Town Council
Thursday, July 1, 2021
FROST CREEK

1094 Frost Creek Dr, Eagle, CO 81631

This agenda and the meetings can be viewed at www.Townofeagle.org.
Times listed are approximate and are subject to change.

TOWN COUNCIL WORK SESSION ACCESS INFORMATION AND PUBLIC PARTICIPATION *This will be an in-person work session. Work sessions of the Town Council are not meetings requiring public comment. The public is allowed to attend, however, public comment will not be scheduled and will only be taken at the discretion of the Mayor. The Council shall take no final or official action, vote, nor make any motions.*

PRESENTATION

1. Welcome and Purpose - 8:00 AM
2. Town Council Roles & Responsibilities - 8:30 AM
3. 2021 Budget Update & Review - 9:45 AM
4. Strategic Plan Review - 11:00 AM
5. Strategic Plan Prioritization - 1:00 PM
6. Big Policy Ideas - 2:15 PM
7. New Initiatives - 3:15 PM
8. Wrap Up and Closing - 4:45 PM

I hereby certify that the above Notice of Meeting was posted by me in the designated location at least 24 hours prior to said meeting.

Jenny Rakow, CMC
Town Clerk

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To: Mayor and Town Council

From: Brandy Reitter, Town Manager

Date: July 1, 2021

Agenda Item: Town Council Retreat July 1, 2021 Welcome and Purpose

REQUEST:

Staff requests that the Town Council review retreat materials included in your packet.

INTRODUCTION:

Each year the Town Council sets aside at least one full day for a retreat. The ideal time to host a retreat is earlier in the year before budget development and within a few months after an election. Over the last few years, Town schedules retreats in June or July. When there is an off-election cycle year, the retreats include a general check-in, review of the existing strategic plan, and anticipating new initiatives for the upcoming year. Tim Gagen who was the former Town Manager of Breckenridge will facilitate the retreat. He has helped the Town over the years with several projects. He assisted the Town with hiring a Town Manager, facilitated the 2018 Board of Trustees retreat and assessed the Town's finances and administration department. He also serves as an advisor and mentor to the Town Manager and staff.

A summary of the information that we will cover is below. Staff will join us for most of the day. Their role during the retreat is to be available for any questions the Town Council might have.

ANALYSIS:

Below is a summary and purpose of the material we will cover at the retreat:

Town Council Roles & Responsibilities

During this section of the retreat, the Town Council will receive training and a refresher on the role each member plays. This will include the do's and don'ts as well as strategies for how to implement policy more effectively. During this training, the Town Council will also have an opportunity to assess what is working or needs to improve regarding how councilmembers engage and communicate with each other. Included in this packet are training materials Tim Gagen prepared.

2021 Budget Update & Review

Staff will provide an update on the status of the 2021 budget. The format is identical to the quarterly updates at the regular meetings. Revenues will be through May 31 because the Town will receive June numbers the week of July 5. For the first time, staff is including proformas or projections for capital funds. Staff provided projections for the Sales Tax

Improvement Fund a few meetings ago. The format will be the same. To make the best use of everyone's time, staff recommends focusing on the Capital Improvement, Sales Tax Improvement, and Open Space Funds first. The enterprise funds have stable revenues sources and already have a financial plan or there is little activity to report. The retreat isn't a budget work session but reviewing the Town's financial position is a good exercise. Details associated with the 2022 budget will be covered at our budget work sessions in September.

Strategic Plan Review

During this section of the retreat, the Town Council will review the current strategic plan. Staff has included it in the packet a status of the progress on the strategic goals. Even though the plan was adopted by the previous Town Council last August, staff is making some progress on the goals. At this time, the Town Council should discuss any revisions to the plan.

Strategic Plan Prioritization

At the last retreat, the Town Council ran out of time to prioritize the strategic goals. At this retreat, we will facilitate a prioritization exercise for the strategic goals. The goals in the plan are multi-year projects and prioritization should follow a 5-year funding plan. A priority assessment could include the scale below:

- Priority Level One - 1 – 2 Year Plan
- Priority Level Two – 3 – 4 Year Plan
- Priority Level Three – 5 Year Plan

The priority scale is up to the Town Council. The scale above is one that the organization uses because it aligns with our funding process and the amount of time it takes to complete larger projects. The exercise will be facilitated with a show of hands rather than stickers and markers. It's more efficient.

Big Policy Ideas

Ideas pop up throughout the year. It's important to catalog those ideas and weigh new policies to see where they fit in with the strategic plan. Town has limited resources and it takes time to complete initiatives. Resource alignment is important when we embark on anything new. New ideas can get accomplished with proper planning and this is an opportunity to assess policies that the Town Council wants to see in the future.

New Initiatives

During this section, the Town Council will discuss any new ballot measures for consideration in the future. Just like with all projects, ballot questions take time to put together and often require a public process. Being proactive increases the likelihood that a ballot measure will be successful.

COMMUNITY INPUT:

Community input is not required with this proposal.

BUDGET / STAFF IMPACT:

There is no budget impact with this proposal.

STRATEGIC PLAN ALIGNMENT/STANDARDS ACHIEVED:

Not applicable as this is a retreat.

RECOMMENDED ACTION OR PROPOSED MOTION:

There will be several items that will be discussed and provide feedback on. Some of those items are listed below:

1. Is communication and council dynamics working? If not, identify areas of improvement.
2. Is the existing strategic plan still relevant? Are we missing anything, or do we need to remove anything from the strategic goals?
3. What is the priority assessment of the items identified under the strategic goals?
4. Are there any new policies the Town Council wants to accomplish? If so, how do they fit into the existing plan's priorities?
5. Are there any ballot measures the Town Council wants to explore over the next 12 to 24 months?
6. What financial strategies should the Town prioritize?

ATTACHMENTS:

- Elected Officials Training Eagle
- Tim Gagen - Advisor Effective Boards and Traits
- May 31, 2021 Budget to Actual Report and Revenue Analysis
- Budget to Actual Report
- CIP 5 Year Projections Summary Analysis
- Capital Improvement Fund – 5 Year CIP Projections with Current CIP
- Sales Tax Capital Improvement Fund – 5 Year CIP Projections with Current CIP
- Open Space Fund – 5 Year CIP Projections with Current CIP
- Public Works Project Budget Status Report
- Town of Eagle Strategic Plan
- Strategic Plan Progress Report

"Running for public office at the local level is an **irrational** and **unnatural** act. You permit yourself to be scrutinized more than an amoeba under a microscope, for below market pay, so that citizens can call you day and night. And for what? The right to make decisions that will tick off half the folks in town."

–Don Borut, former executive director of NLC

"So why do you do it? Basically to **make a difference** in your community and **improve the quality of life** for your citizens. Do you like making tough decisions that effect peoples lives? Probably no more than anyone else, but you do it. Do you have a strong ego? Of course, because that is essential to leadership and explaining your decisions."

–Don Borut, former executive director of NLC

"Seek first to UNDERSTAND
then to be understood."

–Stephen Covey

“To change the world - think more about the next generation than the next election.”

Warren Bennis

“Leaders think and talk about solutions. Followers think and talk about problems.”

- Brian Tracy

“Management is doing things right.
Leadership is doing the right things.”

Ron Holifield

"You will never reach your destination if you stop and throw stones at every dog that barks."

–Winston Churchhill

It isn’t difficult to imagine what excellent governance by boards should look like. Most people would agree with these ideals;

- boards should know who they work for
- they should require their organizations to be effective and efficient
- they should be in control of their organizations
- the control they exercise should be of a type that empowers, not strangles
- they should be fair in judging but unafraid to judge, rigorously holding delegates accountable

- they should be disciplined as to their role and their behavior
- they should require discipline with regard to the role and behavior of their individual members
- as the highest authority in enterprise, they should be predictable and trustworthy.

Yet as compelling as that vision is, in reality the process of governance is the least developed element in enterprise. It is, as you have no doubt noticed, a job that is ill-defined, undisciplined, dependent on staff rather than exercising leadership of them, and often actually irrelevant."

The Policy Governance Model and the Role of the Board Member

- John Carver and Miriam Carver

EFFECTIVE BOARDS TRAITS AND BEHAVIORS

1. Focus and understand their roles
2. Establish positive relationships with fellow council members, manager and staff (does not mean you always agree)
3. Give and get good communications
4. Participate and disagree positively, don’t take it personal
5. Come prepared
6. Work toward consensus
7. Support decisions of council
8. Respect and effectively utilize manager and staff
9. Operate like a team
10. Get stuff done

To: Mayor and Town Council

From: Jill Kane, Finance Director

Date: July 1, 2021

Re: May 31, 2021 Budget to Actual Report and Revenue Analysis

This report is a revenue analysis for the period, ending May 31, 2021. Attached to this revenue analysis is the corresponding *Budget to Actual Report.* This analysis provides a narrative for all revenues that had significant changes from the end of May 2020 compared to the end of May 2021. This report also discusses any budget to actual significant variances.

Please review the attached *Budget to Actual Report* in conjunction with the analysis below. The *Budget to Actual Report* for the period ending May 31, 2021 includes May 31, 2020 actuals for comparison purposes. The report also includes 2021 annual budgeted amounts. Staff has included the proposed supplemental budget amendments to provide Council with the most relevant information. The column that calculates the *unearned* or *unexpended* amount and percentage compared to budget show the collections/spending for the year compared to the annual budgeted amounts.

A significant change is considered to be a variance that is greater than $15,000 AND 10% over the prior year.

Town-wide Interest Accounts – In order to not repeat this for every fund, this comment is directed to all interest accounts for all funds. Most of the Town's funds are held in COLOTRUST. In 2019 the interest rate on investments was approximately 2.5%. In 2020 the interest rate significantly reduced month over month, ending the year at 0.12%. Unfortunately, rates have only continued to decline with COLOTRUST ending in May with interest rates around 0.0551%. There is a significant YOY decrease in interest in all Town funds. Staff budgeted conservatively, however not conservatively enough, these revenue accounts for all funds will need to be decreased in future budget projections.

General Fund Revenues – Budget to Actual – Through May 2021 the General Fund has collected 45% of budgeted revenues. Net revenues currently exceed expenditures by $1,370,181.

- **Tax Revenue**
  - **Combined Sales Tax:** Regular, marijuana, and tobacco sales tax collections are $634,662 or 27% over prior year (PY). The Town is currently at 44% of budget for the year.

    Regular sales tax is up 17% over PY which is mainly due to retail sales which includes online sales tax collections. Online sales tax collection began in July of 2019 and it has taking some companies awhile to get on board with the sales tax remittance process. The Town will continue to see increases in that category until all companies are remitting appropriately.

Marijuana and tobacco taxes are up 640% over PY. This increase is due to the Town not collecting tobacco tax until July of 2020. Also, Tumbleweed is now collecting and remitting marijuana sales tax as of November 2020. *(Regular/Marijuana/tobacco sales taxes will be shown together until there are a few years of history and marijuana sales tax (sweet leaf sales tax) is not presented alone)*

- **Marketing Lodging Tax:** There is a year over year (YOY) Increase in lodging tax revenues of $31,154 or 92% through May 2021. This increase is due to the changes in occupation tax approved by voters in November 2020 as well as lodging taxes falling in 2020 due to COVID. Effective January 1, 2021 the lodging tax rate changed from $4/night to 6% of revenues collected. The tax is split equally between Marketing & Events in the General Fund and the Open Space Fund. Revenues are currently at 77% of budget, staff will modify this revenue projection during the year end budget process. For comparison purposes through May 31, 2019 the Town collected $51,814, thus the change to lodging tax is indeed having a positive effect on lodging tax revenues.

- **Licenses & Permits**

  - **Building Permits:** There is a YOY decrease of $30,167 (23%), which is a positive trend since the first quarter report showing a YOY decrease of $74,568 (73%). Building permit revenue will fluctuate based on the timing of projects. Through May 2021 there were 92 permits pulled with a valuation of approximately $6,400,000, compared to 101 permits through May in 2020 with a valuation of approximately $11,280,000. In 2021 the permits pulled have mainly been for remodels or smaller projects, whereas 2020 included several new residential and commercial permits.

- **Intergovernmental Revenue**

  - **County Sales Tax:** Sales tax collections from Eagle County are $14,636 or 20% over prior year (PY). The Town is currently at 45% of budget for the year. The County's collection of sales tax should more or less align with the regular sales tax collections of the Town.

- **Miscellaneous Revenue**

  - **Insurance Proceeds:** The Town has collected $14,500 in insurance proceed for an accident this year. The Town repairs the damage, and we are then reimbursed by CIRSA or another insurance company. The Town must budget for both the revenue and the expense. These revenues are unpredictable and vary widely YOY due to timing of incidents.

  - **Other Miscellaneous Revenue:** The Town has collected $114,484 in the miscellaneous revenue category which is 97,766 over the first five months of 2020. This is due to the $105,500 settlement between Eagle County School District and the Town of Eagle. This settlement was not budgeted and thus the Town is exceeding budget by $92,580. Staff will revise this budgeted projection during the budget process at year-end.

<u>Enterprise Fund Revenues – Budget to Actual</u>

- **Water Fund** – Through May 2021 the Water fund has collected 28% of budgeted revenues. This is expected as most of the Town's water sales occur during the summer months and the anticipated development projects have not started yet. Expenditures currently exceed net revenues by $817,148 and this is mainly due to the Lower Basin Water Treatment Plant construction and timing of debt service payments. Staff is anticipating ending the year with expenditures exceeding net revenues by $5,016,441.

- **Water Materials & Other:** These fees are mainly meter fees collected for new or redeveloped construction. Since there have only been a few permits pulled for new construction in the first five months of 2021, it is expected that this revenue would be low as well. YTD 2021 revenues were $14,980 or (55%) below 2020 collections through May and are currently at 12% of the annual budget. Staff anticipates this revenue to increase closer to budgeted amounts by the end of the year.

- **Plant Investment Fees:** Year to date (YTD) water plant investment fees are up $75,204 or 85% over 2020 and currently at 18% of the annual budget. This is revenue that is mainly collected on new construction projects and will fluctuate based on the timing of projects. There has been a total of 12 taps pulled for 2021, 4 of which are up at Frost Creek. This is a very positive change since the first quarter in which we were down from 2020. Staff does anticipate this revenue to increase over the year closer to budgeted amounts.

- **Utility Fund (Wastewater Fund)** – Through May 2021 Wastewater has collected 34% of budgeted revenue which is expected. Net revenues currently exceed expenditures by $353,929. Staff is expecting to end the year with net revenues exceeding expenditures by $1,037,172 which will mainly be due to plant investment fees.

  - **Plant Investment Fees:** YTD wastewater plant investment fees are down $32,000 (27%) and are at 10% of the annual budget. This is a positive change from first quarter in which we were $102,000 down or (86%) over first quarter 2020. Normally Water and Waste Water PIFs would correlate however, due to frost creek only pulling four water PIFs this year, our Water PIF revenue will be higher. This is revenue that is mainly collected on new construction projects and will fluctuate based on the timing of projects. Since there have not been any permits pulled for new construction in 2021, staff would expect this revenue to be low, however staff does anticipate this revenue to increase over the year closer to budgeted amounts.

- **Refuse Fund** – Through May 2021 refuse has collected 42% of budgeted revenue which is expected. Net revenues currently exceed expenditures by $71,311. Staff is expecting to end the year with net revenues exceeding expenditures by $6,851. There were no revenue variances that exceed the threshold for additional comment.

- **Stormwater Fund** – Through May 2021 stormwater has collected 35% of budgeted revenue which is slightly lower than budgeted due to staff's projections based on in-town and out of town accounts, instead of in-town accounts only. Staff will need to revise the budget during the year-end budget process. Although Council approved the Stormwater Fund in 2020, a stormwater service fee was not charged until 2021 due to COVID relief for utility customers. Net revenues currently exceed expenditures by $35,655. The Budget is not projecting a net increase or decrease in fund balance.

- **Capital Improvement Fund Revenue– Budget to Actual** – Through May 2021 the Capital Improvements Fund has collected 4% of budgeted revenues. All capital improvement fund revenues are one-time revenues and based on the timing of projects. Also, the Town does not make fund transfers until the end of the year in case changes need to be made. The general fund transfer accounts for 61% of budgeted revenues for 2021. Expenditures currently exceed net revenues by $147,696. Staff is expecting to end the year with net revenues exceeding expenditures by $654,666.

  - **Use Tax:** The Town collected $137,901 of use tax in the first five months of 2021 and is at 30% of our annual budget. This is a positive change since the end of first quarter in which the Town was down $99,214 (87%) over first quarter 2020. This is another revenue that in not consistent YOY and is dependent on projects completed each year. Staff is still anticipating to meet or exceed budget through the end of the year.

Sales Tax Capital Improvement Fund (STCIF) – Budget to Actual – Through May 2021 the STCIF has collected 51% of budgeted revenues and net revenues currently exceed expenditures by $255,823.

- **Sales Tax:** The STCIF 0.5% sales tax collections for the first five months of 2021 are $47,844 or 17% over PY and 46% of budget. The increase is mainly due to retail sales which include online sales tax collection that began in July of 2019.

- **Contributions & Donations:** The Town received all the River Park donations collected by Our Community Foundation, totaling $32,964. Although there were more anticipated donations, staff is only reaching out to the businesses that had signed pledge agreements to see if they were still interested in making their donation to the River Park. These donations were not budgeted and staff will revise the budget during the year-end budget process.

Open Space Fund Revenues – Budget to Actual – Through May 2021 the Open Space Fund has collected 27% of budgeted revenues and net revenues currently exceed expenditures by $13,917. Although the budget currently projects expenditures to exceed net revenues by $155,190, if lodging tax collections continue at the first quarter rate and the Town does not spend the entire $150,000 allocated to the Open Space Fund from the General Fund the Town should end the year with an increase to fund balance.

- **Lodging Tax:** There is a YOY Increase in lodging tax revenues of $31,154 or 92% through May 2021. This increase is due to the changes in occupation tax approved by voters in November 2020 as well as lodging taxes falling in 2020 due to COVID. Effective January 1, 2021 the lodging tax rate changed from $4/night to 6% of revenues collected. The tax is split equally between Marketing & Events in the General Fund and the Open Space Fund. Revenues are currently at 77% of budget, staff will modify this revenue projection during the year end budget process. For comparison purposes through May 31, 2019 the Town collected $51,814, thus the change to lodging tax is indeed having a positive effect on lodging tax revenues.

Conservation Trust Fund (CTF) – Budget to Actual – Through May 2021 the CTF has collected 30% of budgeted revenue which is reasonable. Although a relatively consistent revenue, there are fluctuations throughout the year based on lottery ticket sales. The State has announced that there have been increases in lottery ticket sales since the beginning of the pandemic. Net revenues currently exceed expenditures by $9,804. With the proposed budget amendment staff is expecting to end the year with expenditures exceeding net revenues by $20,700. There were no revenue variances that exceed the threshold for additional comment.

TOWN OF EAGLE - GENERAL FUND
REVENUES & EXPENDITURES WITH COMPARISON TO BUDGET WITH PROPOSED SUPPLEMENTAL AMENDMENT
FOR THE PERIOD ENDING MAY 31, 2021

	PY ACTUAL	YTD ACTUAL	% TO PY	BUDGET	UNEARNED	% TO BUDGET
TAX REVENUE						
General Property	$ 221,902	$ 254,821	115%	$ 353,142	$ 98,321	72%
Specific Ownership	5,948	8,185	138%	16,500	8,315	50%
Sales Tax /Special Marijuana & Tobacco Sales Tax	2,324,581	2,959,243	127%	6,658,000	3,698,757	44%
Severance Tax	-	-	-	350	350	0%
Federal Mineral Tax	-	-	-	250	250	0%
Franchise Tax	41,784	40,037	96%	210,000	169,963	19%
Marketing Lodging Tax	33,718	64,872	192%	84,000	19,128	77%
TOTAL TAX REVENUE	$ 2,627,933	$ 3,327,158	127%	$ 7,322,242	3,995,084	45%
LICENSE & PERMIT REVENUE						
Business Licenses	$ 25,230	$ 33,606	133%	$ 32,000	$ (1,606)	105%
Liquor Licenses	2,628	2,692	102%	4,800	2,108	56%
Tobacco & Marijuana Licenses	5,750	3,500	61%	4,000	500	88%
Marketing Fee - License	3,160	3,769	119%	5,240	1,471	72%
Building Permits	129,083	98,916	77%	384,000	285,084	26%
Electrical Permits	12,403	8,105	65%	34,000	25,895	24%
Road Cut Permits	600	3,880	647%	2,800	(1,080)	139%
Sign Permits	450	-	0%	650	650	0%
Special Event Permits	100	100	100%	250	150	40%
TOTAL LICENSE & PERMIT REVENUE	$ 179,404	$ 154,568	86%	$ 467,740	$ 313,172	33%
INTERGOVERNMENTAL REVENUE						
Motor Vehicle License Fee	$ 11,778	$ 13,952	118%	$ 31,000	$ 17,048	45%
Highway Users Tax	87,488	90,812	104%	223,545	132,733	41%
Cigarette Tax	4,433	-	0%	-	-	-
Road & Bridge Fund	45,072	47,569	106%	98,000	50,431	49%
County Sales Tax	74,469	89,105	120%	196,500	107,395	45%
Grants	11,250	11,924	106%	25,000	13,076	48%
Intergovernmental Contributions	-	-	-	-	-	-
TOTAL INTERGOVERNMENTAL REVENUE	$ 234,489	$ 253,361	108%	$ 574,045	$ 320,684	44%
CHARGES FOR SERVICES						
Planning & Zoning Fees	$ 11,150	$ 9,092	82%	$ 26,000	$ 16,908	35%
Planning & Zoning Reimbursable	13,547	17,894	132%	159,000	141,106	11%
Facility Usage Fees	3,804	8,587	226%	16,100	7,513	53%
Facility Usage Deposits	-	200	-	-	(200)	-
Sponsorship & Event Revenue	-	-	-	32,000	32,000	0%
TOTAL CHARGES FOR SERVICES	$ 28,501	$ 35,773	126%	$ 233,100	$ 197,327	15%
FINES & FORFEITURES						
Fines & Forfeits	$ 20,446	$ 18,859	92%	$ 41,500	$ 22,641	45%
Police Surcharge	-	18	-	3,000	2,982	1%
Police Miscellaneous	395	1,324	335%	1,500	176	88%
Police Grants	1,761	-	0%	19,000	19,000	0%
Special Duty Reimbursable	2,370	3,210	135%	29,000	25,790	11%
TOTAL FINES & FORFEITURES	$ 24,972	$ 23,411	94%	$ 94,000	$ 70,589	25%
MISCELLANEOUS REVENUE						
Interest & Penalties Total	$ 28,103	$ 1,891	7%	$ 13,500	$ 11,609	14%
Contributions & Donations	$ 4,168	$ -		$ -		
Information Center Total	7,800	-	0%	-	-	-
Rental Income	6,722	6,462	96%	15,600	9,138	41%
Sales of Fixed Assets	-	2,225	-	-	(2,225)	-
Insurance Proceeds	-	14,500	-	-	(14,500)	-
Other Miscellaneous Revenue Total	16,717	114,484	685%	15,000	(99,484)	763%
TOTAL MISCELLANEOUS REVENUE	$ 59,342	$ 139,563	235%	$ 44,100	$ (95,463)	316%

TOWN OF EAGLE - GENERAL FUND
REVENUES & EXPENDITURES WITH COMPARISON TO BUDGET WITH PROPOSED SUPPLEMENTAL AMENDMENT
FOR THE PERIOD ENDING MAY 31, 2021

	PY ACTUAL	YTD ACTUAL	% TO PY	BUDGET	UNEARNED	% TO BUDGET
TRANSFERS FROM OTHER FUNDS						
Capital Improvements Fund (Devolution)	$ -	$ -	-	$ -	$ -	-
TOTAL TRANSFERS FROM OTHER FUNDS	$ -	$ -	-	$ 20,000	$ 20,000	0%
TOTAL GENERAL FUND REVENUES	$ 3,154,641	$ 3,933,833	125%	$ 8,755,227	$ 4,821,394	45%

EXPENDITURES

	PY ACTUAL	YTD ACTUAL	% TO PY	BUDGET	UNEXPENDED	% TO BUDGET
TOWN COUNCIL	$ 22,701	$ 111,129	490%	$ 355,548	$ 244,419	31%
GENERAL GOVERNMENT	132,474	162,282	123%	452,757	290,475	36%
GENERAL ADMINISTRATION	217,997	240,532	110%	789,256	548,724	30%
COMMUNITY DEVELOPMENT	238,731	280,439	117%	1,109,557	829,118	25%
STREETS	281,913	325,166	115%	1,610,074	1,284,908	20%
ENGINEERING	57,747	93,770	162%	294,525	200,755	32%
BUILDINGS & GROUNDS	265,310	315,975	119%	940,702	624,727	34%
PUBLIC SAFETY	641,936	933,086	145%	2,174,667	1,241,581	43%
MUNICIPAL COURT	28,673	27,634	96%	83,586	55,952	33%
INFORMATION CENTER	13,774	11,527	84%	50,794	39,267	23%
MARKETING & EVENTS	54,186	62,111	115%	380,314	318,203	16%
TRANSFERS TO OTHER FUNDS	-	-	-	2,050,000	2,050,000	0%
TOTAL GENERAL FUND EXPENDITURES	$ 1,955,443	$ 2,563,652	131%	$ 10,291,780	$ 7,728,128	25%
NET REVENUES OVER(UNDER) EXPENDITURES	**$ 1,199,197**	**$ 1,370,181**	**114%**	**$ (1,536,553)**	**$ (2,906,734)**	**-89%**

TOWN OF EAGLE - ENTERPRISE FUNDS

TOWN OF EAGLE - WATER FUND
REVENUES & EXPENDITURES WITH COMPARISON TO BUDGET WITH PROPOSED SUPPLEMENTAL AMENDMENT
FOR THE PERIOD ENDING MAY 31, 2021

	PY ACTUAL	YTD ACTUAL	% TO PY	BUDGET	UNEARNED/ UNEXPENDED	% TO BUDGET
REVENUES						
Debt Service Surcharge	$ 192,608	$ 194,878	101%	$ 461,900	$ 267,022	42%
Water Sales - In Town	955,295	935,693	98%	3,230,000	2,294,307	29%
Water Sales - Out Of Town	153,029	141,789	93%	478,000	336,211	30%
Water Materials & Other	27,020	12,040	45%	97,000	84,960	12%
Plant Investment Fees (Tap Fees)	88,471	163,675	185%	886,000	722,325	18%
Water Fund Interest	64,589	2,603	4%	12,000	9,397	22%
Water Rights Interest	404	314	78%	120	(194)	262%
Grants	-	-	-	-	-	-
Service Charge	2,840	7,220	254%	12,000	4,780	60%
Reimbursable Income	1,256	-	0%	-	-	-
Water Miscellaneous	-	-	-	-	$ -	-
TOTAL WATER FUND REVENUE	$ 1,485,511	$ 1,458,212	98%	$ 5,177,020	$ 3,718,808	28%
EXPENDITURES						
TOTAL WATER FUND EXPENDITURES	$ 3,958,942	$ 2,275,360	57%	$ 10,193,461	$ 7,918,101	22%
NET REVENUES OVER(UNDER) EXPENDITURES	**$ (2,473,430)**	**$ (817,148)**	**33%**	**$ (5,016,441)**	**$ (4,199,293)**	**16%**

TOWN OF EAGLE - UTILITY FUND (WASTEWATER & BROADBAND)
REVENUES & EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE PERIOD ENDING MAY 31, 2021

	PY ACTUAL	YTD ACTUAL	% TO PY	BUDGET	UNEARNED/ UNEXPENDED	% TO BUDGET
REVENUES						
Wastewater Sales	$ 1,139,887	$ 1,152,428	101%	$ 2,851,000	$ 1,698,572	40%
Plant Investment Fees (Tap Fees)	118,000	86,000	73%	828,000	742,000	10%
Wastewater Interest	31,307	1,986	6%	12,000	10,014	17%
Miscellaneous	61	-	0%	-	-	-
TOTAL WASTEWATER FUND REVENUE	$ 1,289,254	$ 1,240,414	96%	$ 3,691,000	$ 2,450,586	34%
EXPENDITURES						
TOTAL WASTEWATER FUND EXPENDITURES	$ 814,902	$ 886,485	109%	$ 2,653,828	$ 1,767,343	33%
NET REVENUES OVER(UNDER) EXPENDITURES	**$ 474,353**	**$ 353,929**	**75%**	**$ 1,037,172**	**$ 683,243**	**34%**

TOWN OF EAGLE - REFUSE FUND
REVENUES & EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE PERIOD ENDING MAY 31, 2021

	PY ACTUAL	YTD ACTUAL	% TO PY	BUDGET	UNEARNED/ UNEXPENDED	% TO BUDGET
REVENUES						
Trash Fees	$ 243,153	$ 250,552	103%	$ 601,000	$ 350,448	42%
Yardwaste Fees	10,160	17,148	169%	40,800	23,652	42%
Admin Fee	10,651	10,730	101%	25,500	14,770	42%
Interest	1,342	66	5%	450	384	15%
TOTAL REFUSE FUND REVENUE	$ 265,306	$ 278,496	105%	$ 667,750	$ 389,254	42%
EXPENDITURES						
TOTAL REFUSE FUND EXPENDITURES	$ 198,813	$ 207,185	104%	$ 660,899	$ 453,714	31%
NET REVENUES OVER(UNDER) EXPENDITURES	**$ 66,493**	**$ 71,311**	**107%**	**$ 6,851**	**$ (64,460)**	**1041%**

TOWN OF EAGLE - STORMWATER FUND
REVENUES & EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE PERIOD ENDING MAY 31, 2021

	PY ACTUAL	YTD ACTUAL	% TO PY	BUDGET	UNEARNED/ UNEXPENDED	% TO BUDGET
REVENUES						
Stormwater Service Charges	$ -	$ 36,952	-	$ 106,000	$ 69,048	35%
TOTAL REFUSE FUND REVENUE	$ -	$ 36,952	-	$ 106,000	$ 69,048	35%
EXPENDITURES						
TOTAL REFUSE FUND EXPENDITURES	$ -	$ 1,297	-	$ 106,000	$ 104,703	1%
NET REVENUES OVER(UNDER) EXPENDITURES	**$ -**	**$ 35,655**	-	**$ -**	**$ (35,655)**	-

TOWN OF EAGLE - CAPITAL IMPROVEMENT FUNDS

TOWN OF EAGLE - CAPITAL IMPROVEMENTS FUND
REVENUES & EXPENDITURES WITH COMPARISON TO BUDGET WITH PROPOSED SUPPLEMENTAL AMENDMENT
FOR THE PERIOD ENDING MAY 31, 2021

	PY ACTUAL	YTD ACTUAL	% TO PY	BUDGET	UNEARNED/ UNEXPENDED	% TO BUDGET
REVENUES						
Capital Improvements Interest	$ 18,040	$ 1,592	9%	$ 6,000	$ 4,408	27%
Community Enhancement Interest	998	54	5%	250	196	21%
Devolution & Transportation Interest	10,045	514	5%	3,000	2,486	17%
Community Enhancement Fund	-	-	-	48,000	48,000	0%
Developer Contribution - Grand Avenue		-	-	360,000	360,000	0%
Eagle County Reimbursement		-	-	150,000	150,000	0%
Public Safety Impact Fees	-	-	-	35,000	35,000	0%
Street Impact Fees	-	-	-	103,000	103,000	0%
Use Tax	109,814	137,901	126%	464,000	326,099	30%
Grants	-	-	-	200,000	200,000	0%
Transfer From General Fund	-	-	-	1,890,000	1,890,000	0%
TOTAL CAPITAL IMPROVEMENTS FUND REVENUE	$ 138,897	$ 140,060	101%	$ 3,259,250	3,119,190	4%
EXPENDITURES						
TOTAL CAPITAL IMPROVEMENT FUND EXPENDITURES	$ 309,778	$ 287,756	93%	$ 2,604,584	2,316,828	11%
NET REVENUES OVER(UNDER) EXPENDITURES	**$ (170,881)**	**$ (147,696)**	**86%**	**$ 654,666**	**802,362**	**-23%**

TOWN OF EAGLE - SALES TAX CAPITAL IMPROVEMENTS FUND (STCIF)
REVENUES & EXPENDITURES WITH COMPARISON TO BUDGET WITH PROPOSED SUPPLEMENTAL AMENDMENT
FOR THE PERIOD ENDING MAY 31, 2021

	PY ACTUAL	YTD ACTUAL	% TO PY	BUDGET	UNEARNED/ UNEXPENDED	% TO BUDGET
REVENUES						
SALES TAX	$ 285,650	$ 333,494	117%	$ 724,000	$ 390,506	46%
GRANTS	-	-	-	-	-	-
INTEREST - COLOTRUST	4,786	358	7%	1,200	842	30%
CONTRIBUTIONS & DONATIONS	-	32,964	-	-	(32,964)	-
MISCELLANEOUS REVENUE	-	201	-	-	(201)	-
TOTAL STCIF REVENUE	$ 290,436	$ 367,017	126%	$ 725,200	358,183	51%
EXPENDITURES						
TOTAL STCIF EXPENDITURES	$ 111,869	$ 111,194	99%	$ 581,440	470,246	19%
NET REVENUES OVER(UNDER) EXPENDITURES	**$ 178,567**	**$ 255,823**	**143%**	**$ 143,760**	**(112,063)**	**178%**

TOWN OF EAGLE - OPEN SPACE FUND
REVENUES & EXPENDITURES WITH COMPARISON TO BUDGET WITH PROPOSED SUPPLEMENTAL AMENDMENT
FOR THE PERIOD ENDING MAY 31, 2021

	PY ACTUAL	YTD ACTUAL	% TO PY	BUDGET	UNEARNED/ UNEXPENDED	% TO BUDGET
REVENUES						
LODGING TAX	$ 33,718	$ 64,872	192%	$ 84,000	$ 19,128	77%
OPEN SPACE INTEREST	1,898	99	5%	600	501	17%
INTERGOVERNMENTAL CONTRIBUTION	-	-	-	8,980	8,980	0%
TRANSFER FROM GENERAL FUND	-	-	-	150,000	150,000	0%
TOTAL OPEN SPACE FUND REVENUE	$ 35,616	$ 64,971	182%	$ 243,580	$ 178,609	27%
EXPENDITURES						
TOTAL OPEN SPACE FUND EXPENDITURES	$ 20,118	$ 51,055	254%	$ 398,770	$ 347,715	13%
NET REVENUES OVER(UNDER) EXPENDITURES	**$ 15,498**	**$ 13,917**	**90%**	**$ (155,190)**	**$ (169,107)**	-9%

TOWN OF EAGLE - CONSERVATION TRUST FUND
REVENUES & EXPENDITURES WITH COMPARISON TO BUDGET WITH PROPOSED SUPPLEMENTAL AMENDMENT
FOR THE PERIOD ENDING MAY 31, 2021

	PY ACTUAL	YTD ACTUAL	% TO PY	BUDGET	UNEARNED/ UNEXPENDED	% TO BUDGET
REVENUES						
LOTTERY PROCEEDS	$ 8,493	$ 9,769	115%	$ 32,000	$ 22,231	31%
CONSERVATION TRUST INTEREST	448	35	8%	300	265	12%
TOTAL CONSERVATION TRUST FUND REVENUE	$ 8,941	$ 9,804	110%	$ 32,300	$ 22,496	30%
EXPENDITURES						
TOTAL CONSERVATION TRUST FUND EXPENDITURES	$ -	$ -	-	$ 53,000	$ 53,000	0%
NET REVENUES OVER(UNDER) EXPENDITURES	**$ 8,941**	**$ 9,804**	**110%**	**$ (20,700)**	**$ (30,504)**	**-47%**

To: Mayor and Town Council

From: Jill Kane, Finance Director

Date: July 1, 2021

Re: Capital Improvements Plan (CIP) 5 year Budget Projections

REQUEST: Staff requests the Town Council review the following:

- Capital Improvements Fund CIP – 5 Year Projections
- Sales Tax Capital Improvement Fund CIP – 5 Year Projection
- Open Space Fund – 5 Year Projection

INTRODUCTION: To more thoroughly develop the Town's Capital Improvements Plan Staff, has provided 5-year projections for the Capital Improvements Fund, Sales tax Capital Improvements Fund, and the Open Space Fund.

Going forward Staff would like to ensure that our fund balance projections remain positive with our 5-year projections. Staff will be working on moving projects around during the development of the CIP for next year, however, Staff would like to receive feedback regarding any Council preferences. Also, Staff would like to get Council feedback on if there are any projects that Staff has not identified in the current Capital Improvements Plan.

ANALYSIS:

Capital Improvements Fund:

Capital Improvements Fund Budget Projection Assumptions:

- **Overall:**
  - The 2021 budget projection is revised and based on 2020 actuals and 2020 ending fund balance.
- **Revenue Assumptions:**
  - **Interest:** Since 2019 interest rates on investments was approximately 2.5%, in 2020, COLOTRUST interest rates have significantly reduced month over month and are currently at 0.05%. To be conservative staff is not projecting an increase in interest rates.
  - **Community Enhancement Funds:** Staff used the 10-year average increase of 3% for ongoing projections.
  - **Public Safety Impact Fees:** Projections were provided by Community Development based on average expectations (Public Safety Impact Fees increase annually by CPI).
  - **Street Impact Fees**: Projections provided by Community Development were based on average expectations.
  - **Use Tax:** Projections provided by Community Development were based on average expectations.
  - **Transfers from General Fund:** Staff is providing two scenarios:
    1. There is a scenario showing a transfer in the amount of our historical 10-year average which is $542,000 annually (The 20-year average is actually larger at $692,000).
    2. There is a scenario without continuing a transfer from the General Fund.

- **Expenditure Assumptions:** Only expenditures are in accordance with the CIP and the additional amount for THOR that was added with the 2021 supplemental budget amendment.

Capital Improvements Fund Projection Analysis:

Capital Improvements Fund projects will need to be prioritized to keep a positive fund balance beginning in 2023. Based on this scenario a transfer from the General Fund included in the total fund balance designated for Other Capital Projects is projected to be ($3,088,759) in 2023, and the overall fund balance is projected to be negative in 2024 & 2025 by over $12 million. Based on the scenario without a transfer from the General Fund these negative balances are only decreased further by the amount of the transfer.

Sales Tax Capital Improvement Fund (STCIF):

STCIF Budget Projection Assumptions:

- **Overall:**
  - The 2021 budget projection is revised and based on 2020 actuals and 2020 ending fund balance.
- **Revenue Assumptions:**
  - **Sales Tax:** Staff projected a 3% annual increase from 2021 through 2025.
  - **Grants**: The Town collected a one-time $350,000 GOCO grant in 2019 for the River Park and are not projecting additional grants at this time.
  - **Interest:** Since 2019 interest rates on investments was approximately 2.5%, since 2020, COLOTRUST interest rates have significantly reduced month over month and are currently at 0.05%. To be conservative staff is not projecting an increase in interest rates.
  - **Contributions & Donations:**
    1. Staff received final payment from Eagle Valley Community Foundation in the amount of $12,964 earlier this year for donations received for the Eagle River Park.
    2. Staff also received a $20,000 donation from Vail Honeywagon this year.
    3. Staff is currently only projecting known donations – It is likely other donations may be received in the future.

STCIF Budget Projection Analysis:

STCIF Projects will need to be reprioritized to keep a positive fund balance in 2024 and 2025. Total Fund balance is projected to be negative 2024 ($87,616) & 2025 ($339,928).

Open Space Fund:

Open Space Fund Projection Assumptions:

- **Overall:**
  - The 2021 budget projection is revised and based on 2020 actuals and 2020 ending fund balance.
- **Revenue Assumptions:**
  - **Lodging Tax:** From the revised 2021 Projection ($84,000 > $190,000), Staff projected a 3% annual increase going forward.
  - **Grants**: Staff is certain we will collect $10,000 in 2021 ($5,000 from ER Wildlife Committee and $5,000 from Colorado Parks and Wildlife) – Staff is not projecting future grants but will revise as ones come in.
  - **Interest:** Since 2019, interest rates on investments was approximately 2.5%. Since 2020, COLOTRUST interest rates have significantly reduced month over month and are currently at 0.05% - To be conservative staff is not projecting an increase in interest rates.
  - **Intergovernmental Contributions:** 2020 revenue was for the following: $3,000 – Eagle County for Vegetation Mgmt and $4,662 – VVMTA for Trail Tech Position Funding.

        - Staff is not projecting future contributions to be conservative.
    - **Miscellaneous –** Fishing is Fun (2020 was the last year of maintenance payments for Pond from ER Wildlife Committee $500/yr for 5 years per 5/26/15 agreement).
    - **Transfers from General Fund** – Staff is not currently projecting any additional transfers from the General Fund.
- **Expenditure Assumptions:**
    - **Operating:**
        - Personnel – Projecting a 4% Annual Increase
        - Materials & Supplies – Projecting a 5% Annual Increase
        - Charges for Services– Projecting a 3% Annual Increase
        - Discretionary Spending - $10K in 2021 is for the Sweetwater Lake contribution
        - Fixed Charges– Projecting a 3% Annual Increase

Open Space Fund Budget Projection Analysis:

Open Space Projects will need to be reprioritized to keep a positive fund balance for 2025 and beyond. Total Fund balance is projected to be negative in 2025 ($86,472).

COMMUNITY INPUT: No community input has been received on projections or proposed 2021 changes.

BUDGET / STAFF IMPACT: Current staff and budget impact not applicable.

STRATEGIC PLAN ALIGNMENT: This report is aligned with the *Appropriate Investment* and *Sustainable Finances* guiding principles and the following major objective:

- <u>Enhance the Economic Resiliency of Town Government</u> – Some of the most difficult decisions the Town has is what not to do or what projects to delay for the Town to maintain adequate reserves. This exercise will help ensure that these funds remain resilient to economic downturns while still achieving strategic goals and providing citizens with the largest community impact possible.

RECOMMENDED DISCUSSION:

- Review and provide comment to staff regarding the 5-Year CIP:
    - Are their questions or concerns regarding budget projection assumptions?
    - Is there any preference on prioritizing any projects?
    - Provide feedback on long-term financial stability of Funds.

- Are there any projects that staff has not identified that we need to investigate for development of the 2022-2026 Capital Improvements Plan?

ATTACHMENTS:

- Capital Improvement Fund – 5 Year CIP projections with current CIP
- Sales Tax Capital Improvement Fund – 5 Year CIP Projections with current CIP
- Open Space Fund – 5 Year CIP Projections with current CIP

CAPITAL IMPROVEMENTS FUND BUDGET PROJECTIONS THROUGH 2025

	ACTUAL 2019	BUDGET 2020	ACTUAL 2020	*PROJECTION 2021*	*PROJECTION 2022*	*PROJECTION 2023*	*PROJECTION 2024*	*PROJECTION 2025*
FUND BALANCES (Beginning):								
RESTRICTED FOR:								
COMMUNITY ENHANCEMENT	**$ 169,863**	**$ 216,363**	**$ 219,930**	**$ 269,123**	**$ 317,373**	**$ 367,035**	**$ 418,215**	**$ 470,959**
TRANSPORTATION EXPENDITURES	**1,710,263**	**1,742,263**	**1,750,652**	**1,667,801**	**1,670,801**	**1,671,971**	**1,673,141**	**-**
ASSIGNED FOR:								
GRAND AVENUE	**200,000**	**550,000**	**550,000**	**2,780,000**	**4,170,000**	**4,170,000**	**4,170,000**	**-**
OTHER CAPITAL PROJECTS	**2,633,461**	**2,356,387**	**2,504,384**	**2,258,179**	**1,471,595**	**1,120,429**	**(3,088,759)**	**(12,680,686)**
TOTAL FUND BALANCES (Beginning)	**$ 4,713,587**	**$ 4,865,013**	**$ 5,024,966**	**$ 6,975,103**	**$ 7,629,769**	**$ 7,329,434**	**$ 3,172,597**	**$ (12,209,727)**
REVENUES								
31-430-45 Capital Improvement Interest	$ 66,629	$ 60,000	$ 23,135	$ 6,000	$ 3,949	$ 3,703	$ 757	$ (8,876)
31-430-46 Community Enhancement Interest	4,011	2,000	1,270	250	222	257	293	330
31-430-47 Devolution & Transportation Interest	40,389	32,000	12,790	3,000	1,170	1,170	1,171	-
31-430-50 Community Enhancement 1	46,056	44,500	47,923	48,000	49,440	50,923	52,451	54,024
31-430-74 Developer Contribution to Grand Ave.	-	-	-	360,000	-	-	-	-
31-430-77 Eagle County Contributions	-	-	-	150,000	-	-	-	-
31-430-84 Public Safety Impact Fees	7,503	668,000	27,112	35,000	82,304	109,985	106,825	106,825
31-430-85 Street Impact Fees	63,150	1,316,465	39,625	103,000	7,632	101,416	91,256	91,256
31-430-86 Use Tax	317,253	250,000	381,233	464,000	389,136	556,440	470,640	470,640
31-430-87 Grants	29,000	-	-	200,000	-	-	-	-
31-437-10 Transfer from General Fund	350,000	730,000	2,230,000	1,890,000	542,000	542,000	542,000	542,000
TOTAL REVENUES	**$ 923,991**	**$ 3,102,965**	**$ 2,763,088**	**$ 3,259,250**	**$ 1,075,853**	**$ 1,365,895**	**$ 1,265,393**	**$ 1,256,199**
TOTAL SOURCES	**$ 5,637,578**	**$ 7,967,978**	**$ 7,788,054**	**$ 10,234,353**	**$ 8,705,622**	**$ 8,695,329**	**$ 4,437,990**	**$ (10,953,529)**
EXPENDITURES								
Capital Expenditures	612,612	593,284	717,309	2,604,584	1,376,188	5,522,732	16,647,717	1,302,020
Transfers to Other Funds	-	50,000	95,641	-	-	-	-	-
TOTAL EXPENDITURES	**$ 612,612**	**$ 643,284**	**$ 812,950**	**$ 2,604,584**	**$ 1,376,188**	**$ 5,522,732**	**$ 16,647,717**	**$ 1,302,020**
FUND BALANCES (Ending):								
RESTRICTED FOR:								
COMMUNITY ENHANCEMENT	**$ 219,930**	**$ 262,863**	**$ 269,123**	**$ 317,373**	**$ 367,035**	**$ 418,215**	**$ 470,959**	**$ 525,313**
TRANSPORTATION EXPENDITURES	**1,750,652**	**1,774,263**	**1,667,801**	**1,670,801**	**1,671,971**	**1,673,141**	**-**	**-**
ASSIGNED FOR: CAPITAL PROJECTS:								
GRAND AVENUE	**550,000**	**1,280,000**	**2,780,000**	**4,170,000**	**4,170,000**	**4,170,000**	**-**	**-**
OTHER CAPITAL PROJECTS	**2,504,384**	**4,007,568**	**2,258,179**	**1,471,595**	**1,120,429**	**(3,088,759)**	**(12,680,686)**	**(12,780,861)**
TOTAL FUND BALANCES (Ending):	**$ 2,504,384**	**$ 7,324,694**	**$ 6,975,103**	**$ 7,629,769**	**$ 7,329,434**	**$ 3,172,597**	**$ (12,209,727)**	**$ (12,255,549)**

CAPITAL IMPROVEMENTS FUND BUDGET PROJECTIONS THROUGH 2025 - W/O TRANSFERS FROM GENERAL FUND

		ACTUAL 2019	BUDGET 2020	ACTUAL 2020	*PROJECTION 2021*	*PROJECTION 2022*	*PROJECTION 2023*	*PROJECTION 2024*	*PROJECTION 2025*
FUND BALANCES (Beginning):									
RESTRICTED FOR:									
COMMUNITY ENHANCEMENT		**$ 169,863**	**$ 216,363**	**$ 219,930**	**$ 269,123**	**$ 317,373**	**$ 367,035**	**$ 418,215**	**$ 470,959**
TRANSPORTATION EXPENDITURES		**1,710,263**	**1,742,263**	**1,750,652**	**1,667,801**	**1,670,801**	**1,671,971**	**1,673,141**	**-**
ASSIGNED FOR:									
GRAND AVENUE		**200,000**	**550,000**	**550,000**	**2,780,000**	**4,170,000**	**4,170,000**	**4,170,000**	**-**
OTHER CAPITAL PROJECTS		**2,633,461**	**2,356,387**	**2,504,384**	**2,258,179**	**1,471,595**	**578,429**	**(4,173,139)**	**(14,307,824)**
TOTAL FUND BALANCES (Beginning)		**$ 4,713,587**	**$ 4,865,013**	**$ 5,024,966**	**$ 6,975,103**	**$ 7,629,769**	**$ 6,787,434**	**$ 2,088,218**	**$ (13,836,866)**
REVENUES									
31-430-45	Capital Improvement Interest	$ 66,629	$ 60,000	$ 23,135	$ 6,000	$ 3,949	$ 3,324	$ (2)	$ (10,015)
31-430-46	Community Enhancement Interest	4,011	2,000	1,270	250	222	257	293	330
31-430-47	Devolution & Transportation Interest	40,389	32,000	12,790	3,000	1,170	1,170	1,171	-
31-430-50	Community Enhancement 1	46,056	44,500	47,923	48,000	49,440	50,923	52,451	54,024
31-430-74	Developer Contribution to Grand Ave.	-	-	-	360,000	-	-	-	-
31-430-77	Eagle County Contributions	-	-	-	150,000	-	-	-	-
31-430-84	Public Safety Impact Fees	7,503	668,000	27,112	35,000	82,304	109,985	106,825	106,825
31-430-85	Street Impact Fees	63,150	1,316,465	39,625	103,000	7,632	101,416	91,256	91,256
31-430-86	Use Tax	317,253	250,000	381,233	464,000	389,136	556,440	470,640	470,640
31-430-87	Grants	29,000	-	-	200,000	-	-	-	-
31-437-10	Transfer from General Fund	350,000	730,000	2,230,000	1,890,000	-	-	-	-
	TOTAL REVENUES	**$ 923,991**	**$ 3,102,965**	**$ 2,763,088**	**$ 3,259,250**	**$ 533,853**	**$ 823,515**	**$ 722,634**	**$ 713,060**
TOTAL SOURCES		**$ 5,637,578**	**$ 7,967,978**	**$ 7,788,054**	**$ 10,234,353**	**$ 8,163,622**	**$ 7,610,950**	**$ 2,810,851**	**$ (13,123,806)**
EXPENDITURES									
Capital Expenditures		612,612	593,284	717,309	2,604,584	1,376,188	5,522,732	16,647,717	1,302,020
Transfers to Other Funds		-	50,000	95,641	-	-	-	-	-
	TOTAL EXPENDITURES	**$ 612,612**	**$ 643,284**	**$ 812,950**	**$ 2,604,584**	**$ 1,376,188**	**$ 5,522,732**	**$ 16,647,717**	**$ 1,302,020**
FUND BALANCES (Ending):									
RESTRICTED FOR:									
COMMUNITY ENHANCEMENT		**$ 219,930**	**$ 262,863**	**$ 269,123**	**$ 317,373**	**$ 367,035**	**$ 418,215**	**$ 470,959**	**$ 525,313**
TRANSPORTATION EXPENDITURES		**1,750,652**	**1,774,263**	**1,667,801**	**1,670,801**	**1,671,971**	**1,673,141**	**-**	**-**
ASSIGNED FOR: CAPITAL PROJECTS:									
GRAND AVENUE		**550,000**	**1,280,000**	**2,780,000**	**4,170,000**	**4,170,000**	**4,170,000**	**-**	**-**
OTHER CAPITAL PROJECTS		**2,504,384**	**4,007,568**	**2,258,179**	**1,471,595**	**578,429**	**(4,173,139)**	**(14,307,824)**	**(14,951,139)**
TOTAL FUND BALANCES (Ending):		**$ 2,504,384**	**$ 7,324,694**	**$ 6,975,103**	**$ 7,629,769**	**$ 6,787,434**	**$ 2,088,218**	**$ (13,836,866)**	**$ (14,425,826)**

Capital Improvement Plan Summary for 2021 - 2025

Department/Fund and Project	2021	2022	2023	2024	2025	TOTAL
Capital Improvements Fund:						
General Administration						
CivicRec Software	$ 12,000	$ -	$ -	$ -		**$ 12,000**
Civic Plus ATS Software	11,125	-	-	-		**11,125**
General Administration Total	**$ 23,125**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 23,125**
Streets						
Sylvan Lake Rd and Capitol St. Refuge Island-Flashing Lights	$ 85,000	$ -	$ -	$ -	$ -	**$ 85,000**
Sidewalk, Trees, etc: Capitol Street between 2nd & 5th Streets.	200,000	-	-	-	-	**200,000**
Sidewalk/Trail: Capitol Street - Highway 6 to Second Street.	150,000	-	-	-	-	**150,000**
CDOT ROW at Gateway Beautification	100,000	-	-	-	-	**100,000**
Grand Avenue Improvements	660,000	-	-	16,000,000	-	**16,660,000**
Street Lights-Market St. LED Conversion	-	42,000	-	-	-	**42,000**
Sidewalk/Trail: Pedestrian Trail Bull Pasture - West Side	-	105,000	-	-	-	**105,000**
Eby Creek Road - Pond Road Sidewalk Extension	-	150,000	-	-	-	**150,000**
Sylvan Lake Roundabout Crossing – Street Light	-	30,000	-	-	-	**30,000**
Grand Avenue and Capitol Street - Street Light	-	10,000	-	-	-	**10,000**
Sidewalk/Trail: Chambers Avenue Sidewalk Extension	-	45,557	-	-	-	**45,557**
Sidewalk/Trail: Howard Street Bike Trail Connectivity	-	20,000	-	-	-	**20,000**
Sidewalk/Trail: Pedestrian Trail Cemetery Connection	-	-	230,000	-	-	**230,000**
Nogal Road and Highway 6 Street Light	-	-	40,000	-	-	**40,000**
Public Works Bins	-	-	100,000	-	-	**100,000**
Public Works Hut	-	-	250,000	-	-	**250,000**
Handicap Ramps and Sidewalks "Safe Routes to School"	-	-	-	-	120,000	**120,000**
Sidewalk/Trail: Brush Creek Road - Pathway connection.	-	-	-	-	200,000	**200,000**
Sidewalk/Trail: Sixth Street between Capitol Street and Town Park	-	-	-	-	200,000	**200,000**
Streets Total	**$ 1,195,000**	**$ 402,557**	**$ 620,000**	**$ 16,000,000**	**$ 520,000**	**$ 18,737,557**
Buildings & Grounds						
Pool and Ice Capital Improvements Funding	$ 50,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	**$ 210,000**
Art Wall	25,000	25,000	-	-	-	**50,000**
Project THOR	50,000	50,000	50,000	50,000	50,000	**250,000**
Added THOR expenditures	423,502	50,000	50,000	50,000	50,000	**623,502**
Town Park – Remove pea gravel and pour-in-place	11,000	-	-	-	-	**11,000**
Town Hall Exterior Wall	40,000	-	-	-	-	**40,000**
Studio – Floor	10,000	-	-	-	-	**10,000**
Town Hall Roof Top Unit	45,000	-	-	-	-	**45,000**
Public Works Solar	178,492	-	-	-	-	**178,492**
Public Works Security Gate	-	30,000	-	-	-	**30,000**
Town Hall Exterior Parking Lot	-	20,000	-	-	-	**20,000**
Public Works Expansion design (2022 Build)	-	25,000	4,000,000	-	-	**4,025,000**
Public Works Charging Station	-	50,000	-	-	-	**50,000**
Town Hall Roof Top Unit	-	45,000	-	-	-	**45,000**
Building Assessments - Implementation	-	100,000	100,000	100,000	100,000	**400,000**
Pavilion Solar	-	-	50,000	-	-	**50,000**
Town Hall Charging Station	-	-	50,000	-	-	**50,000**
Town Hall Solar	-	-	100,000	-	-	**100,000**
Recycle Drop-off Center Paving	-	-	-	55,000	-	**55,000**
Information Center Solar	-	-	-	40,000	-	**40,000**
Town Park Solar	-	-	-	30,000	-	**30,000**
Studio Solar	-	-	-	-	40,000	**40,000**
Irrigation Intake Improvements	-	-	-	-	100,000	**100,000**
Building & Grounds Total	**$ 832,994**	**$ 435,000**	**$ 4,440,000**	**$ 365,000**	**$ 380,000**	**$ 6,452,994**

Capital Improvement Plan Summary for 2021 - 2025

Department/Fund and Project	2021	2022	2023	2024	2025	TOTAL
Capital Improvements Fund:						
Public Safety						
Axon Body Camera Technology	$ 6,369.00	$ -	$ -	$ -	$ -	**6,369**
Meraki 24-Port POE Switch	5,500	-	-	-	-	**5,500**
License Plate Reader	-	18,750	-	-	-	**18,750**
Public Safety Total	**$ 11,869**	**$ 18,750**	**$ -**	**$ -**	**$ -**	**$ 30,619**
Fleet (Governmental Funds)						
Patrol Vehicle - (Public Safety)	$ 141,596	$ 149,881	$ 158,657	$ 182,717	$ 192,020	**$ 824,871**
Administrative Police Vehicle - (Public Safety) - Chief	-	-	56,575	-	-	**56,575**
Street Sweeper - (Streets)	-	250,000	-	-	-	**250,000**
Boom Mower Tractor (Streets)	-	-	87,500	-	-	**87,500**
Bobcat Multi-tool #1 (Streets)	-	-	-	-	120,000	**120,000**
International 7400 SFA 4X2 (Streets)	235,000	-	-	-	-	**235,000**
Air Compressor Trailer/185 Atlas (Streets)	-	-	-	-	30,000	**30,000**
PJ Utility Trailer - 2016 (B&G)	-	-	10,000	-	-	**10,000**
Ford F-350 Flat Bed / Plow (B&G)	45,000	-	-	-	-	**45,000**
Ford F-350 Flat Bed /Weed Sprayer (B&G)	50,000	-	-	-	-	**50,000**
Ford F-250 (B&G)	50,000	-	-	-	-	**50,000**
Ford F-250 (B&G)	-	50,000	-	-	-	**50,000**
Ford F-150 Crew Cab (Engineering)	-	50,000	-	-	-	**50,000**
Ford F-350 (B&G)	-	-	50,000	-	-	**50,000**
Ford F-350 Service Bed (Streets)	-	-	-	60,000	-	**60,000**
Ford F-150 Extended Cab (Engineering)	-	-	-	40,000	-	**40,000**
Ford F-550 Hook Truck (Streets)	-	-	-	-	60,000	**60,000**
John Deere 1435 Mower/Broom (B&G)	-	-	40,000	-	-	**40,000**
John Deere 301- A Tractor (B&G)	-	-	60,000	-	-	**60,000**
Toro Z Master (B&G)	20,000	-	-	-		**20,000**
Toro Z Master (B&G)	-	20,000	-	-		**20,000**
Fleet (Governmental Funds) Total	**$ 541,596**	**$ 519,881**	**$ 462,732**	**$ 282,717**	**$ 402,020**	**$ 2,208,946**
Total Capital Improvements Fund	**$ 2,604,584**	**$ 1,376,188**	**$ 5,522,732**	**$ 16,647,717**	**$ 1,302,020**	**$ 27,453,241**

Added from Original 2021-2025 CIP

SALES TAX CAPITAL IMPROVEMENT FUND (EAGLE RIVER PARK FUND) BUDGET PROJECTIONS THROUGH 2025 WITH REVISIONS

	ACTUAL 2019	BUDGET 2020	ACTUAL 2020	*PROJECTION 2021*	*PROJECTION 2022*	*PROJECTION 2023*	*PROJECTION 2024*	*PROJECTION 2025*
FUND BALANCES (Beginning):								
RESTRICTED FOR:								
RESERVE	**$ 161,619**	**$ 161,619**	**$ 161,619**	**$ 161,619**	**$ 161,619**	**$ 161,619**	**$ 161,619**	**$ 161,619**
CAPITAL IMPROVEMENTS	**611,676**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
ASSIGNED FOR CAPITAL PROJECTS/DEBT SERVICE	**545,952**	**594,780**	**594,780**	**982,361**	**1,200,243**	**1,037,510**	**677,538**	**(249,235)**
TOTAL FUND BALANCES (Beginning)	**$ 1,319,247**	**$ 756,399**	**$ 756,399**	**$ 1,143,980**	**$ 1,361,862**	**$ 1,199,129**	**$ 839,157**	**$ (87,616)**
REVENUE								
61-431-30 Sales Tax	$ 623,223	$ 700,000	$ 743,105	$ 765,398	$ 788,360	$ 812,011	$ 836,371	$ 861,462
61-433-10 Grants	350,000	-	-	-	-	-	-	-
61-436-10 Interest - ColoTrust STCIF	25,600	6,250	6,350	959	880	790	229	-
61-436-42 Contributions & Donations	-	-	-	32,964	-	-	-	-
TOTAL REVENUE	**$ 998,823**	**$ 706,250**	**$ 749,455**	**$ 799,322**	**$ 789,241**	**$ 812,801**	**$ 836,600**	**$ 861,462**
TOTAL SOURCES	**$ 2,318,070**	**$ 1,462,649**	**$ 1,505,854**	**$ 1,943,302**	**$ 2,151,103**	**$ 2,011,930**	**$ 1,675,757**	**$ 773,846**
EXPENDITURES								
CHARGES FOR SERVICES								
61-50-372 Meeting Expense	$ 940	$ -	$ -	$ -	$ -	$ -	$ -	$ -
61-50-347 Professional Services	4,845	15,536	14,624	25,000	15,536	15,536	15,536	15,536
61-50-351 Legal	59	15,000	10,943	15,000	10,000	10,000	30,000	15,000
61-50-354 Engineering	-	8,000	7,952	9,000	5,000	5,000	5,000	5,000
TOTAL CHARGES FOR SERVICES	**$ 5,844**	**$ 38,536**	**$ 33,518**	**$ 49,000**	**$ 30,536**	**$ 30,536**	**$ 50,536**	**$ 35,536**
CAPITAL OUTLAY								
River Park Improvements	$ 1,232,789	$ 16,686	$ 9,118	$ 112,000	$ 100,000	$ 775,000	$ 1,390,000	$ 115,000
Other Park Improvements		-	-	100,000	500,000	45,000	-	640,000
TOTAL CAPITAL OUTLAY	**$ 1,232,789**	**$ 16,686**	**$ 9,118**	**$ 212,000**	**$ 600,000**	**$ 820,000**	**$ 1,390,000**	**$ 755,000**
DEBT SERVICE								
61-50-815 Debt Service	$ 95,000	$ 95,000	$ 95,000	$ 100,000	$ 105,000	$ 110,000	$ 115,000	$ 120,000
61-50-816 Debt Service Interest	227,538	223,738	223,738	219,940	215,938	211,738	207,338	202,738
61-50-820 Agent Fees	500	500	500	500	500	500	500	500
TOTAL DEBT SERVICE	**$ 323,038**	**$ 319,238**	**$ 319,238**	**$ 320,440**	**$ 321,438**	**$ 322,238**	**$ 322,838**	**$ 323,238**
TOTAL EXPENDITURES	**$ 1,561,671**	**$ 374,460**	**$ 361,874**	**$ 581,440**	**$ 951,974**	**$ 1,172,774**	**$ 1,763,374**	**$ 1,113,774**
FUND BALANCES (Ending):								
RESTRICTED FOR:								
RESERVE	**$ 161,619**	**$ 161,619**	**$ 161,619**	**$ 161,619**	**$ 161,619**	**$ 161,619**	**$ 161,619**	**$ 161,619**
CAPITAL IMPROVEMENTS	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
ASSIGNED FOR CAPITAL PROJECTS/DEBT SERVICE	**594,780**	**926,570**	**982,361**	**1,200,243**	**1,037,510**	**677,538**	**(249,235)**	**(501,547)**
TOTAL FUND BALANCEs (Ending):	**$ 756,399**	**$ 1,088,189**	**$ 1,143,980**	**$ 1,361,862**	**$ 1,199,129**	**$ 839,157**	**$ (87,616)**	**$ (339,928)**

Capital Improvement Plan Summary for 2021 - 2025 (Revised)

Department/Fund and Project	2021	2022	2023	2024	2025	TOTAL
Sales Tax Capital Improvement Fund						
Eagle River Water Park -Dumpster Enclosure	$ 12,000	$ -	$ -	$ -	$ -	**$ 12,000**
Eagle River Water Park - Wetland Plantings	10,000	-	-	-	-	**10,000**
Eagle River Water Park - Beach Sand	50,000	-	-	-	-	**50,000**
Eagle River Water Park - Air Compressor	5,000	-	-	-	-	**5,000**
Eagle River Water Park - Rapid Blocs	30,000	80,000	40,000	40,000	15,000	**205,000**
Brush Creek Park - Playground Equipment	100,000	500,000	-	-	-	**600,000**
Eagle River Water Park - Donor Wall	5,000	-	-	-	-	**5,000**
Eagle River Water Park - Wood Fire Pits	-	20,000	-	-	-	**20,000**
Eagle River Water Park - Pavilion	-	-	165,000	-	-	**165,000**
Eagle River Water Park - Climbing Wall	-	-	350,000	-	-	**350,000**
Eagle River Water Park - Park Lighting	-	-	90,000	-	-	**90,000**
Eagle River Water Park - Slalom Gates	-	-	90,000	-	-	**90,000**
Eagle River Water Park - Public Art	-	-	40,000	-	-	**40,000**
Dog Park Improvements	-	-	45,000	-	-	**45,000**
Eagle River Water Park - Chambers Park Path Connection	-	-	-	350,000	-	**350,000**
Eagle River Water Park - Downtown Bridge	-	-	-	1,000,000	-	**1,000,000**
Eagle River Water Park - Shower Tower	-	-	-	-	100,000	**100,000**
Whiting Park - Pour-in-Place	-	-	-	-	100,000	**100,000**
Skateboard Park	-	-	-	-	500,000	**500,000**
Brush Creek Valley Ranch Improvements: Paved Recreation Path along Brush Creek Road	-	-	-	-	40,000	**40,000**
Sales Tax Capital Improvement Fund Total	**$ 212,000**	**$ 600,000**	**$ 820,000**	**$ 1,390,000**	**$ 755,000**	**$ 3,777,000**

Changes from the original CIP are highlighted in yellow

OPEN SPACE FUND BUDGET PROJECTIONS THROUGH 2025

		ACTUAL 2019	BUDGET 2020	ACTUAL 2020	*PROJECTION 2021*	*PROJECTION 2022*	*PROJECTION 2023*	*PROJECTION 2024*	*PROJECTION 2025*
FUND BALANCES (Beginning):									
COMMITTED FUND BALANCE		**$ 263,867**	**$ 276,844**	**$ 325,989**	**$ 362,444**	**$ 314,274**	**$ 290,053**	**$ 234,487**	**$ 8,947**
TOTAL FUND BALANCE (Beginning)		**$ 263,867**	**$ 276,844**	**$ 325,989**	**$ 362,444**	**$ 314,274**	**$ 290,053**	**$ 234,487**	**$ 8,947**
REVENUES									
81-430-10	Lodging Tax	$ 143,666	$ 143,820	$ 102,298	$ 190,000	$ 195,700	$ 201,571	$ 207,618	$ 213,847
81-430-15	Penalty & Interest	10	-	1,085	-	-	-	-	-
81-430-20	Interest on Investments	7,191	3,000	2,406	600	203	164	7	-
81-430-30	Usage Fees	-	-	-	-	-	-	-	-
81-433-00	Other Grants	-	-	-	10,000	-	-	-	-
81-433-00	Intergovernmental Contribution	-	-	7,662	-	-	-	-	-
81-436-70	Miscellaneous	1,000	-	500	-	-	-	-	-
81-437-10	Transfer from General Fund	-	-	-	150,000	-	-	-	-
	TOTAL REVENUES	**$ 151,867**	**$ 146,820**	**$ 113,951**	**$ 350,600**	**$ 195,903**	**$ 201,735**	**$ 207,625**	**$ 213,847**
TOTAL SOURCES		**$ 415,734**	**$ 423,664**	**$ 439,940**	**$ 713,044**	**$ 510,177**	**$ 491,788**	**$ 442,111**	**$ 222,794**
EXPENDITURES									
Operating Expenses		$ 89,745	$ 155,527	$ 67,496	$ 203,810	$ 190,124	$ 197,301	$ 203,164	$ 209,266
Capital Expenditures		-	50,000	10,000	194,960	30,000	60,000	230,000	100,000
	TOTAL EXPENDITURES	**$ 89,745**	**$ 205,527**	**$ 77,496**	**$ 398,770**	**$ 220,124**	**$ 257,301**	**$ 433,164**	**$ 309,266**
FUND BALANCES (Ending):									
COMMITTED FUND BALANCE		**$ 325,989**	**$ 218,137**	**$ 362,444**	**$ 314,274**	**$ 290,053**	**$ 234,487**	**$ 8,947**	**$ (86,472)**
TOTAL FUND BALANCE (Ending):		**$ 325,989**	**$ 218,137**	**$ 362,444**	**$ 314,274**	**$ 290,053**	**$ 234,487**	**$ 8,947**	**$ (86,472)**

Capital Improvement Plan Summary for 2021 - 2025

Department/Fund and Project	2021	2022	2023	2024	2025	TOTAL
Open Space Fund						
Haymaker II Trail - Brush Creek Valley Ranch	$ 10,000	$ -	$ -	$ -	$ -	**$ 10,000**
BMX Track Starting Gate	17,000	-	-	-	-	**17,000**
Abrams Creek Property - Trail Improvements	17,960	-	-	-	-	**17,960**
Added: Haymaker Trailhead Improvements	25,000	-	-	-	-	**25,000**
Added: Unidentified Projects	125,000	-	-	-	-	**125,000**
Children's Fishing Pond	-	10,000	-	-	-	**10,000**
Soft Path Trail Construction - East Eagle SRMA - Phase 1	-	20,000	-	-	-	**20,000**
Wayfinding Signage	-	-	10,000	-	-	**10,000**
Hardscrabble Mountain SRMA Trail Reroutes	-	-	15,000	-	-	**15,000**
Soft Path Trail Construction - East Eagle SRMA - Phase 2	-	-	25,000	-	-	**25,000**
Irrigation for the Haymaker Trail Descent	-	-	10,000	-	-	**10,000**
Soft Path Trail Construction - East Eagle SRMA - Phase 3	-	-	-	30,000	-	**30,000**
Bike Park Improvements/Dirt Jumps	-	-	-	200,000	-	**200,000**
Nature Center/Interpretive Cabin	-	-	-	-	100,000	**100,000**
Sales Tax Capital Improvement Fund Total	**$ 194,960**	**$ 30,000**	**$ 60,000**	**$ 230,000**	**$ 100,000**	**$ 614,960**

Added from Original 2021-2025 CIP

Fund	Project Name	2021 Budget	Status	Schedule
Projects Progressing in 2021				
B&G-Building Maintenance Study	Building Maintenance Study	$ 60,000.00	RFP in development	Issue RFP in 2021
B&G-Repair & Maintenance Services	Pathway Maintenance	$ 38,127.00		
Capital	Art Wall/Gateway Landscape	$100,000	Wall option costs in hand, landscape design proposal in hand	June 2022
Capital	Town Park Pea Gravel Replacement	$ 11,000.00		Complete
Capital	Town Hall Exterior Wall	$ 40,000.00	Caselton Masonry has looked at it and gave us a proposal	2021
Capital	Town Hall RTU	$ 45,000.00	Contract awarded	2021
Sales Tax CIP	River Park dumpster enclosure	$12,000	Contract awarded	2021
Sales Tax CIP	River Park Wetland Plantings	$15,000	Contract awarded	2021
Sales Tax CIP	River Park Beach Sand	$50,000	Contract awarded	2021
Sales Tax CIP	River Park Rapid Blocs	$35,000	In Progress	2021
Sales Tax CIP	Brush Creek Park playground replacement design	$ 100,000.00	RFP to be developed	Design in 2021. Construct 2022 pending GOCO grant award.
Streets-Street Resurfacing	Street Resurfacing	$ 600,000.00	Proposals received for 40% of budget	2021
Wastewater-Capital	Fix WW Truss Pipe in System	$ 155,000.00	TBD	2021
Water-Capital	UBWTP Bathroom	$ 30,000.00	Architectural proposal in hand	Complete design and permitting in 2021, construction to follow.
Water-Capital	UBWTP Valve Replacement	$ 75,000.00	TBD	2021
Water-Capital	LBWTP Construction	$ 1,000,000.00	2021 fall completion	2021

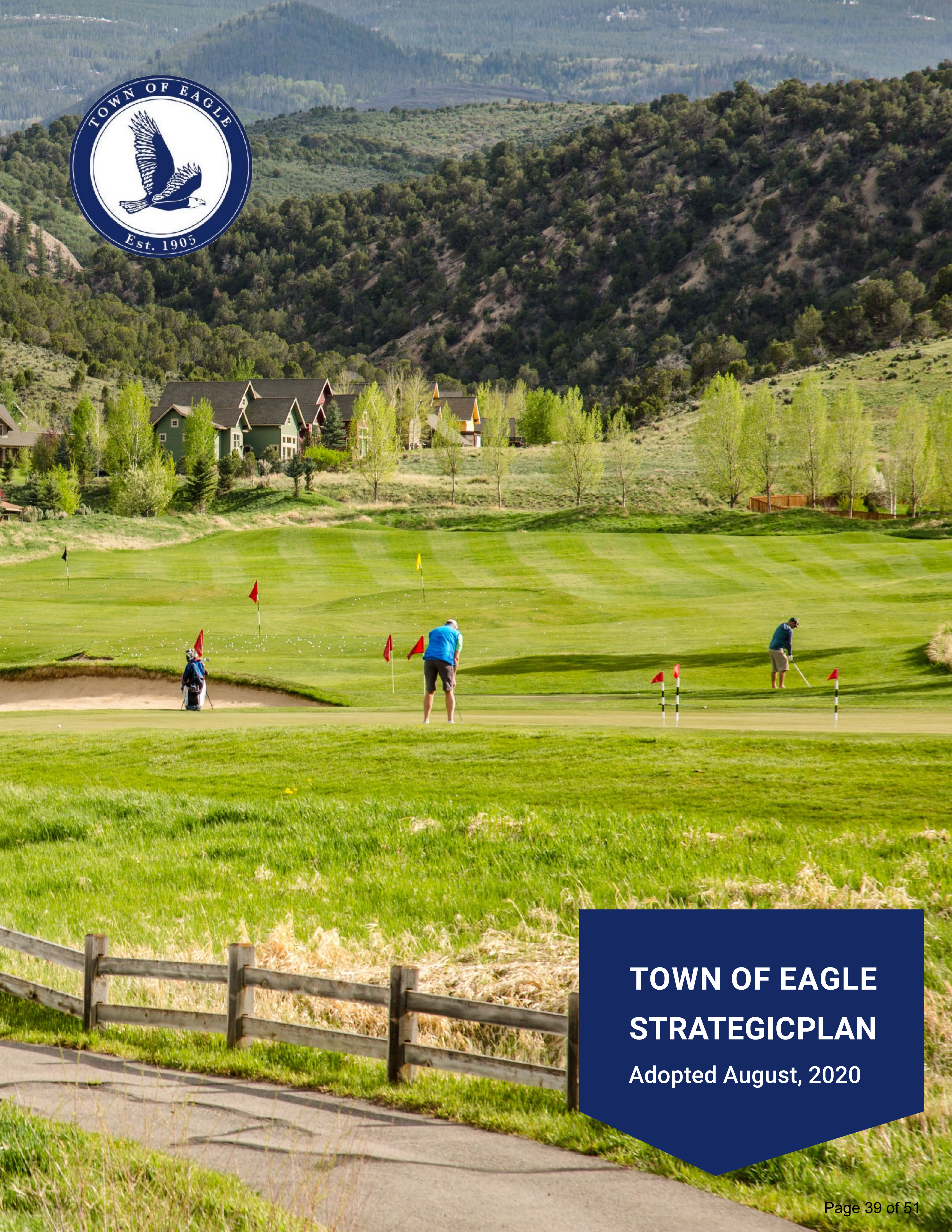
Water-Capital	Communications Tower - Cemetery Tank	$ 100,000.00	Mott MacDonald designing	2020 Design/1041, 2022 construct
Water-Capital	Cemetery Tank	$ 2,200,000.00	Mott MacDonald designing	2021 Design/1041, 2022 construct
Water-Capital	Water Tank Fencing	$ 75,000.00	Contract awarded	2021
Water-Capital	Water Fill Station	$ 60,000.00	Contract for fill station executed, need to contract for site prep and installation	2021
Open Space-Capital	Abrams Creek Property Trail Improvements	$ 17,960.00	In progress	2021
Open Space-Pool & Ice Campus Improvements	BMX Starting Gate	$ 17,000.00	In progress	2021

Projects That May Not Progress in 2021

Capital	Sidewalk, trees, etc: Highway 6 to 2nd	$ 150,000.00	Issue design RFP in 2021	Design in 2021, construct 2022
Capital	Sidewalk, trees, etc: Capitol Street between 2nd & 5th	$ 200,000.00	Issue design RFP in 2021	Design in 2021, construct 2022
Wastewater-Capital	Howard Street Sanitary Sewer Main. 4th Street south	$ 50,000.00	Issue design RFP in 2021	Design in 2021, construct 2022
Wastewater-Capital	Capitol Street Sanitary Sewer Main: 5th to 6th	$ 5,000.00	TBD	Spring 2021
Water-Capital	Water Line: Howard (2nd-6th)	$ 100,000.00	Issue design RFP in 2021	Design in 2021, construct 2022
Water-Capital	UBWTP Filter Train Electric Valves	$ 85,000.00	TBD	2021
Water-Capital	Capitol Street Waterline: 5th-6th (clean up)	$ 5,000.00	TBD	Spring 2021
Water-Capital	Generator on Trailer	$ 100,000.00	Need to prepare RFP	2021
Water-Capital	Water Line Distribution: Capitol-2nd	$ 932,523.00	Issue design RFP in 2021	Design in 2021, construct 2022

Projects NOT Progressing in 2021

Capital	Public Art by Alpine Lumber Building	$ 25,000.00	In Progress	Scheduled completion in 2022
Capital	Studio floor repair	$ -	TBD	TBD
Capital	Sylvan Lake Road and Capitol St. Refuge Island-Flashing Lights	$ 85,000.00	TBD	TBD
Capital	Public Works PV Solar	$ 178,492.00	TBD	TBD
Sales Tax CIP	River Park Air Compressor	$5,000	In Progress	2021
Wastewater-Capital	WW Main Under Eagle River from Fairgrounds	$ 25,000.00	TBD	TBD
Water-Capital	Fairgrounds water main Loop	$ 200,000.00	TBD	2023
Water-Capital	Eby Creek PRV	$ 40,000.00	TBD	TBD
Open Space-Capital	Haymaker II Trail - Brush Creek Valley Ranch	$ 10,000.00	Canceled	
Water-Capital	Communications Tower - Upper Kaibab & additional site	$ 100,000.00	TBD	TBD



TOWN OF EAGLE STRATEGICPLAN

Adopted August, 2020

AB0UT THE TOWN OF EAGLE

The Community - Located on the western slope of the Rockies, halfway between Denver and Grand Junction, the Town of Eagle has a population of approximately 6,600 and is one of Colorado's best kept secrets. Eagle offers access to epic mountain biking, trail running and hiking, golf, kayaking, snowmobiling, hunting, and gold-medal fly fishing. In addition to a variety of public parks, there are over 1,000 acres of town owned public open space. Located a short drive from Vail and Beaver Creek, residents also enjoy world-class amenities provided by these resorts. The Eagle County Regional Airport is located just five miles west of Town and serves both commercial and private aviation. Eagle is a thriving community and is a great place to live, work, and visit.

Eagle, the county seat, is a traditional town with a main street lined with shops and cafes. Eagle boasts a variety of great neighborhoods, excellent parks, over 100 miles of single-track trails, concerts in the park, an Arnold Palmer golf course, a county-fair venue, and a variety of restaurants. The community has an authentic western flavor and friendly vibe, attracting top notch events and outdoor adventurers. Its population includes a variety of age groups and income levels. Eagle enjoys a mountain climate with warm dry summers and moderate winters. Average temperatures range from 35 degrees in January and highs up to 85 in July. Typical snowfall is 10-12 inches per month in December through April, yet Eagle boasts over 290 days of sunshine per year.

The Town's Organization - Established in 1887, incorporated in 1905, the Town of Eagle became the County seat in 1921 and adopted a home rule charter in 2020. The Town is a council-manager form of government led by a 7-member Town Council elected for four-year terms. The Town Council appoints the Town Manager, Town Attorney, and Municipal Court Judge. The Town has a staff of approximately 50 dedicated employees with an average longevity of 10 years. Eagle provides a full range of services including police protection, water and wastewater services, street and parks maintenance, community and economic development, and events planning. Fire service is provided by the Greater Eagle Fire Protection District.

The mayor, Town council members, and employees are committed to maintaining and enhancing the quality of life for everyone in the community. The following Strategic Plan reaffirms the values of the Town and outlines the major objectives designed to guide Eagle's future.

PURPOSE OF THE TOWN'S STRATEGIC PLAN

This Strategic Plan has been updated for the community of Eagle by the Town Council and staff during an annual retreat. It establishes a common language and proposes strategies designed to ensure a bright future for Eagle. Specifically, this Plan creates the following outcomes:

- Establishes a 5-year planning horizon, and provides the basis for an ongoing dialogue between the staff, Council, and the community regarding the direction of the Town and specific objectives
- Considers the major challenges and opportunities likely to arise during the planning horizon and proposes specific objectives to address these challenges
- Increases confidence among Eagle's Town Council, community leaders, and residents that the Town is appropriately addressing, opportunities, future risks, and needed investments
- Ensures that proposed strategies and activities are consistent with the Town's mission and values, especially the commitment to enhance quality of life
- Provides sufficient information to allow the Town's staff to develop more specific actions and tasks, and ultimately fulfill Eagle's Vision for the future

It is important to emphasize that this Strategic Plan does not approve or communicate final policy decisions on specific issues or objectives. Rather, it provides a framework for an ongoing dialogue about maintaining and enhancing the quality of life in Eagle. Each of the Major Objectives in this Plan will require additional collaboration by the Town's staff, advice from experts, and input from the community before the Town Council makes final policy or investment decisions. The Town will provide ample opportunities for citizens to be engaged as specific issues are addressed.

ELEMENTS OF THE STRATEGIC PLAN

FOUNDATION

The Town's Vision, Mission and Values establish a foundation for meeting the needs of the community, and defining how the staff of the Town will conduct business.

GUIDING PRINCIPLES

The Town's Guiding Principles describe specific commitments to protect the interests of the residents and businesses in Eagle. These Principles provide the framework for identifying more explicit standards and for engaging with the community on important issues.

MAJOR OBJECTIVES

The Major Objectives outlined in this plan identify significant challenges, opportunities, or investments likely to arise during the planning horizon. In general, these objectives do not address tasks associated with normal daily operations. The information provided in each objective is designed to provide a foundation for future collaborations between the Town Council, staff, community leaders, and the residents of Eagle. These collaborations will likely result in one or more policy decisions by the Town Council to address the stated problem or opportunity.

The Implementation Plan is a separate document, created by staff and approved by the Town Council that captures the strategies and tactics used to accomplish the Major Objectives. The Implementation Plan is consistently updated and the results are captured and reported back to the Town Council. Each implementation step has been linked to the Major Objectives and the Guiding Principles as well as to the Mission and Vision of the Town of Eagle.

FOUNDATION

VISION

The Town of Eagle is a vibrant mountain community that is diverse, inclusive, and unique.

MISSION

Maintain and enhance the quality of life for everyone in our community.

VALUES

We are guided in our daily decisions and activities by these values:

Integrity
We are open, honest, and ethical in all our communications and actions.

Respect
We thoughtfully consider each other's differences and opinions.

Commitment
We give our individual best to get the job done right.

Responsibility
We are accountable for our behaviors, action, and use of public resources.

Collaboration
We listen and openly share our ideas to achieve better decisions and outcomes.

Leadership
We are proactive in advancing the interests of our communities.

GUIDING PRINCIPLES

Guiding Principles describe the Town's commitments to advance the interests of Eagle's residents and businesses. The Town's Guiding Principles establish a framework for developing more detailed standards, assessing risks, identifying issues, and evaluating and implementing solutions. These Guiding Principles also enable the Town to clearly communicate the value of its activities and proposed investments. In addition to the Mission Statement, the Town's commitments to provide value are as follows:

- Proactive Economic Development
- Progressive Community Based Law Enforcement
- Protecting Public Health, Safety, and the Environment
- Reliable and Cost Effective Services
- Sound Planning and Appropriate Investment
- Sustainable Finances and Increasing Efficiency
- Transparency and Community Engagement

The following narrative provides more information on the Town's Guiding Principles and articulates some of the Town's specific standards

Appropriate Investment

Providing reliable services requires funding that covers today's financial needs and supports investments in the Town's vision for the future. The Town must also invest in a highly effective, motivated, and well-trained workforce.

Proactive Economic Development

Eagle's economy is the engine for quality of life. Eagle is fortunate to have a variety of natural and developed assets, including its location on Interstate 70, proximity to world class ski resorts and the regional airport, and access to multiple outdoor activities, including hiking, mountain biking, fishing, river rafting, kayaking, snowmobiling, and hunting.

Progressive Community Based Law Enforcement

The Town of Eagle Police Department is defined by transparency, community building, and adaptability. Utilizing a community policing approach as its baseline, the department is committed to evolving thoughtfully to respond to the needs of Eagle and its visitors with a progressive, and sometimes non-traditional approach to law enforcement.

Protecting Public Health, Safety, and the Environment

The Town is committed to protecting the well-being of the community. This means supporting dynamic and diverse neighborhoods, and maintaining a strong framework for business opportunities, being good stewards of the environment.

Reliable and Cost-Effective Services

A key responsibility for the Town is to provide essential services, whether it be reliable water and sewer services, trash and recycling services, or support with respect to permitting, zoning, planning, and other basic needs. Meeting the needs of customers also requires that the Town adopt standards of service that make it easy for people to do business with the Town.

Sound Planning

The foundation for providing reliable services and quality of life is planning. The Town focuses on adequate resources, reliable infrastructure, compliance with regulations, and a local economy that supports a high quality of life for Eagle residents.

Sustainable Finances and Increasing Efficiency

The Town's financial capabilities and standards ensure that it has the financial strength and resources to provide the reliable and high-quality services that residents expect. The Town's finances must be resilient to economic downturns, cover the full cost of operations, provide adequate funding to maintain financial reserves, and support capital investment.

Transparency and Community Engagement:

By providing easy access to information and timely responses to customer inquiries, the Town creates an environment that fosters public trust and allows Eagle's residents and business owners to understand the Town's values, priorities and strategic plans. The Town is committed to maintaining an ongoing, meaningful, and substantive dialogue with the community that is based on clearly defined standards and compelling arguments for proposed policies and investments.

MAJOR OBJECTIVES

Eagle's Strategic Plan employs several criteria for assessing future challenges and opportunities. These criteria include the following:

- Ensuring that the Town is adhering to its mission statement and aggressively pursuing its vision
- Continuing to enhance the Town's workforce and performance
- Anticipating and planning for changes in regulations or legal requirements
- Responding to economic trends and evolving needs of Eagle's residents and businesses

Based on the criteria above, the Town has developed a series of Major Objectives. The following Major Objectives describe the most significant areas, challenges, and opportunities likely to come before Eagle's Town Council within a 5-year planning horizon. As stated above, they do not represent final decisions by the staff or Town Council, rather they provide enough detail for the Town's staff to develop specific action steps, continue clarifying the issues, collaborate with experts, and inform the public. Each Major Objective adheres to Guiding Principles and is designed to align with the Town's vision and mission statement, which is to maintain and enhance the quality of life for everyone in Eagle. These objectives and associated activities may have implications well beyond the planning horizon, consistent with the need to have a long-term view. The following Major Objectives address these fundamental realities in an integrated manner. They are listed in alphabetical order, as they are all equally important to the community.

MAJOR OBJECTIVES

STIMULATE ECONOMIC VITALITY AND DEVELOPMENT

The Town focuses on development that follows the Elevate Eagle Comprehensive Plan to ensure results that maximize the economic benefits. The economic impact of visitors and business investments result in positive benefits in terms of amenities, job creation, increases in wages, infrastructure and the overall quality of life.

IMPROVE COMMUNITY RESPONSIVE SERVICES

The Town is adopting policies and regulations to be responsive to changes in the business environment, which will encourage thoughtful growth and development. Community interaction and engagement will inform decision making by the Town Council.

MATCH INFRASTRUCTURE TO QUALITY OF LIFE

The Town is investing in and implementing infrastructure improvements that increase the high quality of life and vibrant economy without creating an undue burden on the residents of the Town.

ATTRACT VISITORS

The Town is capitalizing on the unique heritage and outdoor amenities to attract visitors to Eagle. Proximity to I 70 and regional airports along with special events will encourage a wide and diverse range of tourists, bringing an investment which will improve the economy and quality of life for everyone.

FOCUS ON RECREATION, EVENTS AND OPEN SPACE

The Town of Eagle is a destination for outdoor recreation, and residents and visitors participate in a wide range of opportunities and activities. Open space and community buffers will continue to promote a high quality of life and the unique location that is a strong value for the community.

STRENGTHEN TOWN ORGANIZATION AND CULTURE

The Town staff is highly competent, empowered, motivated and collaborative and enjoy working with and for the Town of Eagle. The Town develops this potential by creating a work culture that is inclusive, respects employees, and values contributions at all levels. Training, benefits and pay are competitive and result in attraction and retention of a high quality workforce.

ENHANCE THE ECONOMIC RESILIENCY OF THE TOWN GOVERNMENT

The Town is fiscally responsible, and revenues received are balanced against current and future needs of the community. Diversified sources of revenue are allocated to provide a high quality of life while ensuring ongoing maintenance and operation of current amenities.

INVEST IN ENVIRONMENTAL AND ENERGY SUSTAINABILITY

The Town is focused on environmental impacts of decision making and will ensure that projects and policies reflect a focus on improving and sustaining natural resources for future generations.

DIVERSIFY THE ATTAINABLE HOUSING STOCK

The Town creates opportunities for a diversified, attainable housing stock for a variety of rental and purchase options.

STRATEGIC GOALS

Stimulate Economic Vitality and Development

- Support a Business Improvement District or similar approach
- Continue to create opportunities on Highway 6
- Develop a comprehensive strategy for economic vitality

Improve Community Responsive Services

- Revise the existing code
- Review policies and identify areas to simply for administrative approval
- Adopt zoning or overlay districts that are designed to achieve this outcome

Match Infrastructure to Quality of Life

- Develop and implement broadband solutions
- Implement a system for reporting maintenance issues
- Evaluate impact fees throughout the Town
- Adopt a multi-modal transportation plan

Attract Visitors

- Develop the Eagle Brand
- Fund a Wayfinding, Gateway and Entry Signage Plan
- Collaborate with regional tourism & marketing efforts

Focus on Recreation, Events and Open Space

- Adopt a Capital Improvement Plan for open space & parks
- Identify a sustainable revenue source for open space
- Support culturally diverse events in the community

Strengthen Town Organization and Culture

- Build capacity of existing staff through strategic investments
- Establish and fund competitive salary and benefits plan
- Invest in technology and systems to improve performance

Enhance the Economic Resiliency of the Town Government

- Adopt policies to ensure value of real property in Town
- Identify partners for revenue sharing
- Identify and implement diverse revenue streams

Invest in Environmental and Energy Sustainability

- Research the feasibility of a new electric utility
- Set goals for energy reduction for Town or community
- Adopt a philosophy and principles for sustainability

Diversify the Attainable Housing Stock

- Develop a strategy for housing
- Collaborate on solutions in the West Eagle Area
- Revise the inclusionary zoning standards to be more specific

CONCLUDING REMARKS

The execution of this plan will begin by assigning the Town staff to research each of the Major Objectives and create specific action steps and implementation items. The staff will return to the Town Council to offer recommendations, present updates, and continue to discuss the Strategic Plan. The financial implications of implementing the Major Objectives will be reflected in specific policy proposals, discussions with the community during outreach efforts, and included in the Town's operating and capital budgets. In addition, as important policy issues come before the Town Council, the supporting information provided by the staff will reference the relevant Major Objective from this Strategic Plan.

The Town is committed to ensuring that the implementation of this plan reflects the mission, vision, and values of the Town as defined by the staff, the Town Council, community leaders, and members of the public who choose to provide input. If at any time the Town's staff or Town Council feel that this Plan is at odds with prevailing sentiments in the community, then the Plan will be altered accordingly. The Town anticipates this Plan will be subjected to a formal update in 2-3 years. This will not be a re-creation of the plan, but an update that reflects progress, new insights, and feedback received during outreach efforts.

For more information about this plan, please visit the Town of Eagle website at www.townofeagle.org or contact the Town Manager at

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Strategic Plan Progress Report

Strategic Goals

Key:

Number	Strategic Objective
1	Stimulate Economic Vitality and Development
2	Improve Community Responsive Services
3	Match Infrastructure to Quality of Life
4	Attract Visitors
5	Focus on Recreation, Events and Open Space
6	Strengthen Town Organization and Culture
7	Enhance the Economic Resiliency of the Town Government
8	Invest in Environmental and Energy Sustainability
9	Diversify the Attainable Housing Stock

Major Objective #	Strategic Goals (28 Total, 14 in Progress, 1 Completed, 13 Not Started)	Status	Narrative
1	Support a Business Improvement District or similar approach	Completed	DDA approval in 2020.
1	Continue to create opportunities on Highway 6	In Progress	Initiated corridor plan in 2020.
1	Develop a comprehensive strategy for economic vitality	Not Started	EVC approved moving forward with a plan in 2022.
2	Revise existing code	In Progress	Project kickoff is planned this summer.
2	Review policies and identify areas to simplify for administrative approval	In Progress	Created policies to delegate council review of marijuana license renewals in 2021.
2	Adopt zoning or overlay districts that are designed to achieve this outcome	Not Started	
3	Develop and implement broadband solutions	In Progress	Finished meet me center construction, will provide service to Eagle County, and will complete a fiber run down Chambers Ave. Municipal broadband funding package review in July 2021.
3	Implement a system for reporting maintenance issues	Not Started	

3	Evaluate impact fees throughout the Town	In Progress	Initiated parking fee in lieu nexus study in 2021.
3	Adopt a multi-modal transportation plan	In Progress	Part of the Highway 6 Corridor Study.
4	Develop the Eagle Brand	Not Started	
4	Fund a Wayfinding, Gateway and Entry Signage Plan	Not Started	
4	Collaborate with regional tourism and marketing efforts	Not Started	
5	Adopt a Capital Improvement Plan for open space and parks	In Progress	Awarded contract for the Open Space and Trails Master Plan. Town wide CIP RFP will be published in 2021.
5	Identify a sustainable revenue source for open space	In Progress	Increased lodging tax in 2020. More funding is still required to maintain open space and trails.
5	Support culturally diverse events in the community	In Progress	Successful RFP for events in the River Park. Will plan to expand on this approach in 2022 now that events are more predictable.
6	Build capacity of existing staff through strategic investments	In Progress	Expanded staffing capacity in 2021 in Community Development, Public Works and IT.
6	Establish and fund competitive salary and benefits plan	In Progress	Expanded benefits in 2021. Completed several market adjustments and continue to offer competitive wage increases.
6	Invest in technology and systems to improve performance	In Progress	Implementing facility rental and HR software in 2021.
7	Adopt policies to ensure value of real property in Town	Not Started	
7	Identify partners for revenue sharing	Not Started	
7	Identify and implement diverse revenue streams	In Progress	Increased lodging revenues and sales tax by passing a tobacco tax.
8	Research the feasibility of a new electric utility	Not Started	
8	Set goals for energy reduction for Town or community	Not Started	
8	Adopt a philosophy and principles for sustainability	Not Started	
9	Develop a strategy for housing	Not Started	
9	Collaborate on solutions in the West Eagle area	In Progress	RFQ was completed seeking a developer in 2021.
9	Revise the inclusionary zoning standards to be more specific	Not Started	