

**MOUNTAIN VIEW TOWN COUNCIL**  
**STUDY SESSION AGENDA**  
**APRIL 01, 2024**  
**6:30 PM**

- |         |  |
|---------|--|
| 6:30 pm | 1. <b>Call to Order</b>  |
| 6:31 pm | 2. <b>Pledge of Allegiance</b>   |
| 6:33 pm | 3. <b>Roll Call</b>  |
| 6:35 pm | 4. <b>Presentation: Mountain View Tomorrow Comprehensive Plan</b><br>Khara C. Dodds, Berry Dunn            |
| 7:00 pm | 5. <b>Comprehensive Plan Policy Guide Review</b>   |
| 7:30 pm | 6. <b>Public Comment</b>   |
| 7:40 pm | 7. <b>Break</b>  |
| 7:50 pm | 8. <b>Presentation: 2024 Town Staff Work Plan</b><br>Town Administrator John Beltrone and Department Heads |
| 8:15 pm | 9. <b>Future Agenda Schedule</b>   |
| 8:30 pm | 10. <b>Break</b>   |
| 8:40 pm | 11. <b>Town Administrator Performance Evaluation Procedure</b>   |
| 9:00 pm | 12. <b>Adjournment</b>   |

**Please click on the link below to join the meeting via Zoom:**

<https://us06web.zoom.us/j/81652605441?pwd=dwosMk1uNFNryflJzyNrQmsm6r9maq.1>

Meeting ID: 816 5260 5441  
Passcode: 462019

Call-In Number: 720-707-2699

# Mountain View Tomorrow Comprehensive Plan

April 1, 2024



# Agenda

1. Project Overview
2. Comprehensive Planning
3. Mountain View's Journey
4. A Community Driven Plan
5. Plan Organization
6. Goals and Policies
7. Implementation
8. Fiscal Planning and Capital Investment
9. Questions and Discussion



*Planning today for a better tomorrow.*

# Comprehensive Planning

What is a Comprehensive Plan?

- ▲ A community's long-term vision
- ▲ A comprehensive guide with goals, policies, and strategies
- ▲ Direction for important planning and development decisions
- ▲ A guide for future policy development



# Comprehensive Planning - Why Comprehensive Plans Matter?

- ▲ Proactive planning and greater control over future outcomes.
- ▲ Allows a Community to identify priorities and reflect on values
- ▲ Offers an opportunity to take a comprehensive view of the community and understand the factors that shape their community.
- ▲ Guidance for orderly and planning growth and change
- ▲ Builds community buy-in and consensus for future decisions
- ▲ Provides guidance for decision-making
- ▲ Prepares a community for action.
- ▲ Sets the framework for implementation tools.





# Comprehensive Plan - Mounta in View's Journey

**Phase Zero**  
Project Management

**Phase One**  
Inventory and Analysis  
Report

**Phase Two**  
Community Engagement  
Summary and Vision  
Statement

**Phase Three**  
Comprehensive Plan



# Comprehensive Plan - Mountain View's Journey



Town of Mountain View Comprehensive Plan  
Community Vision Statement  
and Engagement Summary  
August 16, 2023



  
**Mountain View Tomorrow**  
Town of Mountain View Comprehensive Plan  
*Inventory and Analysis Report-Version 2*



**Submitted by:**  
BerryDunn  
2211 Congress Street  
Portland, ME 04102-1955  
207.541.2200

**Kevin Price, Principal**  
[kprice@berrydunn.com](mailto:kprice@berrydunn.com)

**Khara Dodds, Project Manager**  
[khara.dodds@berrydunn.com](mailto:khara.dodds@berrydunn.com)

**Submitted On:**  
March 27, 2023



# Community Driven Plan

## Multiple strategies to Engage

- Project kick-off meeting
- 3 Public engagement meetings (Council Presentations)
- Community Open House
- Community pop-up events
- Social Pinpoint Activities
- Community and business surveys
- Social media surveying
- Focus Group Meetings
- Place-based/hands on engagement (Mountain View Park)



# A Community Driven Plan - Community Engagement Themes



Supporting a welcoming and inclusive community



Improving walkability of a Town



Improving Town facilities and infrastructure



Providing high-quality, affordable housing



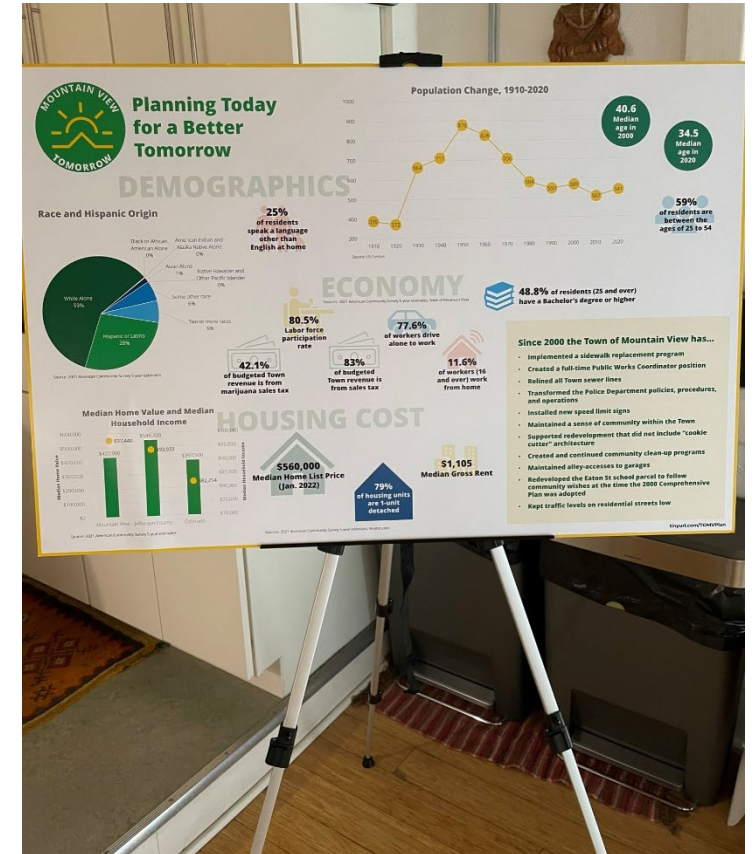
Promoting economic development



Supporting small businesses



Creating a sustainable future



# Community Driven Plan - Community Values

- **Maintaining community connectedness and identity:** Maintain a strong sense of community, safety, and a neighborly environment, where community members feel connected to one another and supported by the Town.
- **Preserving and enhancing community assets:** Continue to invest in Town staff and improvements to enhance the quality of life for residents.
- **Maintaining a thriving local and stable economy:** Expand economic opportunities by supporting existing businesses and attracting new business development, to help ensure the Town's long-term fiscal stability while also adding valuable services, amenities, and gathering spaces for the community.
- **Providing housing options and vibrant neighborhoods:** Promote housing options that will maintain the scale and character of the neighborhood and meet the needs of the community.
- **Securing a sustainable and equitable future:** Prepare Mountain View for future generations by using intentional policies and equitable decision-making that balances growth with the needs of community members and the protection of the environment.





# Vision Statement

*Mountain View is a **safe and vibrant community with a prosperous future**. There is a strong sense of belonging and connectedness in Mountain View. These attributes reinforce the Town's unique identity in the Denver region as a friendly and supportive community with the benefits of urban amenities. Mountain View has a **stable, resilient economy** and will continue to diversify amenities and support small businesses while creating places for neighbors and visitors to live, work, gather, and enjoy. With **strong regional connectivity**, Mountain View provides accessibility to Denver while also maintaining the values that **cultivate the togetherness of a small town**. This spirit of togetherness permeates through every aspect of social life in the community from daily greetings between neighbors to the approachability of Town staff and elected officials when visiting Town Hall. Residents of Mountain View enjoy its **high quality of life and comfort**—evident in diverse housing and transportation choices, nearby recreational and cultural amenities, and economic opportunities. The community progressively plans for a sustainable future while treasuring the qualities that make it a **unique, tight-knit community in the region**. Mountain View embraces opportunities to invest in and care for its people with equitable decision-making that **represents the needs of all community members**.*

# Plan Organization



Community Priorities-key areas of focus that reinforce the vision



Goals-provide direction to guide decisions in order to achieve the community vision



Policies –relate to each goal and provide guidance for daily decisions



Strategies-actions to accomplish each policy



# Community Priorities

- ▲ A Vibrant and Safe Neighborhood
- ▲ Housing Quality and Choices
- ▲ A Strong and Thriving Economy
- ▲ Walkable and Connected Physical Environment
- ▲ High Quality Community Facilities and Services
- ▲ Healthy and Accessible Public Spaces
- ▲ Celebrating Culture and Creativity
- ▲ A Welcoming and Connected Community
- ▲ A Sustainable and Resilient Tomorrow
- ▲ Growing Regional Partnerships

# Implementation - The Toolbox



OPERATIONAL  
CHANGES



POLICY



FINANCIAL  
INVESTMENT



REGULATION



STUDIES



# Implementation

- ▶ Mechanism for Decision-Making
- ▶ Incremental updates- *It's a living document!*
- ▶ Annual Progress Reporting and Updates
- ▶ Community to Action



# Fiscal Planning and Capital Investment - Guiding Principles



Strategic Future Investment

Capital Improvement Programming

Establish Clear Objectives.

Conduct a Needs Assessment.

Identify Funding Sources and Fiscal Capacity.

Engage the Community and Stakeholders.

Identify Challenges and Risks.

Consider a Realistic Timeline and Phasing Options.

Economic Development Tools



# Questions and Discussion



## Mountain View Tomorrow Comprehensive Plan

### Policy Guide

April 1, 2024

#### A Vibrant and Safe Neighborhood

- Goal 1: Promote Safe, Quality Workforce Housing.
  - Policy 1: Collaborate with developers, non-profits, and governmental agencies to increase the availability of workforce housing.
  - Policy 2: Integrate workforce housing units across all new developments to ensure economic diversity and accessibility for all income levels.
  - Policy 3: Incorporate sustainable building practices and affordability criteria in new housing projects to ensure long-term viability and accessibility.
- Goal 2: Promote Seamless Infill Neighborhood Development.
  - Policy 1: Provide support and incentives for redevelopment projects that enhance community vitality and meet identified housing needs.
  - Policy 2: Encourage infill development and redevelopment featuring housing units.
- Goal 3: Community-Driven Innovative Housing Solutions.
  - Policy 1: Establish a clear regulatory framework that simplifies the process for introducing and integrating innovative housing solutions safely within the community.

#### Housing Quality and Choices

- Goal 1: Conserve and enhance the neighborhood fabric.
  - Policy 1: Adopt design guidelines that support and respect the existing architectural styles of residential neighborhoods, ensuring new developments blend seamlessly with the current environment.
  - Policy 2: Develop and implement policies and methods to maintain and enhance the Town's walkability and pedestrian safety.
- Goal 2: Foster Neighborhood Vitality.
  - Policy 1: Identify and target areas and assets for rehabilitation through comprehensive community assessments and strategy development.

- Goal 3: Protect and Enhance Community Assets.
  - **Policy 1: Develop plans for the protection and enhancement of existing community assets.**
  - **Policy 2: Collaborate with local organizations and stakeholders to invest in the upkeep and improvement of community facilities.**

### High Quality Community Character and Form

- Goal 1: Innovate With a Flexible Zoning Approach.
  - **Policy 1: Update the Town's zoning ordinance to accommodate diverse growth.**

### A Strong and Thriving Economy

- Goal 1: Promote a sustainable economic vision for the redevelopment of key infill sites.
  - **Policy 1: Establish a shared vision for high quality redevelopment.**
  - **Policy 2: Foster the development of infill sites.**
  - **Policy 3: Consider establishing a town renewal authority.**
- Goal 2: Enhance the sense of place along the Town's commercial corridors.
  - **Policy 1: Foster an inviting environment for businesses and visitors.**
  - **Policy 2: Enhance streetscapes to foster an attractive and vibrant commercial area.**
- Goal 3: Encourage a resilient and sustainable local economy.
  - **Policy 1: Use place marketing strategies to promote the community as a destination.**
  - **Policy 2: Diversify town revenue.**
- Goal 4: Promote a vibrant live, work, and play environment.
  - **Policy 1: Zoning strategies to stimulate economic development.**
  - **Policy 2: Activate public spaces to promote an attractive and vibrant community.**
- Goal 5: Foster the wellbeing of locally owned businesses.
  - **Policy 1: Preserving and enhancing local businesses.**
  - **Policy 2: A new take on business-friendly through innovative economic development strategies.**

### Walkable and Connected Physical Environment

- Goal 1: Safe and accessible streets and sidewalks for everyone.

- **Policy 1: Provide safe, clean, and convenient infrastructure to enhance mobility.**
- **Policy 2: Continuous commitment to improve and secure mobility opportunity.**
- **Policy 3: Integrate mobility in land-use decision-making.**
- **Goals 2: Promote a mobility network that fosters economic activity and provides for safe and active vibrant spaces for businesses, community members, and visitors.**
  - **Policy 1: Support attractive streetscape design and amenities that enhance walkability, safety, and accessibility.**
  - **Policy 2: Accessible development promotes sustainable development.**
- **Goal 3: Cultivate a shared sense of accessibility and seamless connectivity.**
  - **Policy 1: Connectivity is key-develop connectivity of residential areas to key corridors.**

### High Quality Community Facilities and Services

- **Goal 1: High-quality community services for community use and benefit.**
  - **Policy 1: Provide high-quality convenient services that are of benefit to residents, visitors, businesses, and workers.**
  - **Policy 2: Cultivate collaborative and inclusive relationship between public safety and the community.**
- **Goal 2: Community facilities as multi-functional assets that can provide a variety of operational and service benefits to the community.**
  - **Policy 1: Develop a vision for an expansion of Town Hall that incorporates current and future space, operational, and service needs of the community.**
- **Goal 3: Proactively maintain and improve Town infrastructure in order to reinforce fiscal stability and community vitality.**
  - **Policy 1: Plan for capital improvement investments over the long-term to ensure the community can provide sustainable infrastructure while also ensuring fiscal stewardship and responsibility.**

### Healthy and Accessible Public Spaces

- **Goal 1: High quality recreational facility that meets the growing needs of the community.**
  - **Policy 1: Develop a master plan for Mountain View Park.**
  - **Policy 2: Periodically assess the needs of the community as demographics change to address and update park amenities as resources permit.**

- Goal 2: Leverage county and regional assets, quality parks, recreation amenities, and natural environment to provide recreational opportunities for Town residents.
  - **Policy 1: Use regional connectivity to address recreational resource needs.**

## Celebrating Culture and Creativity

- Goal 1: Infuse arts, culture, and creativity into all aspects of community planning and design.
  - **Policy 1: Enhance community-inspired, cultural and artistic expression into the public realm-physical space.**
  - **Policy 2: Develop an arts and cultural framework to enhance the pedestrian environment.**
- Goal 2: Make arts and culture an integrated part of the community fabric.
  - **Policy 1: Use the arts to expand opportunities for social connectivity.**
  - **Policy 2: Consider using community arts programs to engage local artists and express the community's identity through the arts.**
- Goal 3: Reinforce arts and culture as a valuable part of community identity and the local economy.
  - **Policy 1: Leverage cultural and historic resources to provide economic, environmental, and social benefits.**

## A Welcoming and Connected Community

- Goal 1: Expand opportunities for social connectivity.
  - **Policy 1: Develop community engagement programs.**
  - **Policy 2: Encourage and Facilitate Community Feedback and Inclusion.**
- Goal 2: Promote access and fairness for all in community engagement.
  - **Policy 1: Promote fairness and access in Town policies, operations, and practices.**
  - **Policy 2: Inclusive policy development.**
  - **Policy 3: Targeted outreach and engagement.**
  - **Policy 4: Transparent communication and accountability.**
- Goal 3: Strengthen the social infrastructure of the community.
  - **Policy 1: Strengthen local networks and partnerships.**
  - **Policy 2: Use public spaces as community hubs.**

## A Sustainable and Resilient Tomorrow

- Goal 1: Securing a sustainable and resilient future.

- **Policy 1: Develop and implement a community resiliency strategy.**
- **Goal 2: Foster a community-driven process to drive sustainable practices.**
  - **Policy 1: Develop and prioritize a communication strategy.**
  - **Policy 2: Develop partnership in code compliance.**
  - **Policy 3: Encourage routine maintenance and clean-up of streets by promoting the community's Adopt-A-Street Program.**
- **Goal 3: Reduce Waste Consumption.**
  - **Policy 1: Consider providing and enhancing waste management services to community members.**
  - **Policy 2: Promote recycling in community spaces, facilities, and events.**
- **Goal 4: Become more energy efficiency technology and practices.**
  - **Policy 1: Reduce the carbon footprint through municipal initiatives.**
- **Goal 5: Integrate resiliency strategies into the community fabric.**
  - **Policy 1: Consider strategies that enable urban farming opportunities in the community.**
  - **Policy 2: Promote streets and public spaces that reinforce the community fabric and contribute to sustainable development and green infrastructure.**
  - **Policy 1: Enhance the Town's Tree Canopy**

#### Growing Regional Partnerships

- **Goal 1: Leveraging partnerships in the region.**
  - **Policy 1: Build local, regional, and, county partnerships to connect community initiatives with local initiatives with regional planning and investment decisions**

# Staff Work Plan

2024



# Annual Planning Cycle



Annual Budget



Town Council  
Goals



Staff Work Plan

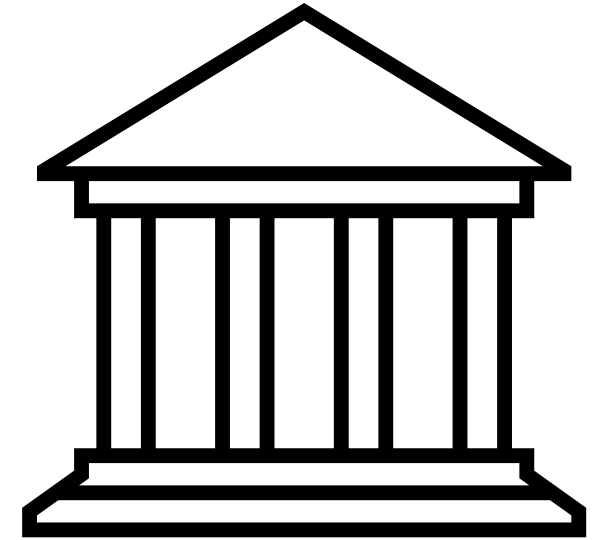




# Governance

---

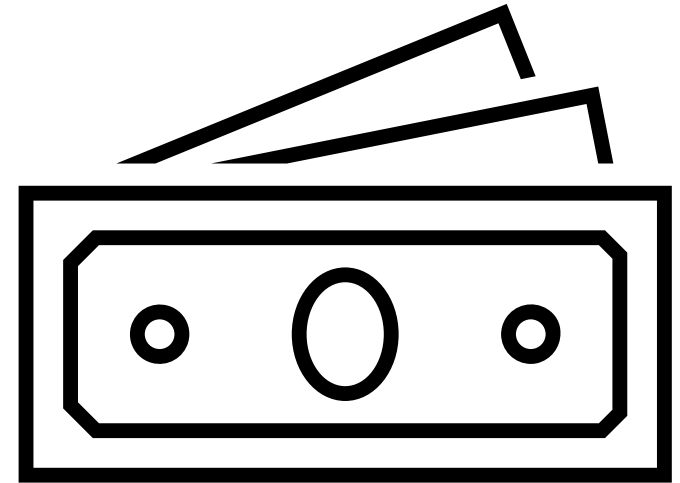
- Develop roadmap and timeline for Council-Manager transition



# Treasurer

---

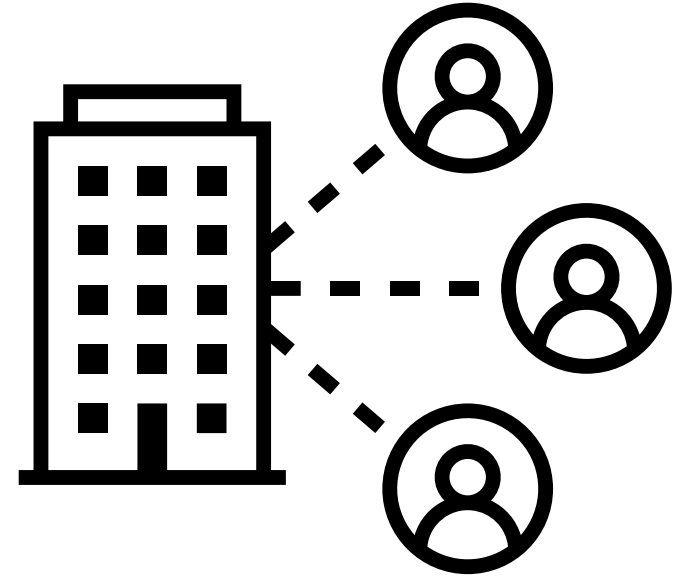
- Revise Annual Budgeting Process
- Develop a Long-term Capital Improvement Plan
  - Integrate Town Hall Remodel, ADA Transition Plan, Infrastructure Plan, Asphalt Plan



# Town Hall Remodel

---

- Determine financial resources available for project
  - External (DOLA, Open Space) & Internal
- Study and compile community and staff needs
- Develop a project timeline



# Community Events

---

- Document and execute Annual Town Events Plan
- Study and document staff and contractor needs



# Communications

---

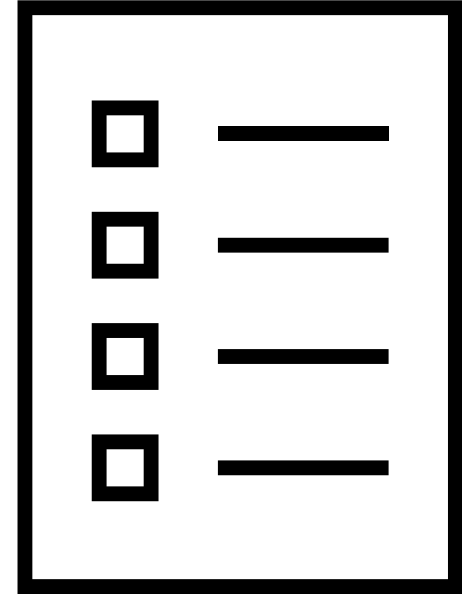
- Develop and execute annual Town Communications Plan
- Study and document staff and contractor needs



# Comprehensive Plan

---

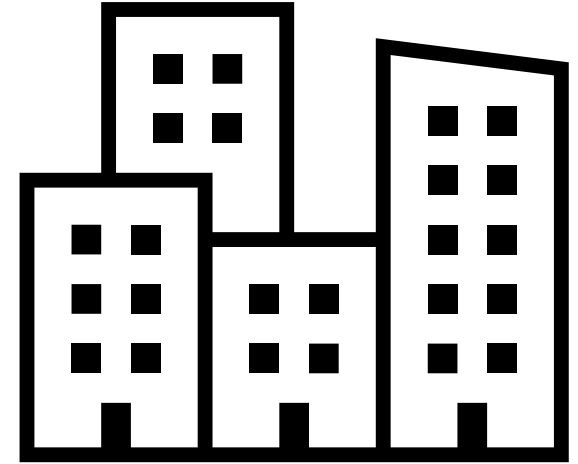
- Finalize draft Comprehensive Plan for Town Council approval
- Develop and present a Comprehensive Plan Implementation Plan



# Building Department

---

- Update building codes to 2021 vintage
- Continue to improve customer service
- Improve oversight of active permits



# Public Works

- Bring Code Enforcement back in-house
  - Write Policy Procedures
  - Write "Code Enforcement Brochure"
  - Produce "Stop Work Form"
  - Produce "Citation Forms"
- Revise and Update Right-Of-Way Permitting process
- Write Procedure Manual for Public Works Department





# Police Department

- Certify all officers with Patrol Rifles. This will provide all officers with the proper training on two lethal options along with three less than lethal options.
- Complete and implement the MVPD Door-to-Door program. This program will assign individual officers to a particular area of town.
- Complete and implement the 50-Info Program. This will be a monthly Community Forum held at Town Hall.
- Provide all the Town Council members with the opportunity to participate in a ride along with one of the patrol officers.



Trust | Respect | Excellence | Leadership

# Town Clerk

---

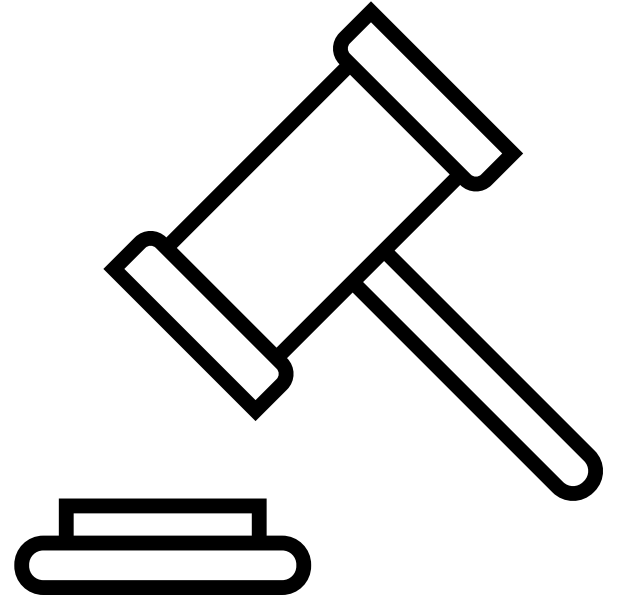
- Update clerk department processes and procedures
- Complete cross training for clerk coverage
- Research and implement new Business Licensing and Account Receivables programs
- Update electronic record management
- Complete utility billing rate audit
- Achieving these goals will provide the Clerk Department with improved tracking and reporting as well as ways to serve our residents in a more effective manner, which is in accordance with the 2024 Town Council Goals.



# Court & Records Management

---

- Onboard new Municipal Judges
- Update outstanding warrants
- Implementation and development of Records Management process
- Office management assistance



# Mountain View Town Council Agenda Schedule

## **April 15<sup>th</sup> Regular Meeting**

Resolution - Town Administrator Trial Period Performance Evaluation  
Interview BOAA candidates/appoint to fill the vacancy  
Resolution - Appointing Backup Municipal Judge  
Resolution - Tree Planting RFP Selection

## **May 6<sup>th</sup> Workshop Meeting**

Public Safety review with Traffic Engineers  
2021 Building Codes  
Council-Manager Governance Changes

## **May 15<sup>th</sup> BOAA Meeting**

Legal Training for BOAA  
Rules of Procedure for BOAA  
Variance request for 5465 West 41 st

## **May 20<sup>th</sup> Regular Meeting**

Town Clerk Appointment  
Comprehensive Plan Adoption

## **June 3<sup>rd</sup> Workshop Meeting**

Council-Manager Governance Changes

## **June 17<sup>th</sup> Regular Meeting**

## **June 18<sup>th</sup>-21<sup>st</sup> Colorado Municipal League Annual Conference**

## **Parking Lot Items**

Town Council Retreat (summer)  
    -Mission Statement  
    -Rules of Procedure  
Legal training 2x per year (Quasi-judicial/Legislative/Administrative training subject)  
Code Enforcement – Moving In-House  
Maintaining fences (Public Works Recommendation)  
2025 Budget Hearing (no later than October per Charter)  
2025 Tax Levy (no later than Nov 1 per Charter)  
Trash Billing Changes  
7.05.070 Noisy dogs prohibited – code review  
  
Lead pipe program update  
Street paving update  
Zoning discussion (44<sup>th</sup> and Sheridan)  
Council/Mayor Pay Changes (\$4,800/\$37,500)



**To:** Mountain View Town Council  
**From:** Mayor Emilie Mitcham  
**Date:** March 27, 2024  
**Re:** Town Administrator Contractual Evaluation

---

Please see the information below, to help facilitate our workshop conversation on April 1<sup>st</sup> regarding the Town Administrator Performance Evaluation:

**Excerpts from our Town Administrator’s Employment Agreement (effective February 1<sup>st</sup>)**

**VI. TRIAL PERIOD**

*The Town Administrator shall be subject to a three (3) month Trial Period, commencing upon the Effective Date in order to evaluate his capacity to serve in his appointed position. On or before the 3-month anniversary of the Effective Date, the Town Administrator will be given a performance evaluation by the Town Council. The evaluation will determine: 1) whether the Town Administrator should be maintained as the Town Administrator as set forth herein and become entitled to the severance package, as set forth in Section VIII of this Agreement; or 2) whether the Town Administrator should be terminated prior to the expiration of the Trial Period.*

**VIII. SEVERANCE**

*Under certain circumstances, the Town Administrator will be entitled to a severance payment at the Administrator’s then-current rate of pay. This severance shall be paid in a lump sum at the Town Administrator’s base salary as follows if the separation occurs as a result of a qualifying circumstance described below:*

- i. Three (3) months’ base salary after completion of the trial period.*
- ii. Four (4) months’ base salary after the four-month anniversary date of the Effective Date.*
- iii. Five (5) months’ base salary after the five-month anniversary date of the Effective Date.*
- iv. Six (6) months’ base salary after the six-month anniversary date of the Effective Date and thereafter.*



## **Excerpts from our Town Administrator's Job Description**

### **Town Administrator**

The Town Administrator works closely with the Mayor and Department Heads to oversee the daily operations of the Town including making sure that everything runs smoothly in accordance with policies set by Town Council. This job requires excellent communication skills and the ability to work with a wide range of people, including residents, businesses, property owners, staff, and government and elected or appointed officials.

### **Essential Duties**

#### ***Administrative***

Serves as Personnel Officer and administers personnel policy in consultation with the Town Mayor.

Manages the Town Hall office, in conjunction with the Mayor and Department Heads.

Manages and carries out the objectives of agreements and contracts executed by the Town.

#### ***Legislative***

Attends meetings of the Council. Advises the Council on all matters coming before it. Advises the Mayor on setting and preparing the agenda for Council meetings and work sessions. Makes policy recommendations to the Council along with the Town Attorney.

In cooperation with the Mayor, directs and develops systems for long-range planning and prioritization for projects and programs.

Advises and assists the Mayor and Town Council in establishing overall Town policies, researching Council requests, policy issues, and preparing recommendations; oversees the implementation of the Mayor and Council goals and objectives; ensures the efficient and effective provision of Town services and programs.

#### ***Fiscal Management***

Directs implementation of the Town Budget to effectively accomplish the Town Council's mission, goals and objectives, and to maintain fiscal integrity; authorizes expenditures of funds in accordance with rules and policies set by the Town Council.

Negotiates contracts, agreements and oversees professional and consulting services agreements entered into by the Town, including engineering architectural, financial and legal agreements.



Acts as the Purchasing Agent by overseeing and approving major purchases of goods and services.

Coordinates grant-writing for any federal, state, or private foundation grants, making sure the schedules are followed; obtain permits and information needed by the granting authority. Delegates the administration of the grants to the appropriate staff.

### ***Zoning Administrator***

Works with the Building Official to ensure all building permit applications are in compliance with the Town's Municipal Code and other required policies.

Works with Public Works Coordinator to manage Code Enforcement and some permitting.

Serves as the Zoning Administrator for purposes of the Building Code and the Board of Adjustments and Appeals.

### ***Legal***

Works closely with the Town Attorney on behalf of the Town on any legal issues involving the Town.

### ***Community Relations***

Supports the Mayor and Council goals to elevate the Town's regional reputation and assists in the Town's public relations objectives.

At the direction of the Mayor, investigates/resolves complaints and concerns; proposes solutions to a wide variety of public issues, including proposed ordinances/resolution, and capital improvement projects.

Supports the Mayor who represents the Council in working with citizen groups, local and regional government jurisdictions, agencies and committees, and state and federal agencies. Works with the Mayor to develop partnerships, provide services, procure service, share information, and facilitate regional and community projects.

Works with the Mayor for the economic development of the Town, per the direction of the Council. Works with the Mayor and Council to develop programs and strategies to incentivize new revenue-generating businesses to do business in Mountain View.

### ***Professional Development***

Attends conferences and seminars to update knowledge and skills and to keep abreast of current trends in municipal management. Attends and participates in professional organization committees.