildfire Protection Plan](#)
- [Coal Creek Golf Course Facility Improvement Feasibility Study](#)
- [Digital Accessibility Guidance](#) (state guidance)
- [Historic Preservation Master Plan](#)
- [Open Space Vegetation Survey](#)
- Parks General Maintenance Management Plan
- [Parks, Recreation, Open Space, and Trails Master Plan](#)
- [Police Department 2025-2028 Guiding Document](#)
- [Transportation Master Plan](#)
- Utility Master Plan (coming for adoption in 2025)
- [Wildfire Risk Assessment](#)

2025 Projects & Actions

Item	Description	Council Actions
Building the Foundation	Potential Study Session topics include: - Technology - Facilities - Transportation Infrastructure - Open Space	Anticipate up to four study sessions, which would provide a quarterly focus on a different area of core services.
Utility Master Plan	A utility master plan is a formal plan addressing mission-critical utility service requirements.	The Utility Master Plan has been updated through the last year and a half and will be placed on Council's agenda for formal adoption for records.
PROS Long-Range Plan & Trails Master Plan	The 10-year PROS(G) department strategic plan, last completed in 2012. Will be completed in concert with the department's first Trails Master Plan.	Anticipate 1-2 status update meetings in 2025. May also include requests to attend Open Houses or Public Engagement meetings. Anticipate adoption in 2026.
<u>Communications</u>	Community engagement, internal and external, such as understanding communications	Anticipate 1-2 meetings with council.



2025 Louisville City Council Work Plan

	best practices and opportunities, telling our story, and revision of the City of Louisville website.	
Accessibility/ADA	Continuing efforts to improve accessibility for our community in all city services. Initial scoping is in progress.	ADA Transition Plan and Process contract approval in Q2. Review findings and needs Q1 2026.
Waste Water Treatment Plant (WWTP) Expansion	Expansion of WWTP to service Redtail Ridge.	Approval of Redtail WWTP Expansion Agreement and approve Redtail Ridge WWTP Expansion Construction contract.
Transportation Infrastructure	Receive an overview on current transportation and transportation infrastructure strategies and priorities, such as the Transportation Master Plan, rail, multi-modal, and regional efforts. Provide direction on potential future strategic transportation work if desired.	Review current transportation strategy and priorities. Provide feedback on future strategic work if desired.
Advocacy	Core services rely on supportive legislation, regional partnerships, and are benefited by grant funding and incentives. Support of and active advocacy around the legislative agenda, especially on items such as transit, is imperative.	Anticipate 1-2 meetings on the legislative agenda. Additional agenda items, such as resolutions in support or opposition of legislation, as needed.
Franchise Agreement	Comcast, due in 2025,	Anticipate one or more meetings to review and approve the agreements, understand alternatives.
2026 Supplemental Year Budget	Funding is crucial for core services.	Anticipate 3 or more meetings to set and adopt the 2026 supplemental year budget.
EDI Task Force Follow Up	Review the Task Force's Report, what has been done to date, and discuss future policy and/or strategic EDI work if desired.	Anticipate one or more meetings. Study session or meeting for discussion/direction



2025 Louisville City Council Work Plan

Potential Partners

- Boulder Valley School District
- Colorado Municipal League
- Comcast
- Denver Regional Council of Governments (DRCOG)
- Developer
- Metro Mayor's Caucus
- Neighboring Jurisdictions
- Northwest Mayors and Commissioners Coalition
- Xcel



2025 Louisville City Council Work Plan

Safety

Safety is a core priority for council with a desire for residents to feel safe being in our community and a 2025 focus on bike and pedestrian safety, traffic safety, disaster and emergency preparedness.

Additional Guiding Documents

- [Boulder County Community Wildfire Protection Plan](#)
- [Police Department 2025-2028 Guiding Document](#)
- [Transportation Master Plan](#)
- [Wildfire Risk Assessment](#)

2025 Projects and Actions

Item	Description	Council Actions
Building the Foundation	Potential study session topics include: - Police and Public Safety - Emergency Response & Disaster Preparedness - Cyber Security - Information Technology - Mental Health	Anticipate 2-4 study sessions to provide insight into different areas of safety.
Traffic Safety	An overview of infrastructure traffic safety.	Infrastructure Traffic Safety discussion anticipated in early 2025.
Preparedness	Collaboration and Coordination between Police, Fire District, ODM, Internal City departments, and other Regional Partners, and overviews on topics such as the CWPP, cell phone towers, and resident/business preparedness, balancing an all hazards approach with the importance of fire preparedness in our community. Training, communications, education, and engagement, such as for disaster preparedness month <u>and bringing together</u>	May include study session(s) as noted above and discussion/direction opportunities. May also include requests to attend public engagement and promote trainings and education opportunities.



2025 Louisville City Council Work Plan

	resources and work done in these areas.	
Wildland Urban Interface (WUI) Code	In 2024 City Council provided direction to pursue a WUI code. Senate Bill 23-166 requires the state to adopt a state-wide minimum WUI code and define areas of applicability by July 1, 2025 and includes a three-month period for local adoption.	Anticipate 1-3 council meetings on the topic, including adoption.
Potential Citywide Defensible Space	An opportunity to understand potential citywide defensible space policies to aid in wildfire mitigation and preparedness.	Anticipate one or more meetings, depending on council's direction.

Potential Partners

- Boulder Valley School District
- Boulder County (including Office of Disaster Management)
- Louisville Fire District
- Neighboring Jurisdictions
- Xcel



2025 Louisville City Council Work Plan

Housing Policy

Includes implementation of the Housing Plan through development and adoption of code changes and policies, partnership with regional efforts, an emphasis on the importance of affordable housing, and a push to break ground on new units within Louisville.

Additional Guiding Documents

- Housing Plan
- State Requirements
 - [HB 24-1313](#) (Housing in Transit Oriented Communities)
 - [SB 24-174](#) (Sustainable Affordable Housing Assistance)
 - [HB 24-1152](#) (Accessory Dwelling Units)
 - [HB 24-1007](#) (Prohibit Residential Occupancy Limits)
 - [HB 24-1304](#) (Minimum Parking Requirements)
 - [HB 24-1175](#) (Local Government Rights to Property for Affordable Housing)
 - [Proposition 123 Compliance](#)

2025 Projects and Actions

Item	Description	Council Actions
Building the Foundation	A potential overview of housing legislation and/or another meeting with the housing authority	One study session.
Code Update: ADUs	Housing Plan implementation item to update the accessory dwelling unit codes due to state regulations. (City Council provided direction in mid-2024)	Two council meetings in early 2025 (1 st and 2 nd Readings).
Code Update: Inclusionary Housing Ordinance (IHO)	Housing Plan implementation to update the inclusionary housing ordinance to address incentives for providing more affordable housing, updates to fees, and other refinements.	Anticipate 2-3 council meetings, mid 2025.
Potential City Initiated Rezoning	Consider potential city-initiated rezoning-for housing development. The 2025 Comprehensive Plan's future land use framework will provide guidance for any such rezoning.	As a potential action item from the 2025 Comprehensive Plan, there could be 1-3 meetings on the subject.



2025 Louisville City Council Work Plan

Potential Property Acquisition or Project Contribution for the Creation of Affordable Housing	Potential to utilize budgeted capital funding for acquisition or contribution to leverage additional funding and support affordable housing.	Anticipate at least one council meeting.
Prop. 123 Compliance	Includes audit of development code for compliance with Prop 123 expedited review for affordable housing requirement as part of regional grant. This audit will inform a code amendment that must be in place by November 2026.	Anticipate one council meeting.

Potential Partners

- Boulder County
- Boulder County Housing Authority
- Neighboring Jurisdictions
- Nonprofits
- Regional Housing Partnership
- The State of Colorado - Department of Local Affairs (DOLA)

DRAFT- Open Space Division 2025 Work Plan

Capital Improvement Projects- Lead	
Emergency & Maintenance Access	The installation of fences, gates, and bollards to prevent unwanted vehicle access while allowing pedestrian access. Create emergency access options for 1st responder and land managers. Implement trail closures as needed due to hazardous conditions and maintenance needs.
Open Space Parking Lot Maintenance	Daughenbaugh parking lot- resurfacing of weathered parking lots to repair proper surface and drainage.
Motor Vehicle/Road Equipment	Purchase of two work vehicles. Explore electric options.
Interpretive Education Signs	Design and install three interpretive education panels: Warembourg (Irrigation/ditches); Coyote Run (Wildlife), North (Grassland Management & Restoration).
Open Space Amenity Maintenance	Ditch/trail stabilization at North Open Space where ditch/social trail use is undercutting trail.
Vegetation Transects	Baseline Survey of all Open Space properties.
Property Line Survey	Identify and formalize property line
Non Capital Tools	Office Furniture
Capital Improvement Projects- Support	
Parks, Recreation, and Open Space Long Term Vision Plan	Review Department and Division work
Trail Master Plan	Develop trail standards, construction priorities, and policies (social trails)
Hecla Lake Trail Resurfacing	Resurface soft surface trail. Date TBD based on upcoming PW pipeline project.
Wayfinding	Develop "Lake to Lake" trail sign locations and installation.
Wildfire Mitigation Communication Campaign	Education and outreach regarding fire preparedness and mitigation through media, in person, etc.
Comprehensive Plan Review	Review for ecological, open space, zoning/acquisition content
Downtown Vision Plan Streetscapes & Public Places	Review for trail connectivity and signage
Short Street Review & Hwy 42 Urban Renewal Plan	Review for trail connectivity and signage
Operation Projects	
Natural Resource & Fire Mitigation	Description:

Goats Grazing (Contract)	Identifying appropriate areas & goals. Managing fencing, animal welfare, access. Monitoring browsing utilization/understory health, quantifying fuel reduction and mitigation. Education & outreach. Contract management.
Cattle Grazing (Contract)	Identifying appropriate areas & goals. Managing fencing, animal welfare, access. Monitoring browsing utilization/understory health, quantifying fuel reduction and mitigation. Education & outreach. Contract management.
Vegetation & Photo Monitoring	Monitoring vegetation during and post grazing and monitoring fuel reduction with Photo Points.
Smooth Brome Case Study	Case study with the objective to find best practices and management options to control smooth brome's (introduced grass) abundance and competitiveness to increase diversity of cool and warm season native grasses. See collaboration.
Siberian Elm	Removal of list C invasive species and reduction in woody encroachment on historic shortgrass prairie, a part of larger prairie restoration plan, and public outreach.
Property Line Fuels Monitoring & Reduction	Removal and monitoring fuels on Open Space property lines (Siberian Elms & Russian Olives)
Bio Blitz CHNP (Contract)	Pending Approval. A BioBlitz is an intensive biological survey. Teams of scientists, students, teachers, and community members identify and document all plant, arthropods, invertebrates, reptiles, amphibians, birds, small mammals species. Data added to Statewide database.
Prescribed Fire (Contract)	Explore opportunities for prescribed fire with community education & engagement
Bird Monitoring	Monitoring birds in grazing areas to evaluate changes in diversity.
Pocket Prairie Maintenance	Maintaining native forbs and shrubs planted at Aquarius trail head, Dutch Creek, and Hecla Lake.
Restoration Reseeding	Reseeding areas that have been disturbed by citizen encroachment, removal of weeds or are in need of vegetative cover. Utilizing redesigned restoration mix, which was created in collaboration with BVLCD, NRCS and Boulder County
Professional Services Weed Control	Description:
-Pond management (Contract)	Coordinating and managing algaecide treatments, contract management, invasive species, and filling fishing pond.

-Grassland Weed Control (Contract)	Managing, planning, monitoring, mapping, and implementing contracted invasive and noxious weed management across all open space properties. Public notification & outreach. Programming and coordinating for staff, volunteers, and contractor work.
Prairie Dog Management (Contract)	Contract management, monitoring, coordination with Black Footed Ferret donation if approved.
Prairie Dog Barrier	Install new Prairie Dog barrier.
Misc. Wildlife	Raptor cameras, animal entanglement, kestrel boxes, bat boxes.
Trails & Maintenance	Description:
Fire Mitigation Buffers (Contract)	Planning and contract management of wildfire mitigation perimeter and area mowing.
Trail Corridor Staff Mowing	Staff performing trail corridor and area mowing, weed whipping, limb removal, and leaf blowing.
Concrete Trail Repair (Contract)	Identification of damaged concrete trail. Collaboration with Public Works repair contract.
Crusher Fine Trail Repair	The repair of unsafe trail surfaces damaged due to weather events. The repair of trails to obtain proper drainage and surface function.
Parts, Repair, Maintenance, Grounds	Maintenance planning and project completion
-Doggie Bag	City supplies waste bags for citizens.
-Graffiti	The removal of graffiti when identified on Open Space. Coordination with Police as needed.
-Trash	The twice weekly trash can check as to remove and replace full trash bags on Open Space properties
-Vault Restroom (Contract)	Empty vault (contract); ongoing cleaning (staff)
- Fence Repair	The replacement or repair of damaged fencing
Human dimensions	Quantifying trail usage with trail counters at select properties.
Education/Outreach & Volunteers	Description:
Public Education & Outreach Programs	Hosted indoors & outdoors. Planning, implementation, and coordination of community outreach and education on natural resources, wildlife, and ecological topics on Open Space Properties.
-Education Campaigns & Booths	Campaign hosted in the field to promote safety & courtesy between user groups and environmental education.

-Volunteer Programs (Reoccurring groups)	Recruit, retain, and train volunteer groups including: Adopt an Open Space, Weed Whackers, Raptor Monitors, Pulling for Louisville
-Volunteer Events (Single day/one time events)	One off events like Earth Day, trash pick-up, etc.
Ranger Program	Description:
Patrol of Public Lands	Routine daily patrol
Reports and Follow Up/Investigations	Time spent on reports and other investigative tasks
Enforcement Contacts	All citations, warnings, fishing checks, boat permit checks, and other enforcement contacts
Wildlife Calls	Injured wildlife, high priority wildlife calls, aggressive animals, wild animals welfare checks
Operational Process Improvement	Description:
Volunteer Program	Assess existing Adopt Program & Weed Whackers and implement improvements. Assess concept of a Trails & Maintenance Host volunteer program.
Internal Land Acquisition Process	Providing review and support to OSAB for developing an improved land acquisition process.
Permits: Access	Revise the Access Permit to be more detailed. Provide an on line Form option. Draft a protocol to clearly identify staff roles.
Permits: Research	Develop and implement Research Permit Process
Permits: Commercial Use	Develop and implement a Commercial Use Permit
Contract/Project Management	Develop spreadsheet of contract mgmt. steps to assist with process and templates
Staff Communication	Implement series of monthly, quarterly planning meetings and Manager check in meetings
Fire Rebuild Access & Restoration Review	Permitting, access concerns, monitoring, coordination with planning, revegetation
Homelessness/Encampment support and protocols	Updating property notice, compiling resources, reviewing contact procedures, compliance with State law and PD procedures.
Enhance Team and Employee Training	Develop multi year training/advancement plans for each employee and team cross-training opportunities.
104th St Trail Management	Identify maintenance responsibilities per owner entities. May require an MOU.
Administration & Staff Training	Description:
Citizen inquiries	Answering phone calls, emails, problem reporters, permits
Budget reports, check requests, finances	Budget reports, check requests, requisitions, contracts, RFPs/RFBs, P Cards
Public notifications: signage, website	Creating temporary signs and content to address citizen concerns
Internal Collaboration Efforts	

City Council	Ready to Work, Mitigation Comms, PROS Long Range, Trails Master Plan, OSMP IGA; Concrete, OSAB; Acquisition Policy
WUI Code	Support as requested
City Wide Defensible Space	Support as requested
Commission for Accreditation of Park and Recreation Agencies Certification Documentation	Creating narratives, finding and/or creating policies and processes, uploading files to the online portal for review and approval
Open Space Advisory Board	Collaborate monthly with staff and board members to create packet materials, sub committee support, and joint meetings with others.
Revegetation of Damage:	
-Public Works Pipeline Project	Public Works contract is complete. Revegetation was unsuccessful. Open Space staff to restore at North Open Space and Hecla Open Space.
-Public Works- 104th Street Trail	Public Works contract is complete. Revegetation was unsuccessful. Open Space staff to restore and coordinate with Lafayette and Boulder County.
-Public Encroachment	Working with landowners to remediate and restore Open Space land that has been encroached on by adjacent neighbors
Development Review	Review PUD/Platt documents for developers dedicating trails and/or public land to the City or lands located adjacent to existing Open Space.
Review of Biannual Budget	Review 2026 Budget for necessary unanticipated changes.
Key Indicators	Preparing data for key indicators.
Ranger Coordination with Police Department	Injured/sick wildlife procedures, Open Space Muni code review, onboarding for new officers
External Collaboration Partnerships	
BOCO Community Wildlife Protection Plan	Collaboration on implementing County Wide Mitigation Goals
Boulder County Youth Corps (June-July)	A youth based work group that the City sponsors and promotes through an IGA with Boulder County Parks & Open Space. Supports Open Space field work and influences tomorrows environmental stewards and workforce.
Bridge House: Ready to Work (April-May)	A second chance organization the City partners with to provide adults experiencing homelessness a unique opportunity to rebuild their lives through work that benefits the City including dead woody debris removal and removal of ladder fuels to mitigate vertical fuel continuity for fire risk and prairie dog barrier repair.
Boulder Open Space and Mountain Parks	Coordinate a joint education and outreach event to give people the opportunity to use adaptive hand cycles on city trails.

Research Permits:	Several Universities, Non-governmental organizations and non-profits apply to perform research on City of Louisville Open Space
-CU Boulder (Experimental Grassland Fuel	Research looking at the effect on fuel load from different forms of grassland management
-CU Boulder (Post Marshall Fire Water Quality)	Research looking at Post fire effect on surface water and coal creek water quality
-CU Boulder (Earth Lab and CIRES Carbon Study)	exploring partnership opportunities to estimate and compare the existing and potential carbon storage of transitional and historical native drylands under the various disturbance, climate, and management regimes.
Boulder County Fireshed	Partners across Boulder County Fireshed are engaging with communities and stakeholders both in the forest and downstream to set goals and priorities so that our county forests will be healthier and better able to withstand the effects of wildfire.
NRCS (Natural Resource Conservation Service)	Collaboration with Federal agencies to use best practices for grazing management, monitoring, soil health and plant health.
BVLCD (Boulder Valley and Longmont Conservation District)	Collaboration with local conservation district (USDA) to use best practices for grazing management, monitoring, soil health and plant health.
Boulder Watershed Collective	Collaboration with local nonprofit focused on wildfire mitigation, outreach, and education. Coordinating outreach events for City of Louisville community members.
Colorado State Forest Service	Collaborating with state agency, learning best practices for forest health, grassland fire risk, fuel modeling and Wildland Urban Interface risks. Serving as co-author on wildland fire mitigation literature.
Grant:	Wildfire Mitigation Program. Covering all grazing and mowing costs through July 1st 2027
-Colorado State Forest Service (Incentives for Local Govt.)	
- Land Water Conservation Fund Grant	Coordinate project work and submittal documentation. Supports funding of the Davidson Mesa Trail Resurfacing Project
Kestrel Monitoring	Collaboration with Colorado Avian Research and Rehabilitation Institute to perform American Kestrel monitoring and research on open space properties
Colorado Parks & Wildlife	Miscellaneous wildlife coordination regarding bears, mountain lions, and coyotes
- Fishing Stocking: Harper Lake & Fishing Pond	Coordination with Colorado Parks and Wildlife to have both Harper Lake and Warembourg fishing pond stocked for anglers
- Fish Community Inventorying	Collaboration with Colorado Parks and Wildlife to inventory fish species populations at

Rocky Mountain Ranger Association	Chair meetings, create training and professional development opportunities at the Colorado Open Space Alliance Conference, Ranger Excellence School, and organize networking events.
Colorado Open Space Alliance	Annual conference for Colorado Open Space agencies to network, learn, and connect with other organizations and individuals. Open Space staff will likely provide two presentation in 2024.

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