

**MINUTES
LOUISVILLE CITY COUNCIL GOAL SETTING
THE QUARRY
APRIL 25, 2013**

THURSDAY, APRIL 25, 2013 - 9:00 A.M.

Louisville City Council met in special session for the purpose of goal setting.

Mayor-Council Member Fallot called the meeting to order.

COUNCIL MEMBER GUILLEY MOVED, SECONDED BY COUNCIL MEMBER GUIDONE, and the motion carried approving the April 25, 2013 Goal Setting agenda. The vote: All yea.

Council bowed their heads for a moment of silent prayer followed by the Pledge of Allegiance

Certificate of Open Meeting

MEMBERS PRESENT

Patricia Fallot, Mayor-Council Member
Cheryle Casar, Council Member
Guy Guidone, Council Member
Richard Guiley, Council Member
Thomas McAlister, Council Member

CITY OFFICIALS PRESENT

E. Thomas Ault, City Manager
Peggy Howald, City Clerk

9:00 CITY MANAGER TOM AULT CONDUCTED AN ICE BREAKER "WHO AM I"

9:15 City Council discussed specific things the City should be doing and what actions should be taken in 2013-14. Council then determined how the action items fit into our goals. Council agreed that the same six goals would stay the same

- FINANCIAL STABILITY
- ECONOMIC DEVELOPMENT
- LONG-TERM PLANNING
- EXPLORE REGIONALIZATION
- IMPROVE COMMUNITY IDENTITY/APPEARANCE
- COMMUNICATIONS

- Planning & Development position (Long-term planning)
- Bike/hike trails (Improve community ID)
- Roads (Financial stability)
- TIF in old downtown (Long-term planning)
- Preliminary engineering for grant applications (Long-term planning)
- Replace HVAC at Constitution Center (Improve community ID)
- Historic markers in Historic District downtown (Improve community ID)
- Replace generator at City Hall (Improve community ID)
- Increase Fire/EMS fees (Financial stability)
- Annexation/protect 44641 (Economic Development)
- Storm water Improvements (Explore regionalization)
- Additional ball/soccer fields (Improve community ID)
- Park north of SR 62 (improve community ID)
- Revitalize bike patrol (Communications)
- Fire District exploration (Regionalization)
- Police protection to Nimishillen Township (Regionalization)

10:30 BREAK – Department Heads join Council

10:45 Council reconvened.

- EMS/Fire 24/7 (Bucket list)
- Reno Bridge replacement (Long-term planning)
- Affordable Care Act (Financial stability)
- Add to Economic Development toolbox (Economic Development)
- Target business attraction (Economic Development)
- New Fire Station (Long-term planning)
- New Sewer Plant (Long-term planning)
- Pursue action by County Building Department on East Main properties (Improve community ID)

Council reviewed the goals and action items and discussed if they were financially feasible.

11 Council focused on Goal #1: Economic Development and discussed whether the City has improved upon ability to act quickly what else we can do to enable us to react swiftly when needed.

Impact of Chesapeake

- 2012 school levy – if failed, residents may move to other districts
- Annexation and growth/Pressure from Canton/Alliance on annexation issues & creation of larger Louisville.
- Additional companies and increased number of jobs/payrolls/apprenticeship opportunities.

- Potential infrastructure problems (road & water)/adjustments to traffic/creek flooding.
- City/Township coordination/cooperation (government & citizens)
- Planning Commission involvement.
- Address diversity issues.

Also discussed:

- Economic Development incentives
- Is the City taking the appropriate steps to address these impacts?
- What can we do in the next year to promote positive outcomes down the road?
- What can the City do to reduce negative outcomes down the road?

12:30 – Council recessed for lunch with Department Heads

1:40 – Council reconvened with Department Heads

Finance Discussion.

- No solid numbers until next year regarding what the revenue stream would look like with Chesapeake.
- Local Government Fund – Will receive 50% of what we received in 2011
- Estate Tax
- Income Tax Credit – where should it be?

2:00 Council had discussion on annexation.

- Identified areas of proposed annexation
- Priorities
- Costs and commitments
- Services

3:00 Council discussed personnel issues:

- Affordable Care Act – goes into effect 1/1/14
- Rightsizing
- Assistant Fire Chief, full-time paramedics, 24/7 staffing.
- Planning and Development position
- Costs

3:30 - Break

3: 50 - Council reconvened

Council and department heads were broken into teams (one Council Member with each department head) to address other goals. Staff placed a matrix under each goal with four quadrants – High priority/high cost, high priority/low cost, low

priority/high cost and low priority/low cost: Each team has a Goal Statement and prioritizes action items.

The meeting was adjourned.

FRIDAY, APRIL 26, 2013 - 9:00 A.M. City Council reconvened.

MEMBERS PRESENT

Patricia Fallot, Mayor-Council Member
Cheryle Casar, Council Member
Guy Guidone, Council Member
Richard Guiley, Council Member
Thomas McAlister, Council Member

CITY OFFICIALS PRESENT

E. Thomas Ault, City Manager
Peggy Howald, City Clerk
Robert Duffrin, Law Director

COUNCIL MEMBER GUIDONE MOVED, SECONDED BY COUNCIL MEMBER CASAR, and the motion carried approving the April 26, 2013 Goal Setting agenda. The vote: All yea.

Council bowed their heads for a moment of silent prayer followed by the Pledge of Allegiance.

Certificate of Open Meeting

9:00 City Manager Tom Ault conducted an ice breaker – “Never Have I Ever”

9:15 Review Day One:

- Are there additional action items
- Revisited placement on priority/cost matrix
- Discussion

9:45 Where do we begin?

- Discussion on how the matrix offers group of low cost and high priority actions as first things to be identified for 2013-14 action.
- Discussion whether finances allow us to then move to high cost/high priority or if we must then only consider low cost/low priority items. How high is priority vs. available funds
- High cost/low priority items at a later date.
- Reviewed low cost/high priority items

Following is the final goal statements and action items:

CITY OF LOUISVILLE
SUMMARY OF 2013-14 GOAL STATEMENTS AND ACTION PLANS

GOAL #1: FINANCIAL STABILITY

	High Cost	Low Cost
High Priority	Establish Contingency Reserves Deal with Affordable Care Act	Improve Energy Efficiency Increase Fire/EMS Revenues w/Fees Balanced Annual Budget Develop Impound Lot
Low Priority		Increase Revenues w/o New Taxes

GOAL #2: ECONOMIC DEVELOPMENT

	High Cost	Low Cost
High Priority	Utilities as Catalyst for Growth Pursue More Grant Opportunities	Relationships with ED Partners Improve Website for Business Evaluate Incentives for ED Toolbox Add to ED Toolbox
Low Priority		Targeted Business Attraction

GOAL #3 LONG-TERM PLANNING

	High Cost	Low Cost
High Priority	New Community Plan Sewer Plant Improvements Planning & Development Position Seek Grant Re-use Treated Water	Infrastructure Maintenance Program Infrastructure Improvements = Demand Replace Reno Bridge Add Planning & Development Actions Prelim. Engineering for Grant Apps.
Low Priority	Capital Planning for Facilities New Fire Station	TIF Supported Downtown Program

CITY OF LOUISVILLE
SUMMARY OF 2013-14 GOAL STATEMENTS AND ACTION
PLANS

GOAL #4: EXPLORE REGIONALIZATION

	High Cost	Low Cost
High Priority	Storm water Improvement w/Partners	Explore Contract Services to Others
Low Priority		Police Protection to Nimishillen Twp. Contract Services From Others Explore Sharing Costs and Services Explore Fire District w Nim Twp.

GOAL #5: IMPROVE COMMUNITY IDENTITY/APPEARANCE

	High Cost	Low Cost
High Priority	Improve Streets Throughout City Replace Generator at City Hall Replace HVAC at Constitution Ctr. Paint & Care of Facilities & Parks Spruce up Parks	Annexation to Protect 44641 Assist Volunteer Working on Projects Pursue Foreclosure Blighted Buildings Place Historic Markers in District
Low Priority	Bike and Hike Trails Add Ball and Soccer Fields Add a Park North of Rte. 62	Contract with Single Trash Hauler

GOAL #6 COMMUNICATIONS

	High Cost	Low Cost
High Priority	Newsletter Improvements	Revitalize Police Bike Patrol Improve Website for Residents Collect Customer Satisfaction Data
Low Priority		

2013-14 GOAL SETTING ACTION STATEMENTS

High Priority – Low Cost Actions

The following actions deemed to be of high priority and relatively low cost are actions that Council shall expect to be accomplished, or at least pursued, if accomplishment is not possible. They are listed in no particular order.

- Continue to Improve Energy Efficiency (facilities and fleet)
- Increase Fire/EMS Revenues Through Fees
- Develop the Impound Lot
- Execute a Balanced Budget
- Develop and Maintain Relationships with Economic Development Partners
- Evaluate Economic Development Incentive Programs
- Add Programs to the Economic Development Toolbox
- Establish an Infrastructure Maintenance Program
- Identify Infrastructure Improvements Needed to Meet Demands of Growth
- Replace the Reno Bridge (west of North Chapel Street)
- Identify and Pursue Additional Planning and Development Activities
- Explore Contracting Services to Other Public Entities
- Protect 44641 Through Annexation
- Assist Volunteers Working on Projects
- Pursue Foreclosure of Blighted Buildings in Downtown Area
- Erect Historic Markers to Identify the Historic District
- Revitalize the Police Bike Patrol
- Improve the City Website for Residents
- Collect Customer Satisfaction Data

High Priority – High Cost Actions

After identifying the level of priority and the relative cost of each action statement, the action statements determined to be of High Priority and High Cost were placed into a rank order by City Council to determine their relative importance to Council. The following List of Prioritized Action Statements was split into two parallel tracks in recognition that the City has various Funds from which money will be drawn to pay for the actions. The General Track below is funded predominantly through the City's General Fund. Expenditure actions listed under the Utility track will be funded through various Utility Funds. These actions are to be taken as availability of financial resources allow.

General Track

1. Address Requirements of Affordable Care Act
2. Increase Street Improvements
3. Replace Generator at City Hall
4. Spruce Up Parks
5. Planning/Development Position
6. Painting/Care of Municipal Facilities and Parks
7. Pursue Additional Grant Opportunities
8. Replace HVAC at Constitution Center
9. Establish Contingency Reserves in Major Funds
10. Update the Community Plan
11. Improve Newsletter

Utility Track

1. Explore Utility Cost-Sharing as Catalyst for Growth
2. Storm Water Improvements with Partners
3. Sewer Plant Improvements
4. Seek Grant Re-Use Treated Water

Low Priority – Low Cost

The following action items were determined to be of relatively low priority to City Council and of low cost. As low priorities, they should not be pursued in lieu of higher priority actions but can be viewed as fill-in activities to be pursued as time permits or as opportunities arise since they also incur relatively little cost. Higher priority actions are not to be set aside to pursue these activities. These activities include:

- Seek ways to Increase Revenues Without Increasing Taxes
- Target Business Attraction Efforts to Specific Sectors
- Finance a Rehab Program for Old Downtown through Tax Increment Financing
- Provide Police Protection to Nimishillen Township
- Explore Contracting of Services from Other Entities
- Explore Sharing Costs of Goods and Services with Others
- Evaluate the Concept of Developing a Fire District with Nimishillen Township
- Contract with a Single Trash Hauler City-wide

Low Priority – High Cost

This group of actions were deemed to be of low priority by the members of Council and are considered to require a high cost to accomplish. As a result, these actions will not be pursued in the 2013-14 budget year. In essence, these action statements are returned to the bucket list to be re-evaluated at a later date to determine whether they may become a higher priority over time.

- Capitol Planning for Facilities
- New Fire Station
- Bike and Hike Trails (additions and connections)
- Add New Baseball/Softball and Soccer Fields in Parks
- Add a New Park Area Near Residential Areas North of S.R. 62 in the City

The Bucket List

The bucket list consists of action statements that were brought forth for consideration in the goal-setting process but, for one reason or another, were not included as an action plan. The intent is not to empty the bucket and dispose of these ideas. Rather, it is our expectation that these action statements will be re-examined when we next renew the process of evaluating priorities and costs as we consider actions that will help the City of Louisville to achieve stated goals. Action statements that remained in the bucket list at the conclusion of our program this year were the following:

- 24/7 Fire and EMS Staffing
- Sidewalk Maintenance and Replacement Program

10:30 – Break

10:45 - Council reconvened.

Other issues discussed:

- Reviewed The Louisville & Nimishillen Township Community Center & Library proposal. The library has requested a joint meeting.

City Manager Tom Ault conducted an ice breaker – “The Eyes Have It”

Council also discussed Personnel – Succession Planning. In the next four to five years several long-term employees are eligible for retirement. In order to keep continuity in the City’s staff, these issues need to be discussed and a strategy as to how to replace these employees will need to be put in place.

NOON - Lunch Recess

The meeting was adjourned

Respectfully submitted,

Peggy Howald, CMC
City Clerk