



Town Board of Trustees
AMENDED AGENDA
Tuesday, January 28, 2020
Public Meeting Room / Eagle Town Hall
200 Broadway Eagle, CO

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

CALL TO ORDER - 6:00 PM

ROLL CALL - 6:05 PM

ADOPTION OF AGENDA - 6:05 PM *Opportunity for amendment or deletions to this evenings agenda.*

PUBLIC COMMENT - 6:05 PM *Citizens are invited to comment on any item not on the Agenda subject to a public hearing. Please limit your comments to five (5) minutes per person per topic unless arrangements have been made for a presentation with the Town Clerk. Those who are speaking are requested to sign in.*

PRESENTATIONS - 6:10 PM *Presentations are limited to 5 minutes. Invited presentations are limited to 10 minutes if prior arrangements are made with the Town Clerk.*

1. Proclamation, Rosie Shearwood Day
2. One Book One Valley Proclamation 2020
3. CenturyLink Update, Tim Kunkleman

CONSENT AGENDA - 6:20 PM *Consent agenda items are routine Town business, items which have received clear direction previously from the board, final land use file documents after the public hearing has been closed, or which do not require board deliberation. (5 Minutes)*

1. Minutes - January 14, 2020

EXECUTIVE SESSION - 6:25 PM

1. Executive Session to hold a conference with the Town's attorney to receive legal advice on specific legal questions, pursuant to C.R.S. § 24-6-402(4)(b) and to determine positions relative to matters that may be subject to negotiations, develop a strategy for negotiations, and/or instruct negotiators, pursuant to C.R.S. § 24-6-402(4)(e) as it relates to settlement agreement offer from Abrika Properties in their water court Case No. 18CW3192.

STAFF REPORTS - 6:45 PM *The Town Manager and Department Staff prepare and provide internal updates to the Board.*

1. Town Manager Update

BUSINESS ITEMS - 6:50 PM *Items and / or Public Hearings are listed under Business may be old or new and may require review or action by the Board.*

1. Mountain Recreation Tap Fee Waiver Request, Janet Bartnik
2. Lower Basin Water Treatment Plant - Change Order No. 10 *(Roll Call Vote)*
3. Resolution 02, Series 2020, A Resolution of the Board of Trustees of the Town of Eagle, Colorado Supporting the DCI Community Assessment for the Town of Eagle
4. Resolution 04, Series 2020, A Resolution of the Town Board of Trustees of the Town of Eagle, Colorado Submitting the Proposed Home Rule Charter to the Registered Electors of the Town at the Regular Municipal Election to Be Held On April 7, 2020 and Setting the Ballot Title
5. Resolution 05, Series 2020 A Resolution of the Board of Trustees of the Town of Eagle, Colorado Submitting a Ballot Issue to the Registered Electors of the Town of Eagle at the April 7, 2020 Regular Election to Impose a Special Sales Tax on Cigarettes, Tobacco Products and Nicotine Products
6. Resolution 06, Series 2020 A Resolution of the Board of Trustees of the Town of Eagle, Colorado Approving an Intergovernmental Agreement with the Eagle County Housing and Development Authority for Affordable Housing Services
7. Resolution 07, Series 2020 A Resolution of the Board of Trustees of the Town of Eagle, Colorado Accepting the Improvements Installed at the Eagle Library and Reducing the Performance Guarantee
8. PUBLIC HEARING: 422 McIntire Eagle Auto Consignment Special Use Permit; Land Use File#SU19-05
 - a. Resolution 08, Series 2020, A Resolution of the Board of Trustees of the Town of Eagle, Colorado Approving a Special Use Permit for Eagle Auto Consignment
9. PUBLIC HEARING: 770 Castle Drive Talley Subdivision; Land Use File#MS19-02
 - a. Resolution 09, Series 2020, A Resolution of the Board of Trustees of the Town of Eagle, Colorado Approving a Final Plat for the Talley Subdivision A Re-subdivision of Lot 1 of the Callicrate Subdivision, Pursuant to Chapter 4.12.06 of the Eagle Municipal Code.
10. Revision of the Holy Cross Energy Franchise Agreement
11. Certify the 2020 Budget to send to the State by January 31, 2020
12. Personnel Request, Permit Technician
13. Recreation Retail Marijuana Licensing Expansion Proposal

BOARD DISCUSSION AND FUTURE AGENDA ITEMS - 8:30 PM

1. BOT Policy Document

ADJOURN - 8:45 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



**PROCLAMATION
ROSIE SHEARWOOD DAY
TOWN OF EAGLE**

Whereas, the Town of Eagle places great value in and has respect for the natural environment of its location in the lower Brush Creek valley and the Eagle River valley at the confluence of these two waterways, and

Whereas, Rosie Shearwood, a resident of the Brush Creek valley since 1969, was a passionate and thoughtful advocate for preservation of the beauty of the valley, and

Whereas, Rosie was a tireless voice in maintaining natural spaces for the valley's wild animals, and

Whereas, Rosie was a founding member of a grassroots group of concerned valley residents formed in the 1970s in opposition to the Adams Rib Ski Area, and

Whereas, that opposition led to the abandonment of the ski area proposal and eventually to the acquisition of the private land along East and West Brush Creeks, significantly expanding Sylvan Lake State Park, and

Whereas, Rosie remained steadfast in her support for open space preservation including the recent county acquisition of the Brush Creek Ranch and Open Space adjacent to the Town's southeastern boundary, and

Whereas, the Town of Eagle in 2017 selected Rosie to receive its annual Community Impact Award for all of these same reasons, and

Whereas, the Town of Eagle recognizes it has lost an extraordinary member of the community, but one that has left an equally extraordinary legacy.

Now, therefore, the Board of Trustees of the Town of Eagle proclaims August 4, Rosie's birthday, this year and in the years to follow, as Rosie Shearwood Day, and asks its community members to take time on this day and every day to reflect on and be mindful of the history, beauty, and character of the Brush Creek valley, as Rosie has done for the last half century.

So proclaimed, Tuesday, January 28, 2020, by the Town of Eagle Board of Trustees.

TOWN OF EAGLE, TOWN BOARD OF TRUSTEES

Anne McKibbin, Mayor

Kevin Brubeck, Mayor Pro Tem

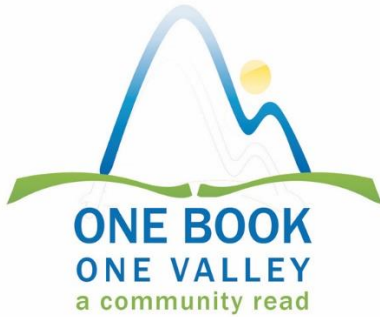
Paul Witt, Trustee

Scott Turnipseed, Trustee

Mikel "Pappy" Kerst, Trustee

Matt Solomon, Trustee

Andy Jessen, Trustee



Official Proclamation

ONE BOOK ONE VALLEY, 2020

A valley-wide Community Read sponsored by the
Towns of Avon, Eagle, Gypsum, Minturn,
Red Cliff and Vail

WHEREAS, Community Read programs have united and uplifted hundreds of cities and principalities throughout the United States of America; and,

WHEREAS, the book “I Am Not Your Perfect Mexican Daughter” by Erika L. Sanchez (poet, novelist, and essayist) was published in 2017 and is now available in paperback, Spanish, eBook & eAudiobook formats. This book is a thought-provoking coming-of-age story about identity, family, poverty, and secrets, featuring a strong female protagonist, a plot packed with mystery, and a humorous voice that addresses stereotypes and defies expectations; and,

WHEREAS, this Eagle Valley Community Read will feature book talks & classroom discussions, and special related events such as a Millennial Loteria Night & a Frida Kahlo Portrait event hosted by the partnering organizations and a special Guest Appearance by the author; and,

WHEREAS, the Vail Public Library, in collaboration with the Bookworm of Edwards, Colorado Mountain College, Battle Mountain High School, Eagle Valley High School and Vail Mountain School have resolved to bring this valley-wide Community Read program to the citizens of Eagle County; and,

WHEREAS, the One Book One Valley initiative will encourage literacy and shared enjoyment of reading throughout Eagle County,

NOW, THEREFORE, we, the Eagle Town Board, do hereby promote the One Book One Valley initiative and officially announce and promote the novel “I Am Not Your Perfect Mexican Daughter” to all Eagle County residents for their enjoyment and the enjoyment of all.



**Town Board of Trustees
MEETING MINUTES
Tuesday, January 14, 2020
Public Meeting Room / Eagle Town Hall
200 Broadway Eagle, CO**

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CALL TO ORDER - 6:00 PM

Mayor McKibbin called the meeting to order at 6:00

ROLL CALL - 6:05 PM

TRUSTEES PRESENT

Anne McKibbin, Kevin Brubeck, Matt Solomon, Andy
Jessen, Mikel, Kerst, Scott Turnipseed, Paul Witt

STAFF

Brandy Reitter, Town Manager
Matt Mire, Town Attorney
Bill Shrum, Assistant to the Town Manager
Jenny Rakow, Town Clerk
April Kroner, Town Planner/Comm Dev Director
Jill Kane, Finance Director/Treasurer
Bryon McGinnis, Public Works Director
Joey Stauffer, Police Chief
Thomas Rich, Sergeant
Deron Dirksen, Utility Manager
Lynette Horan, Human Resources Manager

ADOPTION OF AGENDA - 6:05 PM

There were no changes to the amended agenda.

PUBLIC COMMENT - 6:10 PM

Brian Aberle - 43 Pats Circle. Informed the Town Board of a post office updated policy regarding mailing addresses and using the "x PO BOX" after the physical address to ensure packages can be delivered either to the home address if UPS or FedEx can also be delivered to a resident's post office box. The post office is informing customers they will not allow this anymore. Requested support from the Town Board on this issue. Mayor McKibbin offered to provide contact information of congressional delegates that have been working on post office issues in our area.

Trustee Witt stated that we lost a community icon this past week. Rosie Shearwood was a champion of our community for many years. Wanted to find a way for the town to thank her and express appreciation to her family and friends. A moment of silence was held for Rosie.

PRESENTATIONS - 6:10 PM

1. Proposed Home Rule Charter, Brent McFall, Chair of Home Rule Charter Commission

Brent McFall - 703 Founders Ave. Chair of the home rule charter commission. Brent provided an update on the commission's efforts and highlighted areas of the charter for the Board. Next steps are to finalize the charter after the next two public hearings and request the Board place the Charter on the April 2020 ballot. Brent thanked members and staff for their work.

Attorney Mire encouraged any Town Board members to attend the commission public hearings to provide feedback and input.

2. Eagle Municipal Court Update/Check In, Judge Erik Johnson

Municipal Court Judge Erik Johnson updated the Board on municipal court goals and processes.

3. Painted Intersection Pilot, Greg and Kari McDowell

Greg and Kari Schroeder from McDowell Engineering presented their pilot program for a painted intersection. The intent is to involve the community and address safety issues near school zones. An analysis was done and is proposed to be done after the project to determine changes in driver behavior at the intersection. Greg and Kari offered to sponsor the project and review in one year with the Board on continuing and/or expanding. The school district and residents of the Bluff's neighborhood are in support of the project. The request is work with staff to start working on the project. Staff addressed street closures and general support of the pilot as a community enhancement.

Board Comments: inquired on how the project accomplishes traffic calming. Awareness of the school zone area in general is what brings positive results in other communities. Support of the Schroeder's on sponsoring the project and willingness to try the pilot for one year and evaluate again.

MOTION: Trustee Matt Solomon motioned to direct staff to work with McDowell Engineering on the painted intersection pilot program as presented. Motion was seconded and Passed with a vote of 7 in favor and 0 opposed.

CONSENT AGENDA - 6:50 PM

Board Comments: Inquiry on the Board budget. Information provided shows year to date actuals for 2020 and 2019 expenditures are in the general government budget. Going forward Board budget will be separated as requested.

Inquiry on electronic notices of meetings. Attorney Mire stated this is the minimum requirement and notices can be posted in addition to this requirement as needed.

Inquiry on payments to Optimum Events and Further Faster Media. Inquiry on CenturyLink allocation and confirmation from staff those invoices will be reduced after THOR is activated.

MOTION: Trustee Paul Witt motioned to approve the Consent Agenda. Motion was seconded and Passed with a vote of 7 in favor and 0 opposed.

1. Minutes - December 10, 2019

2. Bill Pay - December 2019
3. Resolution 01, Series 2020, "A Resolution Designating the Place for Posting of Notices of Meetings for the Boards and Commissions of the Town of Eagle."
4. Ordinance 02, Series 2020, "An Ordinance of The Board of Trustees of The Town of Eagle, Colorado Amending Section 9.15.110 of The Eagle Municipal Code Concerning The Definitions of Open And Public Use of Marijuana."

STAFF REPORTS - 6:55 PM

1. Town Manager Update

Brandy provided highlights of her report.

Board Comments: discussion on revenue increase in 2019. Staff provided additional revenues and expenditures will be coming in and Board will be provided with updated year end reports. Excess revenues are generally made available to transfer to the capital improvement funds.

- a. Quarterly Financial Update 2019

2. Department Update

Board Comments: Erin Ivie leaving the police department and moving to Director position with Speak Up Reach Out, sad to see her leave and appreciation for work she did for the Town. Congratulations to April on moving to Eagle. Inquiry on past due amounts in Municipal Court. Jenny Rakow provided the bulk of those being old cases sent to collections once we secured the contract to do so. Current collections and payments appear to be up.

3. Lower Basin Water Treatment Plant Update, MWH Constructors

BUSINESS ITEMS - 7:10 PM

1. Lower Basin Water Treatment Plant, MWH Constructors and SGM - Contract schedule and financial discussion

Bryon McGinnis - Both MWH Constructors and SGM are here to update the Board on the current schedule and budget for the lower basin water treatment plant.

Cliff Bjorgum and Mike Harmon from MWH provided the Board with the current proposed schedule to completion. The schedule is currently estimated to be seven months behind schedule with substantial completion in February 2021 and final payment in April 2021.

Board Discussion: confirmation that there is agreement on weather days. Staff provided that there is an agreement. Amendments to the contract will be brought to the Board for approval on January 28th. Communication on weather days will be a priority. Cliff Bjorgum will be providing personal updates to the Board and is proposing those quarterly, but will be available as requested.

Warren Swanson from SGM provided the Board with an update on the budget and reviewed the construction contract, engineering services contract, and the overall construction project. MWH has been given changes. What is being presented tonight is a realistic estimate for completion.

Board Comments: Inquiry on the added costs for the sewer line relocation. Staff provided additional information on the added cost was to reduce future cost on upgrading the line. Chose to replace and relocate during this project for long term solution rather than postponing it. This also tied in with another sewer project on Violet Lane that was separately budgeted. Inquiry on project completeness, Warren felt it was at 60% and that the contingency and remaining budget that was financed with the SRF Loan would be enough to cover this project. Board requested to review the schedule on a monthly basis going forward.

Inquiry on water quality and ability to add filtering systems to accommodate new standards to remove items showing up in water supplies across the country like pharmaceuticals. Warren explained that due to the main natural water supply for Eagle being above the plant this would be less of a concern. Discussed costs associated with removal and using systems like reverse osmosis and UV. Utility usage to operate those can be cost prohibitive. If new standards are set, testing and discussion would take place at that time. Request to do testing now to see what baseline is for these contaminants to determine if they are currently present. Warren expressed concern on how to analyze the results and determine what actions are necessary. With bulk of water use going to irrigation, best way to handle would be to add a carbon filter for drinking water.

2. Marketing & Events Advisory Committee (MEAC) and Community Requests Grants

Brian Hall presented the MEAC requests for Board approval. Brandy presented the community requests based upon Board input.

Board Comments: With other budget line items increasing, would like to consider increasing community requests. Discussion on amending budget to add additional funds with agreement to review mid-year based upon revenues and/or plan to address additional funds in 2021 budget. Request to round average numbers up \$50 on the amounts presented.

MOTION: Trustee Matt Solomon motioned to approve the Community Request Grants with change to rounding up \$50 on each. Motion was seconded and Passed with a vote of 7 in favor and 0 opposed.

Trustee Jessen recused himself from the MEAC funding discussion and left the dais.

Brian Hall provided a brief presentation on the MEAC funding requests.

MOTION: Trustee Paul Witt motioned to approve the funding requests for MEAC. Motion was seconded and Passed with a vote of 6 in favor and 0 opposed (Jessen abstain).

3. Holy Cross Energy Analysis

Mayor McKibbin called a break - 8:10 p.m.

Meeting resumed at 8:25 p.m.

Deron Dirksen and Mike Steiner from Holy Cross Energy provided the analysis of the Town's usage and provided options to enroll in the PuRE program to invest in renewable energy. Benefits are that it is a flexible plan with no upfront costs.

Board Comments: Discussion on options and costs for the different types of renewal energy. Inquiry on investing the Town in their own renewable energy with hydro on our water storage and ability to use funds from Holy Cross to do so. Concern regarding costs of building infrastructure, but held open the idea. Mike stated that Holy Cross would be a partner in working on this plan. Confirmation that the additional costs are reinvested back into the community for renewal projects and energy rebates. Confirmation the enterprise funds can support this added cost. The Town also has option to use the Community Enhancement Fund to offset costs.

The Board selected Alternative #3 with 50% wind and 50% solar for a total of \$27,350.00.

MOTION: Trustee Scott Turnipseed motioned to move forward with funding the PuRE Program using Alternative #3. Motion was seconded and Passed with a vote of 6 in favor and 1 opposed.

4. Proposed Tobacco Tax April Ballot Question

Brandy Reitter presented this item. Staff has prepared memo on exploring adding a tobacco tax to the April ballot to include revenue from tobacco sales. Since Eagle County passed it in November all tax collections are going to Eagle County unless the Town passes its own tax. We would be asking voters to allow the Town to collect the tax and keep. The Board would have discretion on how to use the proceeds from the General Fund.

Board Comments: expressed preference to the Vail Ballot as presented to their constituents. Discussion on dedicating proceeds from the tax either all or in part. Determination that general fund would allow for Board discretion to make contributions towards public health if desired and not to restrict that option. Concern regarding majority voting on an issue that will affect a minority with the tax increase. Request to clearly explain to voters that the tax is not changing, the only change is that Eagle will receive the revenue instead of the County. Finance will review projected revenue to determine TABOR limit. Finance is also researching software to aid with the collection process for this and lodging tax. The software could be scalable for self-collection of all sales tax.

MOTION: Trustee Matt Solomon motioned to direct staff to draft a tobacco tax ballot Resolution matching Eagle County's current tax effective in Eagle. Motion was seconded and Passed with a vote of 7 in favor and 0 opposed.

5. Home Rule Charter Review

Brand Reitter stated the Resolutions in the Board packet are draft only for review.

Board Comments: general consensus that a resolution urging and support passing of home rule was not necessary. Town Attorney Mire provided information that the resolution is the one opportunity to advocate on a ballot issue. Once the ballot is set, the Board is prevented from expending any money and advocating as a Board for passage. Board felt that placing it on the ballot was enough to show support of the initiative.

- a. Resolution 04, Series 2020, "A Resolution of the Board of Trustees of the Town of Eagle, Colorado Submitting the Proposed Home Rule Charter to the Registered Electors of the Town at the Regular Municipal Election to be Held on April 7, 2020 and Ordering that Such Election be Conducted as a Mail Ballot Election."
 - b. Resolution 05, Series 2020, "A Resolution of the Board of Trustees of the Town of Eagle, Colorado Supporting and Urging A "Yes" Vote on the Town of Eagle Home Rule Charter at the April 7, 2020 Regular Municipal Election."
 - c. Proposed Home Rule Charter
6. Ordinance 01, Series 2020, "An Ordinance of the Town of Eagle, Colorado, Setting Forth the Compensation to be Paid to Eagle Town Officers." (*Roll Call Vote Required*)
- There was no discussion.

MOTION: Trustee Andy Jessen motioned to approve Ordinance 01, Series 2020, An Ordinance of the Town of Eagle, Colorado, Setting Forth the Compensation to be Paid to Eagle Town Officers. Motion was seconded and Passed with a roll call vote of 7 in favor (Solomon, Jessen, Brubeck, Kerst, McKibbin, Turnipseed and Witt) and 0 opposed.

BOARD DISCUSSION AND FUTURE AGENDA ITEMS - 8:40 PM

1. Designation of Representative to NWCCOG for 2020
Decision to allow Anne McKibbin and Brandy Reitter to continue as representatives until after the April election.
2. Joint Worksession with Planning Commission on February 4th (Comprehensive Plan)
Trustee Solomon stated he would not be able to attend. April Kroner indicated the meeting should take between one and one- and one-half hours.
3. Board of Trustees Policy Draft Document
Trustee Solomon - provided his background on creating this draft. Intention was to get feedback and adopt in March prior to the April election and new Board members being seated.

Board Comments: inquiry on whether to wait to include charter references if ballot passes for home rule. Include time for CIRSA and attorney review. Intent is to give to new Board members along with other guiding policies. Board agreed to review by January 28th.

Trustee Turnipseed would like to have a Proclamation for Rosie Shearwood at an upcoming meeting.

EXECUTIVE SESSION - 8:50 PM

MOTION: Trustee Anne McKibbin motioned to Adjourn the regular meeting and enter into executive session pursuant to C.R.S. 24-6-402(4)(b)(e) – to receive legal advice on specific legal questions and to develop a negotiation strategy and instruct negotiators regarding Red Mountain Ranch Annexation and Development Agreement and after Executive Session to adjourn the regular meeting. Motion was seconded and Passed with a vote of 7 in favor and 0 opposed. (9:15 p.m.)

MOTION: Trustee Matt Solomon motioned to Adjourn the Executive Session. Motion was seconded and Passed with a vote of 7 in favor and 0 opposed. (9:24 p.m.)

ADJOURN - 9:24 PM

Approved:

Date:

Anne McKibbin, Mayor

Jenny Rakow, CMC Town Clerk



To: Mayor and Board of Trustees

From: Brandy Reitter, Town Manager

Date: January 28, 2020

Re: Town Manager Report

Administration & Organization

Staff continues to work on follow up from the BOT meetings. Included are a list of items that that staff is tracking in February.

- Short-term rental policy proposal
- Mobile vending policy proposal
- Stormwater Enterprise Ordinance
- Broadband Enterprise Ordinance
- Holy Cross Franchise Agreement Amendment
- Blackhills Energy Franchise Agreement
- Highway 6/Grand Ave. RFP review
- Glenwood Springs Broadband IGA
- BOT Governing Policy Manual

Staff is attending the Colorado City County Manager Association from February 5 – 7 in Glenwood Springs.

The town is making progress on the petition process for mayor and trustee candidates for the April election. Provided below is the status of the candidate process:

- **Approved:**
 - Scott Turnipseed (Mayor)
 - Kyle Hoiland (Trustee)
 - Pappy Kerst (Trustee)
 - Yvonne Schwartz (Trustee)
 - David Gaboury (Trustee)
 - Adam Palmer (Trustee)
 - Maren Cerimele (Trustee)
- **Pending:**
 - Ellen Bodenheimer (Trustee)
 - Charlie Gundlach (Trustee)

Economic Development, & Planning

Eagle River Park – There are few updates on the River Park:

- CPW issued a response to the town's permit. The next executive committee meeting is January 31. The committee will discuss the position town takes on CPW's response, so that it is included with the review of the permit.

Broadband – There are several updates on broadband in Eagle:

THOR:

- Staff met with Glenwood Springs to start the process of memorializing a broadband partnership. The next steps are for Eagle to attend their City Council work session on February 6 to discuss how the partnership works. Then both teams will present an Intergovernmental and Service Level Agreements.
- Staff is meeting with legal on January 31 to discuss the broadband enterprise ordinance. Staff will present the ordinance on February 11.

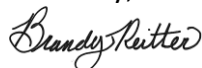
Comcast:

- Staff met with the Comcast communication team on January 22. The group would like to know if the Board of Trustees would like to team up with Gypsum's leadership and schedule a groundbreaking.
- The town will set up an all employees meeting to educate staff on the project and messaging to the citizens of Eagle while in the field.
- They will begin their outreach soon. This will include a series of open houses, presence at events, sponsorships, and reaching out to the various HOAs. Comcast will develop a project specific website, so citizens have up-to-date information on planning and construction details.
- Comcast plans to provide regular updates to the Board of Trustees.

Outreach & Meetings – *Updates on participation on community outreach opportunities, regional/community meetings, and project specific meetings.*

- January 28 – Berkshire Hathaway state of town presentation
- January 29 – Roaring Fork broadband forum
- January 31 – River Park Executive Committee meeting

Sincerely,



Brandy Reitter
Town Manager

December 15, 2019

Town of Eagle Board of Trustees
via Brandy Reitter, Town Manager
200 Broadway / PO Box 609
Eagle, CO 81631

Mayor McKibbin and Trustees:

Mountain Recreation has been in planning for a project intended to re-imagine the Eagle Sports Complex, particularly areas outside sports fields, so as to create a more inviting and functional space suited to tournament and league activities for both local families and tourists. The master plan created in 2018 will guide complex development, prioritize capital expenses, and seek to fulfill the community's functional needs for the foreseeable future. The first phase of the project is the reconstruction of the concession stand and rest room facility at the heart of the complex scheduled for completion in 2020.

The new facility will provide a great deal of shade in and around the facility as well as an increase in the number of rest room fixtures available to serve program participants and tournament/event spectators. The increase in fixtures triggers the payment of sewer and water plant investment fees per Town Code Section 12.16.060. Town staff have estimated fees for the project to total \$25,032.50 as follows:

Water PIF:

4 toilets: .5 EQR= \$4,626

4 sinks: .8 EQR= \$7,406.40

Total Water PIF: \$12,032.40

Sewer PIF:

4 toilets: .5 EQR= \$5,000

4 sinks: .8 EQR= \$8,000

Total Sewer PIF: \$13,000

As a key local government partner to the Town, and for a renovation project being built for public benefit using public dollars, Mountain Recreation respectfully requests Town Board of Trustees consideration of a waiver of the water and sewer plant investment fees for this project.

The Eagle Sports Complex is host to a wide variety of public recreation activities for both youth and adults and hosts a number of tournaments bringing participants and spectators to Eagle from around the state and region. By enhancing the customer experience by adding shade and functional rest rooms, Mountain Rec believes that the number of sports tourism events utilizing the complex can increase.

If you have any further questions you wish for me to answer about the project, please let me know. I can be reached at 970-688-7335 or via JBartnik@MountainRec.org.

Respectfully,

A handwritten signature in blue ink, appearing to read "JBartnik", is positioned above the typed name.

Janet Bartnik, M.S., CPRP
Executive Director
Mountain Recreation



To: Brandy Reitter – Town Manager

From: Deron Dirksen, P.E. – Utility Manager / Sustainability Coordinator

Date: January 23, 2020

Subject: Lower Basin Water Treatment Plant – Change Order No. 10

REQUEST:

Staff is requesting the Board authorize the Town Manager to approve Lower Basin Water Treatment Plant (LBWTP) Change Order No. 10.

BACKGROUND:

The LBWTP update was provided by staff, MWH, and SGM on Tuesday, January 14th, 2020 at the Town Board meeting. This staff memo summarizes the conversations with Change Order No. 10 as an attachment.

ANALYSIS:

The LBWTP Change Order No. 10 does three things:

1. It extends the contract times due to delays in critical path due to abnormally severe weather and additional scope of work.
2. It changes contract language which reallocates Allowance items to compensate contractor for additional General Conditions costs incurred.
3. It changes contract language to remove 25% cost savings sharing provision in the Agreement.

COMMUNITY INPUT:

Town staff has answered water customer questions regarding this and past change orders.

BUDGET / STAFF IMPACT:

The LBWTP contract between MWH and the town increases time a total of 124 calendar days which includes 54 abnormally severe weather days from the start of the project through December 31, 2019 and 70 calendar days to cover the additional work scope. The 54 abnormally severe weather days do not have General Conditions applied. The 70 calendar days to cover additional work scope do have General Conditions applied up to \$4,000/day.

Budget impacts will be transferring \$200,000 from “Dewatering” Allowance item to a new “Extended General Conditions” Allowance item.

Overall budget will remove the 25% cost savings sharing provision in the Agreement. If cost savings occur, all savings will be returned to the town.

STRATEGIC PLAN ALIGNMENT/STANDARDS ACHIEVED:

This proposal aligns with the following strategic objectives and/or business values:

Major Objective No. 3: Build Lower Basin Water Treatment Plant, Enhance Water Management – This change order extends the contract times, compensates the contractor for General Conditions, and removes cost savings sharing language in the contract which keeps the project moving forward to completion.

RECOMMENDED ACTION OR PROPOSED MOTION:

Motion to **approve** or **deny** Lower Basin Water Treatment Plant – Change Order No. 10.

ATTACHMENTS:

Change Order No. 10 signed by both SGM and MWH.

Section 00941
CHANGE ORDER

No. 10

Date of Issuance: 10/28/2019

Effective Date: 10/28/2019

Project: Eagle LBWTP	Owner: Town of Eagle	Owner's Contract No.: LBWTP Cost Plus Agreement
Contract: Lower Basin Water Treatment Plant Cost Plus Agreement	Date of Contract: June 29 th , 2018	
Contractor: MWH Constructors, Inc.	Engineer's Project No.: 2011-318.001	

The Contract Documents are modified as follows upon execution of this Change Order

Description:

Change to Contract Times and re-allocation of Allowance items to compensate Contractor for extended schedule due to work scope additions, abnormally severe weather, and other factors occurring in 2018 and 2019 calendar years. See details within.

Attachments (list documents supporting change):

Change Order Summary; revised Agreement document

CHANGE IN GUARANTEED MAXIMUM PRICE (GMP)

Change to Overall GMP:	Change to Cost of the Work:	Change to Contractor's Fee: ¹			Change to Allowances: ²
		Total Max. Fee Change	Fixed Fee Change at 9%/6.25% of Cost of Work	Max. Add'l Fee to Earn at 9%/6.25% of Allowance Spend	
+\$0	+\$0	+\$0	+\$0	\$0	\$0
Cost of the Work					
Contractor Fee, Total Maximum		Contractor Fee, Fixed Fee Portion		Contractor Fee, Max. Add'l to Earn on CO Allowances	
Original Cost of the Work		Original Max. Fee		Orig. Add'l Fee to Earn	
\$21,603,147		\$1,335,605		\$0	
[Increase] [Decrease] to Cost of Work from Prior COs No. <u>1</u> to No. <u>9</u> .		[Increase] [Decrease] to Max. Fee from Prior COs No. <u>1</u> to No. <u>9</u> .		[Increase] [Decrease] to Max. Add'l Fee to Earn in COs No. <u>1</u> to No. <u>9</u> .	
\$351,864		\$68,027		\$1,061	
Cost of the Work prior to this Change Order		Max. Fee prior to this Change Order		Max. Add'l Fee to Earn prior to this CO	
\$21,955,011		\$1,403,632		\$1,061	
[Increase] [Decrease] of this CO to Cost of Work		[Increase] [Decrease] of this CO to Max. Fee		[Inc.] [Dec.] of this CO to Fixed Fee	
\$0		\$0		\$0	
Cost of the Work incorporating this CO		Max. Fee incorporating this Change Order		Max. Add'l Fee to Earn incorporating this CO	
\$21,955,011		\$1,403,632		\$1,061	

EJCDC C-941 Change Order

Prepared by the Engineers Joint Contract Documents Committee and endorsed by the Construction Specifications Institute.

00941-1 of 5

1. Actual change in the Contractor's Fee as a result of this CO will be the change in the fixed fee portion (= 9.0%/6.25% of the change in the Cost of Work items – see SC 11.04.C), plus 9.0%/6.25% of the actual spending against any new Allowance sums identified herein.
2. See Change Order Summary for explanation of the change to Allowance items being made.

CHANGE IN GUARANTEED MAXIMUM PRICE (GMP), CONT'D

Allowances ³	Overall GMP
Original Allowances	Original Overall GMP
\$0	\$22,938,752
[Increase] [Decrease] to Allowances from Prior Change Orders: No. <u>1</u> to No. <u>9</u> .	[Increase] [Decrease] to Overall GMP from Prior Change Orders: No. <u>1</u> to No. <u>9</u> .
\$717,162	\$891,104
Total Allowances prior to this Change Order	Overall GMP prior to this Change Order
\$717,162	\$24,075,805
[Increase] [Decrease] of this Change Order to Total Allowances	[Increase] [Decrease] of this Change Order to Overall GMP
\$0	\$0
Total Allowances incorporating this Change Order	Overall GMP incorporating this Change Order
\$717,162	\$24,075,805

3. Values shown are indicative of those Allowances accounted for separately from the Cost of Work. In the original contract, all the Allowances were accounted for in the Cost of Work total. With CO No. 3 the original contract allowances (\$698,946) and those from CO No. 1 (\$18,216), which total \$717,162, became accounted for in a separate Allowances item.

CHANGE IN CONTRACT TIMES

Original Contract Times ☐ Working days ☒ Calendar days
Substantial Completion (~~days or~~ **date**). July 11th, 2020
Ready for final payment (~~days or~~ **date**). September 11th, 2020

[Increase] [~~Decrease~~] from previously approved Change Orders No. 1 to No. 9.
Substantial completion (~~days or~~ **date**). 19
Ready for final payment (~~days or~~ **date**). 19

Contract Times prior to this Change Order
Substantial completion (~~days or~~ **date**). July 30th, 2020
Ready for final payment (~~days or~~ **date**). Sep. 30th, 2020

[Increase] [~~Decrease~~] of this Change Order
Substantial completion (**days**). 124 – See note
Ready for final payment (**days**). 124 – See note

Contract Times with all approved Change Orders
Substantial completion (~~days or~~ **date**). Dec. 1st, 2020
Ready for final payment (~~days or~~ **date**). Feb. 1st, 2021

Note: For impacts of “abnormally severe weather” and schedule extensions due to scope changes and other factors outside of the Contractor's control for the time periods and reasons described below.

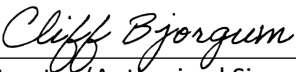
RECOMMENDED:

ACCEPTED:

ACCEPTED:

By: 

By:

By: 

Engineer (Authorized Signature)

Owner (Authorized Signature)

Contractor (Authorized Signature)

Date: 1-22-2020

Date:

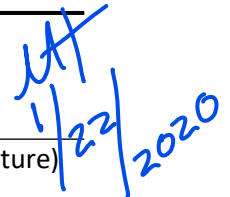
Date: 1/22/2020

Approved by Funding Agency (if applicable):

By:

Funding Agency (Authorized Signature)

Date:

 1/22/2020

CHANGE ORDER SUMMARY

The purpose of this Change Order is three-fold:

- 1) Extend the Contract Times for two reasons:
 - a. Delays to Critical Path work caused by “abnormally severe” weather occurring during the months of July 2018 through December 2019. The Contractor’s entitlement to additional Contract Time as established in Paragraphs 4.05.C.2 and 11.05 of Section 00700 (Standard General Conditions of the Construction Contract) and Paragraph SC-4.05.H (Supplementary Conditions) is equal to 54 calendar days for weather impacts during this period. This is based on 35 calendar days of delay from abnormally severe weather impacts during the period July 2018 through May 2019 and 19 calendar days during the period June 2019 through December 2019.
 - b. Additional time added to the project’s Critical Path to cover the additional work scope set forth in the following documents:
 - i. Change Orders Nos. 3 through 9.
 - ii. Work Change Directives Nos. 1 through 29.
 - iii. RFI responses issued by the Engineer on or before December 4, 2019.

The Contractor’s entitlement to additional Contract Time as established in Article 11 of Section 00700 (Standard General Conditions of the Construction Contract) and associated with the additional work scope defined by the above documents or any other factors (excluding abnormally severe weather, which is covered separately in 1a above) occurring on or before December 4, 2019 is 70 calendar days.

- 2) Compensate the Contractor up to \$200,000 for additional General Conditions costs incurred for the extended schedule time associated with items described in 1.b above at a rate of no more than \$4,000 per working day and subject to the conditions listed below. These costs shall be paid out of a new \$200,000 “Extended General Conditions” Allowance item (6.03.H in the Agreement), created without modification to the current Contract Price by reducing the “Dewatering” Allowance item (6.03.A in the Agreement) by \$200,000. Paragraphs 6.03.A and 6.03.H shall be revised as shown in the attached document.

Payments will be made from the “Extended General Conditions” Allowance item if and only if the following conditions are met:

- The actual total cost invoiced against Schedule of Values items #4, #5, and #6 (“General Conditions – CM Labor,” “General Conditions – Monthly Facilities & Overhead,” and “General Conditions – Site Services”) has exceeded the sum of the “Current Scheduled Values” for those same items.
- The General Conditions costs to be covered are incurred after July 30, 2020 and on or before October 8, 2020 (i.e. 70 calendar days beyond July 30, 2020), or for

those General Conditions costs associated only with weekend or holiday work, on or before October 8, 2020.

- The General Conditions costs to be covered do not exceed \$4,000 per working day during weekdays and \$1,000 per working day during weekends.
- The General Conditions costs to be covered are for the following items only:
 - Monthly facilities and site overhead (up to \$316.00 per weekday working day)
 - Forklift rental (up to \$170.00 per weekday working day)
 - Site utilities and sanitation services (up to \$30.00 per weekday working day)
 - On-site project staff labor
 - Project controls and accounting labor (up to 2 hours per month)
- The Contractor identifies the dates for which the draws against the Extended GCs Allowance item are being requested and documents applicable labor hours, both within regular monthly Payment Applications.

- 3) Remove the 25% cost savings sharing provision in the Agreement. Paragraph 6.02 of that document shall be revised as shown in the attached document. The Contractor will not be entitled to any savings sharing under that paragraph.

END

Attachments:

Revisions to Agreement document language.

**AGREEMENT
BETWEEN OWNER AND CONTRACTOR
FOR CONSTRUCTION CONTRACT (COST-PLUS)**

THIS AGREEMENT is by and between Town of Eagle, a Colorado municipal corporation (“Owner”) and
MWH Constructors, Inc. (“Contractor”).

Owner and Contractor hereby agree as follows:

ARTICLE 1 – WORK

- 1.01 Contractor shall complete all Work as specified or indicated in the Contract Documents. The Work is generally described as follows:

ARTICLE 2 – THE PROJECT

- 2.01 The Project, of which the Work under the Contract Documents is a part, is generally described as follows: The Lower Basin Water Treatment Plant (LBWTP) will be a membrane filtration-based water treatment facility with an ultimate design capacity of 5 million gallons per day (mgd). Initial construction will result in a facility with a firm capacity of 2.5 mgd that is readily expandable to a firm 5.0 mgd primarily through the addition of future pumping and treatment process equipment. The LBWTP will complement the Town’s existing Upper Basin WTP by providing water supply/production facility redundancy, increased water service reliability, system operational flexibility, and increased production capacity. The facility will be constructed on presently undeveloped Town-owned land located adjacent to the existing Town of Eagle Wastewater Treatment Facility (WWTF). The Town desires to have the new facility online in mid-2020.

ARTICLE 3 – ENGINEER

- 3.01 The Project has been designed by SGM.
- 3.02 The Owner has retained SGM (“Engineer”) to act as Owner’s representative, assume all duties and responsibilities, and have the rights and authority assigned to Engineer in the Contract Documents in connection with the completion of the Work in accordance with the Contract Documents.

ARTICLE 4 – CONTRACT TIMES

- 4.01 *Time of the Essence*
- A. All time limits for Milestones, if any, Substantial Completion, and completion and readiness for final payment as stated in the Contract Documents are of the essence of the Contract.
- 4.02 *Contract Times: Dates*
- A. The Work will be substantially completed on or before July 11, 2020, and completed and ready for final payment in accordance with Paragraph 15.06 of the General Conditions on or before September 11, 2020.

4.03 *Liquidated Damages*

- A. Contractor and Owner recognize that time is of the essence as stated in Paragraph 4.01 above and that Owner will suffer financial and other losses if the Work is not completed and Milestones not achieved within the times specified in Paragraph 4.02 above, plus any extensions thereof allowed in accordance with the Contract. The parties also recognize the delays, expense, and difficulties involved in proving in a legal or arbitration proceeding the actual loss suffered by Owner if the Work is not completed on time. Accordingly, instead of requiring any such proof, Owner and Contractor agree that as liquidated damages for delay (but not as a penalty):
1. *Substantial Completion*: Contractor shall pay Owner \$2000.00 for each day that expires after the time (as duly adjusted pursuant to the Contract) specified in Paragraph 4.02.A above for Substantial Completion until the Work is substantially complete.
 2. *Completion of Remaining Work*: After Substantial Completion, if Contractor shall neglect, refuse, or fail to complete the remaining Work within the Contract Time (as duly adjusted pursuant to the Contract) for completion and readiness for final payment, Contractor shall pay Owner \$1000.00 for each day that expires after Substantial Completion until the Work is completed and ready for final payment.
 3. Liquidated damages for failing to timely attain Substantial Completion and final completion are not additive and will not be imposed concurrently.

4.04 *Special Damages*

- A. In addition to the amount provided for liquidated damages, Contractor shall reimburse Owner for the actual costs reasonably incurred by Owner for engineering, construction observation, and inspection, in accordance with any daily rates specified in contracts with Owner, and administrative services needed after the time specified in Paragraph 4.02 for Substantial Completion (as duly adjusted pursuant to the Contract), until the Work is substantially complete.
- B. After Contractor achieves Substantial Completion, if Contractor shall neglect, refuse, or fail to complete the remaining Work within the Contract Times, Contractor shall reimburse Owner for the actual costs reasonably incurred by Owner for engineering, construction observation, inspection, and administrative services needed after the time specified in Paragraph 4.02 for Work to be completed and ready for final payment (as duly adjusted pursuant to the Contract), until the Work is completed and ready for final payment.

4.05 *Liability Limitations*

Notwithstanding the foregoing, in no event shall either party assume liability for the other party's indirect, special, incidental, or exemplary consequential damages of any kind, including, without limitation, loss of use, data, profit or revenue, loss or damage to property or equipment or business interruption arising as a result of either party's performance of the Agreement.

ARTICLE 5 – CONTRACT PRICE

- 5.01 Owner shall pay Contractor for completion of the Work in accordance with the Contract Documents the amounts that follow, subject to adjustment under the Contract:

- A. For all Work other than Unit Price Work, the Cost of the Work plus a Contractor's fee for overhead and profit, both of which shall be determined as provided in Articles 6 and 7 below, subject to additions and deletions as provided in the Contract Documents and subject to the limitations set forth in Article 8 below.

ARTICLE 6 – COST OF THE WORK

6.01 Cost of the Work shall be determined as provided in Paragraph 13.01 of the General Conditions. The actual Cost of the Work shall not exceed a sum of \$ 20,904,201.

6.02 Cost savings sharing. ~~Should the actual Cost of the Work be less at the end of the project than the amount set forth in 6.01 above, the Contractor shall be entitled to payment (made at the time of release of Final Payment) of 25% of the difference between the not-to-exceed amount in 6.01 and the actual cost. The Contractor shall be eligible for cost savings sharing noted above for any changes to the Cost of the Work made through an executed Change Order (those portions of a Change Order not intended for cost savings sharing will be covered as changes to the Allowances – see below). If the total actual cost of items covered under the Cost of Work at the project's conclusion is less than the sum identified in 6.01, as amended by approved Change Orders, the resulting savings shall be retained by the Owner (no cost savings sharing with the Contractor is required).~~

6.03 Allowances. The following allowances, as defined in paragraph 13.02 of Section 00700, the Standard General Conditions, are established with individual budget amounts, as noted below, and are not subject to the cost savings sharing provisions set forth in paragraph 6.02. The Contractor shall not perform any work which would cause the cost associated with any of the allowance items to exceed the associated budget amount without an executed Change Order authorizing the work and increased budget amount(s).

A. Dewatering Allowance. An allowance, not to exceed an amount of \$ 498,946,298,946, for actual Construction Dewatering costs.

B. Office Furniture and Equipment Allowance. An allowance, not to exceed an amount of \$40,000, for actual office furniture and equipment costs.

C. Laboratory Equipment Allowance. An allowance, not to exceed an amount of \$75,000, for furnishing and installing laboratory equipment per specification section 11600.

D. Start-up Chemical Allowance. An allowance, not to exceed an amount of \$45,000, for purchasing WTP startup chemicals that are not related to the Zenon membrane CIP system. WTP startup chemicals covered under this line item include sulfuric acid, sodium hydroxide, potassium permanganate, alum, fluorosilicic acid, sodium hypochlorite.

E. Earthwork Allowance. An allowance, not to exceed an amount of \$40,000, for additional general conditions and costs incurred to meet scope gap potentially arising from the use of Solar Valley Demolition and Excavation.

~~F. Extended General Conditions Allowance. An allowance, not to exceed an amount of \$200,000, for the Contractor's General Conditions costs associated with schedule extensions due to scope changes and other delays outside of the Contractor's control described in Change Order No. 10.~~

ARTICLE 7 – CONTRACTOR’S FEE

7.01 Contractor’s fee shall be determined as follows:

- A. A fixed fee of \$1,335,605, which is calculated as 6.25% of costs incurred under Standard General Conditions, Paragraphs 13.01.B.1, 13.01.B.2, and 13.01.B.3, and which shall be subject to increases or decreases for changes in the Work as provided in Paragraph 9.01.A below. Note that for purposes of adjusting the fixed fee, the cost of work shall include the \$486,000 rebar purchase that was procured under the Pre-construction Services Agreement dated October 31, 2017.

ARTICLE 8 – GUARANTEED MAXIMUM PRICE

8.01 Contractor guarantees that the maximum amount payable by Owner for the sum of the Cost of the Work plus all Allowances plus Contractor’s fee under Article 7 (Guaranteed Maximum Price) will not exceed \$ 22,938,752, subject to increases or decreases for changes in the Work. The Guaranteed Maximum Price will not apply to Unit Price Work.

ARTICLE 9 – CHANGES IN THE CONTRACT PRICE

9.01 The amount of any increases or decreases in Contractor’s fee, in any Guaranteed Maximum Price, or in any Guaranteed Maximum Fee which results from a Change Order shall be set forth in the applicable Change Order subject to the following:

- A. If Contractor’s fee is a fixed fee, any increase or decrease in the Contractor’s fee resulting from net additions or decreases in the Cost of the Work shall be determined in accordance with Paragraph 11.04.C of the General Conditions, subject to any Guaranteed Maximum Price.
- B. Wherever there is a Guaranteed Maximum Price or Guaranteed Maximum Fee:
 - 1. In the case of net additions in the Work, the amounts of any increase in either Guaranteed Maximum (Price or Fee) shall be proportional to the increase in Contract Price for such additions to the Work, exclusive of any mark-ups for profit, overhead, or fees of Contractor, Subcontractors, or Suppliers.
 - 2. In the case of net deletions in the Work, the amount of any decrease in either Guaranteed Maximum (Price or Fee) shall be proportional to the decrease in Contract Price for such deletions to the Work.

ARTICLE 10 – PAYMENT PROCEDURES

10.01 *Submittal and Processing of Payments*

- A. Contractor shall submit Applications for Payment in accordance with Article 15 of the General Conditions. Applications for Payment will indicate the amount of Contractor’s fee then payable. Applications for Payment will be processed by Engineer as provided in the General Conditions.

10.02 *Progress Payments; Retainage*

- A. Owner shall make progress payments on account of the Contract Price on the basis of Contractor’s Applications for Payment as recommended by Engineer on or about the 25th day of each month during construction as provided in Paragraphs 10.02.A.1 and 10.02.A.2 below, provided that such Applications for Payment have been submitted in a timely

manner and otherwise meet the requirements of the Contract. All such payments will be measured by the Schedule of Values established as provided in the General Conditions (and in the case of Unit Price Work based on the number of units completed) or, in the event there is no Schedule of Values, as provided elsewhere in the Contract.

1. *For Cost of the Work:* Progress payments on account of the Cost of the Work will be made:
 - a. Prior to Substantial Completion, progress payments will be made in an amount equal to the percentage indicated below but, in each case, less the aggregate of payments previously made and less such amounts as Owner may withhold, including but not limited to liquidated damages, in accordance with the Contract:
 - 1) 95% percent Cost of Work completed (with the balance being retainage); and
 - 2) 95% percent of cost of materials and equipment not incorporated in the Work (with the balance being retainage).
2. *For Contractor's fee:* Progress payments on account of the Contractor's fee will be made as follows:
 - a. If Contractor's fee is a fixed fee, payments prior to Substantial Completion will be in an amount equal to 95% percent of such fee earned to the date of the approved Application for Payment (less in each case payments previously made on account of such fee) based on the progress of the Work measured by the Schedule of Values established as provided in the General Conditions (and in the case of Unit Price Work on the number of units completed). In the event there is no Schedule of Values the progress of the Work will be measured as provided elsewhere in the Contract.
 - b. If Contractor's fee is a percentage fee, payments prior to Substantial Completion will be in an amount equal to 95% percent of such fee (less in each case payments previously made on account of such fee) based on the Cost of the Work completed.

10.03 *Final Payment*

- A. Upon final completion and acceptance of the Work in accordance with Paragraph 15.06 of the General Conditions, Owner shall pay the remainder of the Contract Price as recommended by Engineer as provided in said Paragraph.
- B. Contractor is responsible for publishing a notice of the final settlement per the requirements of Colorado Revised Statutes Section 38-26-107. No final payment can be made until this notice is published.
- C. Contractor is required to comply with Colorado Revised Statutes Section 24-91-101 – Construction Contracts with Public Entities. Construction contracts are required to contain certain information regarding appropriation of necessary funds for the project and providing that in the event of change orders changing the Contract Price, the Contractor be notified that additional sufficient appropriations have been made.

ARTICLE 11 – INTEREST

- A. All amounts not paid when due shall bear interest at the rate of 3% percent per annum in excess of the prime rate, or the highest rate allowed by law, whichever is less.

ARTICLE 12 – CONTRACTOR’S REPRESENTATIONS

12.01 In order to induce Owner to enter into this Contract, Contractor makes the following representations:

- A. Contractor has examined and carefully studied the Contract Documents, and data and reference items identified in the Contract Documents.
- B. Contractor has visited the Site, conducted a thorough, alert visual examination of the Site and adjacent areas, and become familiar with and is satisfied as to the general, local, and Site conditions that may affect cost, progress, and performance of the Work.
- C. Contractor is familiar with and is satisfied as to all Laws and Regulations that may affect cost, progress, and performance of the Work.
- D. Contractor has carefully studied all: (1) reports of explorations and tests of subsurface conditions at or adjacent to the Site and all drawings of physical conditions relating to existing surface or subsurface structures at the Site, if any, that have been identified in the Supplementary Conditions, especially with respect to Technical Data in such reports and drawings, and (2) reports and drawings relating to Hazardous Environmental Conditions, if any, at or adjacent to the Site that have been identified in the Supplementary Conditions, especially with respect to any Technical Data in such reports and drawings.
- E. Contractor has considered the information known to Contractor itself; information commonly known to contractors doing business in the locality of the Site; information and observations obtained from visits to the Site; the Contract Documents; and the Site-related reports and drawings identified in the Contract Documents, with respect to the effect of such information, observations, and documents on (1) the cost, progress, and performance of the Work; (2) the means, methods, techniques, sequences, and procedures of construction to be employed by Contractor;; and (3) Contractor’s safety precautions and programs.
- F. Based on the information and observations referred to in the preceding paragraph, Contractor agrees that no further examinations, investigations, explorations, tests, studies, or data are necessary for the performance of the Work at the Contract Price, within the Contract Times, and in accordance with the other terms and conditions of the Contract.
- G. Contractor is aware of the general nature of work to be performed by Owner and others at the Site that relates to the Work as indicated in the Contract Documents.
- H. Contractor has given Engineer written notice of all conflicts, errors, ambiguities, or discrepancies that Contractor has discovered in the Contract Documents, and the written resolution thereof by Engineer is acceptable to Contractor.
- I. The Contract Documents are generally sufficient to indicate and convey understanding of all terms and conditions for performance and furnishing of the Work.
- J. Contractor’s entry into this Contract constitutes an incontrovertible representation by Contractor that without exception all prices in the Agreement are premised upon performing and furnishing the Work required by the Contract Documents.

ARTICLE 13 – ACCOUNTING RECORDS

13.01 Contractor shall keep such full and detailed accounts of materials incorporated and labor and equipment utilized for the Work consistent with the requirements of Paragraph 13.01.E of the General Conditions and as may be necessary for proper financial management under this

Agreement. Subject to prior written notice, Owner shall be afforded reasonable access during normal business hours to all of Contractor's records, books, correspondence, instructions, drawings, receipts, vouchers, memoranda, and similar data relating to the Cost of the Work and Contractor's fee. Contractor shall preserve all such documents for a period of three years after the final payment by Owner.

ARTICLE 14 – CONTRACT DOCUMENTS

14.01 Contents

- A. The Contract Documents consist of the following:
 - 1. This Agreement (pages 1 to 10, inclusive).
 - 2. Performance bond (not attached but incorporated by reference) (pages 1 to 3, inclusive).
 - 3. Payment bond (not attached but incorporated by reference) (pages 1 to 3 inclusive).
 - 4. Other bonds. Not Used
 - 5. General Conditions (not attached but incorporated by reference) (pages 1 to 72, inclusive).
 - 6. Supplementary Conditions (not attached but incorporated by reference) (pages 1 to 17 inclusive).
 - 7. Specifications and Appendices as listed in the table of contents of the Project Manual.
 - 8. Drawings (not attached but incorporated by reference) consisting of 216 sheets with each sheet bearing the following general title: Town of Eagle Lower Basin Water Treatment Plant
 - 9. Addenda (numbers 1 to 13, inclusive).
 - 10. Exhibits to this Agreement (enumerated as follows):
 - a. Contractor's email dated 4/17/2018 from David Campbell to Warren Swanson *et al* transmitting the Final Summary Sheet of the GMP Estimate., (pages 1 to 2, inclusive).
 - 11. The following which may be delivered or issued on or after the Effective Date of the Contract and are not attached hereto:
 - a. Notice to Proceed.
 - b. Work Change Directives.
 - c. Change Orders.
 - d. Field Orders.
- B. The documents listed in Paragraph 14.01.A are attached to this Agreement (except as expressly noted otherwise above).
- C. There are no Contract Documents other than those listed above in this Article 14.
- D. The Contract Documents may only be amended, modified, or supplemented as provided in the General Conditions.

ARTICLE 15 – MISCELLANEOUS

15.01 *Terms*

- A. Terms used in this Agreement will have the meanings stated in the General Conditions and the Supplementary Conditions.

15.02 *Assignment of Contract*

- A. Unless expressly agreed to elsewhere in the Contract, no assignment by a party hereto of any rights under or interests in the Contract will be binding on another party hereto without the written consent of the party sought to be bound; and, specifically but without limitation, money that may become due and money that is due may not be assigned without such consent (except to the extent that the effect of this restriction may be limited by law), and unless specifically stated to the contrary in any written consent to an assignment, no assignment will release or discharge the assignor from any duty or responsibility under the Contract Documents.

15.03 *Successors and Assigns*

- A. Owner and Contractor each binds itself, its successors, assigns, and legal representatives to the other party hereto, its successors, assigns, and legal representatives in respect to all covenants, agreements, and obligations contained in the Contract Documents.

15.04 *Severability*

- A. Any provision or part of the Contract Documents held to be void or unenforceable under any Law or Regulation shall be deemed stricken, and all remaining provisions shall continue to be valid and binding upon Owner and Contractor, who agree that the Contract Documents shall be reformed to replace such stricken provision or part thereof with a valid and enforceable provision that comes as close as possible to expressing the intention of the stricken provision.

15.05 *Contractor's Certifications*

- A. Contractor certifies that it has not engaged in corrupt, fraudulent, collusive or coercive practices in competing for or in executing the Contract. For the purposes of this Paragraph 15.05:
 - 1. “corrupt practice” means the offering, giving, receiving or soliciting of any thing of value to influence the action of a public official in the bidding process or in the Contract execution;
 - 2. “fraudulent practice” means an intentional misrepresentation of facts made (a) to influence the bidding process or the execution of the Contract to the detriment of Owner, (b) to establish Bid prices at artificial non-competitive levels, or (c) to deprive Owner of the benefits of free and open competition;
 - 3. “collusive practice” means a scheme or arrangement between two or more Bidders, with or without the knowledge of Owner, a purpose of which is to establish Bid prices at artificial, non-competitive levels; and
 - 4. “coercive practice” means harming or threatening to harm, directly or indirectly, persons or their property to influence their participation in the bidding process or affect the execution of the Contract.

15.06 *Other Provisions*

- A. Owner stipulates that if the General Conditions that are made a part of this Contract are based on EJCDC® C-700 2013, Standard General Conditions for the Construction Contract, published by the Engineers Joint Contract Documents Committee®, and if Owner is the party that has furnished said General Conditions, then Owner has plainly shown all modifications to the standard wording of such published document to the Contractor, through a process such as highlighting or “track changes” (redline/strikeout), or in the Supplementary Conditions.
- B. The contractor shall not discriminate on the basis of race, color, national origin, sexual preference, or sex in the performance of this Contract. The Contractor shall carry out applicable requirements of 40 CFR 33 in the award and administration of contracts awarded under EPA financial assistance agreements. Failure by the Contractor to carry out these requirements is a material breach of this Contract which may result in the termination of this contract or other legally available remedies.

IN WITNESS WHEREOF, Owner and Contractor have signed this Agreement.

This Agreement will be effective on _____ (which is the Effective Date of the Contract).

OWNER:

Town of Eagle, Colorado, a municipal corporation
acting by through its Board of Trustees

CONTRACTOR:

By: Anne McKibbin

Title: Mayor

By: _____

Title: _____

*(If Contractor is a corporation, a partnership, or a joint
venture, attach evidence of authority to sign.)*

Attest: Jenny Rakow

Title: Town Clerk

Attest: _____

Title: _____

Address for giving notices:

200 Broadway

P.O. Box 609

Eagle CO 81631

Address for giving notices:

License No.: _____

(Colorado)

*(If Owner is a corporation, attach evidence of authority
to sign. If Owner is a public body, attach evidence of
authority to sign and resolution or other documents
authorizing execution of this Agreement.)*



To: Mayor and Board of Trustees

From: Brandy Reitter, Town Manager
Bill Shrum, Assistant to the Town Manager

Date: January 28, 2020

Agenda Item: Resolution No. 02, Series 2020 Supporting the DCI Community Assessment

REQUEST: Staff requests the Board of Trustees review the DCI Community Assessment for the Town of Eagle.

INTRODUCTION: In April 2019, the Town of Eagle participated in Downtown Colorado, Inc. (DCI) Challenge Accelerator Program. This event launched a series of activities designed to catalyze business activity and improve Historic Downtown Broadway. Results from this five-month long process generated significant buy-in from business owners, resulting in the creation of the Downtown Business Alliance (DBA) among other conclusions. Leveraging that community engagement and success, Downtown Colorado, Inc. provided a more robust follow-up process that would address the economic condition of the entire Town of Eagle and rely on industry and creative experts to propose solutions to improve the economic condition throughout Town.

ANALYSIS: The Community Assessment process included a half-day workshop July 27th to help inform business and property owners of a variety of economic development tools for downtowns, discuss various improvement district and organizing options, and bring awareness to funding opportunities specifically available in rural communities. DCI also conducted a series of personal and large-group interviews with more than 40 different community business owners, residents, property owners, and organization affiliates like Eagle Ranch. Community insight, economic data, and best practices from peer communities were analyzed by industry experts and professionals assembled to assist DCI with this process. The resulting assessment report and immersive arts workshop were the capstone recommendations for how to improve the economic condition for the Town.

Action recommendations provided in this report address short-term, medium length, and long-term implementation strategies primarily focused on the following categories:

- 1) Creative Placemaking
- 2) Communication, Branding, and Identity
- 3) Business Support
- 4) Regulatory Environment
- 5) Connectivity and Future Mobility
- 6) Formal District Options

Appendix A of this report includes 13 pages and nearly 70 different implementation items that would help each of these categories and can be implemented town-wide, immediately and over the course of multiple years.

COMMUNITY INPUT: Staff has taken the completed report to the community for feedback before the presentation to the Board, as the community was so involved in development. The Economic Vitality Committee also prepared a lengthy feedback document on the suggested action items and overall strategy proposed by the DCI Community Assessment. The entire document is included as an attachment to this memo, but a quick summary includes these priorities:

- High Priority
 - Improving the Regulatory Environment
 - Supporting the Business Community
 - Communication, Sense of Identity, and Branding
- Medium Priority
 - Formal Downtown Business District formation
- Low Priority
 - Connectivity and Mobility
 - Creative Placemaking

Lastly, Trustee Kevin Brubeck, an ex-officio member of the Economic Vitality Committee and Eagle Ranch also provided feedback on the report. The DCI Community Assessment has been built on community engagement and hands-on listening and learning from our own local business community and residents. The action steps are directly influenced by community input yet connected to find a place in an overall plan for economic development.

BUDGET / STAFF IMPACT: The DCI Community Assessment was managed internally by the Assistant to the Town Manager. This Community Assessment was granted a \$12,500 a planning grant from the Department of Local Affairs. The total project budget was \$25,000.

STRATEGIC PLAN ALIGNMENT/STANDARDS ACHIEVED: This report directly contributes to major objective 1. Developing a Long-Term Vision for Eagle, while laying out a plan to achieve goal 2. Enhancing the Financial Health of the Town and 5. Stimulate Economic Vitality and Development. This process has demonstrated and enhanced 12. Initiate and Maintain a Community Building Effort.

RECOMMENDED ACTION OR PROPOSED MOTION: To adopt or deny adoption of Resolution 02 Series 2020 Supporting the DCI Community Assessment for the Town of Eagle.

ATTACHMENTS:

- DCI Community Assessment Eagle.pdf
- EVC Priorities – DCI Community Assessment.pdf
- K. Brubeck Priorities – DCI Community Assessment.pdf

TOWN OF EAGLE, COLORADO
RESOLUTION NO. 02
(Series of 2020)

A RESOLUTION OF THE BOARD OF TRUSTEES OF THE TOWN OF EAGLE, COLORADO
SUPPORTING THE DCI COMMUNITY ASSESSMENT FOR THE TOWN OF EAGLE

WHEREAS, on September 26, 2017, the Board of Trustees adopted the Town of Eagle Strategic Plan (the "Strategic Plan") by Resolution No. 55-2017;

WHEREAS, the Strategic Plan sets forth the Town's business values, which are intended to protect and enhance the interests of the residents and businesses in the Town and include providing reliable and cost-effective services, engaging in economic development, applying sound financial management, implementing sound planning and appropriate investments, and practicing transparency and community engagement;

WHEREAS, applying the business values, the Strategic Plan identifies enhancing the financial health of the Town and stimulating economic vitality and development as two major objectives for the future;

WHEREAS, the Town of Eagle was a participant in the 2019 Downtown Colorado, Inc. Challenge Accelerator and is implementing the findings from that process, one of which is the completion of the Community Assessment;

WHEREAS, on April 4th, 2019 the Town of Eagle was granted a \$12,500 matching EIAF I Planning grant by the State of Colorado Department of Local Affairs to assist with the implementation of a Downtown Colorado, Inc. Community Assessment;

WHEREAS, over a six-month period, residents, business owners, and representatives from community organizations have been heavily involved in the development of the Community Assessment, and

WHEREAS, the Downtown Colorado, Inc. Community Assessment Report identifies strategic actions to improve the Economic Development, Community, and Business Environment for the Town of Eagle aligned with the Strategic Plan adopted by the Town.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF TRUSTEES OF THE TOWN OF EAGLE, COLORADO, AS FOLLOWS:

Section 1. The Board of Trustees hereby adopts the findings and recommendations of the 2019 Downtown Colorado, Inc. Community Assessment for the Town of Eagle. The recommendations of the report and related appendices provide a process for economic development and community building in alignment with the stated goals of the 2017 Strategic Plan.

INTRODUCED, READ, PASSED, AND ADOPTED on January 28, 2020.

TOWN OF EAGLE, COLORADO

Anne McKibbin, Mayor

ATTEST:

Jenny Rakow, Town Clerk

Downtown Colorado, Inc.

EAGLE, CO **Downtown Assessment**

September 24th - 25th, 2019

*BUILDING BETTER COMMUNITIES BY PROVIDING ASSISTANCE TO DOWNTOWNS,
COMMERCIAL DISTRICTS AND TOWN CENTERS IN COLORADO THROUGH
EDUCATION, ADVOCACY, INFORMATION AND COLLABORATION*

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TEAM MEMBERS

The Eagle Assessment Team appreciates the invitation to get to know your city and to assist your community in maximizing its considerable assets. The volunteers worked diligently, pre- and post- visit, to provide relevant and realistic input towards the betterment of your community.

BRIAN CORRIGAN, Future United Networks
KATHERINE CORRELL, Downtown Colorado, Inc.
NICOLE CHRISTIANSON, Colorado Lending Source
WILL CUNDIFF, Downtown Colorado, Inc
JASON JAYNES, DHM Design
ANNA JONES, Clifton Larson Allen
LAUREN KLOOCK, Colorado Lending Source



INTRODUCTION

Welcome to the community assessment for the Town of Eagle, Colorado. Downtown Colorado, Inc. (DCI) is proud to offer affordable, quality assessments for all Colorado member communities to build and maintain vibrant commercial districts, town centers, and downtowns in our state. Qualifying communities in Colorado have the opportunity to apply for assistance through DCI and receive a reduced rate thanks to the in-kind contribution of consultants from DCI's professional membership base. The community assessment for the Town of Eagle was also made possible in part by a collaboration with the Colorado Challenge Accelerator Program, support from the Colorado Department of Local Affairs (DOLA), the Colorado Housing and Finance Authority (CHFA), Colorado Lending Source, Clifton Larson Allen, DHM Design, and Futures United Network (FUN), and all of the local partners. DCI community assessments gather community leaders and stakeholders to develop a structure and process for the community to support local businesses and a vibrant commercial downtown. The process results in a road map to guide community leaders in providing services and training to help local businesses and historic downtowns thrive. To ensure quality and affordable services, DCI assembles a team of professional consultants including designers and architects, marketing and branding specialists, land use and urban planners, redevelopment and real estate specialists, economic developers, and finance experts, to work in communities over the course of two days to contribute to the final report. The assessment team members value the invitation to learn about and assist your community. The team members worked diligently to provide relevant and realistic input toward the betterment of your community.

EXECUTIVE SUMMARY

In the Spring of 2019, the Town of Eagle requested a community assessment from Downtown Colorado, Inc. (DCI) in conjunction with DCI's Colorado Challenge Accelerator Program. The Colorado Challenge Accelerator Program is a unique team building accelerator created in 2017 that focuses on establishing a plan of work and proposal to engage public, private, and non-profit partners to address a significant community challenge over the course of twelve months. The Colorado Challenge Accelerator Program works to transform the community's challenge into an opportunity: to establish a proposal, financing approach, and team of community partners ready to implement. The program includes five phases of planning and development that helps our Colorado communities establish a plan for community-wide initiatives that foster sustainable community and economic development. The phases include: Community Selection, Team Building, Challenge Studio, Pitch Development, and Program Continuation.

The Eagle Challenge process began with extensive work that included two dedicated students from the University of Colorado at Denver School of Public Affairs (SPA), who worked with the community to develop a community profile, stakeholders' analysis, local team development, and outline of the Eagle Challenge Statement.

ACTIVATING DOWNTOWN EAGLE: Challenge Statement, Process, and Findings

Eagle, CO: where the streets have no cars – It is a stark contrast two minutes away from 30,000 cars per day on the roaring interstate. Hardworking and notable local businesses struggle for attention, a beautiful streetscape longs for use, and a breathtaking mountain setting yearns for visitors.

While the Town of Eagle is growing and I-70 traffic is flowing, businesses on the four-block long historic downtown Eagle are struggling to reach customers. Eagle has made multi-million dollar investments in the downtown infrastructure, but has not seen the expected results.



Therefore, Eagle applied to Downtown Colorado Inc.'s IN THE GAME Colorado Challenge Accelerator Program. Over the course of two days representatives of towns and organizations from across Colorado would provide their expertise to help guide Eagle. The vision is a thriving district where residents can enjoy an active streetscape, businesses flourish, and enough revenue could be generated to fund improvements.

Together, DCI workshop participants brainstormed different initiatives and projects into three categories based around existing assets and interests: family, outdoor/recreation, and arts and culture. Participants offered their expertise and knowledge to develop potential funding sources from federal, state, municipal, and private foundations to support these initiatives. For the full list of input, location of successful implementation, and possible funding source, please see Appendix A.

Workshop participants also shared their stories and experiences of how their local downtown business authority was founded and implemented, as well as lessons learned and ideas on organizational structure. This ranged

STATE OF THE TOWN OF EAGLE

from DDAs, programs, and partnerships. For the full list, please see Appendix C.

Using both of these resources, a coordinated approach among businesses and property owners to further activate downtown was developed, outlined in Next Steps.

Downtown Eagle Assessment

Following the Eagle Challenge Studio at the IN THE GAME Conference in April 2019, a lot of progress has been made. A leadership committee that meets monthly was formed, and they have submitted paperwork to form an official 501(c)3 organization. The leadership groups have developed a more focused approach with



policy and governance, street activity, and funding. The Town of Eagle has helped Art Walk and other community-led events to grow and further engage the community. Development on Downtown Broadway had been relatively stagnant since the streetscape improvements in 2005, and since the DCI Challenge Studio Eagle has moved from one pending redevelopment project to now having five projects in the planning process. Two locations on Broadway have made improvements for new tenants, and there are 10 new or relocating businesses that have moved or planning to move to new locations on Broadway since the Challenge Studio. On September 24 - 26, DCI brought a team of resources to Eagle that included: Colorado Lending Source, Small Business Development Center (SBDC), USDA Rural Development, Colorado Workforce Retail Sector

Partnerships, and presented ideas of different downtown districts and financing mechanisms. DCI team members used this opportunity walk the Art Walk and talk to locals and regional business owners to understand why they have a presence in Eagle or why they do not. The two day assessment visit was held with the purpose of identifying community issues and opportunities, as well as to provide tools, insights and direction to help Eagle achieve its community revitalization goals. Prior to this visit, DCI collaborated with the Town of Eagle to produce an agenda, identify key stakeholders for focus groups, and provide extensive background information about the status of Eagle's downtown revitalization efforts and any issues facing the community. See the Community Profile section for more details on the background information. DCI organized an assessment team with combined experience in organizational management, marketing and communications, economic development and diversification, affordable housing, landscape architecture, local government, and financing mechanisms. Upon arrival in the community, team members were given an orientation to the current successes and obstacles since the Challenge Studio. For the rest of the day, the DCI team and Town Staff facilitated a series of focus group meetings and tours of downtown, Eagle Ranch, Chambers, and the new River Park, as well as the surrounding area to familiarize them with the community. The DCI team then met directly with stakeholders and heard multiple perspectives about the issues facing the downtown and the community as a whole. These focus groups included: Downtown Business & Property owners, Eagle Ranch Business and Property Owners, Eagle Business Leaders, Eagle Arts and the EVC. The second day, the team worked diligently to compile a public presentation and that night, presented their findings in the form of a PowerPoint presentation followed

by a question-and-answer session open to the community-at-large. The resulting report provides a brief history of the community, a list of observations gathered from the community, and provides action recommendations for short and long-term implementation in the following areas: (1) Creative Place-making, (2) Communication: Branding & Identity, (3) Business Support, and (4) Regulatory Environment (5) Connectivity and Future Mobility, and (6) Formal District Options. The report appendices contain an action matrix and all documents produced for this assessment. The community will also be provided with DCI's Implementation Toolkit.

COMMUNITY PROFILE



In preparation for the community assessment portion of the work with the Town of Eagle, DCI and its Challenge Program Team gathered information about current economic drivers, demographics, and attractions to gain a deeper understanding of Eagle's past, present, and potential future. The Town of Eagle, currently a statutory town, is located in the beautiful Eagle River Valley and was incorporated in 1905. Its current population is approximately 8,368 (ACS 2017). By 1921, the town was the county seat and a natural outfitting point for ranching, farming, nearby mining operations and support for the local population. Resource extraction, like throughout many Colorado communities, was an important economic sector for most of Eagle's modern history.

In more recent times, the Town of Eagle and Eagle County have both become a growing center for outdoor activity and recreation. Eagle has fantastic access to mountain biking, hiking and trails, fishing, rafting and kayaking, golfing, hunting, Nordic ski, snowshoe, skiing, and snowboarding. The Town of Eagle is directly surrounded by approximately 1,020 acres of town-owned open space, the adjacent BLM land, miles



of hiking and biking trails, multiple public parks, outdoor stage venue, outdoor public pool, public golf course, and the brand-new Eagle River Park, the Town of Eagle is a springboard for outdoor adventure. With its downtown right off of I-70, the Town of Eagle serves as a bedroom community for the county including Gypsum



and the resort towns of Avon and Vail (where the Beaver Creek Ski Resort and Vail Mountain Ski Resort are located, respectively). The I-70 corridor near Eagle regularly sees 30,000 vehicles per day. As of the 2010 Census, Eagle has approximately 2,834 households, and 2,163 family households residing in the town. More re-

cent data shows the median age is 37.7 (ACS 2017), which is slightly higher than Colorado's median age of 36.5 (ACS 2017). Children from the age 0-14 make up 26.5% of the total population (ACS 2017). This data suggests Eagle is a family-friendly community. Current projects include: the recent phase 1 competition of the Eagle River Park Project. As part of the Eagle River Corridor Plan, this project is a 4.3 acre park which is funded through a voter-approved 0.5% sales tax. It includes in-stream design and construction of a new world-class whitewater park and upland park design and construction on the north side of the river. This project aims to build upon the Town of Eagle's outstanding outdoor recreation opportunities and provide a venue for whitewater competitions, events and more.

RECOMMENDATIONS & NEXT STEPS

RECOMMENDATIONS OVERVIEW

This assessment focuses on activating stakeholders and resources in a comprehensive approach to capture and direct existing activities into the following topic areas that are vital to revitalizing downtowns. The concept that this report and recommendations are built on is the process of **Creative Placemaking**. The distribution channel for moving the content through the community is **Communications**; The product Eagle is sharing is developed by the private sector **Business community**; The process for ensuring equity and goal-focused implementation is through the **Regulatory Environment** (zoning and regulations); The workflow that helps to ensure full community engagement is through physical **Connectivity** and future mobility; and the implementer of the overall structure over time is a **Formal District**.

- **Creative Placemaking:** Creative Placemaking, the strategic integration of art, design and cultural activities into community planning and development is an ideal way to enhance the community's experience. To ensure authenticity and distinctiveness of place, these projects must be produced by the community and for the community.
- **Communications, Branding, & Identity:** Communication is the imparting or exchanging of information or news. Brand identity is essentially how the community wants to be perceived. It is the combined message transmitted via the messaging, logo, style and visuals. The community sense of identity has to do with who they think they are and how they perceive yourself. But also how you define themselves to others. This section will focus on establishing locally-focused branding, messaging, communication, and events.
- **Business Community:** Consider opportunities to collect data, enhance services for business, and identify and catalyze underutilized assets.
- **Regulatory Environment:** The comprehensive plan, zoning and development codes that shape how the built environment will look.

- **Connectivity and Mobility:** Focuses on multi-modal access and connectivity throughout the community.
- **Formal District Options:** Resource management including: human resources, partnerships, and finances.

The observations gathered from the community have been categorized into these topic areas, over which the three main priorities named above were superimposed to articulate these priorities and not necessarily as redundant topic areas. Some of the recommendations specific to the Town of Eagle that follow each observation may be repeated as they cross more than one category.

ASSESSMENT RECOMMENDATIONS

CREATIVE PLACEMAKING & THE EXPERIENCE ECONOMY

74% of Americans prioritize experiences over products or things. Nationally, it's estimated that consumers are spending \$160 to \$180 billion annually on experiences. In 2017, visitors to Colorado spent nearly \$21 billion on experiencing our state. Welcome to the Experience Economy; the commercialization of emotions. This section will focus on the three Ps (People, Place, and Profit) and how they contribute to a creative placemaking strategy.

Creative placemaking, the strategic integration of art, design and cultural activities into community development, is an ideal way to enhance the community's experience. This tool has the power to transform business districts into authentic places that increase business vitality while advancing opportunity, revitalization, connectivity, equity, health, safety and well-being in the community.

Now is the time for towns, business owners and creative sector workers to work

together and capitalize on this market force. Here's how:

- Business owners can collaborate with the local creative community to build offerings that can't be found online; contributing to building competitive advantage in the market.
- Creative placemaking projects are an opportunity for towns, in partnership with the community and the artists/designers, to develop projects that communicate their values — these projects are a “living” brand.
- Focusing on the aesthetics of the community, towns are positioned to grow, attract, and keep a talented workforce; adding new quality jobs and new economic opportunities for all.

Place

Prototype & learn [0 - 6 months]. Implement quick win, low budget public space projects that solicit community feedback; which allow creative sector partners and the town to understand what is working, where improvements can be made and how it contributes to the public experience of Eagle. These are “show-not-tell” moments that are rooted in experimentation, creativity and iteration.

Semi-permanent & permanent projects [6 - 8 months].

These projects are informed by the learnings of the quick-wins and prototypes. Their characteristics include larger budgets, sustainable material choices and generally engage mid-level professionals and/or experts.

Create pop-up Options [6 - 8 months].

To build collaboration between property owners and entrepreneurs, consider using the downtown property inventory to identify vacant spaces that could be activated through pop-up activities or prototyping exercises. Pop-up or temporary activities are a great way of introducing excitement and

activity into downtown Eagle with the ultimate goal of creating a buzz that will attract new business and development.

Creative Placemaking Masterplan & Creative District formation [18+ months].

The Creative Placemaking Masterplan would codify and integrate the tool across town functions. It will explore collaborations with town staff with the intended outcomes of improving community health & wellness; public space vitality; increased safety; and workforce attraction and development. The plan will guide Eagle's application process to become a state-certified creative district.

People

Database of local talent [0 - 6 months].

Understanding who is in the community and their range of talents is an important step in building a creative ecosystem. A database of talent can help foster collaboration across the network; identify gaps and assets; and be a driver of economic opportunity.

Business workshops tailored to creative sector [6 - 18 months].

Bring in business experts who understand creative sector businesses and their unique needs, challenges, business models, distribution channels, pricing and opportunities. The Chamber can be a partner in this offering.

Creative accelerator & residency [18+ months].

Accelerator program support helps entrepreneurs working in the creative economy uncover the value in their own market. The program supports entrepreneurs through business trainings, mentorship and investor pitching. The residency would host mid-level professionals and industry leaders in the community, connecting them with local talent for learning opportunities and network building.

Consider value added manufacturing industry.

Partner with workforce center to compare creative skills survey results to determine where the market for welding and metal, fabrication and precision machining skill sets are in area. Many with these skill sets may be underemployed. Use the data collected to demonstrate to manufacturing companies that Eagle and Gypsum have the ability to recruit the appropriate manufacturing processes of a larger supply chain from larger industries. Celebrate those skills and the potential of Eagle through communications.

Profit

Admission based immersive experience [0 - 6 months].

Build Eagle's first immersive art experience, with paid admission, as a pop-up. This first iteration is a way for artists to test ideas and get real-time feedback from customers. It should be built with free and/or low-cost materials to mitigate business risks. This will inform future iterations and will be an opportunity for the artists to learn what resonates with their market.

Creativity as competitive advantage strategy [6 - 18 months].

There is an increased importance of creativity in the job market. CEOs understand that creativity is at the core of building a sustainable competitive advantage in the marketplace. Local businesses should tap into the town's creative sector to co-design offerings, products and experiences that can't be purchased and/or replicated online.

Creative economy venture fund [18+ months].

Locate investors and capital that can be invested in and used to scale creative sector businesses. This should be paired with the accelerator program to maximize participation and long-term success of the ventures.

COMMUNICATIONS: SENSE OF IDENTITY & BRANDING

Communication is the imparting or exchanging of information or news. Brand Identity is essentially how your community wants to be perceived. It is the combined message transmitted via the messaging, logo, style and visuals. A community's sense of identity has to do with who they think they are and how they perceive themselves and how they define themselves to others. This section will look at establishing locally focused branding, messaging, communication, and events.

Establish the vision. Some of the words used for Eagle's vision are longevity, creativity, and innovation. The idea that a person can age in place from start to finish, living, working, and playing in Eagle, was an important goal for the community. How will high school students understand their chance of working and buying a home? How will seniors find services as they downsize, etc.? The vision is also focused on cultivating a beautiful and whimsical space that allows for new and old ideas to collide and generate fun, dynamic opportunities, and equitable prosperity.

- **Develop a community engagement conversation through creative placemaking to be an input process for branding [0 - 6 months].** Let the ideas flow here and Eagle's own creativity spark unconventional engagement. Use artistic minds to brainstorm solutions and invite action.
- **A brand that is virtual and physical [18+ months].** Remember that after gathering input and having fun identifying Eagle's character, use a professional to create the brand. Professionals are important because they can help to structure all of the components and highlight how, and when, to use each component. The process should not only result in

logos, letterheads, social media, etc. but into elements to include in way-finding, bike amenities, and events.

Engaging Locals is a forever process; it is not an end result.

Rather than a constant focus on bringing in visitors from the highway or from far away, Eagle should consider how to work with their own residents to use the local venues and showcase the area as the place for leisure, gathering, and building community. The following steps are a cycle that begins, ends, and then begins again. Don't overlook steps by assuming you already checked into less visible demographics or already connected with all groups. It must be assessed each time.

- **Engage a broad group of community leaders and organizational representatives [0 - 6 months].** The planning group will include the "Same Ten People", and should also include other members of the community that share an interest in helping in some manner.
- **Develop your statement of purpose for the interaction [0 - 6 months].** A clear purpose statement with five short talking points will help all engagement to maintain a consistent message regardless of different the platforms, venues, or messengers used.
- **Know your demographics, be inclusive, and speak to all audiences [0 - 6 months].** Identify key audience groups and plan to meet them where they are. Regardless if the majority of Eagle's population is one demographic, seek out and connect with diverse demographics.
- **Mix it up [Ongoing].** Plan to be flexible and have multiple methods for reaching diverse audiences. While the message should stay consistent, the delivery and process for gathering input should be creative and include different tools and processes.

- **Record and Share [Ongoing].** When holding meetings be sure to record the information and discussion. Share the report of the content and ideas with all participants and in the community to maintain a transparent approach. This is also a great way to invite others to participate whether by sharing feedback on the meeting that happened or coming to future meetings.
- **Be the fun you look for [Ongoing].** Have fun, a lot of fun, with meetings and updates. Use creative techniques, locations, platforms, and diverse people to curate innovative and dynamic discussions or other means for sharing ideas.
- **Be prepared [Ongoing].** Think through goals and the methods engaging the community. If there are reports or data that is available, have those for people to review, invite the people who have been involved, and those who should be.
- **Get statistical [Ongoing].** Don't be afraid of sharing statistics, especially if there are numbers you hope to change in the future.

Focus on Changing Local Habits. Commercial areas, such as downtowns, are able to shape community habits with consistent delivery of an experience. If the experience is showing up to find nothing open, the habit will form to go somewhere else. If the experience is consistently an area with a variety of options, fun interaction with community, and a place where “everyone knows your name” they are likely to develop the habit of coming out.

- **Support the Chamber's Local First campaign [0 - 6 months].** As the Chamber begins to work with local businesses to identify

things people can buy in Eagle, consider the opportunity to showcase local entrepreneurs and tell their story. Help the community get to know business owners, why they do it, and what they sell is a way to build relationships and increase local purchasing.

- **Educate locals on how their spending impacts Eagle [0 - 6 months].** Educating local stakeholders on the economic impact of their spending habits and letting them understand that they are the primary market for Eagle's businesses is an important piece of engagement. Use simple tools like the 3/50 Campaign to access materials that share the importance of spending locally through articles and posters that can be placed in Eagle's storefronts.
- **Consider a habit forming effort that connects multiple businesses for local attraction [0 - 6 months].** Stay away from creating many, large, time-consuming events, but do develop a strong marketing effort around special access for the locals. Calling the effort a “Locals' Night” and having activities where staff and owners can learn the names of patrons, or patrons can interact on issues, allows for community building and business support. Beer Gardens or Coffee Patio Concerts are great for a Friday Night Happy Hour Series each fall and summer. Winter is a great time to foster community with indoor trivia nights or other fun ways to build pride and engagement. Remember the goal of getting people interacting with each other and creating a habit of coming out to be part of Eagle's community.

- **Inventory local business assets, activities, and other social offerings [6 - 18+ months].** Use the data to establish a local collaboration effort around businesses and property owners to help change local habits. Plan special experience nights that build on a unique Eagle combination of assets.

Let Youth Lead. Give youth an opportunity to hone communications and marketing skills and promote the Love of Eagle. Move beyond the token youth poll and into active participation from youth. Consider more opportunities to do work of significant consequence to allow Eagle's younger demographic the chance to shape the future and gain leadership experience.

- **Add a dedicated youth position(s) on a community board [6 - 18 months].** The younger population is a vital resource to utilize and take advice from in the community. Having opportunities for youth representatives on local organizations and boards such as the Chamber of Commerce, Downtown Business Alliance, and Economic Vitality board will help the youth engage. Be cautious to treat the youth equitably and to respect differences with a sincere and inclusive approach. Don't make them a token effort.
- **Broaden Communication Channels [6 - 18+ months].** Create a student-led newsletter, social media campaigns, and project identification processes that have the dual purpose of cultivating pride and incentivizing more people to read the newsletter. Engage the Recreation and School Board through presentations and active communications through their channels (website, social media, school folders, etc.).

- **Expand experiential learning opportunities [6 - 18+ months].** Having an experiential learning institution in town is a huge asset. Work with the school to share current initiatives and consider how class projects might focus on town challenges or solutions.

Ask locals to create the program Consider the places you want to activate, what the goals are, and then invite the local community to share ideas and participate.

- **Celebrate what you have [Ongoing].** There are many great things happening in Eagle. Don't let the successes go unheard or unseen. By celebrating those accomplishments in conjunction with what already exists, locals will take greater pride in their community, generate excitement, and draw visitors and businesses to Eagle. Having refined talking points will also go a long way in completing this objective.
- **Request Proposals [6 - 18 months].** When engaging locals with the new River Park, develop a Request for Proposals template for River Park fun activity, instead of the town developing all of the programming.
- **Develop a pre-approved Event Framework and Barrier Plan for event planners [6 - 18 months].** If there are local groups, businesses, or organizations that plan events on a regular basis, consider pre-approved templates that can cut the red tape to make this an easier process.
- **Local Celebrations [18+ months].** Hold a quarterly or regular celebration along with a planning meeting focused on downtown. In executing any plan, the process is continually changing and unfolding as new factors come into the picture and as

such, the end result can change. Versatility can be a benefit to the process but also requires keeping in touch with the community and what their vision is. A quarterly celebration will work towards engagement and building pride and participation from the community, and also give residents and local business owners a sense that they have ownership of the process. Planning meetings after the celebrations or events further solidifies this point by offering an opportunity for locals to institutionally effect the direction of community revitalization. Make it fun and local-focused: include family activities and workshops to create momentum for more engagement throughout the year.

Property Owner and Business Communications

Whether online correspondence or in-person meetings with the business and property owners, defining messages and streamlining communication will make existing resources and new efforts more impactful, save significant time, and improve the overall impression of the districts.

- **Develop an Eagle Engages Entrepreneurs campaign and quarterly training series [6 - 18 months].** The Chamber and Downtown Business Alliance are working on a regular training program. Communicate these efforts through all local channels to demonstrate the Eagle supports entrepreneurs.
- **Use the comprehensive plan to communicate physical improvements that the Town would support (e.g. sidewalks) [6 - 18+ months].** As the vision evolves, the town can identify private

improvements that will provide a public good through enhanced aesthetics, walkability, or social offers. Communicate the town's objectives and create a transparent process for the private sector to creatively address problems. Establish a grant or loan fund when possible.

- **Establish and communicate development and investment process and timelines [6 - 18+ months].** The Town of Eagle is doing a great job in partnering with business and property owners by establishing a clear and easy to follow process. Communicating a complete list of steps, the estimated time frame, and any costs associated with processes is a great way to show possible investors that the town is open and ready to partner.
- **Develop a clear identity messaging for businesses [6 - 18+months].** Clear communication and a synchronized effort show that Eagle is organized, knows their identity, and is a place to spend time. Work with local businesses to adopt the community brand and identity into their messaging for a more effective impact. Identity building is something that will inspire businesses to join the effort, relocate to Eagle, support activities the town wants to promote, and generate economic and tourist momentum.
- **Don't forget the frontline.** Remember that the employees at gas stations, hotels, and restaurants are often the frontline in interfacing with people who may not stop anywhere else in town. Create an "Eagle Employee Familiarity Tour" so that one night

or weekend in the slow season, local employees are treated to a fun tour of Eagle. This will in turn help the employees promote Eagle to all they come into contact with.

- **Special message for catalyst owners.** As Eagle identifies the property redevelopment tools and primary catalyst sites that are important to the future, consider a special message to catalyst site property owners. This message should highlight the challenges Eagle is facing with housing, jobs, and being a community a person can live, work, and stay their whole life. Perhaps include some heart-warming testimonials from youth, as well as a call to action for property owners to use available resources for redevelopment to help the cause. If they cannot help the cause, explain how they can support the cause by partnering or selling to other owners, businesses, or developers.

Buildings/Properties

- **Plan an event for property owners and tenants regarding funding for building improvements, maintenance, beautification [6 - 18 months].** There is a need for upgrades and build-out in existing spaces. Host an event to educate property owners and tenants about the options of funding. This event could be presented by the Town of Eagle and co-marketed to make sure the awareness is there.
- **Include an expanded property owner section on the Town and Chamber website [6 - 18 months].** The information about funding options and things to be aware of (related use codes, permits, etc.) could live on one place on the town's website for those that want to access the information in the future.

- **Keep info up to date [Ongoing].** Watch for stale/ outdated/ incorrect information on websites and public materials. Consider an internship or role for tech savvy youth to create and manage content.
- **Obtain financing for tenant improvements and building upgrades with a plan for users and community [18+ months].** The property owners and tenants can stay connected on priorities as they pursue funding and make upgrades. The success stories and lessons learned can be shared and communicated to the Eagle community. This might be the best use of a town-specific revolving loan fund (vs funding for individual small businesses).

BUSINESS SUPPORT

Business support should include efforts to Retain, Attract, and Grow Business. Dedicate time to business retention, attraction, and growth. The DCI Team suggests a few salient points to include in a business incentivization plan such as: (1) review incentives to ensure they meet community goals, and (2) focus any incentives on businesses which create high paying jobs.

Financing/Funding for Small Businesses

- **Increase understanding of funding options available to rural areas and from around the state [0 - 6 months].** Tenant improvement options offered by Colorado Lending Source through Main Street Loan program and USDA loans for property acquisition or improvement options are readily available if businesses are interested in renovations, etc.
 - **Revolving Loan Fund:** Consider how to capitalize a low interest loan fund that can be used to support the business

- community with small \$5,000 loans. The fund can be used for everything from support during construction projects to supporting signage efforts to LED lighting conversions.
- **Quarterly information sessions regarding financing, investment, etc.** Plan and host information sessions to educate the business community about financing options, the difference between debt and equity, finding investors, etc. This can include various options/partners/resources and be marketed through the various entities to ensure awareness and good attendance. The event could include a “business celebrity” that is willing to share their specific journey for obtaining funding and scaling for growth.
 - **Share success stories, including visual data with how a project was put together.** Encourage those who have started and grown their businesses to share their stories to be celebrated and educate others (including the challenges and what can be learned from this). The data does not have to list specific business names.
 - **Establish a central place to list information about the various training options (online) and location for all materials (physical) [6 - 18+ months].** Determine how/where businesses currently get their information. Then add - or add to - business resources/contacts. Also consider a place for physical material for the resources, if desired maybe at the Chamber, SBDC, and coworking spaces.
 - **Address long term infrastructure for businesses that scale to a certain size and have to leave [6 - 18+ months].** There are challenges regarding transportation, suppliers, etc. once a business grows to a certain size - resulting in larger businesses potentially moving to the metro area and taking jobs and revenue with them. These issues should be anticipated as much as possible. This is ideally a regional discussion.
- ### Business Training/Education
- **Host an SBDC training in Eagle, and apply for incubator grant [6 - 18 months].** Though the logistics will depend on funding, the SBDC has current programming and instructors. Eagle could choose a topic relevant to its business community to host in Eagle proper in 2020. With a solid public-private partnership, Eagle could apply for the SBDC incubator grant to help fund this endeavor (see CoVenture as an example).
 - **Conversation and understanding regarding consulting, training, education, resources.** This would likely start with a meeting between the Director of the Northwest SBDC and the folks in the Town of Eagle. The key contacts in Eagle could gain an awareness and understand of the FREE business consulting and existing training/classes as a starting point. Does the SBDC network have consultants in Eagle currently?
 - **Build out SBDC local focus and partner with local high schools.** Continued

discussion and partnership could lead to a Satellite SBDC office in the coworking space or possibly moving the SBDC headquarters for the Region to Eagle (further down valley).

Business Training Resources

While working through the vision and needs for supporting business and creative placemaking efforts, consider reaching out to existing business resources that already have training, loans, grants, and partnerships that can bolster business and property owner efforts. Consider updates from the group, 30 minute business resources talk, and time for discussion as a way to program regular monthly meetings. Don't let meetings exceed 90 minutes. Following all meetings, have a written summary of the agenda and an email that shares links to the resources and website of partnership.

- Resources to Present at Business Training
- Small Business Development Center (SBDC - part of OEDIT and SBA)
- Northwest Loan Fund
- Colorado Lending Source
- Colorado Enterprise Fund
- DreamSpring
- Colorado Housing and Finance Authority (CHFA)
- Start Up Colorado
- Proximity Space (coworking)
- Chamber(s)
- Bankers, CPAs Accountants
- USDA Rural Development
- Colleges - regional and state
- Other business owners (network at coworking space)
- Town/County
- Vail Valley Partnership
- Economic Development professionals

Coworking/Incubator

- **Identify and network with entrepreneurs, including location neutral employees [0 - 6 months].** The community of small business

owners, home-based businesses and entrepreneurs can be identified and brought together as a starting point. They are busy people but they need a network, resources and mentors - so events and connections can bring these folks together. There are location neutral employees in the area as well that work and live here and might lack connections.

- **Connect with Larger Networks [6 - 18 months].** The current options for coworking should tie in to existing and Proximity Network. Look for a public-private partnership to establish a downtown coworking space. The technology, amenities and funding aspects will be key - as well as the volunteers it will take to establish and grow this for the first two years. The Proximity Network has community calls, 50 Things Every Coworking Space Manager should know and training.
- **Establish accelerator/incubator for new and existing businesses [18+ months].** Identify whether the need is "ideation," incubation or acceleration. For example, are there a lot of business not being started; Are the businesses relatively new and need help getting established or are the existing businesses looking to scale? Then develop the Eagle program to address primary needs and bring in help for a handful of businesses each year. Track and market the impact and success stories!

REGULATORY ENVIRONMENT

Short-Term Actions [0 - 6 months]

- **Support development projects in downtown Eagle. Highlight and showcase current redevelopment and development projects**

in downtown Eagle. Projects that have been approved, such as Broadway Station, will bring over 6,000 sq. ft. of commercial space and 22 apartments to downtown Eagle in the coming years. Educate the community on the importance of downtown core projects such as Broadway Station, and the positive impact it will have on downtown's economic vitality (housing, jobs, image, etc.).

- **Streamline development review process to support incremental change.** Elevate Eagle has a stated goal of streamlining the application process, including the creating of infographics, interactive flowcharts and guides. Clearly communicate Eagle's revised development review process to increase efficiency and clarity of process for town staff and applicants.
- **Inventory catalyst sites in and around downtown Eagle.** Sites could include vacant, under-performing spaces; sites with owners who are looking to sell and absent property owners. Once a list of sites and owners are identified, brainstorm short-term and long-term uses that fit with the community vision of Eagle. Both short and long-term uses should reflect Eagle's vision of community health & wellness; public space vitality; increased safety; and workforce attraction and development.

Mid-Term Actions [6 - 18 months]

- **Complete Elevate Eagle Comprehensive Plan and Land Use Code Update.** The update to Eagle's Comprehensive Plan and Land Use Code is arriving

at an opportune moment for Eagle. "Elevate Eagle" is slated to be complete by mid-2020. This is the first major town-specific Comprehensive Plan. The primary objective of the code update in Elevate Eagle is to reflect sustainability goals, smart growth, and other the emerging trends in the community. It should be user friendly and consistent with other relevant standards and policies already adopted by the Town of Eagle. (Eagle Code Assessment, 1).

- **Utilize greater zoning and development code flexibility outlined in Elevate Eagle.** Elevate Eagle's updates to the land-use and development code will give Eagle and property owners more tools to deal with current issues and trends that face communities across the nation, such as housing. The updates should plan to address accessory dwelling units (ADU's), tiny homes, and mixed-use zoning in the core downtown areas to allow for greater housing diversity and density.
- **Implement town-wide regulation on short-term leases.** As with many other Colorado communities, Eagle struggles with balancing short-term leasing of residential units from services such as AirBnB and VRBO and its needs for long-term housing stock. Eagle should research, draft, and approve legislation to regulate short-term leasing. This will create a new revenue stream for the town that could help fund projects that benefit the community.

Long-Term Actions [18+ months]

- **Consider a zoning review to allow for more flexible, market-**

friendly housing options. The Eagle River Valley has seen the jobs and population market grow more rapidly than housing inventory since 2011. The valley will need 5,900 housing units by 2025, according to the “2018 Eagle Valley Housing Needs and Solutions Plan”. An increase of housing stock diversity will be needed in order to reach that goal. This includes attached houses, condos, ADUs, tiny-housing and greater density in areas zoned for single-family homes.

- **Consider incentives to develop catalyst sites.** The Town of Eagle could potentially offer incentives to developers of proposed projects that fit with the vision of Eagle’s community in order to secure their competition. This could include, but is not limited to, waiving certain fees, help with public infrastructure upgrades and public art requirements (2% of total project cost goes towards public art).
- **Develop strategies for a community land bank.** Create a taskforce to do the initial research on the process of creating a community land bank for the Town of Eagle. This strategy complements working with catalyst sites to ensure the highest and best use for Eagle’s long-term vision.

CONNECTIVITY & FUTURE MOBILITY

Physical connectivity is the design, configuration, installation and maintenance of physical elements necessary to connect activity nodes, gateways, and assets within the community. With several distinct centers of commercial activity and public spaces, physical connectivity within the town boundary is critical in developing a comprehensive identity and cohesive community. Transit, trail, and street connectivity throughout Eagle ranked highly in the pub-

lic feedback collected as a part of the Elevate Eagle process. In many cases, the infrastructure network is largely in place but with gaps; in some cases, it is completely lacking. Additionally, there is very little supporting wayfinding signage throughout town.

The Creative Placemaking process is an opportunity to leverage the energy of that group to identify important physical connections, needs, and possibilities. Equally important is to overlay creative placemaking with community connections to understand ‘nodes’ of public activity, decision-making, and gathering.

Curate the Pedestrian/Bike Experience.

Consideration of the linkages and signage that is necessary for locals or visitors to find the assets in Eagle and seamlessly navigate from one area to the other is an important next step.

- **Engage in Creative Placemaking efforts to crowd source priority gaps, missing connections, opportunities and short-term solutions [0 - 6 months].** Look in to “Alamo Commutes” or “Walkonomics” as two examples of applications that might be useful. Be sure to have instructions and use this as an opportunity to garner more engagement.
- **Develop the 8-80 Model [0 - 6 months].** The 8-50 model is a design plan that considers, how each design decision impact the quality of life of an eight-year-old and an eighty-year-old? Communities tend to design their space for 20-40 year olds. If Eagle is striving to be a place for people of all ages to live, plan for 8-80!
- **Begin to develop town wayfinding standards and plan [6 - 18 months].** Use the information gathered through crowdsourcing and other staff reviews to develop a plan. Review the prior Town Wayfinding plan, developed several years ago, and update as necessary to meet

existing needs and identity characteristics. Review existing town standards for streets, sidewalks and trails, and identify opportunities to improve inclusion of multi-modal solutions in rights-of-way. Consider ways to creative placemaking in combination with conventional signage approaches so that Eagle's "public art" efforts expand to problem solving.

- **Bike Amenities [6 - 18 months].** Bike amenities are considered an important issue within the community. Consider strategically where to place amenities, as well as how artists and local craftspeople can contribute. Remember to build habits, meet the need, and think of ways to keep it fresh.
- **Partnerships and Funding for Creative Pilot Projects [6 - 18 months].** With the ideas of walkability, bikeability, creative and local entrepreneurship, etc. there will be several possible partners to connect with around outside funding and/or temporary pilot projects. Develop the plan and then share it broadly. share it at a local or regional Creative Connectivity/Mobility Summit to engage partners and keep the conversation going.
- **Identify outside funding to guide prioritization of future connectivity projects [6 - 18 months].** The focus should be on projects that include providing safe access between residential areas and schools. These initial projects will help facilitate the implementation of future projects that serve the larger community.
 - Improve pedestrian, bicycle and public spaces/facilities along Hwy 6.

- Update Town Engineering Standards (in progress) to current right-sizing road concepts.

- **Develop a comprehensive town trails and connectivity plan (18+ months):** As the pilot projects are vetted, Eagle should embark on a formal trails and connectivity plan. This plan should inventory all existing public pedestrian and trails facilities; illustrate opportunities for improvement of connectivity throughout town; identify priorities and order-of-magnitude budgets and list potential funding partnerships. The trails plan should consider both recreation and practical functions of a comprehensive trail network. This includes larger connections to recreation trails on neighboring BLM lands and regional shared-use trails. Eagle should also budget for, and implement, a town-wide wayfinding program. Lastly, the town should analyze the existing roads and streets grid, critically evaluating the capacity and function of the existing infrastructure against the project future growth. This review should include relatively short-term improvements to the internal road system, and should also consider long-term needs such as regional transit and additional access points to Interstate 70.

A FORMAL DOWNTOWN DISTRICT

As the community begins to implement projects, it will become important to identify appropriate funding sources to support those projects. The community should strive to develop sustained funding sources and leverage local

funding with external resources in ways that maximize the impact of local resources. To realize the long-term vision for Eagle, additional organization and financial tools will be needed to support design, programming and public realm infrastructure improvements. Eagle's committees and non-profit led initiatives will be limited in accessing both the people and the funding to drive the processes to build the vision. This section recommends specific resources that the community should investigate when considering how to implement projects. The last portion of this section includes a timeline for district formation.

Role of a District. When considering the importance of having a formal district, it is important to recognize the role it will play for the community. Some of the items to recognize include the following:

- Provide a reliable, multi-year funding mechanism that establishes buy-in from all entities in the boundaries.
- Organizational umbrella, such as the "Eagle Partnership", that coordinates and assists with efforts of the Chamber, Downtown Business Alliance (DBA), Economic Vitality Committee (EVC), Eagle Arts, and other community and economic development entities.
- Creating and enhancing public/private partnerships, leveraging grants, public funds (Town, CDOT, Federal, etc.) for programming and capital improvements.
- Economic Development and small business support services that are comprehensive and leverage all partners.
- Land banking and attainable housing strategies to identify and manage catalyst sites to ensure the highest and best use for Eagle's long-term vision.
- Establishing a clear role and representative for managing placemaking and advocacy efforts around the long-term vision.

Benefits of District. As a district takes on the above list of tasks, the community will begin to see outcomes including:

- A unified voice and strengthen the influence of tenants, stakeholders, and property owners in downtown
- Improved economic vitality and overall quality of life for the greater Eagle community.
- Elevation of Eagle's profile as a diverse community with an authentic downtown core, recreational center, arts, trails, connectivity and entrepreneurial spirit, advancing policies and public investment to benefit property owners and residents.
- Development of a unique sense of identity for downtown that enhances the greater Eagle community including Eagle Ranch, Hwy 6 and Chambers Avenue.
- Provision of amenities and branding that bolster downtown a stronger and more defined sense of place.

Assess Land Uses and Ownership in Downtown. One way to begin the process of determining a district is by understanding the current land use patterns and demographics. Draw the potential boundaries for a downtown district with opportunity sites. Gather information on sales and property tax, create a spreadsheet tracking ownership, current and past uses, and include a focus on potential future uses.

Districts to Consider. The DCI Team has reviewed the objectives and current status of Downtown Eagle and outlined three possible options for long-term district management. These tools are able to help complete many of the proposed objectives and can be used independently or with multiple districts layered on top of each other.

Downtown Development Authority (DDA). DDAs are quasi-municipal organizations that, in addition to financing public improvements and management, can fund a variety of business-related services such as marketing, economic development, and advocacy.

- DDAs can raise revenue through tax increment financing (TIF) and property tax assessments (mill levies) or special assessments up to five mills, on residential and commercial properties only. DDAs can work with the municipality to issue bonds.
- Establishing a DDA requires a petition process from property and business owners within the proposed district. It will require a subsequent vote in a TABOR election if utilizing the Mill levy.
- DDAs are overseen by city council, or an appointed board of directors comprised of property and business owners in the district. DDAs typically contract staff and administrative services through a non-profit organization.

Business Improvement District (BID).

BIDs are quasi-municipal organizations that, in addition to financing public improvements, can also fund a variety of business-related services such as marketing, economic development, and advocacy.

- BIDs can raise revenue through property tax assessments (mill levies) or special assessments, on commercial properties only. BIDs can also issue bonds.
- Establishing a BID requires a petition process from property owners within the proposed district and a subsequent vote in a TABOR election.
- BIDs are overseen by an independent board of directors comprised of property and business owners in the district. BIDs typically contract staff and administrative services through a non-profit organization.

Urban Renewal Authority (URA). It has been reported that Eagle already has an URA, though it is not currently

functioning. Possibly the fastest way to move forward with tax increment financing (TIF) would be to reactivate the URA, which as an entity covers the entire municipality. When determining the board members, to invite participation from the County, School District, and one representative from other special districts. Once the URA is operating and the board is determined, establish a TIF area, which requires an existing conditions study to determine blight conditions. To establish a TIF Area, negotiate the TIF with other taxing entities. A few important notes are that this doesn't require a TABOR vote, a URA can also develop multiple TIF areas, and it can include property and sales tax TIF.

DISTRICT FORMATION PROCESS

Short-Term Actions [0 - 6 months]:

- Community outreach and dialogue
- Determine best functional district option
- Calculate budget and revenue generation of each
- Develop draft operating outline
- Home rule designation

Mid-Term Actions [6 - 18 months]:

- Community dialog and District decision
- Identify partners and roles, board of directors, finalize operating plan
- Determine "holding company" model (incorporating all formal and informal economic/arts/vitality organizations)

Long-Term Actions [18+ months]:

- Seat board – represent diverse properties, stakeholders, potentially geographies
- Form district, hire Director, staff
- Identify admin needs (legal, accounting, etc.)
- First year funding stream (assessment ++)
- Refine operating plan
- Identify partnerships and additional funding sources

APPENDIX A // Action Matrix

PROJECT AREA	ACTION TASK	RESPONSIBLE	DELIVERABLE	Short-Term 2019				Mid-Term 2020				Long - 2021 +	
				Q4	Q1	Q2	Q3	Q4					
Creative Placemaking													
Place	Inventory & Prioritize, in collaboration with community partners, creative placemaking opportunities and desired outcomes.	Lead: Town of Eagle Partners: Eagle Arts, DBA, Eagle Ranch, Arts Guild	List of prioritized opportunity sites.										
Place	Identify funding for “quick-win” and short term creative placemaking projects with budgets of \$1,000 to \$10,000 with around 20% dedicated to the artist fee.	Lead: Town of Eagle Partners: Eagle Arts, DBA, Eagle Ranch, Arts Guild	Creative Placemaking line item in the budget.										
Place	Work with community development and private sector partners on permitting approvals.	Lead: Town of Eagle Partners: Eagle Arts, DBA, Eagle Ranch, Arts Guild	Permits from the town.										
Place	Develop a process to select projects and award funds for the quick-win creative placemaking project proposals.	Lead: Town of Eagle Partners: Eagle Arts, DBA, Eagle Ranch, Arts Guild, DCI	Town issued RFP.										
Place	Create metrics that measure the success of the quick-win creative placemaking projects; allowing all stakeholders learning/growth opportunities.	Lead: Town of Eagle Partners: Eagle Arts, DBA, Eagle Ranch, Arts Guild, DCI	Metrics and observations worksheet										
Place	Identify funding for semipermanent and permanent creative placemaking projects with budgets of \$10,000+ with 10% to 20% dedicated to the artist fee.	Lead: Town of Eagle Partners: Eagle Arts, DBA, Eagle Ranch, Arts Guild, DCI	Addition funds in the creative placemaking line item in the budget.										
Place	Develop a process to select projects and award funds for the semipermanent and permanent creative placemaking project proposals.	Lead: Town of Eagle Partners: Eagle Arts, DBA, Eagle Ranch, Arts Guild, DCI	Town issued RFP.										
Place	Create metrics that measure the success of the semipermanent and permanent creative placemaking projects; allowing all stakeholders learning/growth opportunities.	Lead: Town of Eagle Partners: Eagle Arts, DBA, Eagle Ranch, Arts Guild	Metrics and observations worksheet										

PROJECT AREA	ACTION TASK	RESPONSIBLE	DELIVERABLE	Short-Term 2019				Mid-Term 2020				Long - 2021 +	
				Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Place	Issue a RFP for consultants to work with all town stakeholders on a creative placemaking masterplan that strategically integrates creative placemaking across all town functions.	Lead: Town of Eagle Partners: Eagle Arts, DBA, Eagle Ranch, Arts Guild	Town issued RFP.										
Place	Bring all stakeholders together to submit an application to become a Certified Colorado Creative District.	Lead: Town of Eagle Partners: Eagle Arts, DBA, Eagle Ranch, Arts Guild	Completed application for creative district certification.										
Place	Continue the process of rows 6 — 13.	Lead: Town of Eagle Partners: Eagle Arts, DBA, Eagle Ranch, Arts Guild											
People	Identify and inventory Eagle's creative talent and capabilities.	Lead: Eagle Arts & Arts Guild Partners: DBA, Town of Eagle	Database of talent.										
People	Identify creative sector needs and demand for business trainings.	Lead: Eagle Arts & Arts Guild Partners: Chamber, DBA, Town of Eagle, DCI, FUN	Online business survey of needs/demand.										
People	Create a monthly business trainings tailored to the needs of Eagle's creative sector. Topics could include addressing the sector's unique needs, challenges, business models, distribution channels, pricing and market trends.	Lead: Eagle Arts & Arts Guild Partners: Chamber, DBA, Town of Eagle	Calendar of scheduled offerings.										
People	In partnership with community stakeholders, create an artist residency program that attracts and grows creative sector talent that supports a place-based economic development strategy.	Lead: DCI, FUN & Town of Eagle Partners: Eagle Arts, DBA, Eagle Ranch, Arts Guild	Partnership and program agreement.										
People	In partnership with community stakeholders, create an RFP for a creative accelerator administrator partner that supports a place-based business development strategy.	Lead: DCI, FUN & Town of Eagle Partners: Eagle Arts, DBA, Eagle Ranch, Arts Guild	Town issued RFP.										

APPENDIX A // Action Matrix

PROJECT AREA	ACTION TASK	RESPONSIBLE	DELIVERABLE	Short-Term		Mid-Term		Long -
				2019 Q4	Q1	Q2	2020 Q3	
People	Continue the process of rows 17 — 21.	Lead: Town of Eagle Partners: Eagle Arts, DBA, Eagle Ranch, Arts Guild						
Profit	Bring together artists, building owners and stakeholders to workshop Eagle's first artist-driven immersive experience.	Lead: Eagle Arts & Arts Guild Partners: Chamber, DBA, Town of Eagle, DCI, FUN, Immersive Denver	Workshop.					
Profit	Bring together artists, building owners and stakeholders to implement Eagle's first artist-driven immersive experience with an admission fee.	Lead: Eagle Arts & Arts Guild Partners: Chamber, DBA, Town of Eagle, DCI, FUN, Immersive Denver	Immersive art experience.					
Profit	Pair business owners and creative sector workers to co-design/create experience and product offerings that can't be replicated online.	Lead: Eagle Arts & Arts Guild, Chamber Partners: DBA, Town of Eagle, DCI, FUN	For sale Experience offerings and products.					
Profit	Host a one-day Creative Economy Summit that explores the creation of a creative economy VC fund and connects investors, financing institutions, and creative sector businesses.	Lead: Eagle Arts & Arts Guild, Chamber Partners: DBA, Town of Eagle, DCI, FUN	Creative Economy Summit					
Profit	Establish a Creative Economy VC fund dedicated to seed funding and scaling creative enterprise.	Lead: Eagle Arts & Arts Guild, Chamber Partners: DBA, Town of Eagle, DCI, FUN	Creative Economy VC Fund.					

PROJECT AREA	ACTION TASK	RESPONSIBLE	DELIVERABLE	Short-Term 2019				Mid-Term 2020				Long - 2021 +	
				Q4	Q1	Q2	Q3	Q4					
ORGANIZATION & MANAGEMENT													
Establish the vision.	Develop a community engagement conversation through creative placemaking to be an input process for branding.	Lead: Arts Guild Partners: Town, Chamber	logos, letterheads, social media, etc.										
Establish the vision.	Brand is virtual and physical.	Lead: Town	Include elements from brand for wayfinding, bike amenities, and events.										
Engaging Locals	Engage a broad group of community leaders and organizational representatives.	Lead: Town/Chamber Partners: Arts Guild, Eagle Ranch HOA, Schools	Build on existing stakeholder list										
Engaging Locals	Develop purpose statement with five short talking points to help communicate that Eagle wants to help entrepreneurs an proerty owners invest in the community.	Lead: Town Partners: Chamber	A clear purpose statement with five short talking points										
Engaging Locals	Know your demographics, be inclusive, and speak to all audiences. Get statistical.Mix it up. Share the report of the content and ideas with all participants and in the community to maintain a transparent approach.	Lead: Town Partners: Local SBDC, EDC, Arts Guild, Chamber, Schools,	Each meeting summary is recorded and shared. Share reports or data on an online format have those for people to review, invite the people who have been involved, and those who should be.										
Changing Local Habits.	Educate locals on how their spending impacts Eagle. Support the Chamber's Local First campaign.	Lead: Chamber Partners: Town, Local SBDC, EDC, Arts Guild, Chamber, Schools	Access info on 3/50 project										
Changing Local Habits.	Consider a habit forming effort that connects multiple businesses for local attraction without a labor intensive event.	Lead: Eco Vitality Committee Partners: Downtown Businesses	Develop strong marketing effort around special access for the locals.										
Changing Local Habits.	Inventory local business assets, activities, and other social offerings	Lead: Eco Vitality Committee Partners: Downtown Businesses	Weekly locally focused experience nights that build on a unique Eagle combination of assets.										

APPENDIX A // Action Matrix

PROJECT AREA	ACTION TASK	RESPONSIBLE	DELIVERABLE	Short-Term				Mid-Term				Long -
				2019 Q4	Q1	Q2	2020 Q3	Q4	2021 +			
Let Youth Lead.	Broaden Communication Channels. Create a student led newsletter, social media campaigns, and project identification processes that have the dual purpose of cultivating pride and incentivizing more people to read the newsletter. Engage the Recreation and School Board through presentations and active communications through their channels (website, social media, school folders, etc.)		Student led newsletter, social media campaigns, and project identification processes are developed and communicated broadly. Recreation and School Board are engaged with the larger community efforts.									
Let Youth Lead.	Consider local experiential learning opportunities.	Lead: Eco Vitality Committee & experiential learning institution	Locally based curriculum engaging students with projects.									
Let Youth Lead.	Add a dedicated youth position or positions on community boards.	Lead: Town/School	Youth representatives serve and shape local organizations and boards such as the Chamber of Commerce, Downtown Business Alliance, and Economic Vitality board.									
Ask locals to create the program.	Local Celebrations planned and implemented by locals. Develop a Request Proposals for groups wanting to plan things Downtown, Eagle Ranch, and at the River Park..	Lead: Eco Devo Committee	Hold a quarterly or regular celebration along with a planning meeting focused on Downtown. Planning meetings after the celebrations or events further solidifies this point by offering an opportunity for locals to institutionally effect the direction of community revitalization.									
Ask locals to create the program.	Request for Proposals for River Park Fun Activity.	Lead: Town	Transparent selection process with means to identify and encourage collaboration and partnerships.									
Ask locals to create the program.	Develop a pre-approved Event Framework and Barrier Plan for regular event planners.	Lead: Town Partner: 2-3 regular event planners	VIP Process exists for regular event planners.									

PROJECT AREA	ACTION TASK	RESPONSIBLE	DELIVERABLE	Short-Term 2019				Mid-Term 2020				Long - 2021 +	
				Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
PROPERTY & BUSINESS SUPPORT	Property Owner and Business Communications	Develop an Eagle Engages Entrepreneurs campaign and quarterly business and property training series.	Lead: Chamber Partners: Town, Local SBDC, EDC, Arts Guild, Chamber, Schools										
	Property Owner and Business Communications	Use the comprehensive plan to identify and share physical improvements that the Town would support (e.g. sidewalks, awnings, housing, etc.).	Lead: Town Partners: Chamber, EDC, Arts Guild,										
	Property Owner and Business Communications	Establish and communicate development and investment process and timelines.	Lead: Town Partners: EDC, local realtors, local banks										
	Buildings/Properties	Plan an event for property owners and tenants regarding funding for Tenant improvements, maintenance, beautification.	Lead: Eco Devo/ Realtors										
Buildings/Properties	Include an expanded property owner section on the Town and Chamber website. Keep info up to date.	Lead: Town Partners: Chamber, EDC, Arts Guild,	Updated monthly or quarterly										
Business Support	Identify or capitalize loans for financing for tenant improvements and building upgrades with a plan for users and community.	Lead: Town Partners: Colorado Lending Source	Loans or financing is available and communicated to all businesses.										
Business Support	Develop a clear identity messaging to help locals and potential businesses understand what Eagle is looking for.	Lead: Town Partners: Chamber, Local SBDC, EDC, Arts Guild, Schools	Adopt the community brand and use it to invite investment in Eaglet.										

APPENDIX A // Action Matrix

PROJECT AREA	ACTION TASK	RESPONSIBLE	DELIVERABLE	Short-Term		Mid-Term		Long -
				2019 Q4	Q1	Q2	2020 Q3	
Business Support	Create an Eagle Employee Familiarity Tour where local businesses invite employees to Experience Eagle with freebies, and give away so that local front line employees can help visitors access Eagle.	Lead: Chamber Partners: Town, Local SBDC, EDC, Arts Guild, Chamber, Schools	Contact List of businesses participating in the familiarity tour. Contact List of frontline employees.					
Business Support	Special Message for Catalyst Owners. Develop language to property owners that highlights the challenges Eagle is facing with housing, jobs, and being a community where people can live, work, and stay their whole life and invite them to invest.	Lead: Town Partners: Chamber, Local REaltors, EDC.	List of property owners. List of local incentives/ordinances to encourage investment and active use of properties.					
Business Support	Use the existing business information and (1) review incentives to ensure they meet community goals, and (2) focus any incentives on businesses which create high paying jobs.	Lead: Town Partners: Chamber, Local SBDC, EDC,	List of local incentives and support to encourage investment in businesses.					
Financing/Funding for Small Businesses	Increase understanding of funding options available to rural areas and from around the state	Lead: Chamber Partners: Town, Local SBDC, EDC, Arts Guild, Chamber, Schools	Regular Quarterly Business Training in different topics, including consulting, training, education, resources and Revolving Loan Fund.Share success stories, including pie charts with how a project was put together (% doesn't have to list business names)					
Financing/Funding for small businesses	Establish a central place to list information about the various training options (online) and location for all materials (physical)	Lead: Chamber and Town	Up to date online listing of business and property owner resources.					
Financing/Funding for small businesses	Address long term infrastructure for businesses that scale to a certain size have to leave. Facilitate long-term visioning discussion with businesses looking to scale up.	Lead: Town/ Eco Devo Committee	Establish a committee to consider long-term needs					

PROJECT AREA	ACTION TASK	RESPONSIBLE	DELIVERABLE	Short-Term 2019				Mid-Term 2020				Long - 2021 +	
				Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Business Training/Education	Host an SBDC training in Eagle, applying for incubator grant.	Lead: SBDC/Chamber Partners: Town, Local SBDC, EDC, Arts Guild, Chamber, Schools	Annual Eagle Loves Business Summit Created. Build out SBDC local focus and partner with local high schools..										
Coworking/Incubator	Connect with Larger Networks. Identify and network with entrepreneurs, including location neutral employees.	Lead: Town/ Eco Devo Committee	The Proximity Network has community calls, 50 Things Every Coworking Space Manager should know and training.										
Coworking/Incubator	Establish accelerator/incubator for new and existing businesses.	Lead: Chamber/SBDC Partners: Town, EDC, Arts Guild, Chamber, Schools	Eagle program to address primary needs and bring in help for a handful of businesses each year.										

APPENDIX A // Action Matrix

PROJECT AREA	ACTION TASK	RESPONSIBLE	DELIVERABLE	Short-Term 2019		Mid-Term 2020		Long - 2021 +
				Q4	Q1	Q2	Q3	
Zoning & Development								
Zoning and Development	Support and promote downtown development in Eagle. Give regular public updates on progress of projects such as Broadway Station.	Lead: Town of eagle Partners: DBA, DCI Chamber, Eagle Community	Social media posts, downtown events; opening events					
Zoning and Development	Streamline development review process to support incremental change.	Lead: Town of Eagle, Consultants Partners: Eagle Community	Interactive Development review guides and flow charts; Website updates; printed materials updated					
Zoning and Development	Inventory catalyst sites in Eagle. Identify short-term and long-term uses that fit with the community vision of Eagle.	Lead: Town of eagle Partners: DBA, DCI Chamber, Eagle Community	List and tracking spread sheet of catalyst sites in Eagle					
Zoning and Development	Complete Elevate Eagle, Eagle's Comprehensive Plan and Land Use code update. Implement code to allow for more flexibility in housing development such as accessory dwelling units (ADUs) and upzoning.	Lead: Town of Eagle, Consultants Partners: Eagle Community	New Comprehensive Plan and Land Use code					
Zoning and Development	Work with catalyst site owners on how to use sites for uses that fit with the community's vision of Eagle. Set up meetings, visioning sessions for what the community and the owners would like to see.	Lead: Town of eagle Partners: DBA, DCI Chamber, Eagle Community, Eagle Ranch	Regular meetings with property owners schedule; track spreadsheet; surveys					
Zoning and Development	Implement town-wide regulation on short-term leasing of residential units (AirBnB, VRBO). Look to other Colorado municipalities for guidance	Lead: Town of Eagle	Draft short-term leasing regulation					
Zoning and Development	Consider a zoning review to allow for more flexible, market-friendly housing options.	Lead: Town of eagle, Eagle Ranch HOA Partners: DBA, DCI Chamber, Eagle Community						

PROJECT AREA	ACTION TASK	RESPONSIBLE	DELIVERABLE	Short-Term 2019				Mid-Term 2020			Long - 2021 +
				Q4	Q1	Q2	Q3	Q4	Q3	Q4	
Zoning and Development	Consider incentives to develop catalyst sites.	Lead: Town of eagle Partners: DBA, DCI Chamber, Eagle Community	Waive certain fees, density bonuses for housing downtown; 2% of project costs goes towards public art; help with infrastructure public funding								
Zoning and Development	Develop strategies for a community land trust. Set up a steering committee of community members to look into the feasibility of an Eagle Land Bank or Trust	Lead: Town of eagle Partners: Consultants, DBA, DCI Chamber, Eagle Community	Steering committee created; feasibility study								

APPENDIX A // Action Matrix

PROJECT AREA	ACTION TASK	RESPONSIBLE	DELIVERABLE	Short-Term 2019				Mid-Term 2020				Long - 2021 +	
				Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	2021 +
Connectivity & Mobility													
	Bike and Pedestrian Regulation	Schedule and engage in "Creative Placemaking efforts to crowd source temporary examples of bike and pedestrian infrastructure at priority intersections missing connections, opportunities. Show case long-term solutions with short term efforts	Lead: Town of Eagle Partners: DBA,, Chamber, Eagle Community, Bike companies, Bicycle Colorado, Eagle Ranch HOA	Pop-up bike events and infrastructure a downtown and at key connection points.									
	Bike and Pedestrian Regulation	Begin to develop town wayfinding standards and plan for the Town of Eagle. Work with community and consultants to start the planning process.	Lead: Town of Eagle Partners: DBA,, Chamber, Consultant	RFP, Community engagement meetings, visioning sessions,									
	Bike and Pedestrian Regulation	Install permanent bike amenities in Downtown Eagle and other nodes of activity in Eagle	Lead: Town of Eagle, Eagle Ranch HOA Partners: DBA,, Chamber, local craftspeople	Perman bike parking, signage, repair stations, racks									
	Bike and Pedestrian Regulation	Identify potential Partnerships and Funding for Creative Pilot Projects. Develop the plan and then share it broadly and share it at a local Creative Connectivity/Mobility Summit to engage partners and keep the conversation going.	Lead: Town of Eagle Partners: DBA,, Chamber, local craftspeople, Bicycle Colorado, local athletes, Eagle Community	List of potential partners, funding sources, events, and grants for Eagle's Bike/ Ped Infrastructure									
	Bike and Pedestrian Regulation	Identify outside funding to guide prioritization of future connectivity projects. This includes o Improve pedestrian, bicycle and public spaces/facilities along Hwy 6.	Lead: Town of Eagle Partners: DBA,, Chamber, Eagle Community, Grant writers	List of grants and partners for long-term funding of projects									
	Bike and Pedestrian Regulation	Develop a comprehensive town trails and	Lead: Town of Eagle Partners: DBA,, Chamber, Eagle Community, Eagle Ranch HOA	RFP, Community engagement meetings, visioning sessions,									

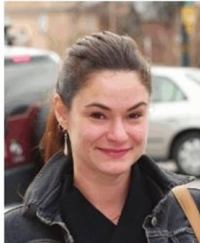
PROJECT AREA	ACTION TASK	RESPONSIBLE	DELIVERABLE	Short-Term 2019				Mid-Term 2020				Long - 2021 +	
				Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
District Selection & Formation	District selection process	Community outreach and dialogue with business owners, property owners and residents in Eagle's Downtown about district options (BID, DDA). This includes meetings, surveys, infographics on different district options	Lead: DBA, Chamber, EVC Partners: Town of Eagle, DCI, Eagle Arts										
	District selection process	Collect data in a spreadsheet and with mapping function to see who is in the downtown area, building owners, business owners, types of business, etc.	Lead: DBA Partners: Chamber Town of Eagle, DCI, Eagle Arts, EVC										
	District selection process	Determine which district option (BID, DDA) would best suit the needs for Downtown Eagle's businesses and residents.	Lead: DBA, Consultants Partners: Chamber Town of Eagle, DCI, Eagle Arts, EVC										
	District selection process	Develop talking points about the challenges for downtown that we are looking to address and begin talking to and recording responses from the district. Include needs such as collaborative marketing, façade or infrastructure assistance, preferences for having support, etc.	Lead: DBA Partners: Chamber Town of Eagle, DCI, Eagle Arts, EVC										
District selection process	Calculate an annual budget and potential revenue streams for each district option (BID, DDA).	Lead: DBA, Consultants Partners: Consider County, School, Districts	Annual Budget, Revenue streams identified, Mill levy										
District selection process	Draft operating outlines for each district option that Downtown Eagle are interested in.	Lead: DBA, Consultants Partners: Chamber, Town of Eagle, DCI, Eagle Arts, EVC											
Regulation	Draft ordinance for Eagle to become a Home Rule municipality to help Eagle with long-term planning and allow for greater flexibility in funding sources.	Lead: Town of Eagle, Partners: Chamber Town of Eagle, DCI, Eagle Arts, EVC	Draft Home Rule Municipality ordinance										

APPENDIX A // Action Matrix

PROJECT AREA	ACTION TASK	RESPONSIBLE	DELIVERABLE	Short-Term				Mid-Term				Long -
				2019 Q4	Q1	Q2	Q3	2020	Q4	2021 +		
District selection process	After careful analysis of the options, Downtown Eagle businesses and Town decide which district option to go forward with. Work with community to hear their feedback on selection.	Lead: DBA, Chamber, EVC Partners: Town of Eagle, DCI, Eagle Arts, Consultant	District option selected.									
District selection process	Consider DCI or other partner to help strategically engage community and partners regarding district options.	Lead: Town of Eagle, DCI, Partners: DBA, Chamber, EVC, Eagle Arts	District option selected.									
District Formation	Identify partners and roles, board of directors, finalize operating plan	Lead: DBA, Consultants Partners: Chamber, Town of Eagle, DCI, Eagle Arts, EVC	List of roles and partners									
District Formation	Determine “holding company” model (incorporating all formal and informal economic/arts/vitality organizations)	Lead: DBA,Consultants Partners: Chamber, Town of Eagle, DCI, Eagle Arts, EVC	Holding company									
District vote	Put forth the question of establishing the district (DDA to a vote of qualified electors at the next general or special election.	Lead: Town of eagle Partners: DBA, Consultant, Chamber	Ordinance written on district formation									
District Formation	After district election question- seat district board (represent diverse properties, stakeholders, potentially geographies)	Lead: Eagle Downtown District, Town of eagle Partners: DBA, Consultant, Chamber	District officially created. Board list created and established									
District Formation	Form district (BID, DDA). Hire a director and necessary staff.	Lead: Eagle Downtown District Partners: Town of Eagle District	Staff hired									
District Formation	Identify admin needs for District to function efficiently and effectively	Lead: Eagle Downtown District Partners: Town of Eagle	Admin needs assessment									
District Formation	Assess and identify first year funding sources and revenue sources.	Lead: Town of Eagle with Consultant										
District Sustainability	Refine Downtown District operation plan over time.	Lead: Eagle Downtown District Partners: Town of Eagle	Operating Plan revisions									
District Sustainability	Identify, connect with, and reach out with potential partners, funding sources for future projects and events in the Downtown District.	Lead: Eagle Downtown District Partners: DBA Chamber, EVC, Eagle Arts	Partnership tracking sheet									

Eagle Consultant Team Members

The Downtown Eagle Assessment Team appreciates the invitation to get to know your district and to assist your community in maximizing its considerable assets. The volunteers worked diligently, pre- and post- visit, to provide relevant and realistic input towards the betterment of your community.



KATHERINE CORRELL, Downtown Colorado, Inc.

Katherine Correll is an innovative and creative strategist, who serves as a resource choreographer for local governments, non-profits, and private businesses hoping to achieve more with less. She brings broad experience from forming co-operatives of rural women, initiating local government strategic reforms, expanding professional development and volunteer networks, and spanning the fields of outreach and engagement, community and economic development, not-for-profit administration, strategic planning and logic frameworks, project development and management, local government planning, marketing and communications, financial and economic development services, and education.



BRIAN CORRIGAN, Future United Networks

Brian Corrigan is a creative strategist and artist exploring the intersection of technology, art, culture and place. He is the founder and director of OhHeckYeah (OHY), a 2014 ArtPlace America creative placemaking recipient. OHY is a first-of-its-kind interactive street arcade that uses the power of play to connect people on the street. He has worked and partnered with FORBES Global 2000 companies, museums, universities, community centers, city agencies and small businesses to craft award-winning work that has been featured by NPR, Cool Hunting, Huffington Post and PSFK. www.briancorrigan.net



NICOLE CHRISTIANSON, Colorado Lending Source

Without Nicole as Senior Loan Officer, there is no way our impact would be as vast as it is on the Western Slope. She is the go-to small business guru for Colorado mountain communities, serving entrepreneurs and lending partners around the clock, snow or shine! Nicole's passion and dedication to Colorado Lending Source's mission and helping Western Colorado communities is unwavering. She started work at our Denver office in 2007 and transitioned to our Glenwood Springs office. Nicole is continually inspired everyday by the small business owners she interacts with.



WILL CUNDIFF, Downtown Colorado, Inc.

Will is a planning and organizational specialist with a passion for multi-modal transportation, management, and vital downtowns. He has worked with DCI member communities to assist with rural transportation, signage and wayfinding, and communications. Will grew up outside of London, UK which is where he first discovered his interest in urban planning and design. Will has a BA in Urban Planning from Miami University (OH), and a M.U.R.P from the University of Colorado Denver.

JASON JAYNE, DHM Design

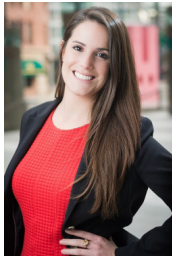


Jason has been involved in a broad range of projects, including hospital campus planning, community centers and parks, single family residential design, neighborhood master plans, and affordable housing projects. Jason has been directly involved in numerous LEED Certified and sustainably focused projects in the region. He believes that the components of environmental stewardship, functionality and human comfort are inextricable from the design process and the ultimate, lasting quality of a built project



ANNA JONES, Clifton Larson Allen

Anna specializes in all facets of district formation and management for metropolitan districts, business improvement districts and multi-jurisdictional authorities. Specialties include strategic planning, long-term finance plans and board facilitation.



LAUREN KLOCK, Colorado Lending Source

Lauren heads the Marketing & Communications Team at Colorado Lending Source and is constantly exploring new marketing strategies, partnerships, and events to help spread the word about our mission. With the many diverse borrowers we work with, her job is endless when it comes to telling their unique stories of starting and growing a business.

9/24/19 Focus Group Observations

Vision for Eagle

- **Bring the different downtowns together.** Create a more unified experience between Downtown Eagle and Eagle Ranch. Programmed and interactive downtown experiences that bring together both areas of the community. Eagle is flat showcase connectivity between each node of activity.
 - **Arts District in Downtown Eagle.** Tucked-in studios, creative spaces, and music spaces along Broadway for residents to enjoy and interact with. Become more family-friendly and celebrate their artistic and recreational activities and values.
 - **Collaboration between local business owners.** Create and promote programs that help residents support the business owners who work in downtown Eagle. Local first or passport program for locals. “Habit forming” programs to help people get used to coming downtown.
 - **Activate the Broadway core to function as the gathering space of the community.** A shared space where Eagle can come together. Engage and energize the community and downtown Eagle.
 - **Sense of Place for all stages of life.** Active lifestyle options for people of all ages and physical abilities. Diversity of housing stock and density to ensure a larger mix of people and families can live in Eagle.
- moving down valley to live, and there have been 2,000 new residences approved for future construction.
- **Downtown Eagle’s lack of visibility.** Off of I-70, no one knows to stop, and even if they do, Eagle is quiet and closed after 4pm and on weekends.
 - **Low sales tax generation in business district.** Solutions will need to address generation so that financial funding for business improvements is self-sustaining. The business community does not have the resources to keep up with the reinvestments.
 - **Lack of home mail delivery.** There is a P.O. Box waitlist, and Post Office trip generated traffic has caused issues on Chambers Avenue.
 - **Not In My Backyard (NIMBY) Reputation.** People are wary of change in their community, but in order for Eagle’s downtown to thrive, incremental development and change is necessary.

Challenges We See

- **A growing community with growing traffic.** There are more people



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DCI COMMUNITY ASSESSMENT ECONOMIC VITALITY COMMITTEE IMPLEMENTATION PRIORITIES

Priorities assessed (high and medium):

1. short term leverage for long term gain
2. medium-term to start sooner than later
3. long-term that are vital, not to be overlooked, started soon

Listed are the highest priority elements in each of the DCI Assessment categories, which are listed in priority order: high, medium, low.

HIGH: REGULATORY ENVIRONMENT - comprehensive plan, zoning and development codes

Highlight and showcase current redevelopment and **development projects** in downtown Eagle.

Streamline development **review process** to support incremental change.

Complete Elevate Eagle Comprehensive Plan and Land Use Code Update. Utilize greater **zoning and development code flexibility**.

Inventory **catalyst sites**, identifying short- and long-term uses that fit with Eagle's community vision.

Consider a zoning review to allow for more flexible, market-friendly **housing options**.

HIGH: BUSINESS COMMUNITY - collect data, enhance services for business, and identify and catalyze underutilized assets.

Develop **business incentivization plan**: review incentives to ensure they meet community goals and focus any incentives on businesses which create high paying jobs.

Identify and secure **funding** options available to rural areas and from around the state.

Address long term **infrastructure** for businesses that scale to a certain size and have to leave.

Business training/ CoWorking **incubator**: identify and network with entrepreneurs, providing essential training and resources.

Host an SBDC **business training** in Eagle and apply for **incubator grant**.

HIGH: COMMUNICATIONS, SENSE OF IDENTITY & BRANDING - locally focused branding, messaging, communication, and events.

Establish the town's **Vision** through community engagement and apply as input to **Branding**.

Engage Locals: rather than a constant focus on bringing in visitors from the highway or from far away, Eagle should consider how to work with their own residents to use the local venues and showcase the area as the place for leisure, gathering, and building community.

Focus on **Changing Local Habits:** too often the locals and visitors' experience is showing up to find nothing open; so people go somewhere else. We need to change the experience consistently to one with a variety of options, fun interaction with community, and a place where "everyone knows your name." Then locals will come out and visitors will come back.

Support the Chamber's **Local First** campaign. As the Chamber begins to work with local businesses to identify things people can buy in Eagle, consider the opportunity to showcase local entrepreneurs and tell their story. Help the community get to know business owners, why they do it, and what they sell is a way to build relationships and increase local purchasing.

MEDIUM: FORMAL DOWNTOWN BUSINESS DISTRICT - DDA or BID or

Continue the **Downtown Business Alliance** initiative.

Determine which **district option** best suits the needs for downtown businesses, property owners and residents.

Capitalize on **Home Rule** to help with long-term planning, allowing greater flexibility in funding sources.

Establish **DDA or BID or ...**

LOW: CONNECTIVITY AND MOBILITY - pedestrian and bike infrastructure.

Develop town **wayfinding** standards and plan, to result in permanent bike amenities in downtown and other activity nodes in Eagle.

LOW: CREATIVE PLACEMAKING - the strategic integration of art, design and cultural activities into community development

Build on the success of **ArtWalk** and immersive art experience workshop.

Notes and observations regarding the DCI Downtown Assessment

This was an impressive study. I am very thankful for the wonderful job the team performed for our community.

My preference would be to direct our energies towards the pragmatic elements outlined in the assessment and with less attention directed at the esoteric components of the plan.

Specifically, create a fertile environment for businesses thrive in Eagle. Create an attractive, encouraging and supportive business environment for our entrepreneurs and their employees.

Regulatory Environment needs to be streamlined, adaptive, lightning fast, clear, supportive and fair. The “Elevate Eagle” process is designed to move in this direction. This introspective review of our rules should be ongoing indefinitely.

Connectivity and Future Mobility considerations for our physical infrastructure should always be an important element of our attractiveness to the business community and our residents. Our emphasis on biking aligns with our “outdoor mecca” image, healthy living and sustainable lifestyle. Connectivity and integration between the business communities and residential communities is critical. Accessibility consideration are important if we expect to “age in place”.

The importance of broadband connectivity to our business community and quality of life can not be understated.

Communications: Sense of Identity and Branding is essential to attracting visitors and new businesses. Our best promoters of our enterprise are our people. If they are the builders of our brand then they will do a great job of getting the word out to the world.

Business Support efforts by the Town, the Chamber and the business districts are also important efforts to sustain our entrepreneurs and ultimately our entire community through a sustainable tax base.

A Formal Downtown District is not on the top of my list at this time. I could be convinced, however.

I feel that “place making” and a “sense of place” are developed organically. Unlike Disneyland, “a sense of place” can not be manufactured or forced by committee or well intentioned leaders. With the diligent efforts of our good citizens, and with their strong connections to our past, our people and our purpose, the true character of our community, our sense of place, will be evident for all to see and experience.

Thanks for listening,
Kevin Brubeck



To: Mayor and Town Board of Trustees

From: Jenny Rakow, Town Clerk

Date: January 28, 2020

Agenda Item: Resolution 04, Series 2020, A Resolution of the Town Board of Trustees of the Town of Eagle, Colorado Submitting the Proposed Home Rule Charter to the Registered Electors of the Town at the Regular Municipal Election to Be Held On April 7, 2020 and Setting the Ballot Title

REQUEST: In order to continue the home rule process, the Town Board of Trustees is requested to set the ballot title for the proposed home rule charter.

BACKGROUND: The Town Board of Trustees of The Town of Eagle adopted Ordinance No. 18-A to initiate the process to establish a home rule charter commission and subsequently on November 5, 2019, the registered electors of the Town of Eagle approved the formation of a nine-member home rule charter commission to draft a proposed home rule charter to be submitted to the registered electors for approval at an election. The charter commission has met seven times since being appointed on November 12, 2019 and adopted the attached home rule charter at their January 22, 2020 meeting and are requesting that it be placed on the April 7, 2020 ballot.

ANALYSIS: This resolution is necessary to set the ballot title so the charter can be viewed and voted on by the registered electors at the April 7, 2020 regular municipal election.

COMMUNITY INPUT: In addition to hosting public information meetings on home rule in early 2019, voters also approved forming the home rule charter commission in November. The charter commission has held seven meetings all open to the public with two publicly noticed public hearings on January 15 and 22. Public comment was solicited and taken during these meetings.

BUDGET / STAFF IMPACT: Home rule was budgeted in both 2019 and 2020.

STRATEGIC PLAN ALIGNMENT / STANDARDS ACHIEVED: Importantly, this Resolution relates to Major Objective No. 14 Encourage Implementing Home Rule as found in the strategic plan. Applicable Business Values are Sound Planning and Appropriate Investment; Economic Development and Transparency and Community Engagement. The home rule charter is intended to reflect all Business Values in the strategic plan.

RECOMMENDED ACTION OR PROPOSED MOTION: MOTION TO APPROVE OR DENY: Resolution 04, Series 2020, A Resolution of the Town Board of Trustees of the Town of Eagle, Colorado Submitting the Proposed Home Rule Charter to the Registered Electors of the Town at the Regular Municipal Election to Be Held On April 7, 2020 and Setting the Ballot Title.

ATTACHMENTS:

1. 04 SETTING HOME RULE BALLOT TITLE
2. Charter-012220

TOWN OF EAGLE, COLORADO
RESOLUTION NO. 04
(Series of 2020)

A RESOLUTION OF THE BOARD OF TRUSTEES OF THE TOWN OF EAGLE, COLORADO SUBMITTING THE PROPOSED HOME RULE CHARTER TO THE REGISTERED ELECTORS OF THE TOWN AT THE REGULAR MUNICIPAL ELECTION TO BE HELD ON APRIL 7, 2020 AND ORDERING THAT SUCH ELECTION BE CONDUCTED AS A MAIL BALLOT ELECTION

WHEREAS, the Board of Trustees adopted Ordinance No. 18-A to initiate the process to establish a home rule charter commission;

WHEREAS, on November 5, 2019, the registered electors of the Town approved the formation of a nine-member home rule charter commission to draft a proposed home rule charter to be submitted to the registered electors for approval at a subsequent election;

WHEREAS, the home rule charter commission submitted the proposed charter to the Board of Trustees on January 28, 2020, a copy of which is attached to this Resolution and also published at www.townofeagle.org;

WHEREAS, C.R.S. § 31-2-211(1) provides that elections under the Municipal Home Rule Act of 1971 shall be conducted in conformity with the provisions of the Colorado Municipal Election Code, which Code allows the Town to conduct a mail ballot election; and

WHEREAS, C.R.S. § 31-2-207(1.5) requires the Board of Trustees to set the ballot title for the election to approve the proposed charter.

NOW, THEREFORE, BE IT RESOLVED BY THE TOWN BOARD OF TRUSTEES OF THE TOWN OF TOWN OF EAGLE, COLORADO, THAT:

Section 1. The Board of Trustees hereby refers and approves the following ballot title for submission to the voters and to appear on the ballot for the election to be held on April 7, 2020:

Shall the Town of Eagle Home Rule Charter, as drafted by the nine-member citizen-elected home rule charter commission, be adopted as the home rule charter of the Town of Eagle, Colorado?

☐ Yes
☐ No

Section 2. The Town's regular municipal election to be held on April 7, 2020 shall be conducted as a mail ballot election, and the Town Clerk shall be the designated election official for such election. The Board of Trustees hereby authorizes the Town Clerk to take whatever action is necessary to carry out the election, including publishing notice of the election in conformity with the requirements of C.R.S. § 31-2-207, and otherwise complying with all applicable state and local elections laws, as appropriate.

INTRODUCED, READ, PASSED AND ADOPTED ON JANUARY 28, 2020.

TOWN OF EAGLE, COLORADO

Anne McKibbin, Mayor

ATTEST:

Jenny Rakow, Town Clerk

Preamble

The Charter Commission of the Town of Eagle, under the authority granted by the Constitution of the State of Colorado, by the Municipal Home Rule Act of 1971 and by the electors of the Town has crafted this Home Rule Charter for consideration by those electors. Through this Charter and the local government that it defines the people of Eagle reserve their right to address matters of local concern at the local level. The Home Rule Charter enables the people of Eagle to fully enjoy the benefits of self-governance and to provide for a successful future for the community by establishing a municipal government that is accessible, responsive, accountable, responsible and professional.

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Article I
General Provisions

- 1.01 Name and Boundaries. The municipal corporation heretofore existing as the Town of Eagle, Eagle County, State of Colorado, shall remain and continue a body politic and corporate and under this Charter be known as the Town of Eagle, with boundaries the same as presently established, until changed in a manner authorized by law.
- 1.02 Form of Government. The municipal government established by this Charter shall be a Council/Manager form of government.
- 1.03 Authority.
- (1) The Town shall have all the authority of local self-government and home rule and all authority possible for a municipality to have under the Constitution and laws of the State of Colorado.
 - (2) The enumeration of any particular authority in this Charter shall in no way be deemed to limit or exclude the exercise of any authority.
 - (3) All authority shall be exercised in the manner set forth in this Charter or, if not provided for in this Charter, in such manner as provided for by ordinance, resolution, or state statute.
- 1.04 Rights and Liabilities. By the name of the Town of Eagle, a municipal corporation, the Town shall have the following rights and liabilities:
- (1) The right to perpetual succession.
 - (2) The right to own, possess, and hold all property, real and personal, heretofore owned, possessed, and held by the Town, and to manage and dispose of all trusts in any way connected therewith.
 - (3) The right to purchase or otherwise acquire property on which there are delinquent taxes or special assessments and to dispose of them in like manner as any other property.
 - (4) The right to succeed to all rights and liabilities of the Town.
 - (5) The right to acquire all benefits of the Town and to assume and pay all bonds, obligations and indebtedness of the Town.
 - (6) The right to sue and defend, plead and be impleaded in all courts and places and in all matters and proceedings.

(7) The right to purchase, lease, receive, hold, and enjoy, or sell and dispose of real and personal property; provided, however, that disposal of land designated as a park or open space area shall require prior approval by the Town's registered electors, subject to the following limitations:

(a) "Disposal" means divesting the Town of the full fee interest in the land;

(b) Disposal of less than one-half (½) acre of land, even if designated as a park or open space area, shall not require voter approval provided that the Council makes an express finding that use of the land after disposal will be for a public purpose; and

(c) The Town may by ordinance further regulate and protect the designation, conveyance and disposition of Town land in use as parks or open space areas.

(8) The right to establish municipal water works, wastewater treatment works, water and sewer systems, internet services, and other utility systems.

(9) The right to adopt, have, and use a common seal and alter the same.

(10) The right to adopt ordinances and resolutions on all matters unless otherwise prohibited by this Charter or by laws applicable to home rule municipal corporations in the State of Colorado.

(11) The right to have all rights, powers, and liabilities applicable to Colorado home rule municipal corporations as set forth in Article XX of the Colorado Constitution and Title 31, Colorado Revised Statutes, and other applicable statutes, as amended.

Article II Elections

2.01 Election Laws. Town elections shall be governed by the Colorado Municipal Election Laws, as amended, except as otherwise provided in this Charter or by ordinance hereafter enacted.

2.02 Types of Elections.

(1) Regular municipal elections shall be held on the Tuesday following the first Monday in November of 2021 and in each odd-numbered year thereafter.

(2) The Mayor and each Council Member shall take office at the first regular meeting of the Council following the date on which the election has been finally

certified, and shall continue in office until their successors have been elected and take office or a vacancy occurs.

(3) Special Town elections shall be held in accordance with the provisions of this Charter and the Colorado Municipal Election Laws as amended, except as otherwise provided in this Charter or by ordinance hereafter enacted. Any special Town election may be called by resolution of the Council not less than thirty (30) days in advance of such election or when required by this Charter or by statute. The resolution calling a special Town election shall set forth the purposes of such election.

2.03 Nonpartisan Elections. All municipal elections shall be nonpartisan.

2.04 Recall. Any elected official of the Town may be recalled at any time after the completion of six (6) months in office by the electors entitled to vote for a successor of such official, as set forth in the Colorado Constitution, C.R.S. § 31-4-501, *et seq.*, as amended, and Section 11.12 of this Charter.

Article III Town Council

3.01 Town Council.

(1) The Council shall include a Mayor and six (6) Council Members. The positions of Mayor and Council Member are separate offices.

(2) The Mayor and all Council Members shall be elected at large by the registered electors of the Town.

(3) The Mayor and all Council Members shall be elected to serve four (4) year terms unless a two (2) year term is required to restore staggered positions on the Council. In such case, the four (4) year term(s) shall go to the candidate(s) with the highest number of votes, and the two (2) year term(s) shall go to the candidate(s) with the next highest number of votes.

(4) No elected Mayor or Council Member shall serve more than two (2) consecutive terms in one office.

(5) Terms shall not be considered consecutive if they are at least two (2) years apart or are for separate offices. For the purposes of this limitation, terms to which an individual is appointed shall not count as a term.

3.02 Authority of the Council.

(1) The Council shall have the following authority:

- (a) To enact and provide for the enforcement of all ordinances necessary to protect life, health, safety, welfare and property;
 - (b) To declare, prevent and summarily abate and remove nuisances in accordance with due process;
 - (c) To preserve and enforce good government, general welfare, order and security of the Town and the inhabitants thereof;
 - (d) To enforce ordinances and regulations by fines or imprisonment as permitted by state law, or by both fines and imprisonment for each and every offense; and
 - (e) To delegate to boards and commissions, within the limitations of the Constitution and this Charter, such functions and authority of the Town as the Council deems proper and advisable.
- (2) The Council shall deal with the administrative service solely and directly through the Town Manager. Neither the Mayor nor any Council Member shall dictate the appointment of or direct or interfere with the work of any employee under the Town Manager.
- (3) The Council shall be the legislative and governing body of the Town and shall exercise, except as otherwise provided in this Charter, all powers conferred upon or possessed by the Town.
- (4) In the case of a vacancy on the Council, the Council shall declare a vacancy according to standards set forth by ordinance or by C.R.S. § 31-4-303, as amended. The Council shall adopt by resolution procedures for filling any such vacancy.

3.03 Qualifications to Serve on Council.

- (1) No person shall be eligible to be elected or appointed to the Council, or to remain seated on the Council, unless they are:
- (a) A citizen of the United States of America;
 - (b) A registered elector of the Town;
 - (c) A resident of the Town for a period of no less than twelve (12) consecutive months preceding the election; and
 - (d) Currently eligible to vote in Colorado general elections.

(2) No person who is an employee of the Town may serve on the Council. Any Town employee elected to the Council shall be deemed to have resigned as an employee on the date of taking office on the Council.

(a) No person may be a candidate for both Mayor and Council Member at the same election.

(b) A person may be a candidate for the office of Mayor while serving as a Council Member and, if not elected Mayor, may serve out their term as a Council Member.

(3) The Town Clerk shall be the judge of all qualifications for candidates for Council, except as otherwise provided by ordinance.

3.04 Council Meetings.

(1) The Council shall meet regularly at least once each month, unless increased by ordinance, at a day and hour and place fixed by the Council.

(2) Four (4) members of the Council shall constitute a quorum, but, in the absence of a quorum, a lesser number may continue any meeting or hearing to a later time or date, and in the absence of all members, the Town Clerk may adjourn any meeting.

(3) All regular and special meetings of the Council shall be open to the public, and citizens shall have a reasonable opportunity to be heard. Written minutes of the proceedings of each meeting shall be kept by the Town Clerk and signed by the Mayor.

3.05 Voting.

(1) Votes by each Council Member and the Mayor for and against shall be taken upon the passage of all ordinances and resolutions and entered upon the minutes of the Council proceedings.

(2) To be adopted, every non-emergency ordinance shall require the affirmative vote of a majority of the Council present, and every emergency ordinance shall require the affirmative vote of two-thirds (2/3) of the Council present.

(3) To be adopted, every resolution and motion shall require the affirmative vote of a majority of the Council present.

(4) Every Council Member present and the Mayor if present shall vote on every matter unless the Council Member or the Mayor is excused from voting due to a conflict of interest as provided in Section 3.06 below. If a Council Member or

the Mayor refuses to vote without being excused, the Town Clerk shall consider the refusal as an affirmative vote.

3.06 Code of Conduct and Ethics. The Council shall adopt by resolution a Code of Conduct and Ethics, which shall address Council conflicts of interest and behavior. No Council Member or Mayor shall vote on any question in which they have a conflict of interest. A conflict of interest occurs when a Council Member or Mayor has a substantial personal or financial interest in the outcome of the question, whether direct or indirect, or on any questions concerning their own conduct, as may be further defined in the adopted Code of Conduct and Ethics. The adopted Code of Conduct and Ethics shall specify penalties for violations of its provisions as well as for violations of this Charter.

3.07 Compensation of Mayor and Council Members.

(1) The Mayor and Council Members shall receive such compensation as the Council shall by ordinance prescribe.

(2) The Council shall neither increase nor decrease the compensation of the Mayor or any Council Member during their term of office.

(3) The Mayor and Council Members may, upon order of the Council, be paid such necessary *bona fide* expenses incurred in service on behalf of the Town as are authorized by the Council.

3.08 Oath of Office. Before entering upon the duties of the office of Mayor or Council Member, every person shall take, subscribe before, and file with the Town Clerk the following an oath or affirmation:

I, (name), swear (or affirm), that I will support the Constitution of the United States, the Constitution of the State of Colorado, the Charter and the ordinances of this Town, and will faithfully perform the duties of my office.

3.09 Mayor Pro Tem and Acting Mayor.

(1) A Mayor Pro Tem shall be elected by the Council from its own membership at the first Council meeting following the final certification of each biennial election. The Mayor Pro Tem shall serve until the Council meeting following the final certification of the next regular Town election, and shall act as Mayor during the absence of the Mayor.

(2) In the event of absence of both the Mayor and the Mayor Pro Tem, the Council shall designate another Council Member by majority vote to serve as Acting Mayor during such absence.

(3) Any Mayor Pro Tem or Acting Mayor, while serving as such, shall retain all authority granted herein to Council Members and may, at the conclusion of their service as Mayor Pro Tem or Acting Mayor, serve out the remainder of their original term.

3.10 Special Meetings.

(1) Special meetings of the Council shall be called by the Town Clerk on the verbal request of a majority of the entire Council or the Mayor, on at least twenty-four (24) hours' notice to each Council Member and the Mayor.

(2) Written notices of any special meeting and the topic of any special meeting shall be posted consistent with the posting of notice for regular Council meetings. No business shall be transacted at any special meeting of the Council unless such business has been stated in the notice of such meeting.

3.11 Executive Sessions.

(1) Any Council meeting may be recessed into an executive session by the affirmative vote of two-thirds (2/3) of the quorum present and may be closed to the public for the purpose of considering any of the following matters:

(a) The purchase, acquisition, lease, transfer, or sale of any real, personal, or other property interest.

(b) Conferences with an attorney for the Town for the purposes of receiving legal advice on specific legal questions.

(c) Matters required to be kept confidential by federal or state law or rules and regulations. The Council shall announce the specific citation of the statutes or rules that are the basis for such confidentiality before holding the executive session.

(d) Specialized details of security arrangements or investigations, including defenses against terrorism, both domestic and foreign, and including where disclosure of the matters discussed might reveal information that could be used for the purpose of committing, or avoiding prosecution for, a violation of the law.

(e) Determining positions relative to matters that may be subject to negotiations; developing strategy for negotiations; and instructing negotiators.

(f) Personnel matters except if the employee who is the subject of the session has requested an open meeting, or if the personnel matter involves

more than one employee, all of the employees have requested an open meeting.

(g) Consideration of any documents protected by the mandatory nondisclosure provisions of the Colorado Open Records Act, C.R.S. § 24-72-200.1, *et seq.*, as amended.

(h) Any other matter authorized by the Colorado Open Meetings Law, C.R.S. § 24-6-401, *et seq.*, as amended.

(2) The general subject matter of every executive session shall be stated in the motion calling for the session, unless doing so would compromise the purpose of the executive session. No formal action, no final policy decision, no rule, regulation, resolution, or ordinance, and no action approving a contract or calling for the payment of money shall be adopted or approved at any executive session.

(3) The Mayor, Council Members, the Town Manager, and the Town Attorney may attend executive sessions. Other persons may be invited to attend an executive session upon the affirmative vote of a majority of the Council present, and the Town Manager or Town Attorney may be excluded upon the affirmative vote of a majority of the Council present.

(4) The provisions of this Section are specifically intended to supersede any conflicting provisions of Colorado statutes governing open meetings and executive sessions.

Article IV

Town Administration, Appointed Officials and Town Departments

4.01 Mayor. The Mayor shall be the presiding officer of the Council and the recognized head of the Town government for all legal and ceremonial purposes. The Mayor, or anyone acting as Mayor as provided for in Section 3.09 of this Charter, shall have the following duties, authorities, and responsibilities:

(1) To vote in the same manner as a Council Member without veto power upon any question;

(2) To sign all contracts binding the Town, all conveyances of interests in land by the Town, all ordinances and resolutions, and any other documents requiring their signature except as may be delegated by ordinance to the Town Manager or as otherwise provided by ordinance and attested by the Town Clerk under the seal of the Town; and

(3) To have such other authority as may be conferred upon the Mayor by the Council so long as that grant of authority is not in conflict with the provisions of this Charter.

(4) In case of emergency, the Mayor shall assume the authority to execute any action necessary for the protection of life and property.

(a) Such authority shall include without limitation establishing regulations governing conduct and activities related to the cause of the emergency, and if the emergency situation continues, the Mayor shall convene the Council which may take such action as it deems necessary.

(b) Any unilateral action taken by the Mayor during an emergency shall be temporary in nature and duration and shall be effective only until the Council is convened to ratify the action.

(5) In the event it becomes necessary, the line of succession provided in this Charter shall be followed. The Council shall have the authority to provide for the continuity of government of the Town in the event of disaster. Such authority shall be employed in a manner that will preserve representative government to the Town and that will provide an orderly line of succession of officers, notwithstanding the provisions of this Charter. Such succession shall commence with the Mayor and the Mayor Pro Tem, and shall then revert to Council Members, then through an orderly line of succession of the administrative department heads.

4.02 Town Manager. The Town Manager shall be the chief executive officer of the Town and shall serve at the will of the Council.

(1) The Council, by a majority vote of those then in office, shall appoint a Town Manager without a definite term and at compensation fixed by resolution of the Council.

(2) The Town Manager shall be accountable to the Council and shall perform such duties as provided by ordinance or resolution, or at the direction of the Council, so long as such direction is not contrary to this Charter, state or federal law or the ordinances of the Town.

(3) The Town Manager may only delegate to others the authority and duties prescribed to their position to the extent allowed by ordinance or resolution.

(4) The Town Manager may appoint a Town department head to function in their capacity during short absences.

(5) The Town Manager may hire staff as such are provided for in the Town's budget.

(6) The Town Manager shall prepare an annual budget and submit it to the Council.

4.03 Town Attorney. The Town Attorney shall be an attorney licensed to practice law in the State of Colorado and shall be appointed to the position by a majority vote of the Council then in office.

(1) The Town Attorney shall serve at the will of the Council without a definite term at compensation fixed by resolution of the Council.

(2) The Town Attorney shall be responsible to the Council and shall perform such duties as provided by ordinance.

4.04 Municipal Judge. The Municipal Judge shall be an attorney licensed to practice law in the State of Colorado and shall be appointed to the position by a majority vote of the Council then in office.

(1) The Municipal Judge shall serve at the will of the Council without a definite term at compensation fixed by resolution of the Council.

(2) The Municipal Judge shall be responsible to the Council and shall perform such duties as provided by ordinance.

4.05 Town Clerk. Town Clerk shall be hired by the Town Manager as an employee of the Town. The Town Clerk or designee shall attend all meetings of the Council, shall keep a permanent record of its proceedings, and shall have the following other duties and responsibilities:

(1) To be custodian of the Town Seal, affix it to all documents and instruments requiring the seal, and attest to the same.

(2) To be custodian of all papers, documents and records pertaining to the Town, the custody of which is not otherwise provided for.

(3) To certify by their signature all ordinances and resolutions enacted or passed by the Council.

(4) To provide and maintain in the Town Clerk's office a supply of forms for all petitions required to be filed for any purpose by the provisions of this Charter or by ordinances enacted hereunder.

(5) To review the sufficiency of all petitions required to be filed for any purpose by the provisions of this Charter or by ordinances enacted hereunder. Yet, nothing contained herein shall require the Town Clerk to advise any petitioner as to how petitions shall be completed prior to their submittal to the Town Clerk.

(6) To administer oaths of office.

(7) To perform such other duties as may be prescribed by this Charter or by the Town Manager.

4.06 Town Departments.

(1) The Council may by ordinance create, consolidate or dissolve any Town department.

(2) All departments and department heads of the Town, except as otherwise provided in this Charter, shall be under the supervision and control of the Town Manager.

(3) All department heads hired after the effective date of this Charter shall be hired by the Town Manager and shall be considered, at all times, at-will employees of the Town. The provisions of this Section are specifically intended to supersede conflicting state law on this matter, including C.R.S. § 31-4-307.

Article V
Boards and Commissions

5.01 Existing Boards and Commissions. All boards and commissions existing at the time this Charter is adopted shall continue as established by ordinance, except as otherwise provided by this Charter or subsequent ordinance.

5.02 Right to Establish, Amend and Abolish.

(1) The Council may create any boards or commissions, including advisory and appeal boards, provided that no such board or commission shall have authority to perform functions or duties otherwise assigned in this Charter or to interfere with any function or duty otherwise assigned in this Charter. Unless otherwise required by law or this Charter, all boards and commissions shall be created by ordinance, which shall prescribe the duties delegated by the Council and the qualification of members.

(2) Each board and commission shall elect its own chair and vice-chair from among its members. Each board and commission shall operate in accordance with its own rules of procedure, except as otherwise directed by the Council. All board, and commission meetings shall be open to the public, and copies of all records and minutes of all meetings shall be kept and placed in the office of the Town Clerk for public inspection. Reports shall be made to the Council as the Council shall require.

(3) The Council may increase, reduce or change by ordinance any or all of the duties and procedures of any board or commission existing at the time of the adoption of this Charter or as created by ordinance thereafter.

(4) Any board or commission that is not required by statute or this Charter may be abolished by the Council at any time.

(5) Terms and conditions of appointment and composition of all boards and commissions shall be determined by ordinance, except that appointment of a member to any board or commission shall require a majority vote of the Council, and removal of any member from a board or commission shall require a two-thirds (2/3) affirmative vote by the entire Council and, in no case, fewer than five (5) affirmative votes for removal, following notice and an opportunity to be heard.

Article VI Ordinances

6.01 Action by Ordinance Required. In addition to such acts of the Council that are required by other provisions of this Charter to be by ordinance, every act creating indebtedness, authorizing borrowing of money, levying a tax, establishing any rule or regulation for the violation of which a penalty is imposed, or placing any burden upon or limiting the use of private property shall be by ordinance. However, this Section shall not apply to the budget adoption or other appropriations as defined in Section 8.05 of this Charter.

6.02 Form of Ordinance. Every ordinance shall be introduced in written or printed form. The enacting clause of all ordinances shall be: NOW, THEREFORE, BE IT ORDAINED BY THE TOWN COUNCIL OF THE TOWN OF EAGLE, COLORADO. Every ordinance introduced shall be deemed to contain a severability clause, whether stated therein or not.

6.03 Adoption Procedure for Ordinances. With the exception of emergency ordinances, the following procedure shall be followed in adopting any ordinance:

(1) The ordinance shall be introduced at a regular or special meeting of the Council and read by title.

(2) If required by law, the Council shall conduct a public hearing on the ordinance.

(3) After the public hearing, if applicable, and any discussion or deliberation, the Council shall vote to amend, adopt, or reject the ordinance, or take other action as it deems appropriate.

(4) If the ordinance is adopted by the Council, either as presented or as amended, it shall be published and available for public inspection.

(5) Each ordinance shall be effective ten (10) days after publication or at such later date as specified in the ordinance.

(6) The method of official Town publication of ordinances shall be set by ordinance.

(7) Each ordinance shall be signed by the Mayor and attested to by the Town Clerk, and affidavits of publication shall be retained with the ordinance in the Town's records.

6.04 Emergency Ordinances.

(1) The Council may adopt an emergency ordinance if necessary for the immediate preservation of public property, health, welfare, peace, or safety. Determination by the Council as to the existence of an emergency shall be final and conclusive.

(2) Emergency ordinances shall also meet the following criteria:

(a) The facts determining the emergency shall be specifically stated in the ordinance.

(b) No ordinance granting, renewing, or amending any franchise, or imposing any new tax, tax rate increase, mill levy above that for the prior year, valuation for assessment ratio increase for a property class, extension of an expiring tax, or tax policy change directly causing a net tax revenue gain to the Town shall be adopted as an emergency ordinance.

(3) An emergency ordinance may be introduced and adopted at any regular or special meeting. An emergency ordinance shall take effect upon adoption. Following adoption, an emergency ordinance shall be published in full.

6.05 Codification.

(1) The Council shall cause the ordinances of a general and permanent character to be codified and thereafter maintained in current form.

(2) Any ordinance that is not of a general and permanent nature shall not be codified.

6.06 Adoption of Codes by Reference. The Council by ordinance may adopt by reference any code published by the federal government, State of Colorado or by any agency of either of them, or by any municipality, or by recognized trade or professional organizations, or amendments or revisions thereof. The procedure of adoption of a code by reference shall be as provided in the Colorado Revised Statutes applicable to the adoption of codes by reference.

6.07 Public Records. All public records of the Town shall be open for inspection by any person at reasonable times in accordance with applicable law.

- 6.08 Fines and Penalties for Ordinance Violations. Penalties for the violation of Town ordinances shall be established by ordinance. No fine or sentence for such violation shall exceed the maximum established by Colorado Revised Statutes for municipal ordinance violations.

Article VII Municipal Court

7.01 Created.

(1) There shall be a Municipal Court that shall have jurisdiction to hear and determine all cases arising under this Charter or the ordinances of the Town. The scope of the Municipal Court's jurisdiction is hereby expressly declared not to be exclusive, original jurisdiction over matters arising under this Charter and ordinances.

(2) The Council shall provide a suitable place and all supplies and personnel necessary for the proper functioning of the Court.

(3) The Council shall provide by ordinance for the enforcement of its ordinances by fine or imprisonment.

(4) The Municipal Court shall be presided over by the Municipal Judge, who shall be appointed by the Council as provided by state law.

7.02 Powers.

(1) The powers of and the procedure in the Municipal Court and the manner of enforcement of its orders and judgments shall be as provided for by ordinance presently enacted or hereafter enacted. The Municipal Court shall be a qualified Municipal Court of record and all proceedings therein and evidence at trials shall be kept by verbatim record.

(2) The Municipal Court may provide for the granting of probation and the conditional suspension of sentences.

(3) The Municipal Court may order restitution as the Municipal Court deems appropriate.

Article VIII Town Finances and Borrowing

- 8.01 Fiscal Year. The fiscal year of the Town, and all of its agencies, shall begin on the first (1st) day of January and end on the thirty-first (31st) day of December of each year.

8.02 Annual Budget. A proposed budget reflecting the needs and desires of the community for the ensuing fiscal year shall be delivered to the Council by the Town Manager on or before the fifteenth (15th) day of October of each year.

8.03 Budget Hearing.

(1) The Council shall hold a public hearing on the proposed budget on or before the thirtieth (30th) day of November of each year.

(2) Notice of the time and place of such hearing shall be published at least once seven (7) days prior to such hearing, and copies of the proposed budget shall be made available to the public by depositing them in the office of the Town Clerk.

(3) The Council may at any time before final adoption increase, decrease, add or strike out any item in the budget.

8.04 Scope of Annual Budget.

(1) The budget shall provide a complete financial plan of all Town funds and activities for the ensuing fiscal year and, except as required by law or this Charter, shall be in such form as the Town Manager deems desirable or the Council may require.

(2) In organizing the budget, the Town Manager shall utilize fund, department, revenue, and expenditure/expense classifications and groupings consistent with generally accepted budgetary practices for municipal governments in keeping with guidelines published from time to time by the Government Finance Officers Association of the United States and Canada or its successor entity. The budget shall include a budget message from the Town Manager highlighting the key features of the budget. The budget shall lay out a clear plan for all the operations, programs, capital acquisitions, projects, and debt service payments of the Town.

(3) The budget shall display beginning fund balances, revenues and other sources of funds, expenditures and other uses of funds, transfers between funds, and ending fund balances for all governmental and proprietary funds of the Town, as defined by the Governmental Accounting Standards Board (GASB) or its successor entity. These displays shall include the actual, audited amounts for at least the immediately preceding year, the budgeted amounts for the current year, estimated amounts for the current year, and proposed amounts for next fiscal year.

(a) Reasonable provisions for contingencies may be budgeted for any fund.

(b) The total of proposed expenditures, including contingencies, shall not exceed the total of beginning fund balances available plus revenues and other sources of funds for any fund.

8.05 Adoption of Budget and Appropriation.

(1) Not later than the fifteenth (15th) day of December of each calendar year, the Council shall adopt a resolution adopting the budget and a resolution adopting the annual appropriations. All such annual appropriations shall lapse at the end of each fiscal year.

(2) Budget records are public records that shall be conveniently available to the public.

(3) If the Council fails to adopt a budget by this date, the amounts appropriated for the operation of the various departments and areas of the Town during the prior fiscal year shall be deemed adopted for the current fiscal year on a month to month basis, with all items prorated accordingly until such time as the Council adopts the budget for the current fiscal year.

8.06 General Fund. The General Fund is the Town's primary operating fund. All revenues not specifically allocated to any other fund shall be placed in the General Fund.

8.07 Other Funds. In addition to funds provided for in this Charter, the Council may by ordinance establish other funds, including enterprise and special purpose funds, as it deems necessary and appropriate in accordance with Generally Accepted Accounting Principles (GAAP). The ordinance establishing such funds shall clearly state the purpose for the fund.

8.08 Capital Program. The Council shall adopt a long-range capital program, the contents of which are designated by the Council, simultaneously with the recommended budget.

8.09 Transfer of Funds. Except as may be restricted by law, the Council may by resolution transfer any unencumbered appropriation, balance, or portion thereof from a fund to another.

8.10 Increase or Reduction of Appropriations.

(1) The Council may modify appropriations by resolution during the fiscal year for unanticipated budgetary issues. Such modified appropriations shall not cause total expenditures within a fund to exceed the beginning fund balance or the funds available plus anticipated revenues and other sources of funds within the fund as estimated in the budget.

(2) If at any time during the fiscal year it appears probable to the Town Manager or their designee that the funds available plus anticipated revenues and other sources of funds within any fund will be insufficient to meet the amount appropriated, the Town Manager shall provide a report to the Council without delay recommending any steps to be taken to correct the deficiency. The Council shall then take such further action as it deems necessary to correct the deficiency.

8.11 Records of Authorized Expenditures. Records of expenditures authorized to be made are public records that shall be conveniently available to the public.

8.12 Independent Audit. An independent audit shall be made of all Town accounts for each fiscal year and more frequently if deemed necessary by the Council. Such audit shall be made by certified public accountants selected by the Council who shall complete the audit in accordance with state regulations. Copies of such audit shall be made available for public inspection at the office of the Town Clerk.

8.13 Forms of Borrowing.

(1) The Town may, subject to any applicable limitations in the Colorado Constitution, including any requirements for voter approval, borrow money and issue securities or enter into other obligations to evidence such borrowing in any form and in any manner determined by the Council to be in the best interests of the Town. All prior Town borrowing, securities, or financial obligations, including without limitation those involving voter-approved waivers or amendments to constitutional limits, remain in full force and effect.

(2) In addition to being authorized by this Article to issue bonds for any municipal purpose as authorized by law, the Town is specifically authorized, by ordinance, with or without an election, as determined by the Council, to issue revenue bonds or otherwise to extend its credit for the purpose of purchasing, equipping, constructing, or otherwise acquiring, extending or improving a water, sewer, or other public utility, facility or project, provided that the bonds or other obligation shall be made payable from the net revenues derived from the operation of such system, utility or project, or from the proceeds of any tax other than the general ad valorem tax imposed by the Town.

(a) Such bonds shall not be issued until a public hearing on the question of issuance of the same shall have been held.

(b) Notice of such hearing shall be published in advance.

8.14 Long-Term Rentals and Leaseholds.

(1) In order to provide necessary land, buildings, equipment and other property for governmental or proprietary purposes, the Town may enter into long-

term installment purchase contracts and rental or leasehold agreements. Such agreements may include an option or options to purchase and acquire title to such property within a period not exceeding the useful life of such property. Each such agreement and the terms thereof shall be approved by ordinance.

(2) The Council may provide for payment of installments thereof out of the general *ad valorem* tax levy, by the imposition of rates, tolls or service charges for the use of such property or any part thereof, out of any other available municipal revenues or by any combination of the foregoing methods.

8.15 Short-Term Notes. The Town by ordinance may borrow money without an election in anticipation of the collection of taxes and issue short-term notes to evidence the amount so borrowed. Any such short-term notes shall mature within twelve (12) months.

8.16 Municipal Investments. The Council shall adopt guidelines for municipal investments as long as those guidelines comply with the following conditions:

(1) Such guidelines are subject to any applicable limitations in the Colorado Constitution, including any requirements for voter approval; and

(2) Such guidelines are determined by the Council to be in the best interest of the Town.

8.17 Special Districts. The Council may, by ordinance, limit the maximum mill levy authorized to be imposed by any special district formed under Title 32, C.R.S. by a developer to finance development in the Town.

Article IX

Public Utilities, Franchises, and Use of Public Property

9.01 Town Authority.

(1) The Town shall have and exercise with regard to all utilities, public services and franchises, including water and water rights and acquisition thereof and bonded indebtedness in connection therewith, all municipal authority and functions now existing and that may be hereafter provided by the Colorado Constitution and Colorado Revised Statutes.

(2) The Town shall have authority, within or without the territorial limits of the Town, to construct, condemn, purchase, acquire, lease and operate public works, utilities and assets, equipment and everything in relation to or in connection therewith, in whole or in part, for the use of the Town, its inhabitants and those it serves.

(3) Except as otherwise provided by the Colorado Constitution or this Charter, all authority concerning the granting, amending, revoking or otherwise dealing in franchises shall be exercised by the Council.

9.02 Grant of Public Utility Franchise. Grants of public utility franchises and all extensions and amendments shall be granted only by ordinance. The granting of franchises by the Town shall be limited only by the provisions of the Colorado Constitution and statutes that are applicable to home rule municipalities as now in effect or as hereafter amended.

9.03 Water Rights. The Town shall have the authority to buy, exchange, lease, sell, own, control and otherwise deal in water rights.

9.04 Utility Rates. The Council shall, by resolution, establish rates, rules and regulations for services provided by municipally owned utilities.

9.05 Extraterritorial Utility Service. If the Council desires to extend the municipal utilities beyond Town boundaries, it shall do so by ordinance.

9.06 Term, Compensation, and Restriction.

(1) No franchise, lease or right to use the streets or the public places or property of the Town shall be granted for a term that exceeds twenty (20) years. Every grant of a franchise shall fix the amount and manner of payment of compensation to be paid by the grantee for the use of the same. Such compensation shall be paid as provided and be subject to mutual periodic renegotiation, and failure to pay shall result in forfeiture of the franchise at the option of the Council. This provision shall not except the grantee from any lawful taxation upon his or its property, nor from any license, charges or other impositions levied by the Council, not levied on account of the use granted by the franchise.

(2) Every non-Town owned public utility, whether it has a franchise or not, shall pay such part of the cost of improvement or maintenance of streets, alleys, bridges, and other public places as shall arise from its use thereof and shall protect and save the Town harmless from all damages arising from said use.

(3) Every such public utility may be required by the Town to permit joint use of its property and appurtenances located in the streets, alleys or other public places of the Town by the Town and by other utilities insofar as such joint use may be reasonably practicable.

9.07 Assignment of Franchise. Any assignment or leasing of a franchise shall be considered forfeiture unless consent is given by the Council by ordinance.

- 9.08 Franchise Records. Franchise records are public records that shall be conveniently available to the public.
- 9.09 Existing Franchises. All franchise ordinances of the Town in effect at the time that this Charter is adopted shall remain in full force and effect according to their provisions and terms until the expiration date provided in such ordinance or until modified by another franchise.
- 9.10 Revocable License. The Council may grant a license at any time for the temporary use, control or operation of any Town-controlled property, provided such licenses shall be revocable at the will of the Council, regardless of whether or not such right to revoke is expressly reserved in such license.

Article X

Taxation

- 10.01 Power to Tax. The Town shall have all powers of taxation available to municipalities in the Colorado Constitution or any other enabling law.
- 10.02 Certification of Tax Levy.
- (1) As required by law, the Council shall fix the amount of tax levy that shall be assessed, if any, upon each dollar of assessed valuation of all taxable property within the incorporated limits of the Town, and the Council shall cause the same to be certified to Eagle County as required by law.
- (2) If the Council fails in any year to make such levy as above provided, the rate last fixed shall be the rate for the ensuing fiscal year, which rate shall be levied as provided by law.
- 10.03 Expenditure of Revenues.
- (1) The Town shall be authorized to collect, retain and expend all of the sales and use tax revenues and all revenues generated by the Town, subject only to those limitations previously approved by the voters, notwithstanding any limitation contained in Article X, Section 20, of the Colorado Constitution or any other law.
- (2) The Town hereby declares its intent not to be bound by Colorado's so-called Gallagher Amendment, Article X, Section 3, of the Colorado Constitution, regarding valuations for assessment on real and personal property, which amendment does not apply to any Colorado home rule municipality.

Article XI
Initiative, Referendum and Recall

11.01 Initiative.

- (1) The initiative power, reserved by Article V, Section 1(9) of the Colorado Constitution, is hereby extended to the registered electors of the Town as to that Town legislation that is subject to the initiative power reserved in said Constitution.
- (2) Procedures for initiative shall be governed by the Colorado Constitution and the Colorado Revised Statutes, except as otherwise provided in this Charter and in ordinances not inconsistent with this Charter.
- (3) An initiative petition shall be signed by registered electors of the Town equal in number to at least ten percent (10%) of the total number of registered electors of the Town as of the date of filing the petition.
- (4) The Town Clerk shall not count as valid any signature on an initiative petition if the date of the signature is prior to the date the form of the petition was approved by the Town Clerk.
- (5) A complete initiative petition shall be filed within one hundred eighty (180) days of the Town Clerk's approval of the form of petition.

11.02 Referendum.

- (1) The referendum power, reserved by Article V, Section 1(9) of the Colorado Constitution, is hereby extended to the registered electors of the Town as to those ordinances that are subject to the referendum power reserved in said Constitution. Such ordinances shall be referred pursuant to the Colorado Revised Statutes that establish procedures for a municipal referendum, except as otherwise provided in this Charter and in ordinances not inconsistent with this Charter.
- (2) Procedures for referendum shall be governed by the Colorado Revised Statutes, except as otherwise provided in this Charter and in ordinances not inconsistent with this Charter.
- (3) A referendum petition shall be signed by registered electors of the Town equal in number to at least ten percent (10%) of the total number of registered electors of the Town as of the final date of publication of the ordinance at issue.
- (4) The Town Clerk shall not count as valid any signature on a referendum petition if the date of the signature is prior to the date the form of the petition was approved by the Town Clerk.

(5) Complete referendum petitions must be filed within forty-five (45) days after adoption by the Council of the ordinance sought to be reconsidered.

(6) When a valid referendum petition is filed with the Town Clerk, the ordinance sought to be reconsidered shall remain in effect until such time as:

(a) The Council, at its discretion, suspends the ordinance pending an election;

(b) A majority of the registered electors voting on the ordinance vote against the ordinance at an election held for that purpose; or

(c) A court order reverses the ordinance.

11.03 Petitioners' Committee. Any two (2) registered electors of the Town may commence initiative or referendum proceedings by filing with the Town Clerk during regular business hours an affidavit stating the following:

(1) Identification of the ordinance that may be subject to a referendum or initiative petition;

(2) They will constitute the Petitioners' Committee; and

(3) Their names and mailing address to which all notices to the Committee are to be sent.

11.04 Form and Content of Petitions.

(1) The petition shall set out in full the proposed initiative or cite the ordinance sought to be reconsidered. All pages of the petition shall be uniform in size and style and shall be assembled as one (1) instrument for filing. Each signature shall be executed in nonerasable ink and shall be followed by the printed name, street address of the person signing and date of signature. Petitions shall contain or have attached thereto throughout their circulation the full text of the ordinance or proposed Charter amendment sought to be considered.

(2) The form of petition shall be submitted to the Town Clerk, during regular business hours, for review and approval. The Town Clerk shall approve or reject the form of the petition no later than five (5) business days following the date on which the Clerk received the petition for review.

11.05 Affidavit of Circulator. Each page of a petition shall have attached to it when filed, an affidavit executed by the circulator thereof stating the following:

(1) The affiant's name, address, and the date the affiant signed the affidavit;

(2) That the affiant has read and understands the laws governing the circulation of petitions;

(3) That the affiant was eighteen (18) years of age or older at the time of circulating the petition;

(4) That the affiant personally circulated the petition;

(5) That all signatures were affixed in their presence;

(6) That the affiant believes the signatures to be the genuine signatures of the persons whose name they purport to be;

(7) That, to the best of affiant's knowledge, all signatures are of persons who are registered electors of the Town of Eagle;

(8) That the affiant has not paid or will not in the future pay, and that the affiant believes that no other person has paid or will pay, directly or indirectly, any money or other thing of value to any signer for the purpose of inducing or causing such signer to affix the signer's signature to the petition.

11.06 Procedure After Filing. Within thirty (30) days after a petition is filed, the Town Clerk shall complete a certificate as to its sufficiency and as to the validity of the signatures thereon, specifying if it is insufficient the particulars wherein it is defective. The Town Clerk shall promptly send by mail a copy of the certificate to the Petitioners' Committee.

11.07 Action by Council. When an initiative or referendum petition has been finally determined sufficient, the Council shall, within thirty (30) days, either:

(1) Adopt the ordinance as submitted by the initiative petition; or

(2) Repeal the ordinance, or part thereof, subject to the referendum petition; or

(3) Determine to submit the proposal provided for in a petition to the registered electors of the Town; provided, however, the Council shall have power to change the detailed language of any proposed initiated ordinance and to affix the title thereto without changing the meaning of the initiated ordinance.

11.08 Results of Election.

(1) Initiative. If a majority of the registered electors voting on a proposed initiated ordinance vote in its favor, it shall be considered adopted upon certification of the election results. If conflicting ordinances are approved at the

same election, the one (1) receiving the greatest number of affirmative votes shall prevail to the extent of such conflict.

(2) Referendum. If a majority of registered electors voting on a referred ordinance vote for repeal, it shall be considered repealed upon certification of the election results.

(3) Amendment or repeal. An ordinance adopted by the electorate may not be amended or repealed for the period of six (6) months after the date of the election at which it was adopted, and an ordinance repealed by the electorate may not be reenacted for a period of six (6) months after the date of the election at which it was repealed; provided, however, that any ordinance may be adopted, amended or repealed at any time by appropriate referendum or initiative procedure in accordance with the foregoing provisions of this Article, or if submitted to the electorate by the Council on its own motion. A proposed ordinance or proposed Charter amendment that fails at the election held to consider it shall not be refiled as an initiative petition for at least six (6) months after the election held to consider said ordinance or Charter amendment.

11.09 Council Referral. The Council shall have the power to submit to a vote of the registered electors of the Town, without receipt of any petition, any proposed ordinance or any question.

11.10 Withdrawal of Petition. No initiative or referendum petition may be withdrawn once it has been certified as sufficient by the Town Clerk.

11.11 Exceptions. Notwithstanding these provisions for initiative and referendum, the following ordinance matters shall not be subject to initiative or referendum:

(1) Ordinances addressing budgets, capital programs, appropriations, levies of taxes, and salaries or terms of employment of Town officers or employees shall not be subject to initiative.

(2) Ordinances addressing budgets, capital programs, appropriations, levies of taxes, salaries of Town officers or employees, special elections, emergencies, authorization of issuance of improvement district bonds payable in part from special assessments, levying special assessments, or contractual obligations of the Town shall not be subject to referendum.

11.12 Recall.

(1) A petition to recall the Mayor or any Council Member may be filed at any time after the Mayor or Council Member has been in office for six (6) months, pursuant to C.R.S. § 31-4-501, *et seq.*, as amended, except as otherwise provided in this Charter and in ordinances not inconsistent with this Charter.

(2) A recall petition must be presented to the Town Clerk for review and shall name not less than three (3) and not more than five (5) registered electors who shall represent the recall effort and specify a mailing address where notices related to the petition shall be sent.

(3) The recall petition shall include a statement, in not more than two hundred (200) words, of the grounds on which the recall is sought.

(4) No recall petition shall be circulated until approved as to form by the Town Clerk. The Town Clerk shall approve or disapprove the form of the petition by the close of the third business day following submission of the proposed petition, and the Clerk shall mail notice of their action to the person sought to be recalled on the day that any such petition is approved.

(5) A recall petition shall be signed by registered electors of the Town. Each signature shall be executed in non-erasable ink and shall be followed by the printed name, street address of the person signing and date of signature. The signers shall number at least twenty-five (25) percent of the number of eligible electors of the Town at the last preceding regular election.

(6) The Town Clerk shall not count as valid any signature on a recall petition if more than thirty (30) days have elapsed between the date the petition was approved by the Town Clerk and the date of the signature.

(7) The signed recall petition shall be submitted to the Town Clerk during regular business hours, and the Town Clerk shall issue a statement to the mailing address provided in Section 11.12(2) and the incumbent of the number of valid signatures and whether the recall petition is sufficient or insufficient by the close of business on the fifth business day after the petition is filed.

(8) Written protests to the determination of sufficiency may be filed by registered electors of the Town within fifteen (15) days after the filing of the petition. Protests shall be processed in accordance with the Colorado Revised Statutes.

(9) If a recall petition is determined sufficient, the Town Clerk shall submit it to the Council at the first regular meeting of the Council after the close of the protest period.

(10) The recall election shall be held not less than thirty (30) days nor more than ninety (90) days from the date of the determination of sufficiency of the petition. However, if a regular municipal or statewide general election is scheduled to be held within one hundred eighty (180) days after submission of a recall petition, even though that election is not the one at which the office held by the person

sought to be recalled would otherwise be filled, the recall election shall be held at the same time as that regular municipal or statewide general election.

(11) After one (1) recall petition and election, no further petition shall be filed against the same person during the term for which they were elected or appointed, unless the signers number at least fifty (50) percent of the number of registered electors at the last preceding regular election.

Article XII

Miscellaneous Provisions

12.01 Purchase, Sale or Lease of Real Property. Except as otherwise expressly provided herein, the Council by ordinance may purchase, sell, exchange or dispose of any interest in real property. The Council by resolution may lease, for such a term as the Council shall determine, any real property to any person, firm or corporation, public or private.

12.02 Eminent Domain. The Town shall have the right of eminent domain for all municipal purposes, either within or without the limits of the Town.

12.03 Contracts with Other Governmental Entities. The Council may by resolution enter into contracts or agreements with other governmental or quasi-governmental entities.

12.04 Bequests, Gifts and Donations.

(1) The Council, on behalf of the Town, may receive or refuse bequests, gifts and donations of all kinds or property in fee simple or in trust, for public, charitable or other purposes, and do all things and acts necessary to carry out the purposes of such bequests, gifts and donations, with the power to manage, lease, sell or otherwise dispose of the same in accordance with the terms of the bequests, gifts or donation.

(2) The Council may provide in each annual budget for the amount, if any, of money that the Council may have available to donate for public, charitable or other purposes. The Council may delegate the responsibility for such bequests, gifts and donations to such persons as the Council may deem advisable.

12.05 Contracts for Purchases, Leases, and Construction of Public Works.

(1) The Council may establish procedures for entering into contracts for purchases, leases and construction of public works.

(2) Purchases of or contracts for supplies, material, equipment or improvements shall be made under such requirements regarding competitive bidding as prescribed by the Council.

12.06 Amendment.

(1) In addition to the provisions otherwise stated in this Charter, this Charter may be amended in the manner provided by Article XX of the Constitution of the State of Colorado at any general election or special election called for such purpose under the following circumstances:

(a) Upon proposed amendments referred to the Town electors by a majority of the Council; or

(b) Upon proposed amendments submitted by electors pursuant to the initiative process.

(2) If provisions of two (2) or more proposed amendments adopted or approved at the same election conflict, the amendment receiving the greatest number of votes shall prevail on the conflicting issue.

12.07 Effect of Colorado Revised Statutes. The power to supersede any law of the State of Colorado now or hereafter in force, insofar as it applies to local or municipal affairs, shall be reserved to the Town, acting by ordinance, subject only to restrictions of the State Constitution and subsequent amendments to this Charter. Unless otherwise provided by this Charter or by ordinances adopted by the Council hereunder, the statutes of the State of Colorado shall be in effect.

12.08 Severability. If any provision, article, section, sentence, clause or part of this Charter, or the application thereof to any person or circumstance, is adjudged by any court of competent jurisdiction to be unconstitutional or invalid, such adjudication shall not affect, impair or invalidate the Charter as a whole or any part hereof other than the parts so adjudged to be invalid, and to this end, the provisions of this Charter are declared to be severable.

12.09 Titles and Subheadings. The Article titles and subheadings in this Charter are inserted for convenience and reference only and shall not be construed to limit, describe or control the scope or intent of any provision herein.

12.10 Construction of Words. Except as otherwise specifically provided or indicated by the context hereof, all words used in this Charter indicating the present tense shall not be limited to the time of the adoption of this Charter but shall extend to and include the time of the happening of any event or requirement for which provision is made herein. The singular number shall include the plural, the plural shall include the singular, and the masculine gender shall extend to and include the feminine gender and neuter. "Person" may extend to and be applied to bodies politic and corporate and to partnerships as well as individuals.

- 12.11 Indemnification of Mayor and Council. The Council may indemnify any Council member, the Mayor, any employee or any appointed official who was or is a party or is threatened to be made a party to any threatened, pending or completed action, suit, or proceeding by reason of the fact that he or she is or was an officer of the Town, against expenses (including attorney fees), judgments, fines and amounts paid in settlement actually and reasonably incurred by them in connection with such action, suit, or proceeding if he or she acted in good faith within the scope of their employment, in a manner he or she reasonably believed to be in the best interest of the Town, and had no reasonable cause to believe their conduct was unlawful.

Article XIII

Transition Period

- 13.01 Purpose of Transitional Provisions. The purpose of this Article is to provide for an orderly transition from the present Town government to a home rule Town government under provisions of this Charter. The provisions of this Article shall constitute a part of this Charter only to the extent necessary to accomplish that purpose.
- 13.02 Effective Date of Charter. This Charter shall become effective immediately upon final certification of the election at which a majority of the registered electors of the Town approve this Charter.
- 13.03 Continuation of Appointed Officers and Employees.
- (1) All appointed officers and employees of the Town at the time this Charter is adopted shall continue in that office or employment that corresponds to the Town office or employment that they held prior to the effective date of this Charter.
- (2) All appointed officers and employees of the Town shall, in all respects, be subject to the provisions of this Charter, as though they had been appointed or employed in the manner provided in this Charter, except that any officer or employee who holds a position that this Charter provides to be held at the pleasure of Council shall hold such position only at such pleasure regardless of the term for which they were originally appointed or hired.
- 13.04 Continuation of Prior Town Legislation. All bylaws, ordinances, resolutions, contracts, rules and regulations of the Town in force at the time this Charter becomes effective shall continue in full force except insofar as they conflict with the provisions of this Charter or are subsequently amended or repealed by ordinance enacted under authority of this Charter.

- 13.05 Savings Clause. This Charter shall not affect any suit pending in any court or any document heretofore executed in connection therewith. Nothing in this Charter shall invalidate any existing contracts between the Town and any person.
- 13.06 Current Trustee Terms. Trustees in office as of the date of adoption of this Charter shall become Council Members instead of Trustees. The term of any Trustee that would end in April of 2022 shall be extended until the first regular Council meeting following the final certification of the November 2023 election. Trustees elected in April of 2020 shall become Council Members instead of Trustees, and their terms shall be extended until the first regular Council meeting following the final certification of the November 2025 election. The term of the Mayor elected in April of 2020 shall continue until the first regular Council meeting following the final certification of the November 2025 election.
- 13.07 Time Limitation. All acts required by this Charter to be performed by the new Town Council shall be performed within one hundred eighty (180) days of the effective date of this Charter.

THE TOWN OF EAGLE
CHARTER COMMISSION
CERTIFICATE OF FINAL ADOPTION

We, the undersigned, present members of the Town of Eagle Home Rule Charter Commission, duly elected by the people of Eagle, Colorado, at a regular election held on _____, under the authorization of Article XX of the Constitution of the State of Colorado, to frame a Home Rule Charter for the Town of Eagle, do hereby certify that the foregoing is the Proposed Charter as finally approved and adopted by the members of the Charter Commission on the ____ day of _____, for submission to the Town of Eagle Board of Trustees for referral to the people of Eagle at the general election of _____.

Respectfully submitted to the Board of Trustees at Eagle, Colorado, the ____ day of _____, 20____.



To: Mayor and Board of Trustees

From: Brandy Reitter, Town Manager

Date: January 28, 2020

Agenda Item: Resolution No. 05, Series 2020 Tobacco Tax Ballot Title

REQUEST:

Staff requests that Board of Trustees review a resolution regarding a ballot question to levy a special sales tax on cigarettes, tobacco and nicotine products.

INTRODUCTION:

As a follow up to the board's desire to explore levying a tax on tobacco during the budget process, staff brought a proposal to the BOT on January 14. At that meeting, staff presented examples of ballot questions and requested guidance on tax amounts. Staff covered impacts to the operations and how the town would collect money. That guidance is incorporated in the attached resolution.

ANALYSIS:

The ballot question includes the following provisions:

- The question will be asked during the April 7, 2020 election
- The special sales tax is effective July 1, 2020
- The TABOR limit in the first fiscal year will be \$600,000
- The amounts collected align with Eagle County:
 - *\$4.00 per pack, .20 cents per cigarette, and 40% on tobacco and nicotine products*

COMMUNITY INPUT:

Community input was collected through the county's efforts last fall. There was overwhelming support for the special sales tax, and it was a successful ballot question.

BUDGET / STAFF IMPACT:

This proposal has a positive impact to the budget. While there is no way to predict with accuracy how much the town will collect, staff based the analysis on what other communities have collected. At the last meeting, staff predicted that the town could collect between \$400,000 - \$600,000 annually. Once the county reports their collections, staff will have an accurate number for collection. This is because

the county will collect sales tax in Eagle until July 1. Currently, the State of Colorado distributes \$11,000 annually in tobacco sales tax.

STRATEGIC PLAN ALIGNMENT/STANDARDS ACHIEVED:

This proposal aligns with the following strategic objectives/business values:

- Protecting Public Health, Safety, and the Environment: Higher taxes on tobacco might inspire people to quit using products. Raising the age and adding a tax will reduce access to users under the age of 21. Reducing the use of tobacco products is better for the environment and leads to better public health outcomes.
- Sound Finances and Increasing Efficiency: Taxes on tobacco would raise revenue to offset operations and capital costs. Revenues are important so that town can be resilient, improve service delivery, and maintain existing assets.
- Major Objective No. 2: Enhance the Financial Health of the Town: Tobacco tax would increase revenues to fund operating costs, reserve funding, and needed capital investments. The state gives the town \$11,000 per year which is less than what the tax would provide. This tax is a much-needed boost to town coffers.

This proposal conflicts with the following strategic objectives/business values:

- Economic Development: An increase in tobacco taxes will likely result in a decrease in sales to some retailers. Some users might abandon retailers in Eagle County and purchase tobacco products somewhere else. This would require significant travel since surrounding counties have passed similar measures.

RECOMMENDED ACTION OR PROPOSED MOTION:

1. Motion to **approve** or **deny** adoption of Resolution No. 5, Series 2020, "A Resolution of the Board of Trustees of the Town of Eagle, Colorado Submitting a Ballot Issue to the Registered Electors of the Town of Eagle at the April 7, 2020 Regular Election to Impose a Special Sales Tax on Cigarettes, Tobacco Products and Nicotine Products."

ATTACHMENTS:

- Resolution No. 5, Series 2020

TOWN OF EAGLE, COLORADO
RESOLUTION NO. 5
(Series of 2020)

A RESOLUTION OF THE BOARD OF TRUSTEES OF THE TOWN OF EAGLE, COLORADO
SUBMITTING A BALLOT ISSUE TO THE REGISTERED ELECTORS OF THE TOWN OF
EAGLE AT THE APRIL 7, 2020 REGULAR ELECTION TO IMPOSE A SPECIAL SALES TAX
ON CIGARETTES, TOBACCO PRODUCTS AND NICOTINE PRODUCTS

WHEREAS, the Board of Trustees finds that nicotine addiction is a leading cause of preventable death, that people should be deterred from starting the use of cigarettes, tobacco products and nicotine products and encouraged to quit the use of cigarettes, tobacco products and nicotine products, and that taxes on the sale of cigarettes, tobacco products and nicotine products are effective at preventing and reducing tobacco and nicotine use;

WHEREAS, on March 28, 2019, Governor Polis signed House Bill 19-1033, which took effect on July 1, 2019;

WHEREAS, House Bill 19-1033 allows municipalities to impose a special sales tax on cigarettes, tobacco products and nicotine products, subject to prior voter approval under Article X, Section 20 of the Colorado Constitution ("TABOR");

WHEREAS, House Bill 19-1033 allows the Town to use the revenues collected from such special sales tax for "any purpose determined by the governing body"; and

WHEREAS, the Town Council finds it in the best interest of the public health, safety and welfare to submit to the registered electors of the Town at the April 7, 2020 election, a ballot issue to approve the imposition of a special sales tax on cigarettes, tobacco products and nicotine products.

NOW, THEREFORE, BE IT RESOLVED BY THE TOWN BOARD OF TRUSTEES OF THE TOWN OF TOWN OF EAGLE, COLORADO, THAT:

Section 1. At the April 7, 2020 election, the following ballot issue shall be presented to the registered electors of the Town:

SHALL TOWN OF EAGLE TAXES BE INCREASED \$600,000 IN THE FIRST FISCAL YEAR AND BY WHATEVER AMOUNTS ARE RAISED ANNUALLY THEREAFTER, THROUGH THE IMPOSITION OF A SPECIAL SALES TAX ON CIGARETTES, TOBACCO PRODUCTS AND NICOTINE PRODUCTS, AS THOSE TERMS ARE DEFINED IN C.R.S. § 18-13-121, AT THE RATE OF 20 CENTS PER CIGARETTE SOLD OR \$4.00 PER PACK OF 20 CIGARETTES SOLD AND 40% ON THE PRICE PAID FOR THE PURCHASE OF ALL OTHER TOBACCO PRODUCTS AND NICOTINE PRODUCTS, STARTING ON JULY 1, 2020, WITH THE REVENUES FROM SUCH TAX TO BE USED FOR GENERAL GOVERNMENTAL PURPOSES, AND SHALL THE REVENUES FROM SUCH TAX AND ANY INVESTMENT EARNINGS THEREON BE COLLECTED AND SPENT BY THE TOWN FOR THE ABOVE-STATED PURPOSES AS A VOTER-APPROVED REVENUE CHANGE, WITHOUT REGARD TO ANY SPENDING, REVENUE-RAISING OR OTHER LIMITATION

CONTAINED IN ARTICLE X, SECTION 20 OF THE COLORADO CONSTITUTION OR ANY
OTHER LAW?

INTRODUCED, READ, PASSED AND ADOPTED ON JANUARY 28, 2020.

TOWN OF EAGLE, COLORADO

Anne McKibbin, Mayor

ATTEST:

Jenny Rakow, Town Clerk



To: Mayor and Board of Trustees

From: April Kroner, AICP, Community Development Director

Date: January 28, 2020

Agenda Item: Intergovernmental Agreement (IGA) with Eagle County Housing & Development Authority (ECHDA) for Affordable Housing services

REQUEST: Staff is requesting the Board Review the proposed IGA for the administration of the town's Local Employee Residency Program (LERP).

INTRODUCTION: The town and ECHDA have been working cooperatively since 2009 in the management of the town's affordable housing stock. Until 2019, Eagle County, through The Valley Home Store (TVHA), was providing these services to the town at no cost. Other areas where such services were provided (i.e., Avon, Eagle Ranch, unincorporated areas in Eagle County) were making financial contributions of various amounts to receive this service. As a result, in 2019 the town and ECHDA entered into an IGA for the services to be provided, and established fees to be paid. The total fee paid was a flat fee of \$2,500.

ANALYSIS: The draft IGA for 2020 retains the flat fee amount at the same rate of \$2,500 for administration of the town's LERP, along with all the same language for services provided. However, ECHDA is requesting a modification for 2020, whereby additional compensation is being requested, with an annual not-to-exceed limit of \$1,000. This fee would be applicable for managing the deed restriction documents and process when TVHS is not the listing broker (i.e., for sale by owner situation). ECHDA is requesting that the town provide compensation at a rate of \$250 per transaction, with an annual limit not-to-exceed \$1,000, for these instances.

For new Town of Eagle LERP units, the IGA remains the same, with services for new units billed at a rate of \$60/hour as a pass-through cost to the applicants.

COMMUNITY INPUT: This is not a public hearing and no public comment has been received.

BUDGET / STAFF IMPACT: The TBOT allocated \$2,500 in the 2020 Community Development budget for LERP administration. This amount covers the lump sum fee amount for general services, however, does not cover the flat rate for real estate transactions that TVHS is not the listing broker of. This potential cost could range from \$0 to a maximum of \$1,000, depending on how many units are sold.

STRATEGIC PLAN ALIGNMENT/STANDARDS ACHIEVED: The town's strategic plan outlines Major Objective #8: Improve Housing Affordability and Availability. Solutions in that objective include working actively with Eagle County on efforts to provide affordable housing. The county continues to be a primary partner with the town in the development and management of affordable housing and

execution of this agreement would assist the town in developing new inventory while maintaining existing inventory.

RECOMMENDED ACTION OR PROPOSED MOTION: Motion to Approve or deny adoption of Resolution 06, Series 2020, to Approve the IGA with ECHDA for Affordable Housing Services.

ATTACHMENTS:

Draft IGA between the Town of Eagle and Eagle County

TOWN OF EAGLE, COLORADO RESOLUTION NO. 06

(Series of 2020)

**A RESOLUTION OF THE BOARD OF TRUSTEES OF THE TOWN OF EAGLE, COLORADO
APPROVING AN INTERGOVERNMENTAL AGREEMENT WITH THE EAGLE COUNTY
HOUSING AND DEVELOPMENT AUTHORITY FOR AFFORDABLE HOUSING SERVICES**

WHEREAS, the Town has a portfolio of deed restricted housing units;

WHEREAS, pursuant to the Town's Ordinance #19, Series of 2009, the Town's Inclusionary Residential Requirements for Local Employee Residency, the Town's portfolio of deed restricted housing units is growing;

WHEREAS, the median price of free market housing in the Town exceeds what residents earning the area median income can afford, creating a lack of housing affordable for the local workforce of the Town;

WHEREAS, the Urban Land Institute recommended forming a regional housing body to address the lack of affordable housing with participation from public and private sectors throughout Eagle County;

WHEREAS, the Eagle County Housing and Development Authority ("ECHDA"), in a multi-jurisdictional effort, has opened a centralized affordable housing management organization known as The Valley Home Store, LLC ("TVHS") to provide one physical and electronic location in Eagle County to purchase housing stock affordable to Eagle County's workforce;

WHEREAS, TVHS was formed by ECHDA in 2008, and ECHDA is the majority member of TVHS with 99.9% ownership;

WHEREAS, the Town desires to contract with ECHDA for the performance of the hereinafter described affordable housing services on the terms and conditions hereinafter set forth;

WHEREAS, ECHDA is agreeable to rendering such affordable housing services through TVHS under the terms outlined in the intergovernmental agreement (the "IGA") attached hereto; and

WHEREAS, the IGA is authorized pursuant to C.R.S. §§ 29-1-201 and 30-11-101, as amended, and Article XIV, Section 18, of the Colorado Constitution.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF TRUSTEES OF THE TOWN OF EAGLE, COLORADO, AS FOLLOWS:

Section 1. The IGA is hereby approved in substantially the form attached hereto, subject to final approval by the Town Attorney. Upon such approval, the Mayor is authorized to execute the IGA on behalf of the Town.

INTRODUCED, READ, PASSED AND ADOPTED ON JANUARY 28, 2020.

TOWN OF EAGLE, COLORADO

Anne McKibbin, Mayor

ATTEST:

Jenny Rakow,
CMC Town Clerk

EXHIBIT A

SCOPE OF SERVICES AND FEES

TVHS shall continue to administer and manage the Town's Local Employee Residency Program ("LERP.") The general administrative services component shall include qualifying buyers, handling of applicable annual residency affidavits, approving capital improvements, facilitating sales and acting as a resource for buyers, sellers, developers, Realtors, appraisers and lenders.

TVHS shall also provide free education to the general public, foreclosure prevention or mitigation counseling, offers down payment assistance programs, and serves as a rental resource for the community.

TVHS staff will strive to provide excellent customer service in all of their work, as evidenced by positive customer service surveys. TVHS staff performing services under this Agreement shall be licensed real estate brokers and experienced in the resale of deed restricted housing units. All services offered by TVHS will be available to individuals interacting with the Town LERP housing units.

In addition to the general administrative services described above, TVHS shall also provide the following services to the Town at the following rates.

1. Existing Town of Eagle LERP units

ECHDA/TVHS will serve as a resource to the Town and consumers regarding the Town's existing affordable housing programs by providing the following:

Qualifications for the resales of the Town's deed restricted housing stock when TVHS is not the Listing broker.

- a. Management of the 28 existing LERP units with regard to pricing, refinancing, compliance, etc.;
 - b. Manage all inquiries from the public with regard to the LERP program, rules and regulations, sales process, available units, and other resources for the public including buyers, seller and employees of the Town of Eagle;
 - c. Communicate Town's information on TVHS website;
 - d. Provide at least one in person homebuyer course at Town of Eagle Town Hall;
- and

Compensation for this scope of work will be \$2,500 and will be paid by the Town to ECHDA/TVHS.

2. Existing Town of Eagle LERP units

ECHDA/TVHS shall manage Deed Restriction documents and process when TVHS is not the listing broker, examples include a property that is listed for sale by owner or when a property is listed by an open market broker

- a. Assist sellers, buyers, Realtors, lenders, and appraisers through the process.
- b. Qualify and approve buyers
- c. ~~PECHDA/TVHS will~~ prepare and provide required deed restricted documentation

for closings.

Compensation for this ~~scope of work~~service will be \$250 per transaction, with an annual not to exceed limit of \$1000,500 for each unit listed for sale either by owner or a brokerage other than TVHS. The fee will be paid by the Town to ECHDA/TVHS.

3. New Town of Eagle LERP units-

ECHDA/TVHS will serve as a resource to the Town, developers and Realtors as new LERP units are brought to market.

- a. Assist developers and realtors in understanding the LERP program and provide basic initial analysis including initial maximum sales price and market analysis;
- b. Review as requested LERP plans and provide analysis to Town staff and/or Board of Trustees;
- c. Attend work sessions with Board of Trustees or Planning and Zoning Commission as requested and provide recommended best practices;
- d. Assist developer an/or Listing Broker with initial buyer application and marketing plan development;
- e. Prepare and provide required deed restricted documentation for initial closings; and
- f. If applicable ECHDA/TVHS will maintain a waitlist of buyers for new development

Compensation for this service will be billed monthly at a rate of \$60/hour to the Town. The Parties acknowledge that this cost will be treated as a pass through cost by the town as third party consultants for development review as permitted by Section 4.03.080(b) of Town of Eagle Municipal Code, as amended. As such, the Town is not independently responsible for payment of paragraph (3) Services. If the Town is not timely paid by the developer for the Services, the Town will certify the amount due to the County Treasurer to be placed on the tax list for the current year and to be collected in the same manner as other taxes are collected. ECHDA will then be paid when the Town is paid



To: Mayor and Board of Trustees

From: Deron Dirksen, P.E. – Utility Manager / Sustainability Coordinator

Date: January 28, 2020

Subject: Library District: Accepting Improvements and Reducing Performance Guarantee

REQUEST:

Staff is requesting the Board approve Resolution 07, Series 2020 A Resolution of the Board of Trustees of the Town of Eagle, Colorado Accepting the Improvements Installed at the Eagle Library and Reducing the Performance Guarantee.

BACKGROUND:

The Town and Eagle Valley Library District entered into a Development Improvements Agreement on December 4, 2018 for development occurring on Tract L of the Eagle Library Subdivision, also known as 600 Broadway, Town of Eagle, State of Colorado.

ANALYSIS:

The Development Agreement required Developer to construct certain public improvements that would later be conveyed to the Town for ownership and maintenance. The Town accepted a letter of credit on January 2, 2019 in the amount of \$189,115.30 to guarantee the public improvements. All public improvements have been installed, inspected, and approved in accordance with the Development Agreement. In accordance with the Development Agreement, upon inspection and final acceptance of the public improvements, the Town may authorize a reduction of the letter of credit to 10% of the total actual costs of such improvements to \$17,193.30.

COMMUNITY INPUT:

NA

BUDGET / STAFF IMPACT:

NA

STRATEGIC PLAN ALIGNMENT/STANDARDS ACHIEVED:

This proposal aligns with the following strategic objectives and/or business values:

Major Objective No. 12: Initiate and Maintain a Community Building Effort – This project expanded the existing Library which is an amazing asset to our downtown and community. This project enhances the connection that people have with the community.

RECOMMENDED ACTION OR PROPOSED MOTION:

Motion to **approve** or **deny** Resolution 07, Series 2020 A Resolution of the Board of Trustees of the Town of Eagle, Colorado Accepting the Improvements Installed at the Eagle Library and Reducing the Performance Guarantee.

ATTACHMENTS:

Resolution 07, 2020

TOWN OF EAGLE, COLORADO
RESOLUTION NO. 07
(Series of 2020)

A RESOLUTION OF THE BOARD OF TRUSTEES OF THE TOWN OF EAGLE, COLORADO
ACCEPTING THE IMPROVEMENTS INSTALLED AT THE EAGLE LIBRARY AND
REDUCING THE PERFORMANCE GUARANTEE

WHEREAS, the Town and Eagle Valley Library District (the "Developer") entered into a Development Improvements Agreement (the "Development Agreement") on December 4, 2018 for development occurring on Tract L of the Eagle Library Subdivision, also known as 600 Broadway, Town of Eagle, State of Colorado (the "Property");

WHEREAS, the Development Agreement required Developer to construct certain public improvements that would later be conveyed to the Town for ownership and maintenance;

WHEREAS, the Town accepted a letter of credit from FirstBank on January 2, 2019 in the amount of \$189,115.30 to guarantee the public improvements;

WHEREAS, all public improvements have been installed, inspected and approved in accordance with the Development Agreement; and

WHEREAS, in accordance with the Development Agreement, upon inspection and final acceptance of the public improvements, the Town may authorize a reduction of the letter of credit to 10% of the total actual cost of such improvements.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF TRUSTEES OF THE TOWN OF EAGLE, COLORADO AS FOLLOWS:

Section 1. The Town accepts the public improvements.

Section 2. The Board of Trustees hereby authorizes a reduction in the letter of credit from \$189,115.30 to \$17,193.30, with the residual amount remaining as a guaranty for the 24-month warranty period for the accepted public improvements.

INTRODUCED, READ, PASSED AND ADOPTED ON JANUARY 28, 2020.

TOWN OF EAGLE, COLORADO

Anne McKibbin, Mayor

ATTEST:

Jenny Rakow, Town Clerk



To: Mayor and Board of Trustees

From: Department of Community Development

Date: January 28, 2020

Agenda Item: File # SU19-05, Eagle Auto Consignment

CERTIFICATE OF RECOMMENDATION

APPLICANT: Trevor Theelke, Eagle Auto Consignment

LOCATION: 422 McIntire Street

ZONING: Commercial Light (CL) District
US Highway 6 Corridor

EXHIBITS: A: Application and Narrative
B: Property Owner Letter of Support
C: Parking Plan
D: Aerial Site Photo
E. Draft Minutes from Planning & Zoning Hearing January 21, 2020

PUBLIC COMMENT: None received.

STAFF: April Kroner, AICP, Community Development Director

REQUEST: Request for a Special Use Permit for Eagle Auto Consignment, Vehicular Sales
(new location)

PROJECT DESCRIPTION & BACKGROUND

The applicant is requesting a special use permit for a vehicular sales establishment (Eagle Auto Consignment) to be located at 422 McIntire Street, at the intersection with Highway 6/Grand Avenue. The business is already an established business in the Town of Eagle at 106 Grand Avenue, and has been at that location since 2010, and had received a special use permit from the Town. The current site of Eagle Auto Consignment was recently approved for a new mixed-use development project, and therefore the applicant is relocating the business to the proposed location temporarily. Ultimately, the applicant intends to move to a final location at 646 Grand Avenue. However, even a temporary establishment of the use does require that a Special Use Permit be obtained; the future use at 646 Grand Avenue will be addressed when that occurs.

The applicant's narrative provides the details of the proposed use and site, which includes a multi-tenant building that also houses Pickup's Pizza and A Good Sport sporting goods store, which will remain. The owner of the property has authorized the applicant to apply and issued a letter of support verifying her intent to lease a portion of the site for Eagle Auto Consignment. The following summarizes the primary components of the proposed establishment:

- Hours of operation: M-F 1:00 pm – 5:00 pm and by appointment; Sat 10:00 am – 3:00 pm and by appointment.
- Eagle Auto Consignment's office will occupy a center location of the building comprising 900 square feet of office space. Per the town's code, a total of 3 off-street parking spaces are required to accommodate this use.
 - With the mix of existing businesses on the site, and no change in building area, the parking review does not include review of the existing businesses. The new use is considered with regards to the code to ensure compliance, and the property owner has been consulted regarding parking and has concurred that the other two businesses parking needs have been, and will continue to be, met on site. In addition, the businesses have some varying hours of operation which allows for shared parking among them in the existing lot, which is encouraged by the Town. Lastly with regards to parking, while the use of on-street parking is not included in meeting parking requirements per the Town's current Land Use Code, this area does have available on-street parking spaces along both McIntire and Fourth Streets, which does accommodate any overflow needs should they ever occur.
- 15 spaces are available for the 'for sale' vehicles, as depicted on the sketch plan. The applicant can have a maximum of 15 vehicles for sale on the site at any one time in the identified parking spaces. If the applicant wishes to sell more vehicles or use different locations on the site for the cars, an amendment to the Special Use Permit would be required.
- There will not be any servicing of vehicles occurring on-site; vehicles are able to be available for sale on the site with any servicing occurring off-site at other business locations.

FINDING FOR SPECIAL USE PERMIT

A special use permit may be granted for a use in a particular zone district provided the Plan Commission and Council find the following:

1. *The proposed use is consistent with the provisions of this Chapter and with the Town's goals, policies and plans.*

The Town of Eagle Land Use and Development Code allows the proposed use via issuance of a Special Use Permit in the Commercial Limited (CL) District. Therefore, the proposed use is in compliance with this section of the Land Use and Development Code if the Permit is issued.

Chapter 11 of the Eagle Area Community Plan (2010 EACP) discusses a variety of Goals, Policies and Strategies for encouraging Economic Development in the Town. Furthermore, Strategy B, under Policy 1.2 states “Work to create more local jobs and additional outlets for goods and services.” The Eagle Area Community Plan encourages businesses that maximize opportunities for shared parking and one-stop shopping. The Community Plan encourages business diversity and maintaining Eagle’s unique character. Eagle Auto Consignment is a unique business in Eagle and in the region.

Approval of this special use permit would continue to forward the objectives of the Town’s goals, policies, and plans.

2. The proposed use is compatible with existing and allowed uses surrounding or affected by the proposed use.

The proposed use is compatible with the existing and allowed uses surrounding this site. Also, the businesses has already been in existence within the Town for the past ten years, at a location just a few blocks away along the same Highway 6 Corridor.

The surrounding uses of the proposed property include a variety of businesses ranging from retail, restaurant and general offices to auto repair shops, see attached site photo for map of surrounding uses. In addition, the immediately surrounding businesses that share the same building and site are compatible with the proposed use and a shared parking lot arrangement has been developed which is determined to meet all businesses needs.

This finding is met with this application based on the items above.

3. Street improvements adequate to accommodate traffic volumes generated by the proposed use and in provision of safe, convenient access to the use and adequate parking are either in place or will be constructed in conjunction with the proposed use, as approved by the Town.

The site has the appropriate infrastructure to accommodate the proposed use. Staff has reviewed the parking (as detailed previously). For the proposed use, a total of 15 parking spaces will be designate for the ‘for sale’ vehicles. An additional 3 parking spaces are required for the 900 square feet of office space being utilized by Eagle Auto Consignment, resulting in a total of 18 spaces for the proposed business (only 3 required for non-for-sale vehicles). There are a total of 29 parking spaces on the site. Deducting the 18 being used for the proposed special use, eleven spaces remain for the other two businesses. As these businesses are not being modified or expanded in any way, the Town just needs to ensure that parking is adequate to continue to support these businesses. Per the owner of the property, and the varying business operation hours which allows for shared use of the parking among the businesses, this need is met.

It has been noted that the striping of the parking spaces on the property is very diminished, and the availability of an ADA space is not visible. While the code doesn’t define requirements for maintenance of parking lots, the Town believes it is in the best interest of the public for these spaces to be more visibly striped. Therefore, the Town will require that with the issuance of the Special Use Permit, that the property owner have the site re-striped by December 31, 2020.

No changes are proposed to the existing site in terms of access and/or circulation, nor are any required.

Staff finds this item can be met with a condition that the parking lot be restriped by December 31, 2020 to better delineate the parking spaces and ADA space for public safety purposes.

4. *The special conditions for specific uses, as provided in the code, are met.*

The Land Use & Development Code does not identify any special conditions for vehicular sales uses, therefore this finding does not apply.

PUBLIC NOTICE AND COMMENTS

The public hearing for the Special Use Permit request was publicly noticed in accordance with the applicable public notification requirement of the Eagle Land Use and Development Code.

STAFF RECOMMENDATION

Motion to approve Resolution 8-2020, SU19-05 Special Use Permit for Eagle Auto Consignment (vehicular sales), **with the following conditions:**

1. Occupancy of the property for the approved use shall not be permitted prior to the issuance of State of Colorado Licenses for the references uses.
2. The Special Use Permit limits the number of for-sale vehicles on the property to a maximum of 15 at any one time, and such vehicles must be parked in the locations designated on the attached plan.
3. No servicing of vehicles is permitted to occur on the property.
4. The parking lot must be restriped by December 31, 2020 to better delineate the parking spaces and ADA space for public safety purposes.
5. A building permit shall be required at time of move in if any construction work is intended and/or for a change of occupancy.



TOWN OF EAGLE
COMMUNITY DEVELOPMENT
200 BROADWAY • PO BOX 609 • EAGLE, CO 81631
PHONE: 970-328-9655 • FAX: 970-328-9656
www.townofeagle.org

LAND USE & DEVELOPMENT APPLICATION

Pursuant to the Land Use & Development Code, Title 4

ZONING REVIEW	DEVELOPMENT REVIEW	SUBDIVISION REVIEW
☒ Special Use Permit	☐ Minor Development Permit	☐ Concept Plan
☐ Zoning Variance	☐ Major Development Permit	☐ Preliminary Plan
☐ Rezoning	PLANNED UNIT DEVELOPMENT (PUD) REVIEW	☐ Final Plat
☐ Temporary Use Permit	☐ PUD Zoning Plan	☐ Lot Line Adjustment
☐ Amendment to Zone District Regulations	☐ PUD Development Plan	☐ Condominium / Townhouse
☐ Encroachment Permit		☐ Minor Subdivision

PROJECT NAME Eagle Auto Consignment

PRESENT ZONE DISTRICT _____ PROPOSED ZONE DISTRICT _____
(if applicable)

LOCATION
STREET ADDRESS 422 McIntire Street

PROPERTY DESCRIPTION
SUBDIVISION Eagle LOT(S) 13-19 BLOCK 34
(attach legal description if not part of a subdivision)

DESCRIPTION OF APPLICATION/PURPOSE Relocation of Eagle Auto Consignment
from 106 Grand Ave

APPLICANT NAME Trevor Theelke PHONE 970-331-0789
ADDRESS PO Box 3203 Eagle CO 81631 EMAIL eagle Auto Consignment@gmail.com
OWNER OF RECORD Grand Eagle Real Estate LLC PHONE 970-376-1505
ADDRESS P.O. Box 4636 Eagle, CO 81631 EMAIL McIntire 422 Eagle@yahoo.com
REPRESENTATIVE* Celena Olden PHONE 376-1505
ADDRESS PO Box 4636 Eagle, CO 81631 EMAIL McIntire 422 Eagle@yahoo.com

*A representative must submit an affidavit or power of attorney signed by the property owner of record authorizing the representation.

APPLICATION SUBMITTAL ITEMS:

The following submittal materials must be submitted in full before the application will be deemed complete (please check all items that are being submitted):

- ☒ Applicable fees and deposits.
- ☒ Project Narrative, describing the project, its compliance with any applicable review criteria, any impacts to the surrounding area, and any other relevant information.
- ☒ Surrounding and Interested Property Ownership Report (see project specific checklist for more information).
- ☒ Proof of Ownership (ownership & encumbrance report) for subject property.
- ☒ Site Plan, drawn to scale and depicting the locations and boundaries of existing and proposed lots and structures.
- ☒ Project specific checklist.

FEES AND DEPOSITS:

See Eagle Municipal Code Section 4.03.080

1. Application fees shall be paid in full at the time of the filing of the application and unless paid, the application shall not be deemed complete. All fees are nonrefundable.
2. As described in Eagle Municipal Code § 4.03.080, third-party consultants may be necessary for the review and processing of applications. These costs ("pass-through costs") must be paid by the applicant. If pass-through costs are expected, the applicant must pay a deposit at the time the application is filed. If at any time the deposit does not fully cover the pass-through costs, the applicant must pay another subsequent deposit before the Town will continue processing the application.
3. The Town may withhold the recording of any Subdivision Final Plat or Development Plan or the signing of any Resolution or Ordinance until all pass-through fees are paid in full.
4. Within 30 days of approval or denial of an application, any remaining deposit shall be returned to the applicant. If an application is withdrawn, any remaining deposit shall be returned to the applicant within 60 days.

I have read the application form and certify that the information contained herein is correct and accurate to the best of my knowledge. I understand that it is my responsibility to provide the Town with accurate information related to this application. I UNDERSTAND THAT FILING AN APPLICATION IS NOT A GUARANTEE THAT THE APPLICATION WILL BE APPROVED.


Signature

12-26-19
Date

FOR OFFICE USE ONLY

DATE RECEIVED _____	BY _____	FILE NUMBER _____
REVIEW FEE _____	DATE PAID _____	RECEIVED BY _____
DATE CERTIFIED COMPLETE _____	BY _____	
P&Z HEARING DATE _____	DECISION _____	
BOT HEARING DATE _____	DECISION _____	



My name is Trevor Theelke and I have been the owner of Eagle Auto Consignment since we opened in June 2010. We are one of the many great businesses in Eagle that have helped make our town a fantastic place to live, work and play in. In every great small town across Colorado, change and development is inevitable. The town of Eagle has recently approved a new mix use development at 106 Grand Avenue; the current location of Eagle Auto Consignment. With that approval, we plan to move our location to 422 McIntire Street and are ultimately planning to finalize our location at 646 Grand Ave. We would like to continue our business of selling quality preowned cars, trucks, trailers, RV's and motorcycles in Eagle with the approval of a special use permit at 422 McIntire and 646 Grand Ave. when that site becomes available.

The property located at 422 McIntire is the current home to Pickup's Pizza and A Good Sport-sporting goods store. The owner of the property is Celena and Thomas Olden. Pickup's Pizza will continue to occupy the Western most part of the building, A Good Sport will occupy the Eastern most portion of the building and we will occupy the middle; roughly 900 sq. ft of office space
We will continue to operate Eagle Auto Consignment in the same fashion as we have done over the past 10 years; helping car owners sell their vehicles through consignment and providing a local option to purchase a vehicle.

The hours of operation for the 3 businesses are currently as follows:

Eagle Auto Consignment: Monday through Friday: 1:00pm – 5:00pm and by appointment
Saturday: 10:00am – 3:00pm and by appointment

A Good Sport: Tuesday through Saturday: 12:00pm – 6:00pm

Pickup's Pizza: Monday through Thursday/Sunday: 3:00pm – 9:00pm
Friday and Saturday: 3:00pm – 10:00pm

Per the parking plan attached, there are 28 parking spaces on the property (highlighted in red and blue on the attached plat), and more than 20 additional spaces (highlighted in Brown) along the East side of McIntire Street and South side of Fourth Street. There is also an additional parking on the West side of McIntire which creates more than an adequate number of parking spaces for all 3 businesses. Eagle Auto Consignment will occupy the East part of the parking lot (highlighted in Red) consisting of up to 15 parking spaces with overflow on the North end of the lot. All parking has been reviewed and approved by the property owner (letter attached). Customers and employees for all 3 business will have ample shared parking on premises and on the surrounding streets. All 3 businesses vary in hours throughout the week, so parking should never be an issue for any of the businesses.

The property located at 646 Grand Avenue will potentially be available for lease this summer. There is ample parking on the .261 acre lot for customers and for vehicles for sale. This property is zoned commercial/residential would be the sole business of Eagle Auto Consignment. Since there is no definitive parking lot or parking outline, we would propose we occupy the parking lot in a fashion to display for sale vehicles in a professional manner to maximize sales. Both properties are owned by the same owner and have been approved.

The best form of advertising is to showcase vehicles for sale to the thousands of locals and out of town drivers passing by on a daily basis and having signage on the vehicle letting potential buyers know some of the basics of the car without actually having to stop as they drive by to inquire. They'll know the year, mileage and price with professional signage on the windshield, and know if a specific vehicle would fit their purchase criteria. The window stickers will describe the vehicle specifics and the Buyers Guide on the inside side window will indicate whether it comes with a warranty, which is a requirement from the State of Colorado.

Local Business

Eagle Auto Consignment has expanded the Eagle business district to help increase sales tax revenues. Local Eagle businesses have improved with the addition of Eagle Auto Consignment over the past 10 years. Banks, including Wells Fargo, State Farm Bank, ANB, Colorado Business Bank and Alpine Bank have all assisted our car buyers from around the United States. Other businesses also benefiting from Eagle Auto Consignment include Performance Automotive, Circle A Automotive, Alpine Collision, Eagle Valley Autobody, Moe's BBQ, Grand Ave. Grill, Precision Auto Detailing, D&M Auto Detailing, Sinclair, Conoco, Vail Daily and numerous other business throughout Eagle.

We've also had the privilege of making donations to some of our local businesses including the Salvation Army, St. Mary's Parish, Eagle County Schools, Vail Valley Soccer Club, Eagle Chamber of Commerce, Gypsum Chamber of Commerce, Habitat for Humanity and many other businesses.

A Professional Image

We want to continue to be viewed as a professional auto dealership you can trust. We also offer financing options, warranties and cater to having vehicles go through a thorough pre purchase inspection from one of the local mechanics.

Since being granted a special use permit and opening the doors 10 years ago, we have built a strong business and created a new auto selling concept to Eagle County and the Western Slope. In fact, we are the only auto consignment business between Grand Junction and Denver.

I believe that Eagle Auto Consignment has a sound business model and will continue to grow each year. I want Eagle Auto Consignment to continue to offer quality pre-owned vehicles to our local community and assist vehicle owners in selling their car with a hands-free approach. I pride myself on making this business a success for the Town of Eagle through added sales tax revenues and creating a professional, small town character business. Thank you for helping Eagle Auto Consignment be successful in the Town of Eagle and continuing our special use permit to sell cars, trucks, trailers, RV's, motorcycles and powersports with on vehicle stickers/advertising and onsite signage at our new location at 422 McIntire Street and future location at 646 Grand Avenue.

Thank you.



Trevor Theelke

Eagle Auto Consignment

Owner

970-331-0789

eagleautoconsignment@gmail.com

www.eagleautoconsignment.com

-December 17, 2019

Town of Eagle:

As one of the Members of the commercial building located at 422 McIntire in Eagle, CO. I have met with Trevor Theelke, the owner of Eagle Auto Consignment, and have agreed to a lease with him upon receiving a special use permit for the property address from the Town of Eagle. I have also reviewed and approved the proposed parking plan, which will be an open-hours based interface among the businesses at this address.

I think the addition of Eagle Auto Consignment will enhance all of our local businesses and look forward to having them be a part of 422 McIntire.

Please feel free to call if you have any questions.

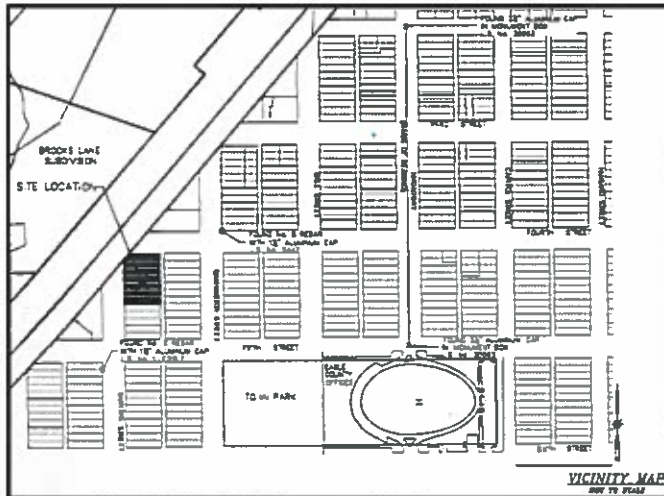
Sincerely,

A handwritten signature in blue ink, appearing to read 'Celena Olden', with a long horizontal flourish extending to the right.

Celena Olden

GRAND EAGLE REAL ESTATE, LLC.
970-376-1505

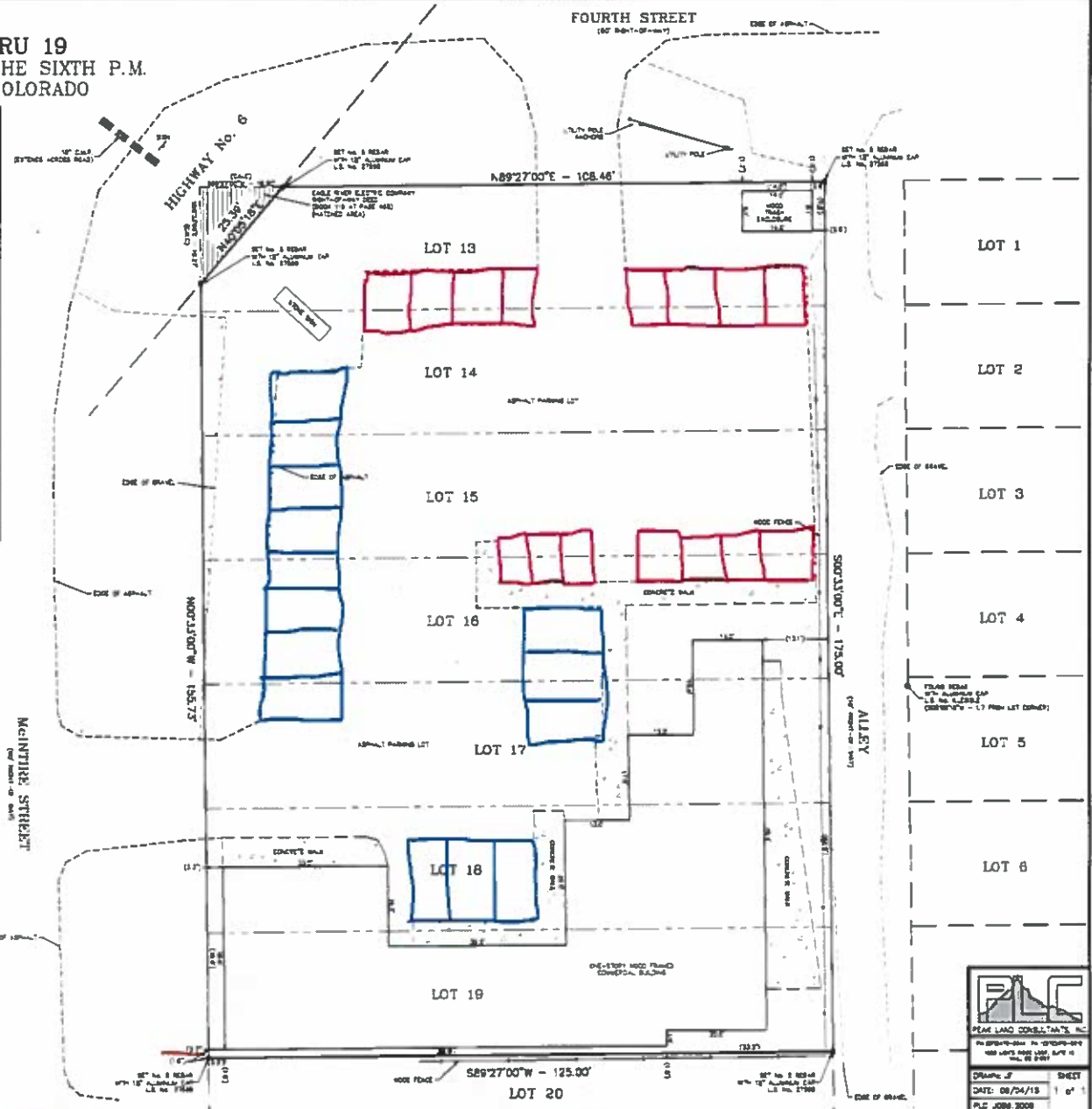
IMPROVEMENT SURVEY PLAT
TOWN OF EAGLE, BLOCK 34, LOTS 13 THRU 19
SECTION 5, TOWNSHIP 5 SOUTH, RANGE 84 WEST OF THE SIXTH P.M.
TOWN OF EAGLE, COUNTY OF EAGLE, STATE OF COLORADO



- GENERAL NOTES**
1. DATE SURVEY: MAY 11, 2015
 2. BASED BY SURVEY: THIS IS EAGLE HOMEOWNERS FUND AT THE INTERSECTION OF FIFTH STREET AND SECOND STREET ALONG BROADWAY BEING HEREIN BY A 25' WIDE 135.17 FEET DEED MONUMENT MAP.
 3. LEGAL UNITS OF MEASUREMENT SHOWN ARE GIVEN IN US SURVEY FEET.
 4. BUILDING FEES ARE RESPONSIBILITY OF OWNER TO PROPERTY LINES AND ARE INDICATED IN PARAGRAPHS ONLY.
 5. LOTS 13 THRU 19 ARE SUBJECT TO THE EAGLE HOMEOWNERS FUND AT THE INTERSECTION OF FIFTH STREET AND SECOND STREET ALONG BROADWAY BEING HEREIN BY A 25' WIDE 135.17 FEET DEED MONUMENT MAP.
 6. LOTS 13 THRU 19 ARE SUBJECT TO THE EAGLE HOMEOWNERS FUND AT THE INTERSECTION OF FIFTH STREET AND SECOND STREET ALONG BROADWAY BEING HEREIN BY A 25' WIDE 135.17 FEET DEED MONUMENT MAP.
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 11. LOTS 13 THRU 19 ARE SUBJECT TO THE EAGLE HOMEOWNERS FUND AT THE INTERSECTION OF FIFTH STREET AND SECOND STREET ALONG BROADWAY BEING HEREIN BY A 25' WIDE 135.17 FEET DEED MONUMENT MAP.
 12. NOTICE: ACCORDING TO COLORADO LAW, YOU MUST CONSIDER ANY LEGAL ACTION BASED UPON ANY DEFECT IN THIS SURVEY WITHIN THREE YEARS AFTER YOU FIRST BEGINNER SUCH DEFECT. IN NO EVENT MAY ANY ACTION BASED UPON ANY DEFECT IN THIS SURVEY BE COMMENCED MORE THAN TWO YEARS FROM THE DATE OF CERTIFICATION HEREON.

RECORDING CERTIFICATE
BEFORE ME, A PROFESSIONAL LAND SURVEYOR, REGISTERED UNDER THE LAWS OF THE STATE OF COLORADO, BEING HEREIN CERTIFY THAT THIS IMPROVEMENT SURVEY PLAT WAS MADE BY ME OR UNDER MY SUPERVISION, AND THAT THE SAME IS ACCURATE AND CORRECT TO THE BEST OF MY KNOWLEDGE.

DATE: _____
SHEET: 1 OF 1
DRAWN BY: J. L. STONE
FOR & ON BEHALF OF: PEAK LAND CONSULTANTS, INC.



EAC
Parking

Onsite Parking



Proposed Eagle Auto
Consignment Office

Single Family Home
Residential Multi-
Family Zone District
(RMF)

Pickups Pizza

A Good Sport

Single Family Home
Residential Multi-
Family Zone District
(RMF)



**Planning and Zoning Commission
Meeting Minutes
January 21, 2020**

PRESENT

Jason Cowles, Chair
Stephen Richards
Jesse Gregg
Bill Nutkins
Kyle Hoiland
Charlie Perkins
Matthew Hood

STAFF

April Kroner- Town Planner
Bill Shrum- Assistant to the Town Manager
Jenny Rakow, Town Clerk

ABSENT

Brent McFall
Kyle Hoiland

This meeting was recorded. The following is a condensed version of the proceedings written by Jenny Rakow.

CALL TO ORDER

The regular meeting of the Planning and Zoning Commission held in the Eagle Town Hall was called to order by Commission Chair Jason Cowles at 6:00p.m.

APPROVAL OF MINUTES

Commissioner Perkins indicated there was an error regarding Commissioner Hoiland in the minutes to be corrected. Commissioner Richards made a motion to approve the minutes of the November 5th and December 3rd, 2019 meeting minute. Commissioner Hood seconded. The motion passed.

PUBLIC COMMENT

None.

LAND USE FILES

File SU-1905 422 McIntire Eagle Auto Consignment Special Use Permit

STAFF REPORT AND PRESENTATIONS

Kroner presented this item. The applicant is requesting a special use permit for a vehicular sales establishment (Eagle Auto Consignment) to be located at 422 McIntire Street, at the intersection with

Highway 6/Grand Avenue. The business is already an established business in the Town of Eagle at 106 Grand Avenue, and has been at that location since 2010, and had received a special use permit from the Town. The current site of Eagle Auto Consignment was recently approved for a new mixed-use development project, and therefore the applicant is relocating the business to the proposed location temporarily. Ultimately, the applicant intends to move to a final location at 646 Grand Avenue. However, even a temporary establishment of the use does require that a Special Use Permit be obtained; the future use at 646 Grand Avenue will be addressed when that occurs.

Staff recommends approval of SU19-05 Special Use Permit for Eagle Auto Consignment (vehicular sales), with the following conditions:

1. Occupancy of the property for the approved use shall not be permitted prior to the issuance of State of Colorado Licenses for the references uses.
2. The Special Use Permit limits the number of for-sale vehicles on the property to a maximum of 15 at any one time, and such vehicles must be parked in the locations designated on the attached plan.
3. Hours of operation are to be M-F 1:00 pm – 5:00 pm and by appointment, and Saturday 10:00 am – 3:00 pm and by appointment.
4. No servicing of vehicles is permitted to occur on the property.
5. The parking lot must be restriped by December 31, 2020 to better delineate the parking spaces and ADA space for public safety purposes.
6. A building permit shall be required at time of move in if any construction work is intended and/or for a change of occupancy.

Q & A

Commissioner Hood is the shared parking arrangement due to the hours of operation? Is it a problem? Kroner replied that this is their hours of operation and this was included to ensure adequate parking for the hours. From a public standpoint, they need to know the hours of operations for the limit.

Celena Olden provided information that parking on McIntire is being used by private residents and if they changed their operations there would be more parking by the restaurant. We would look to the town to enforce on street parking codes.

Commissioner Hood stated we are looking for less restrictions, we should consider the off-street parking to accommodate the needs at this location.

Commissioner Gregg inquired on how there is adequate parking without knowing the uses of the building as a whole. Kroner provided that the ordinances do not have us do that. This use and the other uses meet their parking needs. Gregg further inquired if the commission should know if it is adequate. Kroner replied that the owner and businesses have assured us that they have enough parking.

Commissioner Hood stated with a multiuse building it would be good to show that they there is sufficient parking for all the uses. We do have guidelines for parking per use and if we know the uses then we can put a number to how many are needed and how many they have. Kroner replied that they meet the special use requirements and other parties are in concurrence with that. There is not a parking issue at this site.

Commissioner Perkins inquired if staff is comfortable with snow storage on this parking lot. Kroner stated yes and applicant Trevor Theelke indicated there are options for additional snow storage across the street.

Trevor Theelke provided that a majority of the space is occupied, and the businesses use remaining spots for their business operations. Off street parking is available on Fourth Street and McIntire.

PUBLIC COMMENT

Commission Chair Cowles opened public comment. There was no public comment.

DELIBERATION

Consensus that we do not need to dictate hours of operation and would prefer to strike that condition.

MOTION: Commissioner Nutkins motioned to approve SU19-05 with the following conditions:

1. Occupancy of the property for the approved use shall not be permitted prior to the issuance of State of Colorado Licenses for the references uses.
2. The Special Use Permit limits the number of for-sale vehicles on the property to a maximum of 15 at any one time, and such vehicles must be parked in the locations designated on the attached plan.
3. No servicing of vehicles is permitted to occur on the property.
4. The parking lot must be restriped by December 31, 2020 to better delineate the parking spaces and ADA space for public safety purposes.
5. A building permit shall be required at time of move in if any construction work is intended and/or for a change of occupancy.

Motion was second and passed unanimously.

ADJOURN

Commissioner Perkins made a motion to adjourn and motion was seconded. All voted in favor. The meeting adjourned at 9:15 PM.

Date

Jason Cowles – Planning and Zoning Commission Chair

Date

Jenny Rakow – Town Clerk

TOWN OF EAGLE, COLORADO
RESOLUTION NO. 08
(Series of 2020)

A RESOLUTION OF THE BOARD OF TRUSTEES OF THE TOWN OF EAGLE, COLORADO
APPROVING A SPECIAL USE PERMIT FOR EAGLE AUTO CONSIGNMENT

WHEREAS, vehicular and mobile home service, sales and rental use is a special use in the Commercial Light Zone District;

WHEREAS, on December 26, 2019, Trevor Theelke of Eagle Auto Consignment (the "Applicant") submitted an application for a special use permit (the "Application");

WHEREAS, the Applicant seeks a special use approval to relocate its auto consignment sales use from 106 Broadway Street to 422 McIntire Street (the "Property"), which Property lies within the Commercial Light Zone District;

WHEREAS, the Planning and Zoning Commission held a properly-noticed public hearing on January 21, 2020, and recommended that the Board of Trustees approve the Application with conditions;

WHEREAS, the Board of Trustees held a properly-noticed public hearing on January 28, 2020 to consider the Application; and

WHEREAS, the Board of Trustees, upon reviewing the recommendation of the Planning and Zoning Commission, and upon hearing the statements of staff and the public, and giving due consideration to the matter, determines as provided below.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF TRUSTEES OF THE TOWN OF EAGLE, COLORADO AS FOLLOWS:

Section 1. The Board of Trustees finds that the Application meets the criteria set forth in Section 4.05.10 of the Town of Eagle Municipal Code and that approval of the Application is in the best interest of the public health, safety and welfare.

Section 2. Based on the foregoing findings, the Board of Trustees hereby approves the Application with the following conditions:

1. Occupancy of the Property for the approved use shall not be permitted prior to the issuance of a State of Colorado Licenses for the referenced uses;
2. The Special Use Permit limits the number of for-sale vehicles on the property to a maximum of 15 at any one time, and such vehicles must be parked in the locations designated on the attached plan;
4. No servicing of vehicles is permitted to occur on the property;

5. The parking lot must be restriped by December 31, 2020 to better delineate the parking spaces and ADA space for public safety purposes;
6. A building permit shall be required at time of move in if any construction work is intended and/or for a change of occupancy.

INTRODUCED, READ, PASSED AND ADOPTED ON JANUARY 28, 2020.

TOWN OF EAGLE, COLORADO

Anne McKibbin, Mayor

ATTEST:

Jenny Rakow, Town Clerk



To: Mayor and Board of Trustees

From: Department of Community Development

Date: January 28, 2020

Agenda Item: File # MS19-02, Talley Subdivision

CERTIFICATE OF RECOMMENDATION

APPLICANT: Cynthia and Otto Talley

LOCATION: 770 Castle Drive

ZONING: Residential Multi Family (RMF) District

EXHIBIT(S):

- A. Application Form
- B. Draft Final Plat
- C. Draft Minutes from Planning & Zoning Hearing January 21, 2020

PUBLIC COMMENT: Staff has received 1 letter of public comment as of January 17, 2020. Letters received after this time will be gathered and entered into the public record at the hearing.

STAFF CONTACT: April Kroner, AICP, Community Development Director

REQUEST: Request for a Minor Subdivision to subdivide one lot into three lots.

Note: A Minor Subdivision is a subdivision which creates:

- *Only residential lots for a maximum of 4 dwelling units, OR nor more than 4 commercial lots.*

PROJECT DESCRIPTION

The applicant is requesting a minor subdivision to re-subdivide Lot 1 of the Callicrate Subdivision into three (3) separate residential lots, which then can be operated, sold, or developed respectively. Currently, the property includes two separate residential structures, which results in a non-conforming situation as the Town's Land Use Code only permits one principal structure per parcel. The applicant will bring this issue into conformance with the proposed minor subdivision by keeping one residence (the south-westernmost structure) on one lot, demolishing the other structure and creating two vacant, developable lots.

PROJECT REVIEW

As mentioned in the project description portion above, the purpose of the minor subdivision request is to enable the applicant to subdivide into three lots, one which contains an existing residential structure and two new residential building sites. This aligns with the Town's goals, policies, and plans, which includes the Land Use Policy that "New development should be compact, pedestrian friendly and located within or adjacent to existing development to minimize infrastructure and service needs," in addition to meeting several other goals and policies relative to land use and housing.

Town staff has analyzed the proposed lot sizes, building setbacks (as applicable), and other zoning parameters to ensure compliance with the Town regulations.

- All lots meet the lot design standards as set forth in the town code. This includes:
 1. In the RMF District, lots must meet a minimum lot area of 6,000 square feet.
 2. Each lot must have a minimum of 25' of frontage on a dedicated public street and allow access from a public street.
- Staff has reviewed the location of the existing residential structure that is to remain on Lot 3 to ensure a non-conforming situation would not be created regarding the side-yard setback, lot coverage of buildings, or other impervious areas.
- Castle Drive is very narrow right-of-way at only 40' in total width. Therefore, the Town Engineer required that a 5' right-of-way dedication to the Town of Eagle be made along Castle Drive. This is shown on the plat.
- The Town Engineer has identified the following easement revisions needed to be addressed, and they were added to the plat:
 1. Provide a 7.5' Drainage and Utility Easement along all interior property lines.
 2. Revise the 10' Drainage and Utility Easement along Castle Drive to a 10' Drainage, Utility, and Pedestrian easement.

PUBLIC NOTICE AND COMMENTS

The public hearing for the minor subdivision was publicly noticed in accordance with the applicable public notification requirement of the Eagle Land Use and Development Code. One letter of public comment was received by January 17, 2020 and is attached. No additional input was received.

STAFF RECOMMENDATION

Motion to approve Resolution 9-2020, MS19-02 Talley Subdivision, for a Minor Subdivision with the following condition:

1. Town signatures will not be affixed to the final plat for recording until a demolition permit for the "2nd residential structure" on the is property has been obtained through the building department.



TOWN OF EAGLE
COMMUNITY DEVELOPMENT
 200 BROADWAY • PO BOX 609 • EAGLE, CO 81631
 PHONE: 970-328-9655 • FAX: 970-328-9656
 www.townofeagle.org

LAND USE & DEVELOPMENT APPLICATION

Pursuant to the Land Use & Development Code, Title 4

ZONING REVIEW	DEVELOPMENT REVIEW	SUBDIVISION REVIEW
☐ Special Use Permit ☐ Zoning Variance ☐ Rezoning ☐ Temporary Use Permit ☐ Amendment to Zone District Regulations ☐ Encroachment Permit	☐ Minor Development Permit ☐ Major Development Permit PLANNED UNIT DEVELOPMENT (PUD) REVIEW ☐ PUD Zoning Plan ☐ PUD Development Plan	☐ Concept Plan ☐ Preliminary Plan ☐ Final Plat ☐ Lot Line Adjustment ☐ Condominium / Townhouse ☐ Minor Subdivision

PROJECT NAME TALLEY SUBDIVISION

PRESENT ZONE DISTRICT RMF PROPOSED ZONE DISTRICT _____
 (if applicable)

LOCATION

STREET ADDRESS 770 CASTLE DRIVE

PROPERTY DESCRIPTION

SUBDIVISION CALLICRATE SUBDIVISION LOT(S) 1 BLOCK _____
 (attach legal description if not part of a subdivision)

DESCRIPTION OF APPLICATION/PURPOSE WE ARE REQUESTING APPROVAL FOR
RE-PLATTING OUR CURRENT PROPERTY TO 3 SEPARATE PROPERTIES.

APPLICANT NAME OTTO & CYNTHIA TALLEY PHONE 970.376.4292/970.904.0126

ADDRESS P.O. BOX 3970 EAGLE CO 81631 EMAIL cindy@callicrateco.com
otto@centurytel.net

OWNER OF RECORD SAME AS ABOVE PHONE _____

ADDRESS _____ EMAIL _____

REPRESENTATIVE* N/A PHONE _____

ADDRESS _____ EMAIL _____

*A representative must submit an affidavit or power of attorney signed by the property owner of record authorizing the representation.

Certificate of Dedication and Ownership

Know all men by these presents that Cynthia C. Talley and Otto A. Talley along with FirstBank being sole owner(s) in fee simple, mortgagee or lienholder of all that real property situated in Eagle County, Colorado described as follows:

Lot 1, Callicrate Subdivision according to the Final Plat thereof recorded January 30, 2004 as Reception No. 866468 in the Office of the Eagle County Clerk and Recorder, County of Eagle, State of Colorado.

containing 0.503 acres more or less; have by these presents laid out, platted and subdivided the same into lots and blocks as shown on this final plat under the name and style of TALLEY SUBDIVISION, a subdivision in the County of Eagle; and do hereby accept the responsibility for the completion of required improvements; and do hereby dedicate and set apart all of the public roads and other public improvements and places as shown on the accompanying plat to the use of the public forever; and do hereby dedicate those portions of said real property which are created as easements on the accompanying plat to the public forever as easements for the purposes shown herein, unless otherwise expressly provided thereon; and do hereby grant the right to install and maintain necessary structures to the entity responsible for providing the services for which the easements are established.

EXECUTED this ____ day of _____, A.D., 20__.

Owner: Cynthia C. Talley and Otto A. Talley

By: _____ By: _____
Cynthia C. Talley Otto A. Talley

Address: P.O. Box 3970 770 Castle Drive
Eagle, Colorado 81631

STATE OF COLORADO)
COUNTY OF EAGLE)SS

The foregoing Certificate of Dedication and Ownership was acknowledged before me this ____ day of _____, A.D. 20__, by Cynthia C. Talley as Owner.

My Commission expires _____
Witness my hand and official seal.

Notary Public

(SEAL)

The foregoing Certificate of Dedication and Ownership was acknowledged before me this ____ day of _____, A.D. 20__, by Otto A. Talley as Owner.

My Commission expires _____
Witness my hand and official seal.

Notary Public

(SEAL)

Lender Consent

FirstBank being the beneficiary of the deed of trust recorded in the office of the clerk and recorder of Eagle County as Reception No. _____, as amended from time to time, hereby consents to and approves this final plat of Talley Subdivision and agrees that any foreclosure or other enforcement action under such deed of trust shall not cause a termination or invalidation of this final plat.

By: _____
Authorized Signer

STATE OF COLORADO)
COUNTY OF _____)SS

The foregoing lender consent was acknowledged before me this ____ day of _____, 20__ by _____ as an Authorized Signer for _____.

My Commission Expires: _____

Witness My Hand And Official Seal.

Notary Public

- All utility and access easements are dedicated to the Town of Eagle, as required per Town of Eagle Subdivision Regulations, see Certificate of Dedication and Ownership hereon along with General Note 5, sheet 2.

- SEE GENERAL NOTES SHEET 2

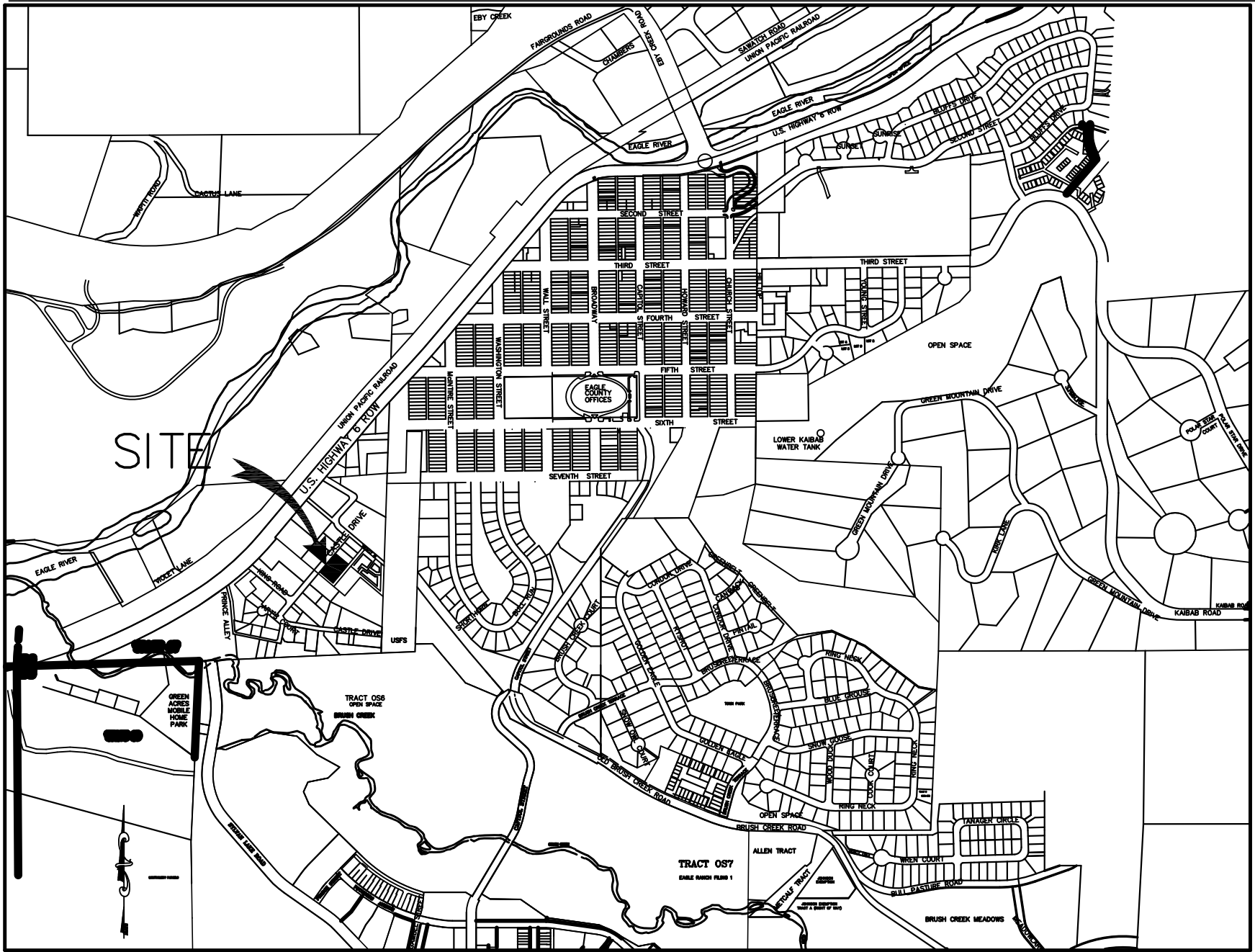
NOTICE: According to Colorado law you must commence any legal action based upon any defect in this survey within three years after you first discovered such defect. In no event, may any action based upon any defect in this survey be commenced more than ten years from the date of certification shown hereon.

FINAL PLAT

Talley Subdivision

A Resubdivision of Lot 1, Callicrate Subdivision

Town of Eagle, County of Eagle, State of Colorado



SCALE 1" = 1000'
PORTION OF SECTION 5,
TOWNSHIP 5 SOUTH, RANGE 84 WEST, 6th P.M.

Certificate of Taxes Paid

I, the undersigned, do hereby certify that the entire amount of taxes and assessments due and payable as of _____ upon all parcels of real estate described on this plat are paid in full.

Dated this day ____ of _____, A.D., 20__.

Treasurer of Eagle County

Title Certificate

_____ does hereby certify that it has examined the Title to all lands shown upon this Plat and that Title to such lands is vested in _____, free and clear of all liens, and encumbrances, except as follows:

Dated this ____ day of _____, A.D., 20__.

AGENT: _____

Clerk and Recorder's Certificate

This Plat was filed for record in the Office of the Clerk and Recorder at ____ o'clock ____, on this ____ day of _____, 20__ and is duly recorded at Reception No. _____.

Clerk and Recorder

By: _____
Deputy

LAND USE SUMMARY		
LOT	LAND USE	AREA
LOT 1	Residential	6,322 Sq. Ft.
LOT 2	Residential	6,319 Sq. Ft.
LOT 3	Residential	8,394 Sq. Ft.
Tract A	Right of Way	875 Sq. Ft.
TOTAL=	21,911 Sq. Ft. -	0.503 ACRES

County Commissioners' Certificate

Based upon the review and recommendation of the Eagle County Director of Community Development, the Board of County Commissioners of Eagle County, Colorado hereby approved this plat this ____ day of _____, A.D., 20__, for filing with the Clerk and Recorder of Eagle County and for conveyance to the County of the public dedications shown hereon; subject to the provisions that approval in no way obligates Eagle County for maintenance of roads dedicated to the public until construction of improvements thereon shall have been completed in accordance with Eagle County specifications and the Board of County Commissioners of Eagle County has by a subsequent resolution agreed to undertake maintenance of the same. This approval does not guarantee that the size, soil conditions, subsurface geology, ground water conditions or flooding conditions of any lot shown hereon are such that a building permit, sewage disposal permit or any other required permit will be issued. This approval is with the understanding that all expenses involving required improvements for all utility services, paving, grading, landscaping, curbs, gutters, sidewalks, road lighting, road signs, flood protection devices, drainage structures and all other improvements that may be required shall be the responsibility of the subdivider and not the County of Eagle.

Chairman, Board of County Commissioners
Eagle County, Colorado

Witness my hand and seal of the County of Eagle.

ATTEST: _____
Clerk to the Board of County Commissioners

Planning Director Certificate

Pursuant to the Eagle County Land Use Regulations, the Director of Eagle County Community Development hereby approves this final plat the ____ day of _____, A.D., 20__.

Director, Community Development
County of Eagle, Colorado

STATE OF COLORADO)
COUNTY OF EAGLE)SS

The foregoing instrument was acknowledged before me this ____ day of _____, A.D., 20__, by _____.

My Commission expires: _____
Witness my hand and official seal.

Notary Public

(SEAL)

Surveyor's Certificate

I, Matthew S. Slagle, do hereby certify that I am a Professional Land Surveyor licensed to practice land surveying under the laws of the State of Colorado, that this subdivision plat is a true, correct and complete plat of TALLEY SUBDIVISION as laid out, platted, dedicated and shown hereon, that such plat was made from an accurate survey of said property by me and/or under my supervision and accurately shows the location and dimensions of the lots, easements and rights of way of said plat as the same are monumented upon the ground in compliance with applicable regulation governing the subdivision of land, that such plat is based upon the professional land surveyor's knowledge, information and belief, that such plat has been prepared in accordance with applicable standards of practice, and that such plat is not a guaranty or warranty, either expressed or implied.

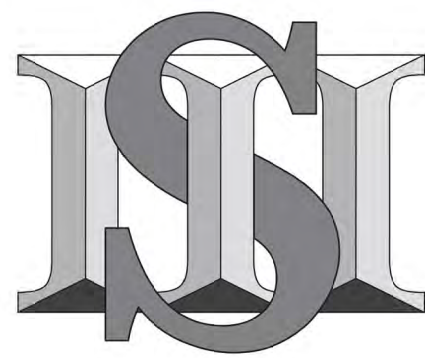
In Witness Whereof, I have set my hand and seal this ____ day of _____, A.D., 2019.

SEAL Colorado Licensed Professional Land Surveyor
Matthew S. Slagle
License Number 34998



Matthew S. Slagle PLS 34998
Professional Land Surveyor
State of Colorado

Revised Per Town Comments 1-20-20 MSS
Revised Per Town Comments 12-14-19 MSS



SLAGLE SURVEY SERVICES

800 Castle Drive - P.O. Box 751 Eagle, Colorado 81631
970.471.1499 Office matthew@slaglesurvey.com
www.SlagleSurvey.com

FINAL PLAT

Talley Subdivision

A Resubdivision of Lot 1, Callicrate Subdivision
Town of Eagle, County of Eagle, State of Colorado

DRAWN BY:	MSS	JOB NUMBER:	19043	DRAWING NAME:	19043_Plat.dwg
SHEET	1	OF	2	DATE:	09-21-2019

CASTLE DRIVE (40' ROW)
Reception No. 88599



- 1) The purpose of this plat is to 1) subdivide previous plotted Lot 1, Callicrate Subdivision and create Lots 1, 2 and 3 and certain easements, pursuant to Eagle County Land Use Regulations and Colorado Revised Statutes concerning the subdivision of land and 2) Vacate portion of Easement along Castle Drive, all as shown and defined hereon.
- 2) Survey Date: September 19, 2019.
- 3) Location of Improvements, Lot lines, and Easements are based upon the herein referenced Final Plat of Callicrate Subdivision, Old Republic National Title Insurance Company title commitment Order Number V50054243, dated August 02, 2019 and provided by Land Title Guarantee Company and Survey Monuments found at the time of this survey, as shown and described herein.
- 4) Lot 1, Callicrate Subdivision is subject to the following Easements Per Schedule B II of afore referenced title commitment:
 - all easements, covenants, restrictions or conditions referenced on the Final Plat of Callicrate Subdivision as recorded January 30, 2004 as Reception No. 866468
- 4) Basis of Bearings: N 40°04'00" E between survey monuments marking the Northern boundary of Lot 1, Callicrate Subdivision, shown and described herein. This Bearing was derived from said Final Plat of Callicrate subdivision.
- 5) The Owners executing this Final Plat hereby grant and dedicate to the public the following non-exclusive easements and rights-of-way:
 - a) Castle Drive Right of Way addition on, over, under, above, across and through those areas designated hereon as Tract A, "dedicated to the Public" for public right of way purposes, a nonexclusive easement and right of way for Access, Utility and Drainage purposes on, over, under, above, across and through those areas for the purposes of vehicular and pedestrian access, ingress and egress and the installation, construction, use, repair, replacement, improvement and maintenance of utilities of any kind.
 - b) 10' Drainage, Utility and Pedestrian Easement on, over, under, above, across and through those areas designated hereon as "Drainage, Utility and Pedestrian Easement" for: i) the purposes of storm drainage, drainage of water flowing from other lands along with the installation, use, repair, replacement, improvement and maintenance of drainage structures including but not limited to swales, gutters, ditches, pipes, culverts, stormdrains, manholes and inlets, together with a right of ingress and egress thereto, ii) the installation, construction, use, repair, replacement, improvement and maintenance of utilities of any kind whatsoever, including but not limited to underground utility equipment and facilities, waterlines and hydrants, sanitary sewerlines and manholes, telephone lines, cable television lines, gaslines, electric lines, fiber optic lines, other communication lines and all related structures, together with a right of ingress and egress thereto and iii) the purpose of installation, use, repair, replacement, improvement and maintenance of pedestrian ways and related structures, together with a public pedestrian right of ingress and egress thereto.
 - c) 7.5' Drainage and Utility Easement on, over, under, above, across and through those areas designated hereon as "Drainage and Utility Easement" for purposes as defined above in this note as items b i) and b ii).
- 6) The Portion of the 10' Utility and Drainage Easement highlighted hereon and contiguous with the south right of way of Castle Drive is hereby vacated with the execution of this plat.
- 7) Posted Street Address: 0770 Castle Drive.
- 8) Lineal Units are U.S. Survey Feet.



**Planning and Zoning Commission
Meeting Minutes
January 21, 2020**

PRESENT

Jason Cowles, Chair
Stephen Richards
Jesse Gregg
Bill Nutkins
Kyle Hoiland
Charlie Perkins
Matthew Hood

STAFF

April Kroner- Town Planner
Bill Shrum- Assistant to the Town Manager
Jenny Rakow, Town Clerk

ABSENT

Brent McFall
Kyle Hoiland

This meeting was recorded. The following is a condensed version of the proceedings written by Jenny Rakow.

LAND USE FILES

File MS-19-02 770 Castle Drive Talley Subdivision

STAFF REPORT AND PRESENTATIONS

The applicant is requesting a minor subdivision to re-subdivide Lot 1 of the Callicrate Subdivision into three (3) separate residential lots, which then can be operated, sold, or developed respectively. Currently, the property includes two separate residential structures, which results in a non-conforming situation as the Town's Land Use Code only permits one principal structure per parcel. The applicant will bring this issue into conformance with the proposed minor subdivision by keeping one residence (the south westernmost structure) on one lot, demolishing the other structure and creating two vacant, developable lots.

Applicant Cindy Talley was present and provided additional details regarding her request.

Q & A

Clarification on buildings being removed was provided by applicant.

PUBLIC COMMENT

Commission Chair Cowles opened public comment. There was no public comment.

DELIBERATION

Motion: Commissioner Richards motioned to approve File MS19-02 with the following conditions as recommended by staff:

1. Depict the footprint of the existing residential structure that is to remain on the property on the Final Plat.
2. Town signatures will not be affixed to the final plat for recording until a demolition permit for the “2nd residential structure” on the property has been obtained through the building department.
3. Dedicate 5’ along Castle Drive for public right-of-way; indicate on the plat that this area is ‘dedicated to the Town’.
4. Revise lot areas as applicable based on r-o-w dedication required.
5. Provide a 7.5’ Drainage and Utility Easement along all interior property lines.
6. Revise the 10’ Drainage and Utility Easement along Castle Drive to a 10’ Drainage, Utility, and Pedestrian easement.
7. Add a note to sheet 1 of the Final Plat indicating that “all utility and access easements are dedicated to the Town”.

Motion was seconded and passed unanimously.

ADJOURN

Commissioner Perkins made a motion to adjourn and motion was seconded. All voted in favor. The meeting adjourned at 9:15 PM.

Date Jason Cowles – Planning and Zoning Commission Chair

Date Jenny Rakow – Town Clerk

TOWN OF EAGLE, COLORADO
RESOLUTION NO. 09
(Series of 2020)

A RESOLUTION OF THE BOARD OF TRUSTEES OF THE TOWN OF EAGLE, COLORADO APPROVING A FINAL PLAT FOR THE TALLEY SUBDIVISION A RESUBDIVISION OF LOT 1 OF THE CALLICRATE SUBDIVISION, PURSUANT TO CHAPTER 4.12.06 OF THE EAGLE MUNICIPAL CODE

WHEREAS, Otto and Cynthia Talley ("Owner") is the owner of Lot 1, Callicrate Subdivision, now known as Talley Subdivision, Eagle, Colorado (the "Property");

WHEREAS, Owner has filed with the Town an application for approval of a Final Plat for a resubdivision of Lot 1 into three lots ("Application");

WHEREAS, at a properly-noticed public hearing on January 21, 2020, the Planning and Zoning Commission reviewed the Application, heard comments from Owner, Town staff and the public, and recommended that the Board of Trustees approve the Application with conditions; and

WHEREAS, at a properly-noticed public hearing on January 28, 2020, the Board of Trustees reviewed the Application and heard comments from Owner, Town staff and the public.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF TRUSTEES OF THE TOWN OF EAGLE, COLORADO AS FOLLOWS:

Section 1. The Board of Trustees finds that the Application meets the criteria set forth in Section 4.12.06 of the Town of Eagle Municipal Code and that approval of the Application is in the best interest of the public health, safety and welfare.

Section 2. Based on the foregoing findings, the Board of Trustees hereby approves the Application with the following conditions:

1. Town signatures will not be affixed to the final plat for recording until a demolition permit for the "2nd residential structure" on the property has been obtained through the building department.

INTRODUCED, READ, PASSED AND ADOPTED ON JANUARY 28, 2020.

TOWN OF EAGLE, COLORADO

Anne McKibbin, Mayor

ATTEST:

Jenny Rakow, Town Clerk



To: Mayor and Board of Trustees

From: Brandy Reitter, Town Manager
Bill Shrum, Assistant to the Town Manager

Date: January 28th, 2020

Agenda Item: Revision of the Holy Cross Energy Franchise Agreement

REQUEST: Staff requests that the Board of Trustees consider a proposal to increase the Holy Cross Electric Franchise fee from 3% to 4% on February 25, 2020 and set a public hearing.

INTRODUCTION: Ordinance 19-2010 establishes the Holy Cross Energy Franchise for the Town of Eagle. In section 8.1 of that agreement, the franchise fee is set at 3%. At the December 11, 2019 Board of Trustees meeting, the Board directed staff to pursue a Broadband Enterprise which included designating an increased 1% HCE franchise fee as one of the revenue components. The Town of Vail recently conducted a similar adjustment with their HCE Franchise update completed in 2019.

ANALYSIS: Upon review of the agreement and guiding statutes, the fee adjustment needs to be completed by Ordinance of the Town. The revision to the active franchise agreement does not require the same public noticing process as required for the establishment or renewal of a franchise agreement, though staff is recommending a public hearing scheduled for February 25th, 2020 to allow for public feedback on the Ordinance. Increasing the Franchise Fee allows the Town to lower the overall amount to borrow for capital improvement and increases the surety of financing.

COMMUNITY INPUT: If the Board approves, a notice of a public hearing on February 25, 2020 will be noticed the following dates: February 6, 13, and 20, 2020 in the Eagle Valley Enterprise and February 6, 7, 8, 13, 14, 15, 20, 21, and 22, 2020 in the Vail Daily.

BUDGET / STAFF IMPACT: The passage of this ordinance will have no impact on staff. Increasing the franchise fee paid by Holy Cross Energy will increase Town revenues and the likely success of the Broadband Enterprise.

STRATEGIC PLAN ALIGNMENT/STANDARDS ACHIEVED: Utility Franchise Taxes and Fees are one of the revenue sources for the Town specifically called out under business value Sound Finances and Increasing Efficiency. Increasing this fee further diversifies revenue streams, helps cover the full cost of operations, and supports capital investment of the Broadband Enterprise.

RECOMMENDED ACTION OR PROPOSED MOTION: To direct staff on the scheduling of a public hearing on February 25th related to proposed Ordinance Amending Certain Provisions Of The Holy Cross Energy Franchise Agreement, Under The Terms And Conditions Contained In Ordinance No. 19, Series of 2010.

ATTACHMENTS:
Public Notice of Proposed Franchise Fee Increase for Holy Cross Energy



NOTICE OF PROPOSED FRANCHISE FEE INCREASE FOR HOLY CROSS ENERGY

PUBLIC NOTICE IS HEREBY GIVEN that at the regular meeting of the Board of Trustees of the Town of Eagle, Eagle County, State of Colorado, to be held on February 25, 2020, at the hour of 6:00 p.m., at its usual meeting place at Eagle Town Hall, 200 Broadway, in the Town of Eagle, Colorado, will be considering renewal of a Franchise Agreement via Ordinance.

The franchise agreement to be amended will be for the remainder of the agreement term and shall provide for an increase of the franchise fee to the Town in the amount of four percent (4%) of all revenues received from quarterly Revenues collected from the sale of electricity within the boundaries of the Town for electrical energy furnished for light, heat, power and other purposes. The text of the Ordinance and the Franchise Agreement are available for public inspection at the office of the Town Clerk, 200 Broadway, Eagle, Colorado, Monday through Friday between the hours of 8:00 a.m. and 5:00 p.m. and on the Town's website at www.townofeagle.com.

Jenny Rakow, Town Clerk

PUBLISHED: February 6, 13, and 20, 2020 Eagle Valley Enterprise
February 6, 7, 8, 13, 14, 15, 20, 21, and 22, 2020 Vail Daily



To: Mayor and Town Board of Trustees

From: Brandy Reitter, Town Manager
Jill Kane, Finance Director/Treasurer

Date: January 28, 2020

Agenda Item: Certify the 2020 Budget to be sent to the State by January 31, 2020

REQUEST: Staff is requesting that the Board review and certify the final budget that will be sent to the State.

INTRODUCTION: A certified copy of the 2020 adopted budget is required be filed with the State by January 31st (C.R.S 29-1-113(1)). The Board approved all ordinances and resolutions to adopt the 2020 budget during the December 10, 2019 meeting. Although the appropriated budget amounts were accurate, the overall budget document was not complete for final certification and submittal to the State. It is common practice to make budget document edits after the Board has appropriated budget amounts, thus giving staff time to complete appendices and other attachments and thoroughly review for spelling and miscellaneous errors. In accordance with best practices the Board should certify the final budget document that will be delivered to the State.

ANALYSIS: Please review the finalized budget that will be sent to the state.

COMMUNITY INPUT: The Town distributed the notice of public hearing for the opportunity for community members to provide feedback during budget hearings on October 22nd, October 29th, November 12th and December 10th. The Budget has also been made available on the Town's website and at Town Hall for inspection.

BUDGET / STAFF IMPACT: Budget and staff impact are not applicable.

STRATEGIC PLAN ALIGNMENT/STANDARDS ACHIEVED: The 2020 Proposed Budget reflects all the business values and helps accomplish the major objectives prioritized by the Board of Trustees in the strategic plan.

RECOMMENDED ACTION OR PROPOSED MOTION: Motion to **certify** the 2020 Budget that will be delivered to the Colorado Department of Local Affairs by January 31, 2020.

ATTACHMENTS: 2020 Budget

2020 BUDGET



TOWN OF EAGLE





TOWN OFFICIALS

TOWN BOARD OF TRUSTEES

Anne McKibbin, Mayor

Kevin Brubeck, Mayor Pro-tem
Andy Jessen
Mikel "Pappy" Kerst

Matt Solomon
Scott Turnipseed
Paul Witt

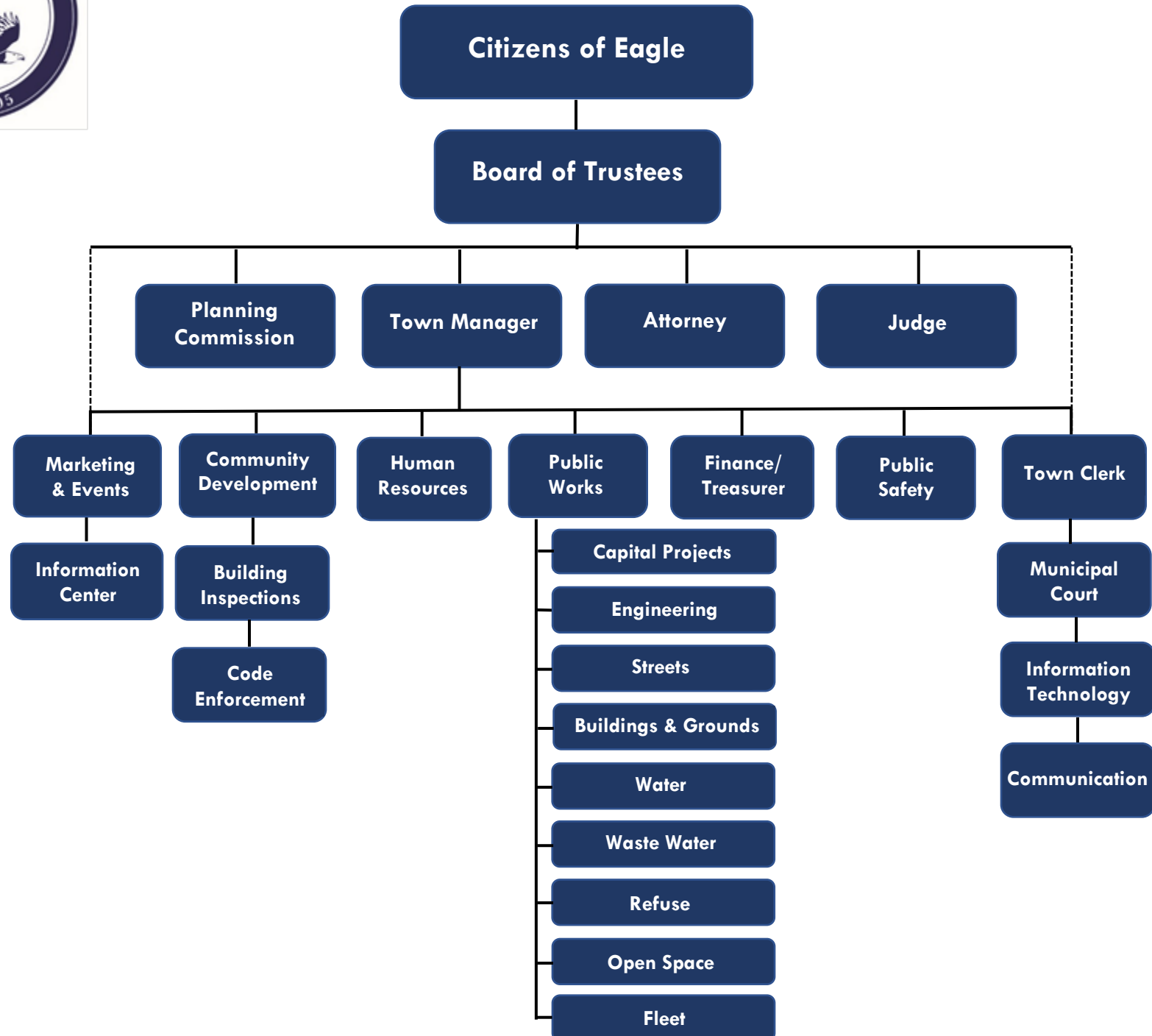
TOWN BOARD APPOINTED OFFICIALS

Brandy Reitter, Town Manager
Erik Johnson, Town Judge
Jill Kane, Treasurer

Matt Mire, Town Attorney
Jenny Rakow, Town Clerk



TOWN OF EAGLE ORGANIZATIONAL CHART





December 10, 2019

Honorable Mayor and Members of the Board of Trustees:

The 2020 Budget presented to you is a balanced approach to revenues and expenditures for all funds. Although needs typically exceed the availability of resources, the budget manages to accomplish the priorities of the Board of Trustees, staff, the community, and maintains the current level of service. The budget is a living document that serves as a planning tool for the upcoming year. The Board and staff refer to the budget all year to plan and execute the priorities of the community.

There are different areas of the budget that achieve the goals of the Town of Eagle and they are provided below:

Economic Outlook

Sales tax collections continue to improve. Overall sales tax collections are up around 10% over what was budgeted in 2019. In 2020, the Town is proposing a conservative 5% in sales tax collections. Overall sales tax revenue in the General Fund will increase by \$117,723 over 2019. The Town will keep fees for development the same as 2019. These revenues include planning and zoning fees and reimbursables. The total of all sources of funds is \$7,104,123 which represents a 1% increase over last year.

In 2020, the Town will receive impact fees resulting from the approval of the Reserve at Hockett Gulch. The 2020 budget reflects the impacts fees that will be paid to the Town in 2019 as a result of an approval on an annexation and Planned Unit Development (PUD) by the board. The following fees will assist the town will providing services and accommodating growth:

- Highway 6/Grand Avenue improvements - \$950,000
- Street impact fees to improve and maintain roads - \$366,465
- Fee in lieu of water rights dedication - \$950,000
- Public safety impact fees for one-time capital and equipment purchases - \$668,000
- Fee in lieu of park land dedication - \$40,000

Over the course of the buildout, the Town will receive \$4,251,137 in water PIF payments and \$3,593,000 in sewer PIF payments. These revenues will be recognized at the time building permit approvals. The Reserve at Hockett Gulch will have a \$10,818,602 one-time positive revenue impact to the Town.

Economic Development Initiatives

Most of the Town's revenues are generated by sales tax and economic development is important to ensure long-term financial stability. There are a few investments that the Town is making in economic development in 2020.

- Downtown Revitalization and Commercial Districts – The Town will begin to implement the results of the Community Assessment developed in 2019. In addition, staff is working with Red Development to rezone and update the defunct PUD to include commercial zoning. The process

will include developing a sub-area plan and updating the annexation agreement to make it more attractive to a buyer to expand this important commercial area.

- Public Art Gateway – The Town will work with Alpine Lumber to construct and install the art wall mural project.
- Marketing & Events – The Town will continue successful marketing efforts from previous years. Staff has planned to complete a brand refresh of Eagle Outside. In addition, the Town will seek proposals from interested parties to help program the new Eagle River White Water Park.
- Eagle River Park – The Town completed phase one of the Eagle River White Water Park and the process and construction was very successful. Staff will continue to budget for phase two improvements and maintenance.
- Broadband – The Town approved participation in the NWCCOG’s Project THOR. In 2019, the Town constructed a fiber meet-me-center at Town Hall in anticipation of providing service to the Town and community. Staff hired a consultant to complete broadband assessment and feasibility study to determine how to deploy municipal broadband. The study will be completed in 2019 and staff will implement recommendations in 2020. The Town is also working with Comcast on a new Franchise Agreement and will start a fiber build in Eagle over the next two years. This will result in more complete coverage, better services, and give the community more options for service providers.

Long Range Planning Initiatives

The Town has prioritized long-range planning and developing a vision that will inform several of the projects that Community Development is working on. These projects will set the foundation for how the Town will develop and growth. Below is a list of initiatives that are slated for 2019:

- Rewrite of the Land Use Code – In 2020, the Town will complete the rewrite of the land use code and present it to P&Z and the Board of Trustees.
- Comprehensive Plan Update – The new plan will be completed in 2019 and will be adopted by January 2020. The new plan will help guide all land use decisions and inform the new land use code.
- Highway 6/Grand Avenue Plan – The Town will kick off the corridor planning effort for Grand Avenue in 2020. The consultant and staff will work with a steering committee to develop a plan that will take approximately 2 years.
- Open Space Master Plan – In 2020, staff will complete this plan for the purpose of identifying improvements that need to be made to town-owned open space.

Infrastructure and Capital Improvements

The Town has several important infrastructure projects in the works. In 2018, staff developed the Town’s first Capital Improvement Plan. The Town will continue the execution of that plan and identification of additional projects. In 2020, the Town is planning to work on the following projects:

- Lower Basin Water Treatment Plant – the Town kicked off the construction of the facility in 2017 and the project is 50% completed. The original project budget was \$27 million, and the Town will complete the remaining \$14 million in 2020.
- Capital Improvement Identification Planning – In 2020, the Town will hire a consultant to improve the CIP and develop a 10-year plan. Staff has done a good job of identifying capital but could benefit from having capacity to complete a comprehensive capital improvements list.
- Pool & Ice Rink Recreation Campus Improvements – The Town partnered with Mountain Recreation to solicit feedback from the community on the improvements they would like to see for the facility. The plan was completed in 2019, and the Town will work with Mountain Recreation on a funding model to make the recommended improvements.
- Pavement Management – Public Works continues to complete maintenance and improvements. In 2020, the Town will complete maintenance on Capitol from 4th to 5th Street. As part of the plan, staff will set aside funds to make improvements to some sidewalks in town.

Public Safety Investments

The Town continues to prioritize investments in public safety. As Eagle grows it is important to provide safety and reliable services. Below are items that are funded in 2020 to ensure that we keep making improvements in this area:

- Backup Generators – Public Works will install backup generators at the Upper Basin and Lower Basin Water Treatment Facilities. This will improve how the Town responds to an emergency, power outages, and natural disaster events.
- Police Department Equipment and Fleet Upgrades – The Town will continue the replacement cycle for patrol cars. In 2020, staff will replace two cars. The Police Department will upgrade all radios to ensure that equipment aligns with other agencies in Eagle County. This will provide for unified communication capabilities.

Sustainability and Conservation

Several investments were made in 2019 in strategies to assist with funding sustainability, water and land conservation. In 2020, the Town will fund many of the strategies to save money and improve the environment. Those projects are listed below:

- Water Conservation – Public Works will install a xeriscape demonstration garden at the Eby Creek Road and Market Street roundabout. This will reduce the amount of outdoor irrigation required to maintain the landscaping. Town Hall is planning to replace faucets, fixtures, and toilets with low flow systems to reduce water consumption and improve efficiency.
- Lighting Upgrades – The Town will replace lights at the Water Treatment Plant with LED lights. This will save the Town money and is better for the environment.
- Source Water Protection Initiatives – The Town completed the planning effort for this initiative in 2019. In 2020, staff will begin to execute the implementation plan for this project.

Structural and Organizational Changes

The Town is proposing a few changes to departments, staffing, and funds. In 2019, it was clear that staffing capacity was an issue. In order to ensure that we maintain a positive organizational culture, the Town has proposed making investments in the workforce in 2020. These investments include:

- **Staff Changes** – The Town is creating two positions in 2020. Public Works will have new Streets Maintenance FTE and Public Safety will receive an additional Patrol Officer. In Engineering, we will replace the Senior Engineer with a development review contract to handle the development growth over the next 2 years. The Town will align the information staffing hours so that we are only staffed when we are busy.
- **Pay Plan** – Human resources completed a comprehensive assessment of wages and grades of the pay plan for 2020. This resulted in adjusting all ranges by 8% or more. The Town also made market adjustments for 20 employees.

The Town is proposing a few department reorganizations in 2020. These changes are important and will ensure that the Town is being efficient and effective with it comes to service delivery. These changes are listed below:

- **Public Works** – The department lacks structure which is typical of a smaller town. Eagle is evolving and in order to plan for growth, staff worked together to develop an operational structure for the department. In 2020, we have created division leads and added several positions to the pay plan for employees to grow and develop professionally. Going forward positions will consider a career track to improve employee retention.
- **Information Center** – The Town has supported the information center for several years. The current focus is retail and Town staff is proposing to shift the focus away from retail and more towards marketing and tourism as a core function. In 2020, the Town will no longer sell retail items and goods at the information center.

There are three new operations that the Town is proposing to address infrastructure or policies that were supported by the Board of Trustees at previous meetings. The Town has proposed establishing a Stormwater Management Fund and a Municipal Broadband Fund. These funds are considered enterprises and fees for service will cover the associated costs. In addition, the Board of Trustees will have a separate budget from General Government to make it easier to track expenditures throughout the year.

Insurance & Benefits

In 2019, the Town made several changes to health benefits due to increasing costs. In 2020, the Town's costs increased by 4%. This is considered low because we had a good year with claims. Based on this, the Town will keep insurance costs to employees the same as 2019. The Town does not anticipate the need to change carriers in 2020, however, it is likely that this will be something we consider in the future. The Town continues to assess how to improve health benefits while keeping costs down each year.

In 2020, the Town will offer ICMA-RC which has an attractive 457 plan geared towards the public sector. Employees have requested more retirement options and the Town can accommodate that. Even though this is an addition, there is no plan to make changes to the retirement matches provided by the Town.

Human Resources will continue administering the wellness program for employees and insurance discounts for participation as well as the Employee Assistance Program.

In 2020, the Town will see a slight increase in expenses for CIRSA and Pinnacol. The budget includes a 5% increase for both plans. The terms and conditions of our plans will not change this year. Our worker compensation claims are down and that is the result of the hard work the safety committee is doing to make sure the Town maintains a safe work environment.

Conclusion

The Town continues to execute the Strategic Plan and make investments in economic development. The Town is growing and will continue to be the beneficiaries of development. The 2020 budget reflects new economic investments that will pay off over time. It is our goal to become a standard driven organization and operate with professionalism. Progress made towards proactive policies and initiatives will serve the Town well. The budget builds on these efforts.

The development of the 2020 budget was a collaboration between all departments and was a display of teamwork. Thanks to the entire team for their efforts.

Respectfully submitted,

A handwritten signature in black ink that reads "Brandy Reitter". The script is cursive and fluid.

Brandy Reitter
Town Manager
Town of Eagle

TOWN OF EAGLE MISSION, VISION & VALUES

MISSION

Maintain and enhance quality of life for everyone in our community

STAFF BEHAVIORAL 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, actions, 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

VISION

The Town of Eagle is a vibrant community that respects and includes all residents, neighbors and visitors.

BUSINESS VALUES



** Please find the Strategic Plan in the appendix of the budget*

ABOUT THE TOWN OF EAGLE, COLORADO

The Community

The Town of Eagle is located on the western slope of the Rockies, halfway between Denver and Grand Junction, the Town of Eagle (pop. Approximately 6,875) is one of Colorado's best kept secrets. Eagle offers access to epic mountain biking, trail running and hiking, golf, kayaking, rafting, 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. The Town has a sustained commitment to facilitate and provide quality of life improvements for its residents. 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 recreational community and is a great place to live, work, or 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 designed 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 averages from 33 degrees in January to a high of 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 1920. The Town is a council-manager form of government led by a 7-member board of trustees elected for four-year terms. The trustees appoint the Town Manager, Town Attorney, Municipal Court Judge, Town Clerk and Treasurer. The Town has a staff of approximately 50 dedicated full and part-time employees. 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, trustees, and employees of the Town are committed to maintaining and enhancing the quality of life for everyone in the community.

Eagle's Rich History

(Pictures and Excerpts from Eagle County Historical Society)

In the early 1880's, the town site of our present Town of Eagle was covered with sagebrush, grass, and small bushes. The first person to live on what is now the town site was William Edwards. Mr. Edwards laid claim to land on the Eagle River at the mouth of Brush Creek. He laid out a town site which he called Castle. Gradually the people began moving down the Eagle River Valley.

Eagle's Rich History (continued)



Until 1887 the only way that people could get into Castle was by wagon road. In this year, the Denver and Rio Grande Western Railroad extended their line through the Eagle Valley. They built a bridge opposite Castle and also built a section house and a water tank.

Soon people came from around the country to settle ranches located on Brush Creek and the Eagle River where they farmed the land and raised horses, cattle and sheep. The people thought a school was necessary for their children, so a school district was established and a school board elected. The first schoolhouse was finished in 1890.



In 1891 a document was made recording the statement "Town of Castle". The "Town of Castle" was sold for taxes (\$74.58). Mr. B. Clark Wheeler, who was then the owner of the town site, redeemed the tax sale certificate and later in 1893, sold his entire holding to A.A. McDonald of Leadville. In 1895, Mr. McDonald dedicated the town site as the "Town of McDonald".

The "Town of McDonald" was sold shortly after the renaming. In 1896 the Town became known as the "Town of Eagle". The Town of Eagle was officially incorporated on March 17, 1905 as a statutory town pursuant to the constitution and laws of the State of Colorado.

In 1902 the population of Eagle was 140 and there was much talk about making Eagle the County Seat.

In May 1913, the voters petitioned the Town Council to construct a sewer system, after much debate and having estimates made, the contract was awarded to H.B. Ikeler for 11 thousand dollars. A year later the system was accepted to be paid for over a period of years by lot assessments.



In the fall of 1920 the removal of the county seat was again voted on and Eagle finally obtained a substantial majority.

In 1923, the town council voted a fund of \$297.50 to purchase fire equipment and a voluntary fire company was formed. There was no genuine need for it until 1931, when the Nogal Building burned down, which housed the "Eagle Valley Enterprise".

In 1929 a water tank holding 200,000 gallons was built up Brush Creek near the Alex MacDonnell Ranch, and in 1930 the town water rights were obtained.

Eagle's Rich History (continued)



In 1932, the courthouse was built and the following February 1933, just fifty years after the forming of the county, the county offices were moved into their own home.

In 1934 Eagle had a population of about 341 people and was still growing, as it was a very flourishing town.

On August 1, 1934 the new Highway No. 40 opened for travel.

On May 5, 1939, a flying field on Cooley Mesa was proposed. The owners of the mesa willingly loaned the land for this purpose. The field was improved by citizens of Eagle making a 1 half mile runway.

The official census taken by the Eagle Young League counted the population in March of 1940 to be 543 citizens.



In the 2000 Census Eagle's population was 3,032 and in 2015 the population was estimated at 6,678.



2020 Financial & Budget Policy Statements:

The purpose of financial policies is to enable the Town to achieve and maintain a stable and positive long-term financial condition. More specifically, it is to provide guidelines for the Finance Director in planning and directing the Town's day to day financial affairs so recommendations can be made to the Town Manager.

The scope of these policies includes accounting, auditing, financial reporting, internal controls, operating and capital improvements program, revenue management, cash and investment management, expenditure control, asset management, debt management and planning concepts. The financial policy statements define objectives, establish rules with parameters and express guidelines for fiscal guidelines by the Town in connection with the operating budget and capital improvement program.

Financial policies will be reviewed annually by the Town Manager and Finance Director as a part of the budget process. in future years.

Financial Reporting Entity:

The Town is a "statutory" organization and as such must comply with the statutes of the State of Colorado regarding such entities. The Town operates under a Town Board and provides the following services: public safety (police), streets, water, waste water, refuse, marketing and events, public improvements, open space preservation, community development, and general administration services.

The Town of Eagle was originally incorporated in 1905. The Town is governed by an elected mayor and an elected Board of Trustees ("Board") which is responsible for setting policy, appointing administration personnel and adopting an annual budget in accordance with state statutes.

Financial Reporting and Auditing:

The Town will establish and maintain a high standard of accounting practices. Accounting standards will conform to Generally Accepted Accounting Principles ("GAAP") as outlined by the Governmental Accounting Standards Board ("GASB"). Accounting standards will reflect Best Practices recommended by the Government Finance Officers Association ("GFOA").

After each fiscal year, a comprehensive annual financial report will be prepared for the Town and a certified public accounting firm will conduct an audit of the Town's records. The comprehensive annual financial report will include an independent audit opinion regarding presentation of the financial statements, taken as a whole, in conformity with accounting principles generally accepted in the United States. This report shall be made available to the Board, staff, bond-rating agencies and the general public.

Budget Overview:

The preparation and adoption of the annual budget is an important exercise for the entire organization. Sound financial practice and the desire to maintain a strong credit rating dictate that the budgets be balanced, constantly monitored and responsive to changes. The process encompasses an extended period of planning, review, forecasting and priority setting. The Town's annual budget is a comprehensive fiscal plan which spells out how services will be provided and community improvements will be achieved. Upon its adoption by Board, it becomes a controlling mechanism by which to measure the resources receipted and expenditures made to meet approved objectives.

2020 Financial & Budget Policy Statements (continued):

Budget Overview (continued):

The annual budget is a plan which provides the Board and Town Manager with the financial information necessary for the allocation of resources to accomplish the goals and objectives of the Town. The provision of municipal services is accomplished through the budget. The budget, along with the annual appropriation ordinances, provides the basis for the control of expenditures and sets the financial guidelines for the Town. The basic legal requirements and budget process are defined by the State Constitution and the Town Code. Board approves the budget objectives.

Fiscal Year:

The fiscal year of the Town shall begin on the first day of January and end on the last day of December.

Budgets and Budgetary Basis of Accounting:

Annual budgets for governmental funds (General Fund, Capital Improvements Funds, and Special Revenue Funds) are prepared using a modified accrual basis of accounting which is consistent with generally accepted accounting principles (GAAP). Modified accrual basis of accounting recognizes revenues in the accounting period in which they become available and measurable, and expenditures are recognized in the accounting period when a liability is incurred, if measurable, except for interest on long-term debt, which is recognized when due.

Annual budgets for the Town's Enterprise funds (Water, Waste Water, Refuse) are also prepared using a modified accrual basis of accounting, which includes capital expenditures and current debt service principle and interest payments, and excludes depreciation, amortization, and adjustments for accrued compensated absences. Although this basis is not consistent with GAAP for enterprise funds, it is common practice among municipalities and is acceptable to our auditors. This practice allows the Town to adopt the spending measurement focus consistent with the other governmental funds.

Budget Calendar:

The budget calendar provides a "big picture" view of the budget process which can help to ensure that all aspects of the budget process have been considered and that adequate time has been provided to meet deadlines. It also informs stakeholders when key budget tasks, events, and decisions will occur so they have an opportunity to plan and to participate in the process. Therefore, a Budget Calendar for the following year will be included as a part of the adopted annual budget.

Budget Control and Accountability:

Monthly expenditure reports will be made available to enable department heads to manage their budgets and to support the Finance Director in monitoring the budget authorized by the Board of Trustees. The Finance Director will prepare a quarterly summary revenue and expenditure reports for the Board of Trustees to be discussed at a Board of Trustees meeting to assist in the understanding of the overall budget and the Town's financial status.

Department heads shall be solely responsible for insuring their department budgets do not exceed overall budgeted amounts. Failure to achieve budgetary control of their individual budgets will be looked into by the Town Manager or Finance Director. The point of budgetary control is at the department level for department heads.

2020 Financial & Budget Policy Statements (continued):

Budget Control and Accountability (continued):

All contracts in excess of \$50,000 for professional services and \$250,000 for capital improvements must be review by the Board of Trustees prior to commencement of work or signing the contract.

The Town Manager is authorized by the Board of Trustees to approve and execute all contracts for *professional services* in the amount of \$50,000 or less and all *capital improvements* contracts in the amount of \$250,000 or less, which have been approved in the budget and appropriation documents.

Department heads are authorized by the Town Manager to approve and execute all contracts for in the amount of \$10,000 or less, which have been approved in the budget and appropriation documents.

Final signed contracts must then be forwarded to the Finance Director.

Budget Amendments and Supplemental Appropriations:

Amendments to the original budget that alter the total revenues, expenses or reserves of any fund must be approved by the Board of Trustees. If the Town Manager, in consultation with the Finance Director, certifies that there are available projected revenues for appropriations in excess of those estimated in the budget, the Board of Trustees may authorize supplemental appropriations. The level of control in the budget at which expenditures exceed appropriations is at the fund level. All annual appropriations lapse at fiscal year end.

TOWN OF EAGLE - 2021 BUDGET CALENDAR

January

- Start of Fiscal Year; begin planning for 2021 budget
- A certified copy of the 2020 adopted budget must be filed with the Division by January 31st (C.R.S 29-1-113(1))

February

- Review 2021 budget plan with Town Manager

March

- Continue planning for 2021 Budget Cycle
- Plan for 2021-2025 Capital Improvement Plan (CIP)

April

- Issue instructions and request forms to departments for Five-Year Capital Improvement Program (CIP)
- Budget training/instructions and Distribution of Budget Schedule, Forms, and Documents
- Department Heads to discuss major topics in preparation for Spring Retreat

May

- Initiate development of 2021 Compensation Plan
- Departments submit project requests for Five Year CIP

June

- Spring Trustee Budget Retreat
- Departments to submit changes to positions or staffing levels to Human Resources
- Vehicle requests submitted to Public Works
- Technology requests submitted to IT
- 2020 Annual Fee Review
- Meet with departments to review CIP requests
- Meet with departments and finalize draft five-year CIP
- Revenue projections submitted for review
- Meet with departments and review Operational Budget
- Review revenue projections and Finalize revenue projections
- Finalize Draft Compensation Plan
- June 30 - Deadline for auditor to submit audit report to local government governing body. (C.R.S 29-1-606(a)(1))

July

- Departments submit 2021 Operational Budget requests
- Submit division budget narratives for review
- Deadline for submitting annual audit report to the Office of the State Auditor. (C.R.S 29-1-606(3)) Deadline for request for extension of audit. (C.R.S 29-1-606(4))

August

- Assessors certify total new assessed and actual values for property tax revenues
- 2021 Fee changes submitted to General Admin
- Review 2021 proposed fee revisions
- First Draft of 2021 Draft Budget
- Revision and proofing of budget book by Finance and Departments

September

- Work Session on Capital Improvement Projects and Operating Budgt with Council

October

- Budget officer must submit proposed budget to the governing body. (C.R.S. 29-1-105) Governing body must publish "Notice of Budget" upon receiving proposed budget. (C.R.S. 29-1-106(1)) - and set a public hearing
- Submit proposed budget and CIP to Trusees (Statutory requirement –deliver budget to Council no later than October 15 (CRS 29-1-106))

November

- Public hearing on revised recommended 2021 Budget
- Adoption of 2021 Budget, Fees and Compensation Plan
- Assessors' changes in assessed valuation will be made by a single notification

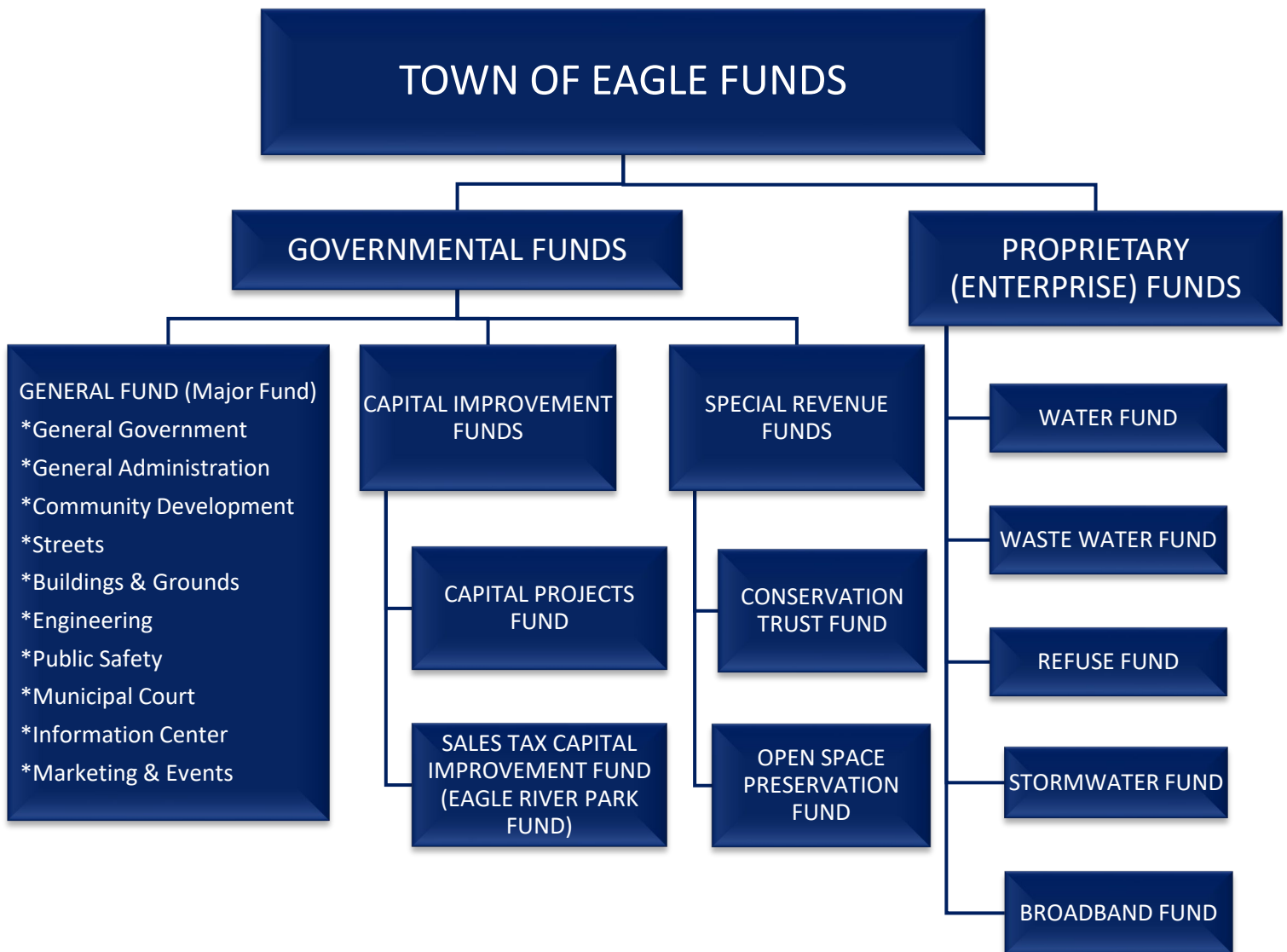
December

- December 15 - Deadline to certify mill levy to the Board of County Commissioners (C.R.S 39-5-128(1))

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FUND STRUCTURE OVERVIEW

FUND TYPES: The Town uses the following fund categories: (1) Governmental funds and (2) Proprietary funds. See fund descriptions on the following page.



FUND STRUCTURE OVERVIEW (continued)

Governmental Funds – The Town’s activities are reported in governmental funds, which focus on how monies flow into and out of those funds and the balances left at fiscal year-end for spending in future periods. These funds are reported using an accounting method called modified accrual accounting, which measures cash and all other financial assets that can readily be converted to cash. The Town maintains the following governmental funds:

General Fund – used to account for resources traditionally associated with government, which are not required legally or by sound financial management to be accounted for in another fund.

Capital Improvement Funds – are used to account for the acquisition of fixed assets or construction of major capital projects not being financed by the General or other funds.

Capital Projects Fund – used to account for funds for the acquisition of lands, construction of major capital improvements and projects, and acquisition of more expensive pieces of equipment.

Sales Tax Capital Improvement Fund (Eagle River Park Fund) – used to account for the voter approved 0.5% sales tax for the acquisition, design, and construction of the Eagle River Park project and other town park and path improvements.

Special Revenue Funds – used to account for proceeds of resources that are restricted or committed for purposes other than debt service or capital projects. The Town’s special revenue funds include the following:

Conservation Trust Fund – accounts for the lottery proceeds received directly from the state of Colorado. The monies collected are restricted for the acquisition, development, and maintenance of new conservation sites or for capital improvements or maintenance for recreational purposes on any public site. A public site is defined by the state as a publicly owned site, or a site in which a public entity/local government holds an interest in land or water.

Open Space Preservation Fund – accounts for revenue from the Town’s lodging occupancy tax committed for the acquisition of open space lands, conservation, trail easements and development rights, trail expansion and maintenance, and other open space recreational amenities.

Proprietary (enterprise) Funds – Enterprise funds are used to account for operations that are financed and operated in a manner similar to private business enterprises – where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. The proprietary (enterprise) funds include the following:

Water Fund – accounts for activities related to water services to the citizens of the Town.

Wastewater Fund – accounts for activities related to the sewage treatment facilities and sewage transmission lines.

Refuse Fund – accounts for activities related to trash collection and disposal, recycling, and yardwaste.

Stormwater Fund – accounts for activities related to implementing and financing a stormwater management program.

Broadband Fund – accounts for activities related to providing fixed and wireless broadband internet access to the residents of the Town.

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BUDGET - ALL FUNDS SUMMARY

2018 ACTUAL 2019 BUDGET 2019 REVISED 2020 BUDGET

GENERAL FUND:

BEGINNING FUND BALANCE	\$ 2,749,207	\$ 2,418,350	\$ 3,370,971	\$ 3,188,090
REVENUES	6,728,755	6,709,617	7,025,435	7,104,123
TRANSFERS-IN FROM OTHER FUNDS	169,877	16,120	16,120	16,281
EXPENDITURES	(6,068,868)	(7,008,251)	(6,874,436)	(7,357,888)
TRANSFERS-OUT TO OTHER FUNDS	(208,000)	(350,000)	(350,000)	(730,000)
ENDING FUND BALANCE	\$ 3,370,971	\$ 1,785,836	\$ 3,188,090	\$ 2,220,606

WATER FUND:

BEGINNING FUND BALANCE	\$ 15,330,146	\$ 29,258,221	\$ 32,359,003	\$ 23,308,375
REVENUES	22,315,343	4,441,970	4,590,500	5,462,699
TRANSFERS-IN FROM OTHER FUNDS	-	-	-	-
EXPENDITURES	(5,196,569)	(21,330,402)	(13,641,128)	(20,924,183)
TRANSFERS-OUT TO OTHER FUNDS	(89,917)	-	-	-
ENDING FUND BALANCE	\$ 32,359,003	\$ 12,369,789	\$ 23,308,375	\$ 7,846,891

WASTE WATER FUND:

BEGINNING FUND BALANCE	\$ 4,335,323	\$ 4,874,429	\$ 5,202,445	\$ 5,779,337
REVENUES	2,949,529	2,789,600	3,299,043	2,913,080
TRANSFERS-IN FROM OTHER FUNDS	-	-	-	-
EXPENDITURES	(2,021,947)	(2,813,427)	(2,722,151)	(2,980,748)
TRANSFERS-OUT TO OTHER FUNDS	(60,460)	-	-	-
ENDING FUND BALANCE	\$ 5,202,445	\$ 4,850,602	\$ 5,779,337	\$ 5,711,669

REFUSE FUND:

BEGINNING FUND BALANCE	\$ 190,024	\$ 183,203	\$ 224,990	\$ 224,990
REVENUES	615,821	634,467	634,467	646,468
TRANSFERS-IN FROM OTHER FUNDS	-	-	-	-
EXPENDITURES	(561,355)	(618,347)	(618,347)	(622,133)
TRANSFERS-OUT TO OTHER FUNDS	(19,500)	(16,120)	(16,120)	(16,281)
ENDING FUND BALANCE	\$ 224,990	\$ 183,203	\$ 224,990	\$ 233,044

STORMWATER FUND:

BEGINNING FUND BALANCE	\$ -	\$ -	\$ -	\$ -
REVENUES	-	-	-	103,000
TRANSFERS-IN FROM OTHER FUNDS	-	-	-	-
EXPENDITURES	-	-	-	(83,000)
TRANSFERS-OUT TO OTHER FUNDS	-	-	-	-
ENDING FUND BALANCE	\$ -	\$ -	\$ -	\$ 20,000

BROADBAND FUND:

BEGINNING FUND BALANCE	\$ -	\$ -	\$ -	\$ -
REVENUES	-	-	-	-
TRANSFERS-IN FROM OTHER FUNDS	-	-	-	50,000
EXPENDITURES	-	-	-	(50,000)
TRANSFERS-OUT TO OTHER FUNDS	-	-	-	-
ENDING FUND BALANCE	\$ -	\$ -	\$ -	\$ -

BUDGET - ALL FUNDS SUMMARY (continued)

	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2019 REVISED</u>	<u>2020 BUDGET</u>
CAPITAL IMPROVEMENTS FUND:				
BEGINNING FUND BALANCE	\$ 4,464,407	\$ 4,619,307	\$ 4,713,587	\$ 4,865,013
REVENUES	527,049	428,500	516,500	2,372,965
TRANSFERS-IN FROM OTHER FUNDS	200,000	350,000	350,000	730,000
EXPENDITURES	(477,869)	(641,929)	(715,074)	(593,284)
TRANSFERS-OUT TO OTHER FUNDS	-	-	-	(50,000)
ENDING FUND BALANCE	\$ 4,713,587	\$ 4,755,878	\$ 4,865,013	\$ 7,324,694

SALES TAX CAPITAL IMPROVEMENT FUND (EAGLE RIVER PARK FUND):

BEGINNING FUND BALANCE	\$ 5,306,544	\$ 1,246,468	\$ 1,319,246	\$ 432,961
REVENUES	611,378	906,349	959,349	614,836
TRANSFERS-IN FROM OTHER FUNDS	-	-	-	-
EXPENDITURES	(4,598,676)	(1,845,634)	(1,845,634)	(551,774)
TRANSFERS-OUT TO OTHER FUNDS	-	-	-	-
ENDING FUND BALANCE	\$ 1,319,246	\$ 307,183	\$ 432,961	\$ 496,023

CONSERVATION TRUST FUND:

BEGINNING FUND BALANCE	\$ 98,138	\$ 58,428	\$ 59,679	\$ 69,664
REVENUES	36,541	34,985	34,985	34,985
TRANSFERS-IN FROM OTHER FUNDS	-	-	-	-
EXPENDITURES	(75,000)	(25,000)	(25,000)	(35,000)
TRANSFERS-OUT TO OTHER FUNDS	-	-	-	-
ENDING FUND BALANCE	\$ 59,679	\$ 68,413	\$ 69,664	\$ 69,649

OPEN SPACE PRESERVATION FUND:

BEGINNING FUND BALANCE	\$ 210,762	\$ 212,734	\$ 263,867	\$ 276,844
REVENUES	168,203	146,820	146,820	146,820
TRANSFERS-IN FROM OTHER FUNDS	8,000	-	-	-
EXPENDITURES	(123,098)	(210,456)	(133,843)	(205,527)
TRANSFERS-OUT TO OTHER FUNDS	-	-	-	-
ENDING FUND BALANCE	\$ 263,867	\$ 149,098	\$ 276,844	\$ 218,137

TOTAL - ALL FUNDS:

BEGINNING FUND BALANCE	\$ 32,684,551	\$ 42,871,140	\$ 47,513,788	\$ 38,145,274
REVENUES	33,952,619	16,092,308	17,207,099	19,398,976
TRANSFERS-IN FROM OTHER FUNDS	377,877	366,120	366,120	796,281
EXPENDITURES	(19,123,382)	(34,493,446)	(26,575,613)	(33,403,537)
TRANSFERS-OUT TO OTHER FUNDS	(377,877)	(366,120)	(366,120)	(796,281)
ENDING FUND BALANCE	\$ 47,513,788	\$ 24,470,002	\$ 38,145,274	\$ 24,140,713

GENERAL FUND SUMMARY

	ACTUAL 2018	BUDGET 2019	REVISED 2019	BUDGET 2020	% CHANGE FROM PY	\$ CHANGE FROM PY
FUND BALANCES (Beginning):						
RESTRICTED FOR: TABOR RESERVE	\$ 172,000	\$ 198,036	\$ 186,500	\$ 199,650	7%	\$ 13,150
NON-SPENDABLE: ¹	193,041	178,400	195,309	195,309	0%	-
UNASSIGNED FUND BALANCE:	2,384,166	2,041,914	2,989,162	2,793,131	-7%	(196,031)
TOTAL FUND BALANCES (Beginning)	<u>\$ 2,749,207</u>	<u>\$ 2,418,350</u>	<u>\$ 3,370,971</u>	<u>\$ 3,188,090</u>	-5%	<u>\$ (182,881)</u>
REVENUE						
Taxes	4,994,438	5,042,136	5,331,136	5,448,859	2%	117,723
Licenses and Permits	382,524	295,300	352,300	295,300	-16%	(57,000)
Intergovernmental Revenue	561,864	756,105	640,923	752,552	17%	111,629
Charges for Services	187,728	290,550	270,550	290,550	7%	20,000
Fines & Forfeitures	101,606	110,486	110,486	126,262	14%	15,776
Misc. Revenues	500,595	215,040	320,040	190,600	-40%	(129,440)
Transfers from Other Funds						
From Water	89,917	-	-	-	0%	-
From Wastewater	60,460	-	-	-	0%	-
From Refuse	19,500	16,120	16,120	16,281	1%	161
From Capital Improvements	-	-	-	-	0%	-
From Open Space (Fixed Asset Transfers)	-	-	-	-	0%	-
TOTAL REVENUE	<u>\$ 6,898,632</u>	<u>\$ 6,725,737</u>	<u>\$ 7,041,555</u>	<u>\$ 7,120,404</u>	1%	<u>\$ 78,849</u>
TOTAL SOURCES	<u>\$ 9,647,839</u>	<u>\$ 9,144,087</u>	<u>\$ 10,412,526</u>	<u>\$ 10,308,494</u>	-1%	<u>\$ (104,032)</u>
EXPENDITURES						
General Government	425,097	435,714	457,852	544,609	19%	86,757
General Administration	766,607	647,085	642,100	682,373	6%	40,273
Community Development	641,695	1,008,442	895,298	1,025,330	15%	130,032
Streets	1,295,422	1,414,985	1,417,513	1,550,839	9%	133,326
Engineering	265,483	296,398	296,398	255,724	-14%	(40,674)
Buildings & Grounds	616,834	718,020	748,067	763,681	2%	15,614
Public Safety	1,538,285	1,873,038	1,839,644	2,061,530	12%	221,886
Municipal Court	38,718	72,906	74,519	84,110	13%	9,591
Information Center	184,255	177,072	157,327	43,739	-72%	(113,588)
Marketing & Events	296,473	364,591	345,718	345,953	0%	235
TOTAL EXPENDITURES	<u>\$ 6,068,868</u>	<u>\$ 7,008,251</u>	<u>\$ 6,874,436</u>	<u>\$ 7,357,888</u>	7%	<u>\$ 483,452</u>
TRANSFERS TO OTHER FUNDS						
Transfer to Open Space Fund	8,000	-	-	-	0%	-
Transfer to Capital Improvements Fund	200,000	350,000	350,000	730,000	109%	380,000
TOTAL TRANSFERS TO OTHER FUNDS	<u>\$ 208,000</u>	<u>\$ 350,000</u>	<u>\$ 350,000</u>	<u>\$ 730,000</u>	109%	<u>\$ 380,000</u>
TOTAL EXPENDITURES & TRANSFERS	<u>\$ 6,276,868</u>	<u>\$ 7,358,251</u>	<u>\$ 7,224,436</u>	<u>\$ 8,087,888</u>	12%	<u>\$ 863,452</u>
FUND BALANCES (Ending):						
RESTRICTED FOR: TABOR RESERVE	186,500	203,065	199,650	213,537	7%	13,887
NON-SPENDABLE: ¹	195,309	178,600	195,309	168,600	-14%	(26,709)
UNASSIGNED FUND BALANCE:	2,989,162	1,404,171	2,793,131	1,838,469 ²	-34%	(954,662)
TOTAL FUND BALANCES (Ending)	<u>\$ 3,370,971</u>	<u>\$ 1,785,836</u>	<u>\$ 3,188,090</u>	<u>\$ 2,220,606</u>	-30%	<u>\$ (967,484)</u>

¹ Non-Spendable: Prepaid Expenditures and EHOP (Long-term notes and funds held with fiscal agent for the Town's Employee Home Ownership Program)

² Ending 2019 budgeted unassigned fund balance is 20.04% of total expenditures not including transfers to other funds

**GENERAL FUND
REVENUE SOURCES**

		ACTUAL 2018	BUDGET 2019	REVISED 2019	BUDGET 2020	% CHANGE FROM PY	\$ CHANGE FROM PY
TAXES							
10-431-10	General Property Tax	\$ 291,498	\$ 311,419	\$ 311,419	\$ 336,326	8%	\$ 24,907
10-431-20	Specific Ownership Tax	14,765	14,700	14,700	14,700	0%	\$ -
10-431-30/31	Sales Tax	4,322,829	4,351,797	4,640,797	4,733,613	2%	92,816
10-431-44	Severance Tax	212	200	200	200	0%	-
10-431-45	Federal Mineral Tax	244	200	200	200	0%	-
10-431-50	Franchise Tax	215,278	220,000	220,000	220,000	0%	-
10-431-60	Marketing Lodging Tax	149,612	143,820	143,820	143,820	0%	-
10-431-70	Occupation Tax	-	-	-	-	0%	-
10-431-80	Excise Tax	-	-	-	-	0%	-
	TOTAL TAXES	\$ 4,994,438	\$ 5,042,136	\$ 5,331,136	\$ 5,448,859	2%	\$ 117,723
LICENSES & PERMITS							
10-432-10	Business Licenses	\$ 29,889	\$ 28,000	\$ 28,000	\$ 28,000	0%	\$ -
10-432-12	Liquor Licenses	6,522	6,000	6,000	6,000	0%	-
10-432-13	Marijuana Licenses	4,000	4,000	4,000	4,000	0%	-
10-432-15	Marketing Fee	7,659	8,000	8,000	8,000	0%	-
10-432-17	Marketing Fee - Hotels	-	-	-	-	0%	-
10-432-20	Building Permits	302,234	223,000	280,000	223,000	-20%	(57,000)
10-432-27	Electrical Permits	30,797	25,000	25,000	25,000	0%	-
10-432-30	Road Cut Permits	300	500	500	500	0%	-
10-432-35	Sign Permits	800	300	300	300	0%	-
10-432-40	Special Event Permits	325	500	500	500	0%	-
	TOTAL LICENSES & PERMITS	\$ 382,524	\$ 295,300	\$ 352,300	\$ 295,300	-16%	\$ (57,000)
INTERGOVERNMENTAL REVENUE							
10-433-20	Motor Vehicle License Fee	\$ 30,625	\$ 30,000	\$ 30,000	\$ 30,000	0%	-
10-433-30	Highway Users Tax	287,541	246,965	286,283	234,305	-18%	(51,978)
10-433-40	Cigarette Tax	11,417	11,000	11,000	11,000	0%	-
10-433-60	Road & Bridge Tax	86,510	83,000	83,000	83,000	0%	-
10-433-70	County Sales Tax	145,770	142,140	142,140	149,247	5%	7,107
10-433-75	Grants	-	243,000	63,500	95,000	0%	31,500
10-433-85	Intergovernmental Contributions	-	-	25,000	150,000	100%	125,000
	TOTAL INTERGOVERNMENTAL REVENUES	\$ 561,864	\$ 756,105	\$ 640,923	\$ 752,552	17%	\$ 111,629
CHARGES FOR SERVICES							
10-434-10	Planning & Zoning Fees	\$ 24,911	\$ 15,000	\$ 15,000	\$ 15,000	0%	\$ -
10-434-20	Planning & Zoning Reimbursable	81,992	100,000	180,000	100,000	-44%	(80,000)
10-434-25	Facility Usage Fees	50,373	53,550	53,550	53,550	0%	-
10-434-26	Facility Usage Deposits	1,395	-	-	-	0%	-
10-434-28	Inspections Reimbursable	-	-	-	-	0%	-
10-434-30	Sponsorship & Event Fees	29,057	22,000	22,000	22,000	0%	-
10-434-29	Staff Time Reimbursable	-	100,000	-	100,000	0%	100,000
	TOTAL CHARGES FOR SERVICES	\$ 187,728	\$ 290,550	\$ 270,550	\$ 290,550	7%	\$ 20,000
FINES & FORFEITURES							
10-435-10	Fines & Forfeits	\$ 44,476	\$ 45,000	\$ 45,000	\$ 45,000	0%	\$ -
10-435-15	Police Surcharge	2,390	3,000	3,000	3,000	0%	-
10-435-20	Police Miscellaneous	8,846	2,000	2,000	2,000	0%	-
10-435-25	Police Grants	30,511	20,654	20,654	35,862	74%	15,208
10-435-30	Special Duty Reimbursable	14,878	39,432	39,432	40,000	1%	568
10-435-35	Charitable Organization Fee	505	400	400	400	0%	-
	TOTAL FINES & FORFEITS	\$ 101,606	\$ 110,486	\$ 110,486	\$ 126,262	14%	\$ 15,776

**GENERAL FUND
REVENUE SOURCES**

	ACTUAL 2018	BUDGET 2019	REVISED 2019	BUDGET 2020	% CHANGE FROM PY	\$ CHANGE FROM PY
MISCELLANEOUS REVENUE						
10-436-10 General Interest	\$ 199,418	\$ 40,000	\$ 145,000	\$ 100,000	-31%	\$ (45,000)
10-436-15 Police Department Interest	-	-	-	-	0%	-
10-436-17 Penalty & Interest	-	-	-	-	0%	-
10-436-20 Information Center Interest	-	-	-	-	0%	-
10-436-25 Property Damage Interest	-	-	-	-	0%	-
10-436-30 Contributions & Donations	-	-	-	-	0%	-
10-436-40 Information Center Sales	160,800	120,000	120,000	-	-100%	(120,000)
10-436-42 Information Center Donations	609	-	-	-	0%	-
10-436-45 Information Center Sales Tax	14,314	10,680	10,680	-	-100%	(10,680)
10-436-50 Rental Income	16,943	9,360	9,360	15,600	67%	6,240
10-436-70 Other Miscellaneous Revenue	9,460	35,000	35,000	35,000	0%	-
10-436-72 Sale of Fixed Assets	43,000	-	-	-	0%	-
10-436-75 Service Charge	600	-	-	-		
10-436-78 Insurance Proceeds	29,840	-	-	-		
10-436-80 Reimbursable Revenue - Other	-	-	-	-	0%	-
10-436-94 Impact Fees Administration Fees	611	-	-	40,000	0%	40,000
10-436-96 Grants	25,000	-	-	-	0%	-
TOTAL MISCELLANEOUS REVENUE	\$ 500,595	\$ 215,040	\$ 320,040	\$ 190,600	-40%	\$ (129,440)
TRANSFERS FROM OTHER FUNDS						
10-437-20 General Admin. Water	\$ 89,917	\$ -	\$ -	\$ -	0%	\$ -
10-437-30 General Admin. Wastewater	60,460	-	-	-	0%	-
10-437-40 General Admin. Refuse	19,500	16,120	16,120	16,281	1%	161
10-437-31 Capital Improvements - Community Enhancement	-	-	-	-	0%	-
10-437-80 Open Space - Capital Asset Transfers	-	-	-	-	0%	-
TOTAL TRANSFERS FROM OTHER FUNDS	\$ 169,877	\$ 16,120	\$ 16,120	\$ 16,281	1%	\$ 161
TOTAL GENERAL FUND REVENUES	\$ 6,898,632	\$ 6,725,737	\$ 7,041,555	\$ 7,120,404	1%	\$ 78,849

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<u>SUMMARY OF EXPENDITURES</u>	ACTUAL 2018	BUDGET 2019	REVISED 2019	BUDGET 2020	% CHANGE FROM PY	\$ CHANGE FROM PY
PERSONNEL SERVICES	\$ 213,288	\$ 197,757	\$ 195,395	\$ 203,830	4%	\$ 8,435
SUPPLIES	8,192	12,500	12,500	7,000	-44%	(5,500)
CHARGES FOR SERVICES	138,149	144,207	168,707	240,510	43%	71,803
DISCRETIONARY FUNDING	44,814	50,000	50,000	63,000	26%	13,000
FIXED CHARGES	20,654	31,250	31,250	30,269	-3%	(981)
TOTAL EXPENDITURES	\$ 425,097	\$ 435,714	\$ 457,852	\$ 544,609	19%	\$ 86,757

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SUMMARY OF EXPENDITURES

	ACTUAL 2018	BUDGET 2019	REVISED 2019	BUDGET 2020	% CHANGE FROM PY	\$ CHANGE FROM PY
PERSONNEL SERVICES	\$ 554,718	\$ 394,452	\$ 389,467	\$ 405,034	4%	\$ 15,567
SUPPLIES	12,308	9,638	10,638	33,326	213%	22,688
CHARGES FOR SERVICES	160,637	207,984	206,984	209,841	1%	2,857
FIXED CHARGES	25,479	35,011	35,011	34,172	-2%	(839)
CAPITAL OUTLAY	13,465	-	-	-	0%	-
TOTAL EXPENDITURES	\$ 766,607	\$ 647,085	\$ 642,100	\$ 682,373	6%	\$ 40,273

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<u>SUMMARY OF EXPENDITURES</u>	ACTUAL 2018	BUDGET 2019	REVISED 2019	BUDGET 2020	% CHANGE FROM PY	\$ CHANGE FROM PY
PERSONNEL SERVICE	\$ 348,534	\$ 325,925	\$ 343,711	\$ 592,646	72%	\$ 248,935
SUPPLIES	3,895	7,385	7,385	4,100	-44%	(3,285)
CHARGES FOR SERVICES	283,720	675,132	544,202	428,584	-21%	(115,618)
FIXED CHARGES	-	-	-	-	0%	-
CAPITAL OUTLAY	5,546	-	-	-	0%	-
TOTAL EXPENDITURES	\$ 641,695	\$ 1,008,442	\$ 895,298	\$ 1,025,330	15%	\$ 130,032

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SUMMARY OF EXPENDITURES

	ACTUAL 2018	BUDGET 2019	REVISED 2019	BUDGET 2020	% CHANGE FROM PY	\$ CHANGE FROM PY
PERSONNEL SERVICES	\$ 509,650	\$ 444,565	\$ 424,843	\$ 529,734	25%	\$ 104,891
SUPPLIES	160,105	180,278	180,278	176,409	-2%	(3,869)
CHARGES FOR SERVICES	606,570	761,392	761,392	814,348	7%	52,956
FIXED CHARGES	19,097	28,750	51,000	30,348	-40%	(20,652)
CAPITAL OUTLAY	-	-	-	-	0%	-
TOTAL EXPENDITURES	\$ 1,295,422	\$ 1,414,985	\$ 1,417,513	\$ 1,550,839	9%	\$ 133,326

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<u>SUMMARY OF EXPENDITURES</u>	ACTUAL 2018	BUDGET 2019	REVISED 2019	BUDGET 2020	% CHANGE FROM PY	\$ CHANGE FROM PY
PERSONNEL SERVICE	\$ 240,592	\$ 251,759	\$ 251,759	\$ 188,887	-25%	#####
SUPPLIES	8,542	20,027	20,027	19,206	-4%	(821)
CHARGES FOR SERVICES	16,349	24,612	24,612	47,631	94%	23,019
FIXED CHARGES	-	-	-	-	0%	-
TOTAL EXPENDITURES	\$ 265,483	\$ 296,398	\$ 296,398	\$ 255,724	-14%	#####

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SUMMARY OF EXPENDITURES

	ACTUAL 2018	BUDGET 2019	REVISED 2019	BUDGET 2020	% CHANGE FROM PY	\$ CHANGE FROM PY
PERSONNEL SERVICES	\$ 318,393	\$ 388,344	\$ 383,845	\$ 406,424	6%	\$ 22,579
SUPPLIES	84,088	101,664	101,814	95,703	-6%	(6,111)
CHARGES FOR SERVICES	192,518	207,332	241,728	226,393	-6%	(15,335)
FIXED CHARGES	17,467	20,680	20,680	20,031	-3%	(649)
CAPITAL OUTLAY	4,368	-	-	15,130	0%	15,130
TOTAL EXPENDITURES	\$ 616,834	\$ 718,020	\$ 748,067	\$ 763,681	2%	15,614

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<u>SUMMARY OF EXPENDITURES</u>	ACTUAL 2018	BUDGET 2019	REVISED 2019	BUDGET 2020	% CHANGE FROM PY	\$ CHANGE FROM PY
PERSONNEL SERVICE	\$ 1,159,868	\$ 1,423,621	\$ 1,390,227	\$ 1,582,266	14%	\$ 192,039
SUPPLIES	64,481	73,246	73,246	71,827	-2%	(1,419)
CHARGES FOR SERVICES	289,720	346,605	346,605	376,299	9%	29,694
FIXED CHARGES	24,216	29,566	29,566	31,138	5%	1,572
TOTAL EXPENDITURES	\$ 1,538,285	\$ 1,873,038	\$ 1,839,644	\$ 2,061,530	12%	\$ 221,886

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<u>SUMMARY OF EXPENDITURES</u>	ACTUAL 2018	BUDGET 2019	REVISED 2019	BUDGET 2020	% CHANGE FROM PY	\$ CHANGE FROM PY
PERSONNEL SERVICE	\$ 34,915	\$ 44,781	\$ 37,639	\$ 38,248	2%	\$ 609
SUPPLIES	554	1,400	1,250	1,250	0%	-
CHARGES FOR SERVICES	2,762	26,325	35,230	44,612	27%	9,382
DISCRETIONARY FUNDING	487	400	400	-	-100%	(400)
FIXED CHARGES	-	-	-	-		
TOTAL EXPENDITURES	\$ 38,718	\$ 72,906	\$ 74,519	\$ 84,110	13%	\$ 9,591

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SUMMARY OF EXPENDITURES		ACTUAL 2018	BUDGET 2019	REVISED 2019	BUDGET 2020	% CHANGE FROM PY	\$ CHANGE FROM PY
PERSONNEL SERVICES		\$ 71,937	\$ 89,982	\$ 82,637	\$ 35,599	-57%	\$ (47,038)
SUPPLIES		104,004	77,480	65,080	2,350	-96%	(62,730)
CHARGES FOR SERVICES		8,314	9,610	9,610	5,790	-40%	(3,820)
FIXED CHARGES		-	-	-	-	#DIV/0!	
TOTAL EXPENDITURES		\$ 184,255	\$ 177,072	\$ 157,327	\$ 43,739	-72%	\$ (113,588)

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<u>SUMMARY OF EXPENDITURES</u>	ACTUAL 2018	BUDGET 2019	REVISED 2019	BUDGET 2020	% CHANGE FROM PY	\$ CHANGE FROM PY
PERSONNEL SERVICES	\$ 109,529	\$ 120,604	\$ 100,481	\$ 111,765	11%	\$ 11,284
SUPPLIES	8,040	19,600	12,850	16,600	29%	3,750
CHARGES FOR SERVICES	178,903	224,387	232,387	217,588	-6%	(14,799)
FIXED CHARGES	-	-	-	-	0%	-
TOTAL EXPENDITURES	\$ 296,473	\$ 364,591	\$ 345,718	\$ 345,953	0%	\$ 235

Note: Marketing Revenues (Occupation Lodging tax, Marketing fees, Special Event Permits, Grants, and Sponsorship & Event revenue

- * 2018 Actual : \$186,653
- * 2019 Projected : \$174,320
- * 2020 Projected: \$174,320

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WATER FUND SUMMARY

	ACTUAL 2018	BUDGET 2019	REVISED 2019	BUDGET 2020	% CHANGE FROM PY	\$ CHANGE FROM PY
FUND BALANCES (Beginning):						
RESTRICTED FOR:						
DEBT SERVICE ¹	\$ -	\$ -	\$ 480,600	\$ 480,600		
ASSIGNED FUND BALANCE	<u>15,330,146</u>	<u>29,258,221</u>	<u>31,878,403</u>	<u>22,827,775</u>	-28%	\$ (9,050,628)
TOTAL FUND BALANCES (Beginning)	<u><u>\$ 15,330,146</u></u>	<u><u>\$ 29,258,221</u></u>	<u><u>\$ 32,359,003</u></u>	<u><u>\$ 23,308,375</u></u>	-28%	<u><u>\$ (9,050,628)</u></u>
REVENUE						
Operating Revenues	\$ 3,666,546	\$ 4,008,070	\$ 3,801,600	\$ 4,078,799	7%	\$ 277,199
Interest on Investments	236,336	120,900	205,900	120,900	-41%	(85,000)
Other Revenue	100,682	38,000	48,000	38,000	-21%	(10,000)
Prepaid Plant Investment Fees	264,453	-	-	-	0%	-
Plant Investment Fees (Tap Fees)	369,010	275,000	535,000	275,000	-49%	(260,000)
Loan Proceeds	17,195,717	-	-	-	0%	-
Intergovernmental Contributions	480,600	-	-	-	0%	-
Water Miscellaneous Revenue	2,000	-	-	-	0%	-
Water Rights, Cash in Lieu	-	-	-	950,000	0%	950,000
TOTAL REVENUE	<u><u>\$ 22,315,343</u></u>	<u><u>\$ 4,441,970</u></u>	<u><u>\$ 4,590,500</u></u>	<u><u>\$ 5,462,699</u></u>	19%	<u><u>\$ 872,199</u></u>
TOTAL SOURCES	<u><u>\$ 37,645,489</u></u>	<u><u>\$ 33,700,191</u></u>	<u><u>\$ 36,949,503</u></u>	<u><u>\$ 28,771,074</u></u>	-22%	<u><u>\$ (8,178,429)</u></u>
EXPENDITURES						
Operating Expenditures	\$ 999,454	\$ 1,676,409	\$ 1,662,960	\$ 1,690,890	2%	\$ 27,930
Capital Expenditures	3,430,918	18,380,000	10,704,175	17,959,724	68%	7,255,549
Debt Service	766,198	1,273,993	1,273,993	1,273,569	0%	(424)
Admin Charges to General Fund	89,917	-	-	-	0%	-
TOTAL EXPENDITURES	<u><u>\$ 5,286,486</u></u>	<u><u>\$ 21,330,402</u></u>	<u><u>\$ 13,641,128</u></u>	<u><u>\$ 20,924,183</u></u>	53%	<u><u>\$ 7,283,055</u></u>
FUND BALANCES (Ending):						
RESTRICTED FOR:						
DEBT SERVICE ¹	\$ 480,600	\$ -	\$ 480,600	\$ 480,600	0%	\$ -
ASSIGNED FUND BALANCE	<u>31,878,403</u>	<u>12,369,789</u>	<u>22,827,775</u>	<u>7,366,291</u>	-68%	<u><u>\$(15,461,484)</u></u>
TOTAL FUND BALANCE (Ending)	<u><u>\$ 32,359,003</u></u>	<u><u>\$ 12,369,789</u></u>	<u><u>\$ 23,308,375</u></u>	<u><u>\$ 7,846,891</u></u>	-66%	<u><u>\$(15,461,484)</u></u>

FUND: WATER

DETAIL OF REVENUES		ACTUAL 2018	BUDGET 2019	REVISED 2019	BUDGET 2020	% CHANGE FROM PY	\$ CHANGE FROM PY
52-434-70	Debt Service Surcharge	\$ 263,351	\$ 471,600	\$ 471,600	\$ 471,600	0%	\$ -
52-434-80	Water Sales - In Town	2,947,492	3,074,610	2,900,000	3,136,102	8%	236,102
52-434-83	Water Sales - Out Of Town	455,703	461,860	430,000	471,097	10%	41,097
52-434-85	Water Materials/Other	84,566	30,000	40,000	30,000	-25%	(10,000)
52-434-90	Plant Investment Fees (Tap Fees)	369,010	275,000	535,000	275,000	-49%	(260,000)
52-434-92	Plant Investment Fees (Prepaid)	264,453	-	-	-	0%	-
52-434-95	Cash-In-Lieu Of Water Rights	-	-	-	950,000	0%	950,000
52-436-50	Water Interest	234,921	120,000	205,000	120,000	-41%	(85,000)
52-436-60	Water Rights Interest	1,414	900	900	900	0%	-
52-436-65	Nwcog Grant	-	-	-	-	0%	-
52-436-75	Service Charge	14,357	8,000	8,000	8,000	0%	-
52-436-80	Reimbursable Income	1,758	-	-	-	0%	-
52-436-91	Loan Proceeds	16,841,882	-	-	-	0%	-
52-436-92	Bond Premium	353,835	-	-	-	0%	-
52-436-94	Intergovernmental Contribution	480,600	-	-	-	0%	-
52-436-95	Water Miscellaneous Revenue	2,000	-	-	-	0%	-
TOTAL REVENUE		\$ 22,315,343	\$ 4,441,970	\$ 4,590,500	\$ 5,462,699	19%	\$ 872,199

FUND: WATER

SUMMARY OF EXPENDITURES

	ACTUAL 2018	BUDGET 2019	REVISED 2019	BUDGET 2020	% CHANGE FROM PY	\$ CHANGE FROM PY
PERSONNEL SERVICES	\$ 418,705	\$ 783,525	\$ 764,751	\$ 772,146	1%	\$ 7,395
SUPPLIES	153,847	270,404	255,016	267,571	5%	12,555
CHARGES FOR SERVICES	398,399	536,807	601,642	564,119	-6%	(37,523)
FIXED CHARGES	28,502	35,673	35,673	37,054	4%	1,381
CAPITAL EXPENDITURES	3,430,918	18,380,000	10,704,175	17,959,724	68%	7,255,549
DEBT SERVICE	766,198	1,273,993	1,273,993	1,273,569	0%	(424)
CONTINGENCY	-	50,000	5,878	50,000	751%	44,122
TRANSFER TO OTHER FUNDS	89,917	-	-	-	0%	-
TOTAL EXPENDITURES	\$ 5,286,486	\$ 21,330,402	\$ 13,641,128	\$ 20,924,183	53%	\$ 7,283,055

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WASTE WATER FUND SUMMARY

	ACTUAL 2018	BUDGET 2019	REVISED 2019	BUDGET 2020	% CHANGE FROM PY	\$ CHANGE FROM PY
FUND BALANCES (Beginning):						
RESTRICTED FOR:						
RATE STABILIZATION ACCOUNT ¹	\$ 192,000	\$ 258,599	\$ 220,500	\$ 301,818	37%	\$ 81,318
ASSIGNED FUND BALANCE	\$ 4,143,323	\$ 4,615,831	\$ 4,981,945	\$ 5,477,519	10%	\$ 495,574
TOTAL FUND BALANCES (Beginning)	<u>\$ 4,335,323</u>	<u>\$ 4,874,429</u>	<u>\$ 5,202,445</u>	<u>\$ 5,779,337</u>		
REVENUE						
Operating Revenues	\$ 2,381,683	\$ 2,469,600	\$ 2,699,043	\$ 2,593,080	-4%	\$ (105,963)
Interest on Investments	11,347	20,000	50,000	20,000	-60%	(30,000)
Plant Investment Fees (Tap Fees)	556,500	300,000	550,000	300,000	-45%	(250,000)
TOTAL REVENUE	<u>\$ 2,949,529</u>	<u>\$ 2,789,600</u>	<u>\$ 3,299,043</u>	<u>\$ 2,913,080</u>	-12%	\$ (385,963)
TOTAL SOURCES	<u>\$ 7,284,852</u>	<u>\$ 7,664,029</u>	<u>\$ 8,501,488</u>	<u>\$ 8,692,417</u>	2%	\$ 190,929
EXPENDITURES						
Operating Expenditures	\$ 813,416	\$ 1,311,620	\$ 1,207,273	\$ 1,375,478	14%	\$ 168,205
Capital Expenditures	267,541	565,000	578,071	665,000	15%	86,929
Debt Service	940,991	936,807	936,807	940,270	0%	3,463
Transfers-Out	60,460	-	-	-	0%	-
TOTAL EXPENDITURES	<u>\$ 2,082,407</u>	<u>\$ 2,813,427</u>	<u>\$ 2,722,151</u>	<u>\$ 2,980,748</u>	9%	\$ 258,597
FUND BALANCES (Ending):						
RESTRICTED FOR:						
RATE STABILIZATION ACCOUNT ¹	\$ 220,500	\$ 327,905	\$ 301,818	\$ 343,870	14%	\$ 42,051
ASSIGNED FUND BALANCE	<u>4,981,945</u>	<u>4,522,697</u>	<u>5,477,519</u>	<u>5,367,799</u>	-2%	\$ (109,719)
FUND BALANCE (Ending)	<u>\$ 5,202,445</u>	<u>\$ 4,850,602</u>	<u>\$ 5,779,337</u>	<u>\$ 5,711,669</u>	-1%	\$ (67,668)

¹ Per the 2007 loan the Town shall maintain an operations and maintenance reserve in an amount equal to three months of operation and maintenance expenses excluding depreciation of the system

FUND: WASTEWATER

DETAIL OF REVENUES

	ACTUAL 2018	BUDGET 2019	REVISED 2019	BUDGET 2020	% CHANGE FROM PY	\$ CHANGE FROM PY
51-434-70 Service Fees	\$ 2,381,269	\$ 2,469,600	\$ 2,384,600	\$ 2,593,080	9%	\$ 208,480
51-436-50 Interest Income	11,347	20,000	50,000	20,000	-60%	(30,000)
51-434-90 Plant Investment Fees (Tap Fees)	556,500	300,000	550,000	300,000	-45%	(250,000)
51-436-69 Miscellaneous	414	-	-	-	100%	-
51-436-78 Insurance Proceeds	-	-	314,443	-	200%	(314,443)
TOTAL REVENUE	\$ 2,949,529	\$ 2,789,600	\$ 3,299,043	\$ 2,913,080	-12%	\$ (385,963)

SUMMARY OF EXPENDITURES

	ACTUAL 2018	BUDGET 2019	REVISED 2019	BUDGET 2020	% CHANGE FROM PY	\$ CHANGE FROM PY
PERSONNEL SERVICES	\$ 305,164	\$ 551,308	\$ 535,441	\$ 542,014	1%	\$ 6,573
SUPPLIES	126,268	154,516	146,516	153,053	4%	6,537
CHARGES FOR SERVICES	359,678	527,878	447,398	600,869	34%	153,471
FIXED CHARGES	22,306	27,918	27,918	29,542	6%	1,624
CAPITAL OUTLAY	267,541	565,000	578,071	665,000	15%	86,929
DEBT SERVICE	940,991	936,807	936,807	940,270	0%	3,463
CONTINGENCY	-	50,000	50,000	50,000	0%	-
TRANSFER TO OTHER FUNDS	60,460	-	-	-	0%	-
TOTAL EXPENDITURES	\$ 2,082,407	\$ 2,813,427	\$ 2,722,151	\$ 2,980,748	9%	\$ 258,597

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REFUSE FUND SUMMARY

	ACTUAL 2018	BUDGET 2019	REVISED 2019	BUDGET 2020	% CHANGE FROM PY	\$ CHANGE FROM PY
FUND BALANCES (Beginning):						
ASSIGNED FUND BALANCE	\$ 190,024	\$ 183,203	\$ 224,990	\$ 224,990	0%	\$ -
TOTAL FUND BALANCES (Beginning)	\$ 190,024	\$ 183,203	\$ 224,990	\$ 224,990	0%	\$ -
REVENUE						
Operating Revenues	\$ 613,061	\$ 631,467	\$ 631,467	\$ 643,468	2%	\$ 12,001
Non-Operating Revenues	2,760	3,000	3,000	3,000	0%	-
Transfers-In	-	-	-	-	0%	-
TOTAL REVENUE	\$ 615,821	\$ 634,467	\$ 634,467	\$ 646,468	2%	\$ 12,001
TOTAL SOURCES	\$ 805,845	\$ 817,670	\$ 859,457	\$ 871,458	1%	\$ 12,001
EXPENDITURES						
Operating Expenditures	\$ 561,355	\$ 614,347	\$ 614,347	\$ 622,133	1%	\$ 7,786
Capital Expenditures	-	4,000	4,000	-	-100%	(4,000)
Transfers-Out	19,500	16,120	16,120	16,281	1%	161
TOTAL EXPENDITURES	\$ 580,855	\$ 634,467	\$ 634,467	\$ 638,414	1%	\$ 3,947
FUND BALANCES (Ending):						
ASSIGNED FUND BALANCE	\$ 224,990	\$ 183,203	\$ 224,990	\$ 233,044	4%	8,054
TOTAL FUND BALANCE (Ending)	\$ 224,990	\$ 183,203	\$ 224,990	\$ 233,044	4%	\$ 8,054

DETAIL OF REVENUES

		ACTUAL 2018	BUDGET 2019	REVISED 2019	BUDGET 2020	% CHANGE FROM PY	\$ CHANGE FROM PY
OPERATING REVENUES							
53-434-40	SERVICE FEES	\$ 553,347	\$ 571,477	\$ 571,477	\$ 583,478	2%	\$ 12,001
53-434-50	YARDWASTE/RECYCLE CENTER FEE	39,826	39,481	39,481	39,481	0%	-
53-434-60	ADMINISTRATIVE FEE	19,887	20,509	20,509	20,509	0%	-
OPERATING REVENUES		\$ 613,061	\$ 631,467	\$ 631,467	\$ 643,468	2%	\$ 12,001
NON-OPERATING REVENUES							
53-436-50	INTEREST INCOME	\$ 2,760	\$ 3,000	\$ 3,000	\$ 3,000	0%	\$ -
53-436-70	MISCELLANEOUS REVENUE	-	-	-	-	0%	-
NON-OPERATING REVENUES		\$ 2,760	\$ 3,000	\$ 3,000	\$ 3,000	0%	\$ -
TRANSFERS							
53-437-30	TRANSFER FROM GENERAL FUND	\$ -	\$ -	\$ -	\$ -	0%	\$ -
TOTAL TRANSFERS		\$ -	\$ -	\$ -	\$ -	0%	\$ -
TOTAL REVENUES		\$ 615,821	\$ 634,467	\$ 634,467	\$ 646,468	2%	\$ 12,001

SUMMARY OF EXPENDITURES

	ACTUAL 2018	BUDGET 2019	REVISED 2019	BUDGET 2020	% CHANGE FROM PY	\$ CHANGE FROM PY
PERSONNEL SERVICES	\$ 7,837	\$ 9,420	\$ 9,420	\$ 9,751	4%	\$ 331
SUPPLIES	351	3,250	3,250	3,500	8%	250
CHARGES FOR SERVICES	553,167	601,677	601,677	608,882	1%	7,205
CAPITAL EXPENDITURES	-	4,000	4,000	-	-100%	(4,000)
TRANSFERS TO OTHER FUNDS	19,500	16,120	16,120	16,281	1%	161
TOTAL EXPENDITURES	\$ 580,855	\$ 634,467	\$ 634,467	\$ 638,414	1%	\$ 3,947

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STORMWATER FUND SUMMARY

	ACTUAL 2018	BUDGET 2019	REVISED 2019	BUDGET 2020	% CHANGE FROM PY	\$ CHANGE FROM PY
FUND BALANCES (Beginning):						
ASSIGNED FUND BALANCE	\$ -	\$ -	\$ -	\$ -	0%	\$ -
TOTAL FUND BALANCES (Beginning)	\$ -	\$ -	\$ -	\$ -	0%	\$ -
REVENUE						
Operating Revenues	\$ -	\$ -	\$ -	\$ 103,000	0%	\$ 103,000
Non-Operating Revenues	-	-	-	-	0%	-
Transfers-In	-	-	-	-	0%	-
TOTAL REVENUE	\$ -	\$ -	\$ -	\$ 103,000	0%	\$ 103,000
TOTAL SOURCES	\$ -	\$ -	\$ -	\$ 103,000	0%	\$ 103,000
EXPENDITURES						
Operating Expenditures	\$ -	\$ -	\$ -	\$ 83,000	0%	\$ 83,000
Capital Expenditures	-	-	-	-	0%	-
Transfers-Out	-	-	-	-	0%	-
TOTAL EXPENDITURES	\$ -	\$ -	\$ -	\$ 83,000	0%	\$ 83,000
FUND BALANCES (Ending):						
ASSIGNED FUND BALANCE	\$ -	\$ -	\$ -	\$ 20,000	0%	20,000
TOTAL FUND BALANCE (Ending)	\$ -	\$ -	\$ -	\$ 20,000	0%	\$ 20,000

DETAIL OF REVENUES

		ACTUAL 2018	BUDGET 2019	REVISED 2019	BUDGET 2020	% CHANGE FROM PY	\$ CHANGE FROM PY
OPERATING REVENUES							
55-434-40	MAINTENANCE FEES	\$ -	\$ -	\$ -	\$ 103,000	#DIV/0!	\$ 103,000
55-434-50		-	-	-	-	#DIV/0!	-
55-434-60	ADMINISTRATIVE FEE	-	-	-	-	#DIV/0!	-
OPERATING REVENUES		\$ -	\$ -	\$ -	\$ 103,000	#DIV/0!	\$ 103,000
NON-OPERATING REVENUES							
55-436-50	INTEREST INCOME	\$ -	\$ -	\$ -	\$ -	#DIV/0!	\$ -
55-436-70	MISCELLANEOUS REVENUE	-	-	-	-	0%	-
NON-OPERATING REVENUES		\$ -	\$ -	\$ -	\$ -	#DIV/0!	\$ -
TRANSFERS							
55-437-30	TRANSFER FROM GENERAL FUND	\$ -	\$ -	\$ -	\$ -	0%	\$ -
TOTAL TRANSFERS		\$ -	\$ -	\$ -	\$ -	0%	\$ -
TOTAL REVENUES		\$ -	\$ -	\$ -	\$ 103,000	#DIV/0!	\$ 103,000

SUMMARY OF EXPENDITURES

	ACTUAL 2018	BUDGET 2019	REVISED 2019	BUDGET 2020	% CHANGE FROM PY	\$ CHANGE FROM PY
PERSONNEL SERVICES	\$ -	\$ -	\$ -	\$ -	#DIV/0!	\$ -
SUPPLIES	-	-	-	-	#DIV/0!	-
CHARGES FOR SERVICES	-	-	-	83,000	#DIV/0!	83,000
CAPITAL EXPENDITURES	-	-	-	-	#DIV/0!	-
TRANSFERS TO OTHER FUNDS	-	-	-	-	#DIV/0!	-
TOTAL EXPENDITURES	\$ -	\$ -	\$ -	\$ 83,000	#DIV/0!	\$ 83,000

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BROADBAND FUND SUMMARY

	ACTUAL 2018	BUDGET 2019	REVISED 2019	BUDGET 2020	% CHANGE FROM PY	\$ CHANGE FROM PY
FUND BALANCES (Beginning):						
ASSIGNED FUND BALANCE	\$ -	\$ -	\$ -	\$ -	0%	\$ -
TOTAL FUND BALANCES (Beginning)	\$ -	\$ -	\$ -	\$ -	0%	\$ -
REVENUE						
Operating Revenues	\$ -	\$ -	\$ -	\$ -	0%	\$ -
Non-Operating Revenues	-	-	-	-	0%	-
Transfers-In	-	-	-	50,000	0%	50,000
TOTAL REVENUE	\$ -	\$ -	\$ -	\$ 50,000	0%	\$ 50,000
TOTAL SOURCES	\$ -	\$ -	\$ -	\$ 50,000	0%	\$ 50,000
EXPENDITURES						
Operating Expenditures	\$ -	\$ -	\$ -	\$ 50,000	0%	\$ 50,000
Capital Expenditures	-	-	-	-	0%	-
Transfers-Out	-	-	-	-	0%	-
TOTAL EXPENDITURES	\$ -	\$ -	\$ -	\$ 50,000	0%	\$ 50,000
FUND BALANCES (Ending):						
ASSIGNED FUND BALANCE	\$ -	\$ -	\$ -	\$ -	0%	-
TOTAL FUND BALANCE (Ending)	\$ -	\$ -	\$ -	\$ -	0%	\$ -

DETAIL OF REVENUES

		ACTUAL 2018	BUDGET 2019	REVISED 2019	BUDGET 2020	% CHANGE FROM PY	\$ CHANGE FROM PY
OPERATING REVENUES							
56-434-40	MAINTENANCE FEES	\$ -	\$ -	\$ -	\$ -	#DIV/0!	\$ -
56-434-50		-	-	-	-	#DIV/0!	-
56-434-60	ADMINISTRATIVE FEE	-	-	-	-	#DIV/0!	-
OPERATING REVENUES		\$ -	\$ -	\$ -	\$ -	#DIV/0!	\$ -
NON-OPERATING REVENUES							
56-436-50	INTEREST INCOME	\$ -	\$ -	\$ -	\$ -	#DIV/0!	\$ -
56-436-70	MISCELLANEOUS REVENUE	-	-	-	-	0%	-
NON-OPERATING REVENUES		\$ -	\$ -	\$ -	\$ -	#DIV/0!	\$ -
TRANSFERS							
56-437-30	TRANSFER FROM GENERAL FUND	\$ -	\$ -	\$ -	\$ -	0%	\$ -
TOTAL TRANSFERS		\$ -	\$ -	\$ -	\$ -	0%	\$ -
TOTAL REVENUES		\$ -	\$ -	\$ -	\$ -	#DIV/0!	\$ -

SUMMARY OF EXPENDITURES

	ACTUAL 2018	BUDGET 2019	REVISED 2019	BUDGET 2020	% CHANGE FROM PY	\$ CHANGE FROM PY
PERSONNEL SERVICES	\$ -	\$ -	\$ -	\$ -	#DIV/0!	\$ -
SUPPLIES	-	-	-	-	#DIV/0!	-
CHARGES FOR SERVICES	-	-	-	50,000	#DIV/0!	50,000
CAPITAL EXPENDITURES	-	-	-	-	#DIV/0!	-
TRANSFERS TO OTHER FUNDS	-	-	-	-	#DIV/0!	-
TOTAL EXPENDITURES	\$ -	\$ -	\$ -	\$ 50,000	#DIV/0!	\$ 50,000

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CAPITAL IMPROVEMENTS FUND SUMMARY

	ACTUAL 2018	BUDGET 2019	REVISED 2019	BUDGET 2020	% CHANGE FROM PY	\$ CHANGE FROM PY
FUND BALANCES (Beginning):						
RESTRICTED FOR:						
COMMUNITY ENHANCEMENT	\$ 123,587	\$ 169,637	\$ 169,863	\$ 216,363	27%	\$ 46,500
TRANSPORTATION EXPENDITURES	1,675,081	1,708,081	1,710,263	1,742,263	2%	32,000
TABOR RESERVE	16,000	15,485	-	-	0%	-
ASSIGNED FOR:						
GRAND AVENUE	-	200,000	200,000	350,000	75%	150,000
OTHER CAPITAL PROJECTS	2,649,739	2,526,105	2,633,461	2,556,387	-3%	(77,074)
TOTAL FUND BALANCES (Beginning)	\$ 4,464,407	\$ 4,619,307	\$ 4,713,587	\$4,865,013	3%	\$ 151,426
REVENUE						
31-430-45 Capital Improvement Interest	\$ 48,723	\$ 60,000	\$ 60,000	\$ 60,000	0%	\$ -
31-430-46 Community Enhancement Interest	3,221	2,000	2,000	2,000	0%	-
31-430-47 Devolution & Transportation Interest	35,182	32,000	32,000	32,000	0%	-
31-430-50 Community Enhancement ¹	45,547	44,500	44,500	44,500	0%	-
31-430-84 Public Safety Impact Fees	-	-	-	668,000	0%	668,000
31-430-85 Street Impact Fees	41,177	40,000	40,000	1,316,465	3191%	1,276,465
31-430-86 Use Tax	353,198	250,000	338,000	250,000	-26%	(88,000)
31-437-10 Transfer from General Fund	200,000	350,000	350,000	730,000	109%	380,000
TOTAL REVENUE	\$ 727,049	\$ 778,500	\$ 866,500	\$3,102,965	258%	#####
TOTAL SOURCES	\$ 5,191,456	\$ 5,397,807	\$ 5,580,087	\$7,967,978	43%	#####
EXPENDITURES						
Capital Expenditures	\$ 477,869	\$ 641,929	\$ 715,074	\$ 593,284	-17%	\$ (121,790)
Transfers to Other Funds	-	-	-	50,000	0%	50,000
TOTAL EXPENDITURES	\$ 477,869	\$ 641,929	\$ 715,074	\$ 643,284	-10%	\$ (71,790)
FUND BALANCES (Ending):						
RESTRICTED FOR:						
COMMUNITY ENHANCEMENT	\$ 169,863	\$ 216,137	\$ 216,363	\$ 262,863	21%	\$ 46,500
TRANSPORTATION EXPENDITURES	1,710,263	1,740,081	1,742,263	1,774,263	2%	32,000
TABOR RESERVE	-	19,258	-	19,299	0%	19,299
ASSIGNED FOR: CAPITAL PROJECTS:						
GRAND AVENUE	200,000	200,000	350,000	2,230,000	537%	1,880,000
OTHER CAPITAL PROJECTS	2,633,461	2,580,403	2,556,387	3,038,269	19%	481,882
TOTAL FUND BALANCES (Ending):	\$ 4,713,587	\$ 4,755,878	\$ 4,865,013	\$7,324,694	51%	#####

¹ Per Holy Cross 2010 Franchise agreement

DETAIL CAPITAL EXPENDITURES

		ACTUAL 2018	BUDGET 2019	REVISED 2019	BUDGET 2020	% CHANGE FROM PY	\$ CHANGE FROM PY
BLDGS, PARKS & OPEN SPACE							
31-51-724	Pool and Ice Capital Improvements Funding	\$ 50,000	\$ 50,000	\$ 40,000	\$ 40,000	0%	\$ -
31-51-730	Town Hall Improvements	-	-	-	38,125	0%	38,125
31-51-765	Eagle Valley Trail Funding	200,000	-	-	-	#DIV/0!	-
31-51-745	Town Parks Improvements	44,808	23,876	23,876	-	-100%	(23,876)
31-51-750	Town Shop Improvements	34,769	25,000	-	25,000	#DIV/0!	25,000
31-51-752	Public Art	-	-	-	50,000		
	TOTAL BLDGS, PARKS & OPEN SPACE	\$ 329,578	\$ 98,876	\$ 63,876	\$ 153,125	140%	\$ 89,249
STREETS & RIGHTS-OF-WAY							
31-52-712	R-O-W Improvements	\$ 2,945	\$ -	\$ -	\$ -	#DIV/0!	\$ -
31-52-716	CBD Parking/Streetscape Improvements	1,118	-	-	-	#DIV/0!	-
31-52-724	Storm Drain Improvements	-	32,700	32,700	-	-100%	(32,700)
31-52-719	Monument Reader Board	9,304	-	-	-	#DIV/0!	-
31-52-737	Traffic Control Improvements	14,639	42,000	42,000	-	-100%	(42,000)
	TOTAL STREETS & RIGHTS-OF-WAY	\$ 28,005	\$ 74,700	\$ 74,700	\$ -	-100%	\$ (74,700)
EQUIPMENT							
31-54-728	Snow Removal Equipment	\$ -	\$ 225,000	\$ 225,000	\$ -	-100%	\$ (225,000)
31-54-730	Multipurpose Truck	-	-	-	35,000	0%	35,000
31-54-729	Project THOR	-	173,855	282,000	115,000	-0.5921986	(167,000)
31-54-740	4x4 Pickups	31,586	-	-	-	#DIV/0!	-
31-54-765	Trailer	6,055	-	-	-	#DIV/0!	-
31-54-780	Mower	-	-	-	16,000	0%	16,000
31-54-795	Loader	-	-	-	130,000	#DIV/0!	130,000
31-55-715	Police Equipment	33,000	18,998	18,998	24,585	29%	5,587
31-55-724	Patrol Vehicles	49,646	50,500	50,500	119,574	137%	69,074
	TOTAL EQUIPMENT	\$ 120,287	\$ 468,353	\$ 576,498	\$ 440,159	-24%	\$ (136,339)
TRANSFERS							
31-51-950	Transfer to Broadband	\$ -	\$ -	\$ -	\$ 50,000	0%	\$ 50,000
	TOTAL TRANSFERS	\$ -	\$ -	\$ -	\$ 50,000	#DIV/0!	\$ 50,000
	TOTAL EXPENDITURES	\$ 477,869	\$ 641,929	\$ 715,074	\$ 643,284	-10%	\$ (71,790)

SALES TAX CAPITAL IMPROVEMENT FUND (EAGLE RIVER PARK FUND) SUMMARY

	ACTUAL 2018	BUDGET 2019	REVISED 2019	BUDGET 2020	% CHANGE FROM PY	% CHANGE FROM PY
FUND BALANCES (Beginning):						
RESTRICTED FOR:						
RESERVE	\$ 161,619	\$ 161,619	\$ 161,619	\$ 161,619	0%	\$ -
CAPITAL IMPROVEMENTS	4,826,182	556,096	611,676	-	-100%	(611,676)
ASSIGNED FOR CAPITAL PROJECTS/DEBT SERVICE	318,742	528,753	545,952	271,342	-50%	(274,609)
TOTAL FUND BALANCES (Beginning)	<u>\$ 5,306,544</u>	<u>\$ 1,246,468</u>	<u>\$ 1,319,246</u>	<u>\$ 432,961</u>	<u>-67%</u>	<u>\$ (886,285)</u>
REVENUE						
61-431-30 Sales Tax	\$ 534,287	\$ 538,349	\$ 574,349	\$ 585,836	2%	\$ 11,487
61-433-10 Grants	-	350,000	350,000	11,000	-97%	(339,000)
61-436-10 Interest - ColoTrust STCIF	14,560	8,000	25,000	8,000	-68%	(17,000)
61-436-20 Interest - UMB Project Fund	62,436	10,000	10,000	10,000	0%	-
61-436-42 Contributions & Donations	95	-	-	-	100%	-
TOTAL REVENUE	<u>\$ 611,378</u>	<u>\$ 906,349</u>	<u>\$ 959,349</u>	<u>\$ 614,836</u>	<u>-36%</u>	<u>\$ (344,513)</u>
TOTAL SOURCES	<u>\$ 5,917,922</u>	<u>\$ 2,152,817</u>	<u>\$ 2,278,595</u>	<u>\$ 1,047,797</u>	<u>-54%</u>	<u>\$ (1,230,798)</u>
EXPENDITURES						
CHARGES FOR SERVICES						
61-50-372 Meeting Expense	\$ 471	\$ 2,000	\$ 2,000	\$ -	-100%	\$ (2,000)
61-50-347 Professional Services	17,362	11,536	11,536	13,536	17%	2,000
61-50-351 Legal	-	2,000	2,000	1,000	-50%	(1,000)
TOTAL CHARGES FOR SERVICES	<u>\$ 17,833</u>	<u>\$ 15,536</u>	<u>\$ 15,536</u>	<u>\$ 14,536</u>	<u>-6%</u>	<u>\$ (1,000)</u>
CAPITAL OUTLAY						
61-50-745 Town Park Improvements	\$ 42,483	\$ -	\$ -	\$ 218,000	0%	\$ 218,000
61-50-750 Design	259,658	15,000	15,000	-	-100%	(15,000)
61-50-760 Construction	3,949,557	1,492,060	1,492,060	-	-100%	(1,492,060)
61-50-715 Acquisitions	7,508	-	-	-	0%	-
TOTAL CAPITAL OUTLAY	<u>\$ 4,259,205</u>	<u>\$ 1,507,060</u>	<u>\$ 1,507,060</u>	<u>\$ 218,000</u>	<u>-86%</u>	<u>\$ (1,289,060)</u>
DEBT SERVICE						
61-50-815 Debt Service	\$ 90,000	\$ 95,000	\$ 95,000	\$ 95,000	0%	\$ -
61-50-816 Debt Service Interest	231,138	227,538	227,538	223,738	-2%	(3,800)
61-50-820 Agent Fees	500	500	500	500	0%	-
TOTAL DEBT SERVICE	<u>\$ 321,638</u>	<u>\$ 323,038</u>	<u>\$ 323,038</u>	<u>\$ 319,238</u>	<u>-1%</u>	<u>\$ (3,800)</u>
TOTAL EXPENDITURES	<u>\$ 4,598,676</u>	<u>\$ 1,845,634</u>	<u>\$ 1,845,634</u>	<u>\$ 551,774</u>	<u>-70%</u>	<u>\$ (1,293,860)</u>
FUND BALANCES (Ending):						
RESTRICTED FOR:						
RESERVE	\$ 161,619	\$ 161,619	\$ 161,619	\$ 161,619	0%	\$ -
CAPITAL IMPROVEMENTS	611,676	-	-	-	0%	-
ASSIGNED FOR CAPITAL PROJECTS/DEBT SERVICE	545,952	145,564	271,342	334,404	23%	63,062
TOTAL FUND BALANCES (Ending):	<u>\$ 1,319,246</u>	<u>\$ 307,183</u>	<u>\$ 432,961</u>	<u>\$ 496,023</u>	<u>15%</u>	<u>\$ 63,062</u>

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CONSERVATION TRUST FUND SUMMARY

	ACTUAL 2018	BUDGET 2019	REVISED 2019	BUDGET 2020	% CHANGE FROM PY	\$ CHANGE FROM PY
FUND BALANCES (Beginning):						
RESTRICTED FUND BALANCE	\$ 98,138	\$ 58,428	\$ 59,679	\$ 69,664	17%	\$ 9,985
TOTAL FUND BALANCES (Beginning)	<u>\$ 98,138</u>	<u>\$ 58,428</u>	<u>\$ 59,679</u>	<u>\$ 69,664</u>	<u>17%</u>	<u>\$ 9,985</u>
REVENUES						
71-430-10 Lottery Proceeds	\$ 34,163	\$ 33,785	\$ 33,785	\$ 33,785	0%	\$ -
71-430-20 Interest on Investments	2,378	1,200	1,200	1,200	0%	-
TOTAL REVENUES	<u>\$ 36,541</u>	<u>\$ 34,985</u>	<u>\$ 34,985</u>	<u>\$ 34,985</u>	<u>0%</u>	<u>\$ -</u>
TOTAL SOURCES	<u>\$ 134,679</u>	<u>\$ 93,413</u>	<u>\$ 94,664</u>	<u>\$ 104,649</u>	<u>11%</u>	<u>\$ -</u>
EXPENDITURES						
71-50-347 Professional Services	\$ -	\$ -	\$ -	\$ 15,000	-100%	\$ 15,000
71-50-746 Camping	-	-	-	20,000	100%	20,000
71-50-750 Park Improvements	75,000	25,000	25,000	-	-100%	(25,000)
TOTAL EXPENDITURES	<u>\$ 75,000</u>	<u>\$ 25,000</u>	<u>\$ 25,000</u>	<u>\$ 35,000</u>	<u>40%</u>	<u>\$ 10,000</u>
FUND BALANCES (Ending):						
RESTRICTED FUND BALANCE	\$ 59,679	\$ 68,413	\$ 69,664	\$ 69,649	0%	\$ (15)
TOTAL FUND BALANCE (Ending)	<u>\$ 59,679</u>	<u>\$ 68,413</u>	<u>\$ 69,664</u>	<u>\$ 69,649</u>	<u>0%</u>	<u>\$ (15)</u>

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OPEN SPACE PRESERVATION FUND SUMMARY

		ACTUAL 2018	BUDGET 2019	REVISED 2019	BUDGET 2020	% CHANGE FROM PY	\$ CHANGE FROM PY
FUND BALANCES (Beginning):							
COMMITTED FUND BALANCE		\$ 210,762	\$ 212,734	\$ 263,867	\$ 276,844	5%	\$ 12,977
TOTAL FUND BALANCES (Beginning)		\$ 210,762	\$ 212,734	\$ 263,867	\$ 276,844	5%	\$ 12,977
REVENUES							
81-430-10	Lodging Tax	\$ 149,612	\$ 143,820	\$ 143,820	\$ 143,820	0%	\$ -
81-430-15	Penalty & Interest	812	-	-	-		-
81-430-20	Interest on Investments	8,693	3,000	3,000	3,000	0%	-
81-433-00	Other Grants	8,585	-	-	-	0%	-
81-436-70	Miscellaneous	500	-	-	-	0%	-
81-437-10	Transfer from General Fund	8,000	-	-	-		-
TOTAL REVENUES		\$ 176,203	\$ 146,820	\$ 146,820	\$ 146,820	0%	\$ -
TOTAL SOURCES		\$ 386,965	\$ 359,554	\$ 410,687	\$ 423,664	3%	\$ 12,977
EXPENDITURES							
Operating Expenses		\$ 103,256	\$ 160,456	\$ 133,843	\$ 155,527	16%	\$ 21,684
Capital Expenditures		19,842	50,000	-	50,000		50,000
TOTAL EXPENDITURES		\$ 123,098	\$ 210,456	\$ 133,843	\$ 205,527	54%	\$ 71,684
FUND BALANCES (Ending):							-
COMMITTED FUND BALANCE		\$ 263,867	\$ 149,098	\$ 276,844	\$ 218,137	-21%	\$ (58,707)
TOTAL FUND BALANCE (Ending)		\$ 263,867	\$ 149,098	\$ 276,844	\$ 218,137	-21%	\$ (58,707)

FUND: OPEN SPACE

SUMMARY OF EXPENDITURES

	ACTUAL 2018	BUDGET 2019	REVISED 2019	BUDGET 2020	% CHANGE FROM PY	\$ CHANGE FROM PY
PERSONNEL	\$ 52,895	\$ 74,672	\$ 74,672	\$ 76,463	2%	\$ 1,791
MATERIALS & SUPPLIES	7,286	22,924	20,211	17,850	-12%	(2,361)
CHARGES FOR SERVICES	34,192	58,000	34,100	46,506	36%	12,406
DISCRETIONARY FUNDING	5,000	-	-	10,000		10,000
FIXED CHARGES	3,883	4,860	4,860	4,708	-3%	(152)
CAPITAL EXPENDITURES	19,842	50,000	-	50,000		50,000
TOTAL EXPENDITURES	\$ 123,098	\$ 210,456	\$ 133,843	\$ 205,527	54%	\$ 71,684

ABOUT THE TOWN OF EAGLE

The Community - Located on the western slope of the Rockies, halfway between Denver and Grand Junction, the Town of Eagle (pop. Approximately 6,600) 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. The Town has a sustained commitment to facilitate and provide quality of life improvements for its residents. 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 recreational community and is a great place to live, work, or 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 topnotch 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 to a high of 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. The Town is a council-manager form of government led by a 7-member board of trustees elected for four-year terms. The trustees appoint the Town Manager, Town Attorney, and Municipal Court Judge. The Town has a staff of approximately 40 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, trustees, and employees of the Town 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 (the Plan) has been prepared for the citizens of Eagle by the employees of the Town in collaboration with the Board of Trustees. 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, Trustees, and the community regarding the direction of the Town and specific objectives
- Identifies 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 Trustees, 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 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 objectives 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 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 Trustees make final policy or investment decisions. Outreach efforts on the River Park project, and upcoming outreach on the new water treatment plant are examples. The Town will provide ample opportunities for citizens to be engaged in the dialogue as specific issues are addressed.

ELEMENTS OF THE STRATEGIC PLAN

Foundation – The Town's Mission and Behavioral Values establish a foundation for meeting the needs of the community, and defining how the employees of the Town will conduct business.

Business Values – The Town's Business Values describe specific commitments to protect the interests of the residents and businesses in Eagle, for example reliable and cost-effective services, economic development, sound financial management, and transparency. These values provide the framework for identifying more explicit standards and for engaging with the community on important issues.

Standards - To provide consistent value to the community, and to be transparent in its decision making and communications, it is essential that the Town develop and comply with standards. A standard is simply a rule, a level of quality, or an achievement that is considered acceptable or desirable. The Town's standards drive its activities, decisions, and proposed investments, whether they are internal policies or regulations. They also provide a mechanism for having a more meaningful dialogue with the community and empowering the Town's staff to enhance quality of life in Eagle.

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's Trustees, employees, community leaders, and the residents of Eagle. These collaborations will likely result in one or more policy decisions by the Trustees to address the stated problem or opportunity.

FOUNDATION

MISSION

Maintain and enhance quality of life for everyone in our community

VISION

The Town of Eagle is a vibrant community that respects and includes all residents, neighbors and visitors.

STAFF BEHAVIORAL 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, actions, 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

BUSINESS VALUES

Business Values describe the Town's commitments to advance the interests of Eagle's residents and businesses. The Town's Business Values establish a framework for developing more detailed standards, assessing risks, identifying issues, and evaluating and implementing solutions. These Business Values 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:



The following narrative provides more information on the Town's Business Values and articulates some of the Town's specific standards.

Sound Planning: The foundation for providing reliable services and quality of life is planning. The Town's planning process is based on having a long-term view, identifying key standards, taking advantage of significant opportunities and mitigating risks. Specifically, The Town focuses on adequate resources, reliable infrastructure, compliance with regulations, and a local economy that supports high quality of life for Eagle residents. Infrastructure planning must ensure that the Town's roads, parks, water system, and wastewater facilities are proactively maintained and when necessary modernized. Economic planning must adhere to specific standards that enhance and maintain quality of life for everyone in the community. Finally, planning is about creating a better future, which often requires a willingness to change. The Town is working to create a culture of continuous improvement where change is not only viewed as the norm, but essential for providing exceptional value to the community.

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. Securing community support for adequate funding requires that Town's leadership and staff are trusted, that standards driving investment are clear, and that investment proposals are compelling. These investments must strike a balance between creating value for the community and the cost burden placed on residents and businesses. For these reasons, the Town pursues public participation in the decision-making process, which includes building strong relationships with elected officials, community leaders, and the public.

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. The Town is committed to delivering potable water service that is highly reliable, high quality, meets all regulatory standards, and is responsive to customer-reported problems. 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. This means going the extra mile to make sure that customers know where to find requested information, and ensuring that employees have the knowledge to resolve a customer's problem. Finally, Eagle is a small town, so residents should receive consistent service with a personal touch, ideally where people come to trust individual Town employees to address their needs.

Protecting Public Health, Safety, and the Environment: Whether it is providing reliable water and sewer services that protect people and the environment, or providing highly responsive police service, the Town is committed to protecting the well-being of its people and the community. This means supporting dynamic and diverse neighborhoods, maintaining a strong framework for business opportunities, being good stewards of the environment and addressing the problem of greenhouse gasses. These values drive a comprehensive land-use and development code that guides smart and safe development.

Sound 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. These resources, which come from the Town's ongoing revenue sources, include local and county sales taxes, property taxes, utility franchise taxes, lodging and occupation taxes, water service bills, new customer water tap fees, and fees for licensing, permitting, planning, and zoning. 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. These financial practices and reserves are necessary for earning favorable credit ratings for bond funds, which gives the Town access to low-cost financing for infrastructure improvements. Combined with aggressively pursuing grant funding and improving efficiency, the Town's financial practices help keep fees for service low while allowing for investments in services, human resources, and infrastructure.

Economic Development: Eagle's economy is the engine for quality of life. Simply stated, Eagle is a place to live, work, raise a family, and retire. It is a place that attracts outdoor adventurers and tourists, allows businesses to grow, and offers travelers a friendly place to stop and purchase goods and services. 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. These assets are strong in comparison to many other communities, which gives Eagle a leg-up in determining its future. The economic impacts of visitors and economic development efforts by the Town, should align with the Town's vision and produce benefits for the residents in terms of amenities, special events, activities, jobs, wages, infrastructure, and revenue for the Town. In short, economic development activities and growth should align with the Town's mission of enhancing quality of life for everyone in the community. Development activities must also consider the desire to maintain an authentic small-town feel, where people know their community leaders and government officials, and it's easy to get around Eagle, whether you are walking, biking, or driving.

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. Eagle's population is not homogeneous, rather an eclectic combination of people and communities, whether these communities are based on location, age, income, or spoken language. Therefore, the staff and Trustees need to listen and understand community needs from a variety of perspectives. People from different communities need to feel they are being heard and feel connected to both the Town and people from other communities within Eagle. This involves embracing our common bond of being residents of Eagle while also valuing our differences. This

transparent approach facilitates long-term and mutually beneficial relationships, ultimately leading to better policy decisions and levels of service that meet the needs of the community.

PURSUING OPPORTUNITIES AND MITIGATING RISKS

The Town of Eagle engages in planning, makes capital investments, and provides essential services designed to sustain a vibrant economy and high quality of life. Consequently, the Town must not only take advantage of opportunities, but analyze and mitigate significant risks, whether these risks relate to the economy, the reliability of essential services, the natural environment, public health, or public-safety. Properly addressing these risks, and pursuing opportunities to improve the community, requires that the Town maintain a robust planning process and recommend prudent policies and investments. The following Major Objectives address these opportunities and risks and are aligned with the Town's Business Values and key standards. They provide the basis for further collaboration and ultimately policy decisions by the Town's Trustees.

MAJOR OBJECTIVES

Using Major Objectives to Describe the Future – 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
- Making sure that the Town remains compliant with agreed-upon standards
- 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.

LIST OF MAJOR OBJECTIVES

The following Major Objectives describe the issues, discussions, and decisions likely to come before Eagle's Trustees within a 5-year planning horizon. As stated above, they do not represent final decisions by the staff or Trustees, rather they provide enough detail for the Town's staff to continue clarifying the issues, collaborating with experts, and leading a community dialogue. Each Major Objective lists key Business Values and standards, and is designed to align with the Town's mission statement, which is to *maintain and enhance 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. In summary, Eagle is a great place to live, work, raise a family, retire, and a great place to visit. The following Major Objectives address these fundamental realities in an integrated manner.

1. Develop a Long-Term Vision for Eagle
2. Enhance the Financial Health of the Town
3. Build Lower Basin Water Treatment Plant, Enhance Water Management
4. Develop River Park Project, Maximize Economic Benefits
5. Stimulate Economic Vitality, Development
6. Invest in Public Safety to Respond to Evolving Community Needs
7. Implement Priority Infrastructure Improvements
8. Improve Housing Availability and Affordability
9. Continue Investing in Outdoor Activities, Recreation, and Open Space
10. Address Essential Planning and Land-Use Challenges
11. Enhance the Town's Communications, Build Eagle's Brand
12. Initiate and Maintain a Community Building Effort
13. Improve Town Organization, Culture, and Workforce Effectiveness

14. Consider Implementing Home Rule

Major Objective No. 1: Develop a Long-Term Vision for Eagle

<i>Applicable Business Values</i>	• Mission – Maintain and Enhance Quality of Life for Everyone in Our Community • All Business Values
<i>Most Relevant Standards</i>	• A great place to live, work, raise a family, and retire • An economy that provides opportunities for a diverse population of all ages • Transportation system that facilitates pedestrian, bicycle and vehicular movements throughout the Town, making it easy to get around Eagle at any time of the day • Total population that supports a sustainable economy, is consistent with Eagle’s geography, and maintains a small-town feel • High quality infrastructure that encourages beneficial growth and development • Events and amenities that attract visitors and enhance quality of life for Eagle’s residents
<i>Background</i>	Eagle is a community with 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. These assets are strong in comparison to many other communities, which means that the Town has a clear advantage in determining future quality of life.
<i>Challenge/ Opportunity</i>	Even though Eagle’s assets are strong, the Town needs to have a vision for the future and a plan for realizing this future. This vision, or vivid description of the future, is the basis for sound planning, policy decisions, and investments. More specifically, it will inform the process of working through and making final policy decisions related to the Major Objectives in this Strategic Plan.
<i>Solution</i>	Continue to collaborate with staff, Trustees, and the community to develop and maintain a vivid description of Eagle 15 years from now that addresses the following key issues: • Population and demographics – Approximately 10,000 people 15 years from now • Community culture – How we treat each other and work together to build our future • Economic vitality, community amenities, and availability of jobs • Quality of infrastructure, especially water, wastewater, and transportation • Look and feel of the Town, and ease of transportation • Housing availability and affordability • Quality of the Town’s services, support, and communications • Community Engagement - Relationship between the Town and the various communities in Eagle
<i>Timing</i>	The Strategic Planning process will result in a draft vision statement. Elements of this vision should be shared and discussed during the ongoing dialogue with the community on the objectives in the Strategic Plan, with more formal reviews and updates occurring every two years.

Major Objective No. 2: Enhance the Financial Health of the Town

<i>Applicable Business Values</i>	• Sound Planning and Appropriate Investment • Reliable and Cost-Effective Services • Sound Finances and Increasing Efficiency
<i>Most Relevant Standards</i>	• Revenues that fully fund operations costs, reserve funding, and needed capital investments • Investments that create compelling value for residents and businesses • Finances that are resilient to economic downturns • Strong credit ratings for bond funds, facilitating low financing costs • 20% reserve for general fund and adequate reserves for enterprise funds • Accurate and timely financial/budget reports • Documented financial standards, policies, and procedures
<i>Background</i>	The ability to provide high levels of service and invest appropriately in future quality of life hinges on the staff and Trustees being stewards of the Town's financial resources. These resources, which come from the Town's ongoing revenue sources, include local and county sales taxes, water service bills, new customer water tap fees, and fees for licensing, permitting, planning, and zoning.
<i>Challenge/Opportunity</i>	The challenge for the Town is to ensure that its financial management is sound and that current revenues reflect 100% of the revenue entitled to the Town under current regulations and policies. This should include developing strategies to increase revenue that are not burdensome to residents and taxpayers. These revenues can in turn be used to create compelling value for the community.
<i>Solution</i>	• Benchmark current revenue given the Town's size and economy • Update out-of-date fees and revenue sources • Raise water-service Tap Fees to reflect the cost of replacing shared system infrastructure • Assess current lodging revenues and determine lost revenue opportunities • Develop a stronger relationship with Eagle's state sales tax representative to more proactively address issues with reporting and revenues • Develop ROI/revenue reports that analyze the benefits of economic development initiatives • Provide quarterly financial/budget reports to the Trustees and monthly reports to managers • Continue to perform and enhance training for financial staff and department managers • Review, enhance, and document financial standards, policies, and procedures • Develop a grant-funding strategy and aggressively pursuing grant funding in conjunction with Eagle's infrastructure needs and economic development plans
<i>Timing</i>	Lost opportunities mean lost revenue that can never be recovered. Addressing revenue issues should be a high priority. • Review, enhance, and document financial standards by October 1, 2017 • Complete assessment items noted above and define specific corrective actions, including implementation milestones, by December 1, 2017

Major Objective No 3: Build Lower Basin Water Treatment Plant, Enhance Water Management

<i>Applicable Business Values</i>	• Sound Planning and Appropriate Investment • Reliable and Cost-Effective Services • Protect Public Health, Safety, and the Environment
<i>Most Relevant Standards</i>	• Provide reliable water supply and water service, and safe, high-quality water • Provide adequate public facilities to support beneficial growth • Infrastructure that attracts desired economic development
<i>Background</i>	The Town receives its water from the upper Brush Creek water plant. Peak usage occurs in the summer months when outdoor watering greatly increases potable water demand. This outdoor water use has a large positive visual impact on both residential and commercial neighborhoods, which is especially important given the increase in our summertime events and activities in Eagle.
<i>Challenge/Opportunity</i>	The Town faces the following challenges related to its water supply: • The Town's water supply is limited by Brush Creek water rights and the peak capacity of the current water plant (which purifies the water to meet drinking water standards) • Peak demands in the summer are approaching the maximum capacity of the plant, even with 90% of customers complying with odd-even day watering restrictions • Given that Eagle has only one water treatment plant, there is no water-supply redundancy or treatment plant redundancy, which increases water supply and service reliability risks • Brush Creek could be compromised due to a wildfire contaminating the water, mudslides that could block the Creeks' flow, or other events in the watershed that could impact water quality or flows • Brush Creek flows could be severely curtailed by low snowpack during any given year and in general due to climate change. Eagle has no significant water storage to buffer yearly snowpack variations • Growth of Eagle cannot be supported by the current water plant without imposing significant additional water restrictions and growth control. • The Town needs to review water-system management practices, including current levels of water-use efficiency and opportunities to increase efficiency (conservation) • Current Tap Fees (new connection fees) are too low, and don't cover a new customer's fair share of the Town's wholesale water infrastructure costs, and reservation of treatment plant capacity • Current water bills are not easy to read and billing system needs improvement
<i>Solution</i>	Build the Lower Basin Water Treatment Plant which provides the following benefits: • Allows the Town to utilize new legal and physical water rights on the Eagle River, plus provides emergency access to flow in the Eagle River • Provides water supply redundancy, and water-supply capacity to support beneficial growth • Increases water supply and water service reliability – Significantly reduces water-supply risks • Allows the Town to increase flows in Brush Creek, providing environmental benefits Address other water system issues, including the following: • Review water management practices against industry best practices, and recommended changes • Upgrade billing system, enhance water bills, and implement automated meters if indicated
<i>Timing</i>	• Both construction and financing costs are projected to increase if the water-plant project is delayed. • Complete all water system planning and outreach tasks by December 2017 • Complete new Lower Basin Water Treatment Plant by June 2020

Major Objective No. 4: Develop River Park Project, Maximize Economic Benefits

<i>Applicable Business Values</i>	• Sound Planning and Appropriate Investment • Economic Development • Protect Public Health and the Environment
<i>Most Relevant Standards</i>	• Economic development that benefits all of Eagle's communities • Enhance the look, feel, and experience of Eagle • Maximize the economic benefits of investments in infrastructure, amenities, and events • Design and construct the River Park to support world-class competitive whitewater events
<i>Background</i>	The Eagle River Park plan envisions a new amenity both in and along the river. The Park will be located immediately east of the Eagle County Fairgrounds. The plan includes river features to attract boaters, kayakers, and tubers, and a riverfront park that includes a gathering area, access to the water, trails, and a river-front beach area. The project incorporates the latest thinking in whitewater park design. Phase 1 includes in-stream and riverbank improvements, riverside park development, and trail connections. The Park will create a visual draw for people driving by on I-70, attract major competitive whitewater events, and provide a recreational amenity for residents of Eagle and surrounding communities.
<i>Challenge/Opportunity</i>	The primary challenge is for the Town to ensure that the River Park project stays on schedule and within budget. Beyond initial construction issues, it is important that plans for economic development associated with the Eagle River Park are defined and being pursued. Eagle should get the most out of its investment in the project in terms of benefits for residents, businesses, and revenue for the Town.
<i>Solution</i>	• Complete project on schedule and within budget • Collaborate with whitewater experts to ensure that the Park has the features, seating, and amenities to support major whitewater competitions • Create a specific economic development plan associated with the River Park. Include both entrepreneurial and retail business elements, and recruiting process for competitive events • Coordinate economic planning with the Eagle River Corridor Plan
<i>Timing</i>	• Complete River Park economic development plan by the summer of 2018 • Complete River Park Construction by Fall 2018.

Major Objective No. 5: Stimulate Economic Vitality, Development

<i>Applicable Business Values</i>	• Sound Planning and Appropriate Investment • Economic Development • Sound Finances and Increasing Efficiency
<i>Most Relevant Standards</i>	• Economic development plans align with Eagle’s vision for the future • Economic development that benefits all of Eagle’s communities • Enhance the look, feel, and experience of Eagle • Transportation system that facilitates pedestrian, bicycle, and vehicular movements throughout the Town, making it easy to get around Eagle at any time of the day • Small town feel, and a great place to raise a family • High-quality events that are aligned with Eagle’s values and infrastructure capabilities
<i>Background</i>	Eagle’s economy is the engine for quality of life. The economic impacts of visitors, and economic development efforts by the Town, should produce benefits for the residents of Eagle in terms of amenities, jobs, wages, infrastructure, and revenue for the Town.
<i>Challenge/ Opportunity</i>	To date, Eagle has not developed a clearly defined plan to stimulate economic development that is aligned with the Town’s assets, brand, and the values of the community. This increases the risk that the community is missing opportunities to enhance the experience of visiting and being a resident of Eagle, or allowing development to occur that does not enhance quality of life or degrades the local environment.
<i>Solution</i>	Initiate an ongoing process that addresses economic vitality and development. This process will include ongoing collaboration between the Town’s staff and Trustees, seeking advice from the Chamber of Commerce and other experts, and facilitating a meaningful dialogue with the community on specific activities and plans. This Major Objective will entertain a variety of opportunities that are expressed in the following goals or tasks. • Seek advice from the Economic Developers Council of Colorado • Take better advantage of the I-70 traffic corridor from an economic and Town revenue perspective ○ Establish Eagle as “The place to stop” west of Vail Pass ○ Encourage visitors to go Downtown and further south (Eagle Ranch) ○ Improve way-finding signage and advertising • Continue to advance Eagle as a government, business, and recreational hub for the region, including providing affordable lodging • Evaluate and enhance marketing for special events and Eagle as a destination, and continue to strive to attract better brands to support events • Analyze threats to current assets, events, and economic development plans, and the various ramifications of economic development and growth • Maximize/optimize economic activity and revenues from current events and visitors, especially associated with the new River Park • Coordinate economic planning with the Eagle River Corridor Plan • Identify and recruit businesses that fulfill regional needs and are consistent with Eagle’s brand, visitors, and lifestyle – Find out which businesses are interested in Eagle • Develop clear plan for enhancing the Downtown experience for residents, and therefore visitors • Ensure that infrastructure, parking, and housing plans support planned economic development • Develop a mechanism for reporting on progress and engaging in periodic community outreach
<i>Timing</i>	Develop a more detailed list of economic development activities and milestones by December 31, 2017.

Major Objective No. 6: Invest in Public Safety to Respond to Evolving Community Needs

<i>Applicable Business Values</i>	• Sound Planning and Appropriate Investment
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Major Objective No. 6: Invest in Public Safety to Respond to Evolving Community Needs

	• Public Safety • Transparency and Community Engagement
<i>Most Relevant Standards</i>	• Fully fund the costs of police services • Valuing human life, and recognizing that police powers come from the people • Fair, ethical, and honest execution of our duties • Being sensitive to diversity, providing equal protection under the law • Creating partnerships in the community to enhance cooperation and increase safety • Being a part of the community and further community policing perspectives • Continuous improvement in safety, services, and police behaviors • Physical and moral courage • Ensure that the Department complies with all Colorado Post standards
<i>Background</i>	Eagle is an appealing Town with an eclectic combination of neighborhoods, offering a unique quality of life for residents and visitors. The Eagle Police Department strives to protect this lifestyle by maintaining high standards for public safety and community involvement. Lower crime rates correlate with members of the community working in close partnership with the Police Department, including reporting suspicious activities, aiding in crime prevention, and supporting community networking and education programs. This focus on community involvement is a critical element of Eagle's police and public-safety strategy.
<i>Challenge/ Opportunity</i>	The public image of law enforcement is as diverse and complex as the communities it serves. Due to the impact and visibility of police activities, it is a highly-scrutinized profession, placing tough demands on both officers and leadership. This is the context in which the Town addresses important public-safety issues, for example in recruiting and retaining qualified officers, investing in training and new equipment, advocating for new positions and resources, and ultimately meeting the evolving needs of Eagle.
<i>Solution</i>	Eagle's police force must respond to the public-safety needs of the community as it continues to grow and evolve. This will include taking the following actions. • Focus on retention of qualified staff by instituting competitive pay and benefits, and investing in housing options and transitional housing • Invest in new positions to increase safety and efficiency • Expand current space, or combine fire and police services in a new building • Continue enhancing community networking through modern strategies of patrol, community meetings, and technology • Increase focus on youth programs with special attention on safety, technologies, and social issues such as marijuana use • Continue to research and implement innovative solutions to improve efficiency, service, safety, and community relations • Remain committed to a Town Police Department with a Chief of Police
<i>Timing</i>	• Align the timing of specific initiatives with Eagle's evolving needs and growth

Major Objective No. 7: Implement Priority Infrastructure Improvements

<i>Applicable Business Values</i>	• Sound Planning and Appropriate Investment • Economic Development • Reliable and Cost-Effective Services • Protect Public Health, Safety, and the Environment
<i>Most Relevant Standards</i>	• Infrastructure investments that support approved economic development plans • Transportation system that facilitates pedestrian, bicycle, and vehicular movements throughout the Town, making it easy to get around Eagle at any time of the day • Provide ample parking, especially for businesses and specific events venues • Proactive maintenance and modernization of critical infrastructure • Balance infrastructure investment needs with the cost burden placed on residents and tax payers
<i>Background</i>	The Town's infrastructure is the foundation for high quality of life and a strong economy. Businesses considering a move to Eagle will be looking at the quality of the infrastructure, its capacity to support a reasonable amount of growth, and the Town's plans for enhancing the infrastructure.
<i>Challenge/ Opportunity</i>	The challenge is to Implement priority infrastructure improvements without creating an undue burden on residents and tax payers
<i>Solution</i>	• Develop a Capital Improvement Plan with appropriate cycles • Build new Lower Basin Water Treatment Plant, as outlined in Major Objective #3 • Implement the Grand Avenue (Highway 6) Corridor Plan • Appropriately implement other infrastructure priorities including a broadband system, Capitol Street improvements, and the Brush Creek Road Extension • Plan and implement Infrastructure as needed to support economic development initiatives, and the parking to support current and future special events • Develop resources to aggressively seek grant funding
<i>Timing</i>	• Timing of infrastructure improvements should be aligned with economic development plans and the most pressing infrastructure needs • Develop Capital Improvement Plan by December 2018

Major Objective No. 8: Improve Housing Availability and Affordability

<i>Applicable Business Values</i>	• Sound Planning and Appropriate Investment • Economic Development • Protect the Environment
<i>Most Relevant Standards</i>	• Zoning and housing plans that align with Eagle’s vision and economic development plans • Housing that supports a diverse population, including all ages, ethnicities and income groups • Housing that provides a wide range of housing types in walkable neighborhoods
<i>Background</i>	The availability and affordability of housing is a central issue in determining the character of a community, including who can afford to live in the community, and quality of life and its authenticity. It directly contributes to the success and sustainability of businesses in Eagle, and effects the ability of government to attract high-quality employees. Finally, cost of housing determines whether the local economy provides the resources for people to live comfortably.
<i>Challenge/ Opportunity</i>	The cost of housing in Colorado is 56% higher than the national average, and Eagle is no exception when it comes to high housing costs. The following housing challenges apply to Eagle: • Given Eagle’s size and location, construction costs for new dwellings is high, and it is difficult for developers to profit from more affordable housing. • The high cost of housing and low availability of housing means that it is difficult for businesses and the government to recruit employees. • Housing costs and availability will represent a significant concern for business or entrepreneurs who might consider locating in Eagle. • It is difficult for people who have grown up in Eagle to remain in Eagle. • Given Eagle’s assets and location, a certain number of people will want to live in Eagle even if the housing is expensive. Allowing growth to be dictated by people who already have the resources to move to Eagle without needing to be employed by a local business will naturally shift the population toward people who work from home, or older retired people. • Eagle will likely reach build-out in the next 15 years, at which point the options available to change the housing mix will be severely limited.
<i>Solution</i>	• Become an active participant in the county-wide conversation about housing, and work actively with Eagle County on efforts to provide affordable housing • Assess current housing prices and availability, its impacts on the community, and future trends if there is no intervention • Develop a specific vision for future housing that is aligned with Eagle’s vision, desired population mix in 15 years, and economic development plans • Explore zoning and other methods to create a more balanced and affordable housing mix that supports young people and young families • Coordinate Efforts with Eagle River Corridor Plan
<i>Timing</i>	• Complete vision or plan for Eagle’s housing mix at build-out by December 31, 2018

Major Objective No. 9: Continue Investing in Outdoor Activities, Recreation, and Open Space

<i>Applicable Business Values</i>	• Sound Planning and Appropriate Investment • Economic Development • Protect Public Health and the Environment
<i>Most Relevant Standards</i>	• Appropriately invest in open space and recreation opportunities • Actively manage the Town's open space lands using sound land stewardship practices • Provide for outdoor recreation while preserving and enhancing native flora and fauna populations • Market and promote the town to target audiences, promoting the Town as a summer destination • Preserve and enhance access to Town, State, BLM, and Forest Service public lands • Enhance the look, feel, and experience of Eagle and its environment • Design and develop parks and open space for uses that serve the people in Eagle • Provide lodging which fit people's budget and preferences, including hotels and camping. • Grow the open space and recreation business over time, increasing staffing and responsibilities • Increase usability of recreation and open space for all of Eagle residents.
<i>Background</i>	The Town of Eagle has found its place in the tourism driven economy of the Greater Eagle River Valley as a destination for biking, hunting, fishing and other recreational activities. These activities support the Town's mission to enhance the quality of life for everyone in our community, as well as promoting the town and its businesses to tourism. Resources have been allocated to support and enhance Eagle's recreational offerings. However, plans need to continually evolve in response to changing uses, new opportunities, and environmental concerns.
<i>Challenge/ Opportunity</i>	Not all residents use the town's recreational spaces, or participate in outdoor activities on a regular basis. However, the availability of these amenities arguably contributes to the quality of life for all residents. Unfortunately, return-on-investment for open spaces and amenities is not always easy to quantify, so the Town needs to carefully assess the benefits of proposed projects and investments. Since the costs for developed amenities has exceeded revenue in recent years, the Town should seek new funding sources.
<i>Solution</i>	• Develop/update an open space plan that addresses the open space standards noted above • Actively apply for Great Outdoors Colorado (GOCO) and other open space related grants • Assess current lodging revenues and determine if there are lost revenue opportunities • Educate citizens and school children about the open space recreation opportunities that exist in their backyard through increased public outreach • Further coordinate outdoor recreation, tourism, and events marketing to increase visitation
<i>Timing</i>	• Update open space plan by December 31, 2017 • Apply for two outdoor recreation and natural resources management grants (at a minimum) by March 31, 2018. • Complete lodging revenue assessment by December 1, 2017. • Develop open space focused citizen outreach plan by January 31, 2018.

Major Objective No. 10: Address Essential Planning and Land-Use Challenges

<i>Applicable Business Values</i>	• Sound Planning and Appropriate Investment • Economic Development • Protect Public Health, Safety, and the Environment
<i>Most Relevant Standards</i>	• Support a small-town look and feel for Eagle • Maintain standards that support new development while managing risks to the Town • Maintain land-use codes that are current with new development, engineering, regulatory, and technology standards • Transportation system that facilitates pedestrian, bicycle, and vehicular movements throughout the Town, making it easy to get around Eagle at any time of the day • Park and open space system that provides for recreational needs and protects sensitive landscapes • Meeting key water quality, habit improvement, and wildlife standards • Housing that provides a wide range of housing types in walkable neighborhoods
<i>Background</i>	Planning is an essential component of managing any city, town, or community. The challenge is to determine the appropriate level of planning given the community's economy and government resources. Poor planning, or the lack of planning, can lead to negative outcomes in terms of inadequate infrastructure, degraded public services, or negative impacts on the environment.
<i>Challenge/Opportunity</i>	Planning can be a messy process, and the most creative plans often come from a willingness to be flexible in the face of unique or difficult challenges. The Town needs to strike a balance between the need for comprehensive planning, meeting key planning standards, and addressing specific initiatives, opportunities and problems.
<i>Solution</i>	• Analyze land-use regulations as compared with the Comprehensive Community Plan • Complete a major overhaul of the land-use and development codes • Continue working the Eagle River Corridor Plan • Review current zoning to make sure that it's consistent with Eagle's vision and economic development plans • Highlight key planning standards in planning documents and investment proposals • Prioritize planning needs as they relate to the specific opportunities associated with the Major Objectives in this Strategic Plan • Continue to support specific initiatives and opportunities by developing sub-area plans • Assess and address the human resources to maintain needed planning activities
<i>Timing</i>	• Identify, document, and share key planning standards by December 1, 2017 • Continue to develop sub-area plans consistent with needed timing of specific initiatives • Assess needed human resources for planning and make recommendations by Jan 2018 • Complete overhaul of the land-use codes by December 2019

Major Objective No. 11: Enhance the Town’s Communications, Build Eagle’s Brand

<i>Applicable Business Values</i>	• Sound Planning and Appropriate Investment • Economic Development • Transparency and Community Engagement
<i>Most Relevant Standards</i>	• Be proactive in communications, getting ahead of important community issues • Engage in an ongoing dialogue with the community about strategies, plans, and pending decisions • Provide information that is brief, relevant, and emphasizes the Town’s Business Values • Emphasize motivations and relevant standards in communications and investment proposals • Build strong ongoing relationships with community leaders (influencers) • Provide ample access for the public to provide input on major strategies and policy decisions
<i>Background</i>	The essential competencies for any municipality are to provide essential services and to ensure that the community is investing appropriately in future quality of life for its residents. Appropriate investment requires that the staff of the municipality is trusted and is leading a meaningful dialogue with the community on important issues and policy decisions.
<i>Challenge/ Opportunity</i>	Historically, the Town of Eagle has had limited resources for systematically engaging with the community. However, as Eagle approaches its critical mass of population and build-out over the next 15 years, it will be important to ensure that policy decisions and investments are aligned with community desires and that key economic development initiatives are supported with effective communications.
<i>Solution</i>	• Clarify and adopt key standards for both internal communications and community outreach • Assess the quality of the Town’s customer service, and develop clear standards of service • Conduct community outreach on the new Lower Basin Water Treatment Plant, using the Town Strategic Plan as the context • Develop a written communication vehicle specifically designed to build stronger relationships with community leaders and influencers, for example “Eagle Today.” • Ensure that the staff’s work on the Major Objectives in this Strategic Plan includes outreach and collaboration with the community prior to final policy decisions by the Trustees • Improve tactical communications, specifically developing a professional response to questions from the community on current or more controversial issues • Ensure that communications demonstrate the Town’s commitment to fulfill the promises embodied in the Town’s Mission Statement and Business Values. • Clarify the brand of Eagle to the outside world, and align marketing communications with this brand and high-priority economic development initiatives • Strengthen the Town’s outreach function, including the hiring of a dedicated outreach professional
<i>Timing</i>	Near-term communication priorities include outreach on the new Lower Basin Water Treatment Plant, the River Park project, and building stronger relationships with community leaders. More detailed milestones for enhancing communications will be developed December 31, 2017

Major Objective No. 12: Initiate and Maintain a Community Building Effort

<i>Applicable Business Values</i>	• Sound Planning and Appropriate Investment • Protect Public Health, Safety, and the Environment • Transparency and Community Engagement
<i>Most Relevant Standards</i>	• Understand the needs of people in all of Eagle's communities • Enhance the connection that people have with the community and the Town's staff and Trustees • Embrace the differences between the various communities and people who live in Eagle
<i>Background</i>	The essential competencies for any municipality are to provide essential services and to ensure that the community is investing appropriately in future quality of life for its residents. Appropriate investment requires that the staff of the Town is trusted, is listening to its residents, and is leading a meaningful dialogue with the community on important issues and policy decisions.
<i>Challenge/ Opportunity</i>	A specific challenge related to supporting the community is for the Town's staff and Trustees to recognize that Eagle's population is not homogeneous, rather an eclectic combination of people and communities. The staff and Trustees need to listen and understand community needs from a variety of sources. People from different communities need to feel they are being heard by the Town, and feel connected to people from different communities. This involves accepting our common bond as residents of Eagle while also embracing our differences.
<i>Solution</i>	• Implement an ongoing community building effort that brings people together from different communities in Eagle to discuss their needs and aspirations for Eagle • Assess and address the need to provide more information in Spanish • Address specific areas of concern, including feelings that Eagle's neighborhoods and communities are disconnected and isolated • Use this Strategic Plan and the Major Objectives in this plan to facilitate discussions about the future of Eagle, making this part of the community-building process • Enlist Eagle's Police Department to be part of the community building process, and to better understand the needs of people in various communities • Document inputs from people in the various communities to develop a stronger understanding of their values, concerns, and, specific needs • Integrate public feedback into the ongoing process of planning and policy decisions • Conduct periodic Community Survey
<i>Timing</i>	The process of community building can be integrated with all outreach efforts, so it begins with the outreach on the new water plant, and continues with the ongoing outreach on key objectives of the Strategic Plan.

Major Objective No. 13: Improve Town Organization, Culture, and Workforce Effectiveness

<i>Applicable Business Values</i>	• Sound Planning and Appropriate Investment • Sound Finances and Increasing Efficiency • Reliable and Cost-Effective Services
<i>Most Relevant Standards</i>	• Highly effective workforce - Be an Employer of Choice • Adequate human resources to support the Town's operations and Major Objectives • Maintain positive employee/employer relations • Offer competitive compensation and benefits • Provide for professional development and growth • Encourage collaboration in a collegial and welcoming environment
<i>Background</i>	The Town is a relatively small organization with employees taking on multiple responsibilities. This means that the staff needs to be highly competent, empowered, motivated, and collaborative. To meet its objectives and realize its vision, the Town needs to hire, train, and maintain a highly productive workforce.
<i>Challenge/Opportunity</i>	The Town needs better information and better plans related to optimizing its workforce, specifically with respect to the following issues: job functions/descriptions, organizational culture, optimum staffing, appropriate training, and internal communications. All these issues affect employee performance.
<i>Solution</i>	Enhance the Town's workforce and organizational effectiveness by taking the following actions: • Identify and elevate standards to enhance organizational culture, morale, and performance • Establish and implement clear standards for external customer service, internal customer service, and communication between employees • Empower selected members of the staff to take ownership of the Strategic Plan Major Objectives, and make all employees aware of their role in supporting strategic-planning efforts • Assess current employee tasks, productivity, goals, and priorities • Evaluate salary and benefits, and make needed adjustments • Strengthen the human resources function and information, including pay grades, job descriptions, employee manual, training, and professional development • Develop three-year staffing plan that addresses current shortages and key competencies • Develop a compensation and benefits strategy that attracts and retains high-quality employees • Align benefits and working conditions to be attractive to younger employees • Define and adhere to procedures for addressing under-performing employees • Integrate Strategic Plan Behavioral Values into the employee review process
<i>Timing</i>	• Identify customer service and other key standards by November 1, 2017 • Provide a detailed workforce plan that includes key milestones by January 15, 2018 • Complete the major elements of the workforce plan by July 1, 2019

Major Objective No. 14: Encourage Implementing Home Rule

<i>Applicable Business Values</i>	• Sound Planning and Appropriate Investment • Economic Development • Transparency and Community Engagement
<i>Most Relevant Standards</i>	• All Business Values
<i>Background</i>	Of the nation's 50 states, Colorado is one of 30 recognized as a Home Rule State, having amended its constitution to grant municipalities the ability to exercise local control of their individual governments. Home rule allows for greater flexibility in municipal government, including local elections, organizational structure, and municipal courts.
<i>Challenge/Opportunity</i>	Adopting Home Rule is an involved process and requires an initiative from its citizens. This process should not be initiated unless there is a compelling argument for making this change.
<i>Solution</i>	The Town's staff and Trustees will commence an education effort and process for receiving community input, making it clear that the Town is open to Home Rule. If citizens believe Home Rule will be beneficial to Eagle, the Town will hold a Home Rule process election.
<i>Timing</i>	• Complete Home Rule Education by December 31, 2020 • Hold Home Rule process election by April 20, 2021 (if applicable) • Prepare Home Rule Charter and hold an election

CONCLUDING REMARKS

The execution of this plan will begin by assigning each of the Major Objectives to a Trustee or staff champion. The champion is not responsible for finding all the answers or performing all the work. But they are responsible for facilitating ongoing collaboration and decision making. This should include internal collaboration with the staff and Trustees, soliciting advice from experts, and ensuring that the appropriate public outreach is completed before the Trustees make final policy decisions. 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 Trustees, 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, Trustees, community leaders, and members of the public who choose to provide input. If at any time the Town's staff or Trustees 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 recreation of the plan, but an update that reflects progress, new insights, and feedback received during outreach efforts.



2020 Pay Plan
Effective: January 1, 2020

Pay Grade	Position Title	FLSA Status	Min	Mid	Max	Pay Type
1			\$13.0000	\$17.2800	\$20.5200	Hourly
			\$1,040.00	\$1,382.40	\$1,641.60	Bi-Weekly
			\$27,040.00	\$35,942.40	\$42,681.60	*If Annualized
	Maintenance Worker (Seasonal)	Non-Exempt				
	Info Center Host or Stocker (Part Time)	Non-Exempt				
2	Intern I (New Position 2019-Career X)	Non-Exempt				
	Open Space Trail Technician (Seasonal)	Non-Exempt				
			\$18.5865	\$22.3038	\$26.0211	Hourly
			\$1,486.92	\$1,784.30	\$2,081.69	Bi-Weekly
			\$38,659.92	\$46,391.90	\$54,123.89	*If Annualized
3	Special Events Coord. - Seasonal (proposed 2021)	Non-Exempt				
	Town Mgr. Assistant - Intern	Non-Exempt				
	Administrative Technician I, Utility Billing Technician I	Non-Exempt				
	Info Center Manager (Part Time)	Non-Exempt				
	Maintenance Technician I	Non-Exempt				
4	Municipal Court Clerk (Part Time)	Non-Exempt				
	Plant Maintenance Operator D & Trainee	Non-Exempt				
			\$21.4300	\$25.7160	\$30.0020	Hourly
			\$1,714.40	\$2,057.28	\$2,400.16	Bi-Weekly
			\$44,574.40	\$53,489.28	\$62,404.16	*If Annualized
5	Administrative Technician II (new tier)	Non-Exempt				
	Code Enforcement Officer (proposed 2020)	Non-Exempt				
	Planning Technician	Non-Exempt				
	Plant Maintenance Operator - C License	Non-Exempt				
	Maintenance Technician II	Non-Exempt				
6	Mechanic I	Non-Exempt				
	Police Trainee/Cadet	Non-Exempt				
	Utility Billing & Accounting Specialist	Non-Exempt				
			\$24.7063	\$30.8829	\$37.0594	Hourly
			\$1,976.50	\$2,470.63	\$2,964.75	Bi-Weekly
7			\$51,389.10	\$64,236.43	\$77,083.55	*If Annualized
	Building & Grounds Supervisor (previous Grade 3)	Non-Exempt				
	IT Technician I (possible future IT Staff)	Non-Exempt				
	Maintenance Technician III (New Grade 2019)	Non-Exempt				
	Mechanic II	Non-Exempt				
8	Plant Maintenance Operator B (2019, prev. Gd. 3)	Non-Exempt				
	Records-Evidence Supervisor & Exec. Asst (PD)	Non-Exempt				
	Public Works Inspector	Non-Exempt				
			\$25.7780	\$32.2224	\$38.6668	Hourly
			\$2,062.24	\$2,577.79	\$3,093.34	Bi-Weekly
9			\$53,618.24	\$67,022.59	\$80,426.94	*If Annualized
	Building Inspector I	Non-Exempt				
	IT Technician II (possible future IT Staff)	Non-Exempt				
	Special Events Manager (new title prev. Mktg & Events Mgr)	Exempt				
	Maintenance Technician IV-Sr. or Crew Leader	Non-Exempt				
10	Plant Maintenance Operator - A License	Non-Exempt				
	Planner I	Exempt				
	Police Detective	Non-Exempt				
	Police Officer I, II (new tiers)	Non-Exempt				
	Police School Resource Officer	Non-Exempt				
11	Public Works Supervisor	Non-Exempt				
			Range Minimum	Range Midpoint	Range Maximum	Pay Type
			\$28.2963	\$35.3704	\$42.4445	Hourly
			\$2,263.70	\$2,829.63	\$3,395.56	Bi-Weekly
			\$58,856.30	\$73,570.43	\$88,284.56	*If Annualized
12	Lead Plant Operator	Non-Exempt				
	Civil Engineer I (possible future design engineer)	Exempt				
	IT Technician III (possible future IT Staff)	Exempt				
	Planner II	Exempt				

EXEMPT Positions are compensated on a bi-weekly basis. NON-EXEMPT are compensated at an Hourly rate. Annualized amounts are rounded, and are shown only to approximate what an employee working in a "full-time" status during a 12-month period might earn.



2020 Pay Plan
Effective January 1, 2020

Pay Grade	Position Title	FLSA Status	Min	Mid	Max	Pay Type
7			\$30,520.8	\$38,151.0	\$45,781.2	Hourly
			\$2,441.66	\$3,052.08	\$3,662.50	Bi-Weekly
			\$63,483.26	\$79,354.08	\$95,224.90	*If Annualized
	Building Inspector II	Non-Exempt				
	Civil Engineer II - PW, Utility Manager	Exempt				
	Human Resources Manager	Exempt				
	Senior Accountant	Exempt				
	Planner III (new tier for 2020)	Exempt				
	Police Sergeant	Non-Exempt				
8	Public Works Superintendent/Operations Manager	Non-Exempt				
	Town Clerk, Court Supervisor	Exempt				
			\$36,923.8	\$46,154.8	\$55,385.7	Hourly
			\$2,953.90	\$3,692.38	\$4,430.86	Bi-Weekly
			\$76,801.50	\$96,001.98	\$115,202.26	*If Annualized
	Building Official	Non-Exempt				
	Executive Advisor	Non-Exempt				
	Information Technology Manager (new for 2020)	Exempt				
	Open Space Coordinator (Part Time)	Non-Exempt				
9	Police Lieutenant	Non-Exempt				
	Senior Engineer	Exempt				
			\$39,394.9	\$49,243.6	\$59,092.4	Hourly
			\$3,151.59	\$3,939.49	\$4,727.39	Bi-Weekly
			\$81,941.39	\$102,426.69	\$122,912.19	*If Annualized
	Town Engineer	Exempt				
	Town Planner-Community Development Director	Exempt				
			\$44,553.5	\$55,691.9	\$66,830.3	Hourly
			\$3,564.28	\$4,455.35	\$5,346.42	Bi-Weekly
10			\$92,671.28	\$115,839.15	\$139,007.02	*If Annualized
	Public Works Advisor - Part Time	Non-Exempt				
	Police Chief	Exempt				
	Public Works Director	Exempt				
	Treasurer-Finance Director	Exempt				
			Range Minimum	Range Midpoint	Range Maximum	Pay Type
			\$58,049.0	\$72,561.3	\$87,073.5	Hourly
			\$4,643.92	\$5,804.90	\$6,965.88	Bi-Weekly
			\$120,741.92	\$150,927.50	\$181,112.88	*if Annualized
11	Town Manager	Exempt				

EXEMPT Positions are compensated on a biweekly basis. NON-EXEMPT are compensated at an Hourly rate. Annualized amounts are rounded, and are shown only to approximate what an employee working in a "full-time" status during a 12-month period might earn.



2020 Pay Plan Implementation Guide

Effective 01/01/2020*

*First full pay period for 2020, paid 1/17/2020

The following is a guide regarding how the 2020 Pay Plan will be implemented:

1. The Town will establish a 4% merit pool
2. Upon rehire, seasonal employees are eligible for a 2% - 4% merit increase based on performance
3. Supervisors must complete a performance evaluation for each employee; information regarding the performance evaluation process was provided in late 2019
4. Employees who receive a less than satisfactory evaluation will not be eligible for a merit increase
5. Employees who receive a satisfactory/meets expectations evaluation will be eligible to receive a 2.0 – 2.9% merit increase
6. Employees who receive an effective/outstanding/above expectations evaluation will be eligible to receive a 3.0 – 4.0% merit increase
7. Employees who have been employed by the Town for less than 12 months as of 01/2020 will be eligible to receive a pro-rated merit increase based on the months of employment
8. All merit increases are based on job performance and must be explained and justified in a written performance evaluation; all performance evaluations must be reviewed and approved by the Manager of Human Resources



2020 Town Holidays Observed

Date	Holiday
Wednesday, January 1	New Year's Day
Monday, January 20	Martin Luther King Day
Monday, February 17	President's Day
Monday, May 25	Memorial Day
Friday, July 3	Independence Day
Monday, September 7	Labor Day
Monday, October 12	Indigenous Peoples Day
Wednesday, November 11	Veteran's Day
Thursday, November 26	Thanksgiving Day
Friday, November 27	Day After Thanksgiving
Thursday, December 24	Christmas Eve.
Friday, December 25	Christmas Day
Thursday, December 31	New Year's Eve.
upon supervisory approval	Floating Holiday (birthday or other)



2020 Town Holidays for Sworn Police Officers

Date	Holiday
Wednesday, January 1	New Year's Day
Monday, January 20	Martin Luther King Day
Monday, February 17	President's Day
Monday, May 25	Memorial Day
Saturday, July 4	Independence Day
Monday, September 7	Labor Day
Monday, October 12	Indigenous Peoples Day
Wednesday, November 11	Veteran's Day
Thursday, November 26	Thanksgiving Day
Friday, November 27	Day After Thanksgiving
Thursday, December 24	Christmas Eve.
Friday, December 25	Christmas Day
Thursday, December 31	New Year's Eve.
upon supervisory approval	Floating Holiday (birthday or other)

Total 14 full days

2020



Town of Eagle
Colorado

Adopted Fee Schedule

TOWN OF EAGLE MASTER FEE SCHEDULE FY 2020

[illegible]

TOWN OF EAGLE FEE SCHEDULE

ADMINISTRATIVE FEES

FEE TYPE	FEE TITLE	2019 FEE	2020 FEE - ADOPTED
ADMINISTRATIVE	Copies Black and White – per copy	\$ 0.25	\$ 0.25
ADMINISTRATIVE	Copies Large – per copy	\$ 1.50	\$ 1.50
ADMINISTRATIVE	Copy of Annual Audit	\$ 25.00	\$ 25.00
ADMINISTRATIVE	Copy of Eagle Municipal Code (Paper Copy)	\$ 100.00	\$ 100.00
ADMINISTRATIVE	Notary Services	\$ 5.00	\$ 5.00
ADMINISTRATIVE	Records on CD	\$ 10.00	\$ 10.00
ADMINISTRATIVE	Research/Records Search (per hour, first hour free)	\$ 30.00	\$ 30.00
ADMINISTRATIVE	Colorado Open Record Act Request - Audio/Video	\$ 5.00	\$ 5.00
ADMINISTRATIVE	Colorado Open Record Act Request	\$0.25/page	\$0.25/page
ADMINISTRATIVE	Returned Check Fee	\$ 25.00	\$ 25.00
ADMINISTRATIVE	Verbatim Transcripts – per page, PLUS HOURLY RATE	\$ 15.00	\$ 15.00

TOWN OF EAGLE FEE SCHEDULE

TOWN CLERK FEES			
FEE TYPE	FEE TITLE	2019 FEE	2020 FEE - ADOPTED
BUSINES LICENSE FEE	Business License - Sales Within Public Right of Way	\$ 25.00 - 250.00	\$ 25.00 - 250.00
BUSINES LICENSE FEE	Business License/Business Marketing Fee	\$ 20.00	\$ 20.00
BUSINES LICENSE FEE	Business License/Business Occupation Tax	\$ 55.00	\$ 55.00
BUSINES LICENSE FEE	Business & Tobacco License Late Fee	\$15/month after January 31st max of \$45	\$15/month after January 31st max of \$45
BUSINES LICENSE FEE	Business License Peddler and Solicitors: One Day	\$ 50.00	\$ 50.00
BUSINES LICENSE FEE	Business License Peddler and Solicitors: Two Consecutive Days	\$ 65.00	\$ 65.00
BUSINES LICENSE FEE	Business License Peddler and Solicitors: Three Consecutive Days	\$ 85.00	\$ 85.00
BUSINES LICENSE FEE	Business License Peddler and Solicitors: Seven Consecutive Days	\$ 105.00	\$ 105.00
BUSINES LICENSE FEE	Business License Peddler and Solicitors: Thirty Consecutive Days	\$ 125.00	\$ 125.00
BUSINES LICENSE FEE	Business License Peddler and Solicitors: One Year	\$ 275.00	\$ 275.00
LIQUOR LICENSE FEE	3.2% Beer Off Premises	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue, Liquor Licensing Division.	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue, Liquor Licensing Division.

TOWN CLERK FEES			
FEE TYPE	FEE TITLE	2019 FEE	2020 FEE - ADOPTED
LIQUOR LICENSE FEE	3.2% Beer On Premises	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue, Liquor Licensing Division.	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue, Liquor Licensing Division.
LIQUOR LICENSE FEE	3.2% Beer On/Off Premises	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue, Liquor Licensing Division.	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue, Liquor Licensing Division.
LIQUOR LICENSE FEE	Add Optional Premises to Hotel & Restaurant License	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue, Liquor Licensing Division.	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue, Liquor Licensing Division.
LIQUOR LICENSE FEE	Art	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue, Liquor Licensing Division.	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue, Liquor Licensing Division.

TOWN CLERK FEES			
FEE TYPE	FEE TITLE	2019 FEE	2020 FEE - ADOPTED
LIQUOR LICENSE FEE	Art Gallery Permit	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue, Liquor Licensing Division.	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue, Liquor Licensing Division.
LIQUOR LICENSE FEE	Background Investigation	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue, Liquor Licensing Division.	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue, Liquor Licensing Division.
LIQUOR LICENSE FEE	Bed & Breakfast Permit	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue, Liquor Licensing Division.	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue, Liquor Licensing Division.
LIQUOR LICENSE FEE	Beer & Wine	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue, Liquor Licensing Division.	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue, Liquor Licensing Division.

TOWN OF EAGLE FEE SCHEDULE

TOWN CLERK FEES			
FEE TYPE	FEE TITLE	2019 FEE	2020 FEE - ADOPTED
LIQUOR LICENSE FEE	Brew Pub	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue, Liquor Licensing Division.	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue, Liquor Licensing Division.
LIQUOR LICENSE FEE	Campus Liquor Complex	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue, Liquor Licensing Division.	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue, Liquor Licensing Division.
LIQUOR LICENSE FEE	Change in Financial Interests	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue, Liquor Licensing Division.	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue, Liquor Licensing Division.
LIQUOR LICENSE FEE	Change of Location	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue, Liquor Licensing Division.	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue, Liquor Licensing Division.

TOWN CLERK FEES			
FEE TYPE	FEE TITLE	2019 FEE	2020 FEE - ADOPTED
LIQUOR LICENSE FEE	Change of Trade Name/Corporate Name	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue, Liquor Licensing Division.	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue, Liquor Licensing Division.
LIQUOR LICENSE FEE	Club	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue, Liquor Licensing Division.	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue, Liquor Licensing Division.
LIQUOR LICENSE FEE	Corporate/LLC Change (Per Person)	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue, Liquor Licensing Division.	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue, Liquor Licensing Division.
LIQUOR LICENSE FEE	Distillery Pub	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue, Liquor Licensing Division.	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue, Liquor Licensing Division.

TOWN OF EAGLE FEE SCHEDULE

TOWN CLERK FEES			
FEE TYPE	FEE TITLE	2019 FEE	2020 FEE - ADOPTED
LIQUOR LICENSE FEE	Duplicate License	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue, Liquor Licensing Division.	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue, Liquor Licensing Division.
LIQUOR LICENSE FEE	Each Additional OP License	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue, Liquor Licensing Division.	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue, Liquor Licensing Division.
LIQUOR LICENSE FEE	Hotel & Restaurant	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue, Liquor Licensing Division.	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue, Liquor Licensing Division.
LIQUOR LICENSE FEE	Hotel & Restaurant (with optional premises)	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue, Liquor Licensing Division.	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue, Liquor Licensing Division.

TOWN CLERK FEES			
FEE TYPE	FEE TITLE	2019 FEE	2020 FEE - ADOPTED
LIQUOR LICENSE FEE	Late Renewal	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue, Liquor Licensing Division.	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue, Liquor Licensing Division.
LIQUOR LICENSE FEE	License Application Fee	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue, Liquor Licensing Division.	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue, Liquor Licensing Division.
LIQUOR LICENSE FEE	Licensed Drugstore	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue, Liquor Licensing Division.	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue, Liquor Licensing Division.
LIQUOR LICENSE FEE	Limited Liability Change	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue, Liquor Licensing Division.	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue, Liquor Licensing Division.

TOWN OF EAGLE FEE SCHEDULE

TOWN CLERK FEES			
FEE TYPE	FEE TITLE	2019 FEE	2020 FEE - ADOPTED
LIQUOR LICENSE FEE	Lodging & Entertainment	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue, Liquor Licensing Division.	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue, Liquor Licensing Division.
LIQUOR LICENSE FEE	Manager Registration (Hotel & Restaurant; Tavern; Lodging & Entertainment; Campus Liquor Complex)	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue, Liquor Licensing Division.	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue, Liquor Licensing Division.
LIQUOR LICENSE FEE	Master File Background	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue, Liquor Licensing Division.	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue, Liquor Licensing Division.
LIQUOR LICENSE FEE	Mini Bar Permit with Hotel Restaurant License	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue, Liquor Licensing Division.	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue, Liquor Licensing Division.

TOWN CLERK FEES			
FEE TYPE	FEE TITLE	2019 FEE	2020 FEE - ADOPTED
LIQUOR LICENSE FEE	Modification of Premises	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue, Liquor Licensing Division.	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue, Liquor Licensing Division.
LIQUOR LICENSE FEE	Optional Premises	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue, Liquor Licensing Division.	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue, Liquor Licensing Division.
LIQUOR LICENSE FEE	Retail Gaming Tavern	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue, Liquor Licensing Division.	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue, Liquor Licensing Division.
LIQUOR LICENSE FEE	Retail Liquor Store	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue, Liquor Licensing Division.	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue, Liquor Licensing Division.

TOWN CLERK FEES			
FEE TYPE	FEE TITLE	2019 FEE	2020 FEE - ADOPTED
LIQUOR LICENSE FEE	Special Event Permit Malt, Vinous and Spirituous Liquor	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue, Liquor Licensing Division.	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue, Liquor Licensing Division.
LIQUOR LICENSE FEE	Tasting Permit	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue, Liquor Licensing Division.	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue, Liquor Licensing Division.
LIQUOR LICENSE FEE	Tavern	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue, Liquor Licensing Division.	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue, Liquor Licensing Division.
LIQUOR LICENSE FEE	Temporary License Pending Transfer	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue, Liquor Licensing Division.	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue, Liquor Licensing Division.

TOWN OF EAGLE FEE SCHEDULE

TOWN CLERK FEES			
FEE TYPE	FEE TITLE	2019 FEE	2020 FEE - ADOPTED
LIQUOR LICENSE FEE	Transfer of Ownership	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue, Liquor Licensing Division.	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue, Liquor Licensing Division.
LIQUOR LICENSE FEE	Entertainment District - New Application	\$ -	\$ 300.00
LIQUOR LICENSE FEE	Entertainment District - Annual Renewal	\$ -	\$ 100.00
TOBACCO LICENSE FEE	Retail Tobacco License Fee	\$ -	\$ 250.00
MARIJUANA LICENSE FEE	Marijuana MED Change in Corporate Structure	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue Marijuana Enforcement Division	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue Marijuana Enforcement Division
MARIJUANA LICENSE FEE	Marijuana MED Change in Financial Interests	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue Marijuana Enforcement Division	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue Marijuana Enforcement Division
MARIJUANA LICENSE FEE	Marijuana MED Change of Manager	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue Marijuana Enforcement Division	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue Marijuana Enforcement Division

TOWN CLERK FEES			
FEE TYPE	FEE TITLE	2019 FEE	2020 FEE - ADOPTED
MARIJUANA LICENSE FEE	Marijuana MED Late Renewal Fee	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue Marijuana Enforcement Division	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue Marijuana Enforcement Division
MARIJUANA LICENSE FEE	Marijuana MED License New	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue Marijuana Enforcement Division	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue Marijuana Enforcement Division
MARIJUANA LICENSE FEE	Marijuana MED Modification of Premises	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue Marijuana Enforcement Division	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue Marijuana Enforcement Division
MARIJUANA LICENSE FEE	Marijuana MED Renewal Fee (ANNUAL)	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue Marijuana Enforcement Division	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue Marijuana Enforcement Division

TOWN OF EAGLE FEE SCHEDULE

TOWN CLERK FEES			
FEE TYPE	FEE TITLE	2019 FEE	2020 FEE - ADOPTED
MARIJUANA LICENSE FEE	Marijuana MED Transfer of Location	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue Marijuana Enforcement Division	This fee shall be charged as set forth in the fee schedule currently adopted by the State of Colorado Department of Revenue Marijuana Enforcement Division
MARIJUANA LICENSE FEE	Retail Marijuana Business Operating Fee (ANNUAL)	\$ 1,500.00	\$ 1,500.00
SEXUALLY ORIENTED BUSINESS LICENSE FEE	Sexually Oriented Business License Fee	\$ 100.00	\$ 100.00
SEXUALLY ORIENTED BUSINESS LICENSE FEE	Sexually Oriented Business License Renewal Fee	\$ 100.00	\$ 100.00
SEXUALLY ORIENTED BUSINESS LICENSE FEE	Sexually Oriented Business Manager's Registration Fee	\$ 100.00	\$ 100.00

TOWN OF EAGLE FEE SCHEDULE

FACILITY RENTAL			
FEE TYPE	FEE TITLE	2019 FEE	2020 FEE - ADOPTED
OPENSOURCE FEES	Chambers Park Usage for Rafting Disembarkation by Rafting Operators (per paid customer)	\$ 1	\$ 1
FACILITY DEPOSIT	Pavilion Deposit Fees	\$ 750	\$ 750
FACILITY DEPOSIT	Studio Deposit Fees	\$ 375	\$ 375
FACILITY DEPOSIT	Centennial Stage-Key Deposit	\$ 100	\$ 100
PAVILION FEES	Pavilion Friday-Sunday: Eagle Resident	\$ 500	\$ 600
PAVILION FEES	Pavilion Friday-Sunday: Non-Resident	\$ 800	\$ 900
PAVILION FEES	Pavilion Friday-Sunday: Non-Profit	\$200 - \$400	\$ 400
PAVILION FEES	Pavilion Monday-Thursday: Eagle Resident	\$ 250	\$ 300
PAVILION FEES	Pavilion Monday-Thursday: Non-Resident	\$ 350	\$ 400
PAVILION FEES	Pavilion Monday-Thursday: Non-Profit	\$100 - \$200	\$ 200
STUDIO FEES	Studio Friday-Sunday: Eagle Resident	\$ 200	\$ 250
STUDIO FEES	Studio Friday-Sunday: Non Resident	\$ 300	\$ 350
STUDIO FEES	Studio Friday-Sunday: Non-Profit	\$100 - \$200	\$ 200
STUDIO FEES	Studio Monday-Thursday: Eagle Resident	\$ 80	\$ 100
STUDIO FEES	Studio Monday-Thursday: Non-Resident	\$ 120	\$ 150
STUDIO FEES	Studio Monday-Thursday: Non-Profit	\$50 - \$100	\$ 100
FACILITY RENTAL FEES	Cancellation fee (less than thirty (30) days prior to the event	Town will retain the full deposit fee	Town will retain the full deposit fee
FACILITY RENTAL FEES	Cancellation fee (more than thirty (30) days prior to the event	\$ -	\$ 100
FACILITY RENTAL FEES	Pavilion/Studio-Late Check-In Fee	\$ 125	\$ 125
FACILITY RENTAL FEES	Pavilion/Studio-Late Key Return	\$ 30/Day	\$ 30/Day
FACILITY RENTAL FEES	Pavilion/Studio-Lost Key	Cost to re-key	Cost to re-key
FACILITY RENTAL FEES	Pavilion/Studio-Unsecured Facility	\$ 100	\$ 100

TOWN OF EAGLE FEE SCHEDULE

FACILITY RENTAL			
FEE TYPE	FEE TITLE	2019 FEE	2020 FEE - ADOPTED
FACILITY RENTAL FEES	Pavilion/Studio-Unsatisfactory Cleaning Fee	\$ 65 /half hour minimum: half hour	\$ 65 /half hour minimum: half hour Forfeiture of part of the deposit may be assessed if the next lessee is impacted by the condition of the complex and a discount is required for the next lessee
FACILITY RENTAL FEES	Pavilion/Studio-Repair Fee	\$ 65 / half hour plus 1.25 x Cost of parts minimum: half hour	\$ 65 / half hour plus 1.25 x Cost of parts minimum: half hour
FACILITY RENTAL FEES	Pavilion/Studio-Stains on Carpet	\$75 / Stain	\$75 / Stain
FACILITY RENTAL FEES	Pavilion/Studio-Liability Insurance: Low Hazard Events	Unknow at this time; Staff should know by 2nd Meeting in November	Unknow at this time; Staff should know by 2nd Meeting in November
FACILITY RENTAL FEES	Pavilion/Studio-Liability Insurance: Medium Hazard Events	Unknow at this time; Staff should know by 2nd Meeting in November	Unknow at this time; Staff should know by 2nd Meeting in November
TOWN HALL FEES	Town Hall Conference Room	\$ 25	\$ 25
TOWN HALL FEES	Town Hall Council Chambers	\$ 50	\$ 50

TOWN OF EAGLE FEE SCHEDULE

SPECIAL EVENT FEES			
FEE TYPE	FEE TITLE	2019 FEE	2020 FEE - ADOPTED
SPECIAL EVENTS	Clean Up Deposits - For events taking place on town property, a deposit for clean up may be charged. The amount returned will be dependent on the amount of staff time spent cleaning the site after the event.	\$ 250.00	\$ 250.00
SPECIAL EVENTS	Fee for Additional Officers - Fee per hour per officer for additional coverage that may be required when a certain number of attendees are expected at an event.	\$60-\$80/hr/officer	\$60-\$80/hr/officer
SPECIAL EVENTS	Special Event Application Fee - Lower cost application fee for all events. Additional review fee will be charged for events that take significant staff time for review.	\$ 25.00	\$ 25.00
SPECIAL EVENTS	Special Event Application Review Fee - For larger public events that need staff review beyond the collection of event information, a \$100 fee will be assessed.	\$ 100.00	\$ 100.00
SPECIAL EVENTS	This fee may be charged when staff are required to assist with an event outside of normal business hours or outside of the standard job duties of the department.	\$50/hr/employee	\$50/hr/employee
SPECIAL EVENTS	Special Event Temporary Use Permit for Using Town Property	\$ 250.00	\$ 250.00

TOWN OF EAGLE FEE SCHEDULE

BUILDING DEPARTMENT FEES

FEE TYPE	FEE TITLE	2019 FEE	2020 FEE - ADOPTED
BUILDING PERMIT FEES	Building Permit Fee - Total Valuation 1-500	\$ 39.40	\$ 39.40
BUILDING PERMIT FEES	Building Permit Fee - Total Valuation 500.01-2,000	\$39.40 for the first 500 plus \$3.60 for each add 'l 100 or fraction thereof, to and including 2,000	\$39.40 for the first 500 plus \$3.60 for each add 'l 100 or fraction thereof, to and including 2,000
BUILDING PERMIT FEES	Building Permit Fee - Total Valuation 2,000.01-25,000	\$93.40 for the first 2,000 plus \$16.30 for each add 'l 1,000 or fraction thereof, to and including 25,000	\$93.40 for the first 2,000 plus \$16.30 for each add 'l 1,000 or fraction thereof, to and including 25,000
BUILDING PERMIT FEES	Building Permit Fee - Total Valuation 25,000.01-50,000	\$468.30 for the first 25,000 plus \$11.75 for each add 'l 1,000 or fraction thereof, to and including 50,000	\$468.30 for the first 25,000 plus \$11.75 for each add 'l 1,000 or fraction thereof, to and including 50,000
BUILDING PERMIT FEES	Building Permit Fee - Total Valuation 50,000.01-100,000	\$762.05 for the first 50,000 plus \$8.15 for each add 'l 1,000 or fraction thereof, to and including 100,000	\$762.05 for the first 50,000 plus \$8.15 for each add 'l 1,000 or fraction thereof, to and including 100,000
BUILDING PERMIT FEES	Building Permit Fee - Total Valuation 100,000.01-500,000	\$1,169.55 for the first 100,000 plus \$6.55 for each add 'l 1,000 or fraction thereof, to and including 500,000	\$1,169.55 for the first 100,000 plus \$6.55 for each add 'l 1,000 or fraction thereof, to and including 500,000
BUILDING PERMIT FEES	Building Permit Fee - Total Valuation 500,000.01-1,000,000	\$3789.55 for the first 500,000 plus \$5.55 for each add 'l 1,000 or fraction thereof, to and including 1,000,000	\$3789.55 for the first 500,000 plus \$5.55 for each add 'l 1,000 or fraction thereof, to and including 1,000,000
BUILDING PERMIT FEES	Roof Replacement - For single-family structure only	\$ 65.00	\$ 65.00
BUILDING PERMIT FEES	Move or Demolish - Any building or structure	\$ 65.00	\$ 65.00
BUILDING PERMIT FEES	Use Tax	2% of 120% of Total Valuation	2% of 120% of Total Valuation

TOWN OF EAGLE FEE SCHEDULE

BUILDING DEPARTMENT FEES

FEE TYPE	FEE TITLE	2019 FEE	2020 FEE - ADOPTED
BUILDING PERMIT FEES	Building Permit Fee - Performing work without first obtaining a permit	Double the Permit Fee	Double the Permit Fee
BUILDING PERMIT FEES	Building Permit Fee - Total Valuation 1,000,000.01 and up	\$6,564.55 for the first 1,000,000 plus \$4.30 for each add 'l 1,000	\$6,564.55 for the first 1,000,000 plus \$4.30 for each add 'l 1,000
CONTRACTORS REGISTRATION FEES	Building Contractor's Registration	\$ 50.00	\$ 50.00
CONTRACTORS REGISTRATION FEES	Plumbing Contractor's Registration	\$ 50.00	\$ 50.00
CONTRACTORS REGISTRATION FEES	Special Contractor's Registration	\$ 50.00	\$ 50.00
CONTRACTORS REGISTRATION FEES	General Contractor's Registration	\$ 100.00	\$ 100.00
CONTRACTORS REGISTRATION FEES	Electrical Contractor's Registration	\$ -	\$ -
ELECTRICAL PERMIT FEES	Electrical Permit Fee - Residential - Under 1,000 square feet	15% above the fees established by the State Electrical Board	15% above the fees established by the State Electrical Board
ELECTRICAL PERMIT FEES	Electrical Permit Fee - Residential - 1,001-1,500 square feet	15% above the fees established by the State Electrical Board	15% above the fees established by the State Electrical Board
ELECTRICAL PERMIT FEES	Electrical Permit Fee - Residential - 1,501-2,000 square feet	15% above the fees established by the State Electrical Board	15% above the fees established by the State Electrical Board
ELECTRICAL PERMIT FEES	Electrical Permit Fee - Residential - More than 2,000 sf	15% above the fees established by the State Electrical Board	15% above the fees established by the State Electrical Board
ELECTRICAL PERMIT FEES	Electrical Permit Fee – Commercial – Total Valuation 1-2,000	15% above the fees established by the State Electrical Board	15% above the fees established by the State Electrical Board
ELECTRICAL PERMIT FEES	Electrical Permit Fee – Commercial – Total Valuation 2,001 and above	15% above the fees established by the State Electrical Board	15% above the fees established by the State Electrical Board
ELECTRICAL PERMIT FEES	Electrical Permit Fee - Mobile home and travel trailer parks	15% above the fees established by the State Electrical Board	15% above the fees established by the State Electrical Board
ELECTRICAL PERMIT FEES	Electrical Temporary power permits	\$ 57.50	\$ 57.50

TOWN OF EAGLE FEE SCHEDULE

BUILDING DEPARTMENT FEES

FEE TYPE	FEE TITLE	2019 FEE	2020 FEE - ADOPTED
ELEVATOR PERMIT FEES	Elevator (up to 3 stops), Dumbwaiter & Lift Annual Certificate of Inspection	\$ 225.00	\$ 225.00
ELEVATOR PERMIT FEES	Escalator Annual Certificate of Inspection	\$100 / hour	\$100 / hour
ELEVATOR PERMIT FEES	Conveyance Alteration Permit Fees Total Valuation of Alteration 1-10,000	\$ 350.00	\$ 350.00
ELEVATOR PERMIT FEES	Conveyance Alteration Permit Fees Total Valuation of Alteration 10,001-25,000	\$ 500.00	\$ 500.00
ELEVATOR PERMIT FEES	Conveyance Alteration Permit Fees Total Valuation of Alteration 25,000 and up	\$500 for the first 25,000 plus \$20 for each additional 1,000 or fraction thereof	\$500 for the first 25,000 plus \$20 for each additional 1,000 or fraction thereof
ELEVATOR PERMIT FEES	New Passenger or Freight Elevator, Lula, Escalator or Moving Walk Total Valuation 1-50,000	\$ 500.00	\$ 500.00
ELEVATOR PERMIT FEES	New Passenger or Freight Elevator, Lula, Escalator or Moving Walk Total Valuation 50,000 and up	\$500 for first 50,000 plus \$20 for each 1,000 or fraction thereof over 50,000	\$500 for first 50,000 plus \$20 for each 1,000 or fraction thereof over 50,000
ELEVATOR PERMIT FEES	New Lift, Dumbwaiter or Private Residence Elevator Total Valuation 1-20,000	\$ 350.00	\$ 350.00
ELEVATOR PERMIT FEES	New Lift, Dumbwaiter or Private Residence Elevator Total Valuation 20,000 and up	\$350 for first 20,000 plus \$10 for each 1,000 or fraction thereof over 20,000	\$350 for first 20,000 plus \$10 for each 1,000 or fraction thereof over 20,000
ELEVATOR PERMIT FEES	Reinspections	\$150/Hour	\$150/Hour
ELEVATOR PERMIT FEES	Witness Inspection	\$150/Hour	\$150/Hour
ELEVATOR PERMIT FEES	Elevator/Escalator - Inspections outside of normal business hours	\$150/Hour (Minimum 2 Hours)	\$150/Hour (Minimum 2 Hours)
ELEVATOR PERMIT FEES	Elevator/Escalator - Inspections for which no fee is specifically indicated	\$150/Hour (Minimum 1 Hour)	\$150/Hour (Minimum 1 Hour)
ELEVATOR PERMIT FEES	Elevator/Escalator - Additional Plan Review required by Changes, Additions, Revisions	\$150/Hour (Minimum 1 Hour)	\$150/Hour (Minimum 1 Hour)
ELEVATOR PERMIT FEES	Elevator Fire Alarm Permit	\$150/Hour	\$150/Hour

TOWN OF EAGLE FEE SCHEDULE

BUILDING DEPARTMENT FEES

FEE TYPE	FEE TITLE	2019 FEE	2020 FEE - ADOPTED
ELEVATOR PERMIT FEES	Reinspection fees	\$1,000 per unit	\$1,000 per unit
ELEVATOR PERMIT FEES			
GRADING PERMIT FEES	Grading Permit Fee - 50 cubic yards or less	\$ 65.00	\$ 65.00
GRADING PERMIT FEES	Grading Permit Fee - 51-100 cubic yards	\$65 for the first 50 cy plus \$15.00 for each add 'l 10 cy or fraction thereof	\$65 for the first 50 cy plus \$15.00 for each add 'l 10 cy or fraction thereof
GRADING PERMIT FEES	Grading Permit Fee - 101-1,000 cubic yards	\$140 for the first 1,000 cy plus \$10.50 for each add 'l 100 cy or fraction thereof	\$140 for the first 1,000 cy plus \$10.50 for each add 'l 100 cy or fraction thereof
GRADING PERMIT FEES	Grading Permit Fee - 1,001-10,000 cubic yards	\$234.50 for the first 1,000 cy plus \$9.00 for each add 'l 1,000 cy or fraction thereof	\$234.50 for the first 1,000 cy plus \$9.00 for each add 'l 1,000 cy or fraction thereof
GRADING PERMIT FEES	Grading Permit Fee - 10,001-100,000 cubic yards	\$315.50 for the first 10,000 cy plus \$40.50 for each add 'l 10,000 cy or fraction thereof	\$315.50 for the first 10,000 cy plus \$40.50 for each add 'l 10,000 cy or fraction thereof
GRADING PERMIT FEES	Grading Permit Fee - 100,001 cubic yards or more	\$680 for the first 100,000 cy plus \$22.50 for each add 'l 10,000 cy or fraction thereof	\$680 for the first 100,000 cy plus \$22.50 for each add 'l 10,000 cy or fraction thereof
GRADING PERMIT FEES	Grading Plan Review Fee	\$65/Hour (Minimum 2 Hours)	\$65/Hour (Minimum 2 Hours)
INSPECTIONS	Reinspection fees	\$50/Hour (Minimum 1 hour)	\$50/Hour (Minimum 1 hour)
INSPECTIONS	Inspections for which no fee is specifically indicated	\$50/Hour (Minimum 1 hour)	\$50/Hour (Minimum 1 hour)
INSPECTIONS	Inspections outside of normal business hours 8am- 5pm	\$100/Hour (Minimum 2 Hours)	\$100/Hour (Minimum 2 Hours)

TOWN OF EAGLE FEE SCHEDULE

BUILDING DEPARTMENT FEES

FEE TYPE	FEE TITLE	2019 FEE	2020 FEE - ADOPTED
MANUFACTURED/MOBILE HOME PERMIT FEES	Single-wide Mobile Home	\$ 200.00	\$ 200.00
MANUFACTURED/MOBILE HOME PERMIT FEES	Double-wide Mobile Home	\$ 300.00	\$ 300.00
MANUFACTURED/MOBILE HOME PERMIT FEES	Factory Built/Manufactured Home Double Unit	\$ 500.00	\$ 500.00
MANUFACTURED/MOBILE HOME PERMIT FEES	Factory Build/Manufactured Home Triple Unit	\$ 800.00	\$ 800.00
MANUFACTURED/MOBILE HOME PERMIT FEES	Mobile Home/Factory Build/Manufactured Home Certification Tag	\$ 45.00	\$ 45.00
MECHANICAL PERMIT FEES	Mechanical Permit Fee Total Valuation 1-2,000	\$ 65.00	\$ 65.00
MECHANICAL PERMIT FEES	Mechanical Permit Fee Total Valuation 2,001-25,000	\$65 for the first 2,000 plus \$22 for each additional 1,000 of fraction thereof up to 25,000	\$65 for the first 2,000 plus \$22 for each additional 1,000 of fraction thereof up to 25,000
MECHANICAL PERMIT FEES	Mechanical Permit Fee Total Valuation 25,001 or more	\$571 for the first 25,000 plus \$11 for each additional 1,000 or fraction thereof	\$571 for the first 25,000 plus \$11 for each additional 1,000 or fraction thereof
MECHANICAL PERMIT FEES	Replacement of existing boiler or furnace	\$ 65.00	\$ 65.00
PERMIT ISSUE/TRANSFER	Permit issuance or transfer (Issuance fee does not apply for Electrical Permits)	\$ 25.00	\$ 25.00
PERMIT ISSUE/TRANSFER	Replacement Permit Card	\$ 25.00	\$ 25.00
PLAN REVIEW	Repetitive Plan Check Fee - Residential (multi-family)	\$75/Hour (Minimum 4 Hours)	\$75/Hour (Minimum 4 Hours)
PLAN REVIEW	Repetitive Plan Check Fee - Commercial/Industrial/Mixed Use	\$75/Hour (Minimum 5 Hours)	\$75/Hour (Minimum 5 Hours)
PLAN REVIEW	Additional Plan Review required by Changes, Additions, Revisions	\$75/Hour (Minimum 1 Hour)	\$75/Hour (Minimum 1 Hour)
PLAN REVIEW	Plan Check Fee	65% of the amount of the Building Permit Fee	65% of the amount of the Building Permit Fee
PLAN REVIEW	Use of an Outside Consultant for plan check and/or inspection	Actual Costs	Actual Costs

TOWN OF EAGLE FEE SCHEDULE

BUILDING DEPARTMENT FEES

FEE TYPE	FEE TITLE	2019 FEE	2020 FEE - ADOPTED
PLUMBING PERMIT FEES	Plumbing Permit Fee Total Valuation 1-2,000	\$ 65.00	\$ 65.00
PLUMBING PERMIT FEES	Plumbing Permit Fee Total Valuation 2,001-25,000	\$65 for the first 2,000 plus \$22 for each additional 1,000 of fraction thereof up to 25,000	\$65 for the first 2,000 plus \$22 for each additional 1,000 of fraction thereof up to 25,000
PLUMBING PERMIT FEES	Plumbing Permit Fee Total Valuation 25,001 or more	\$571 for the first 25,000 plus \$11 for each additional 1,000 or fraction thereof	\$571 for the first 25,000 plus \$11 for each additional 1,000 or fraction thereof
PLUMBING PERMIT FEES	Replacement of existing hot water heater	\$ 65.00	\$ 65.00
PV SOLAR PERMIT FEES	Residential PV Installation -	\$ 250.00	\$ 250.00
PV SOLAR PERMIT FEES	Commercial PV Installation -	\$ 500.00	\$ 500.00
WATER METER FEES	Water Meter Fees - 1" Service	\$ 990	\$ 990
WATER METER FEES	Water Meter Fees - ¾" Service	\$ 960	\$ 960
WATER METER FEES	Water Meter Fees - Greater than 1" Service	Meter and all items associated with insallation of meters larger than 1" - actual cost x 2	Meter and all items associated with insallation of meters larger than 1" - actual cost x 2
PLANT INVESTMENT FEE-WATER	Water Per Equivalent Residential Unit (EQR) In Town	\$ 9,258	\$ 10,646
PLANT INVESTMENT FEE-WATER	Water Per Equivalent Residential Unit (EQR) Out of Town	\$ 13,886	\$ 15,969
PLANT INVESTMENT FEE-WATER	Deed Restricted Affordable Housing or Local Employee residence, per unit	50% Discount	50% Discount
PLANT INVESTMENT FEE-SEWER	Sewer - Residential - Single Family Residence (1.0 EQR)	\$ 10,000	\$ 10,000

TOWN OF EAGLE FEE SCHEDULE

PLANNING DEPARTMENT FEES

FEE TYPE	FEE TITLE	2019 Fee	2020 FEE - ADOPTED
FIRE IMPACT FEES	Residential - Single Family (per unit)	\$ 2,269.97	\$ 2,269.97
FIRE IMPACT FEES	Residential - Multi family (per unit)	\$ 1,037.23	\$ 1,037.23
FIRE IMPACT FEES	Nonresidential, except temporary & extended stay lodging facilities (per 1,000sqft)	\$ 914.78	\$ 914.78
FIRE IMPACT FEES	Temporary & extended stay lodging facilities (per 1,000sqft)	\$ 914.78	\$ 914.78
PUBLIC SAFETY IMPACT FEE	Impact fee per dwelling unit for residential land use	\$ 1,319.00	\$ 1,319.00
PUBLIC SAFETY IMPACT FEE	Impact fee for commercial land use	\$0.31 / square foot	\$0.31 / square foot
LAND USE APPLICATION FEES	Annexation and Initial Zoning (Non PUD <2 acres)	\$1,500 + \$10,000 Deposit	\$1,500 + \$10,000 Deposit
LAND USE APPLICATION FEES	Annexation and Initial Zoning (Non PUD >2 acres)	\$2,500 + \$15,000 Deposit	\$2,500 + \$15,000 Deposit
LAND USE APPLICATION FEES	Annexation and Initial Zoning (PUD any size)	\$2,500 + \$15,000 Deposit	\$2,500 + \$15,000 Deposit
LAND USE APPLICATION FEES	Rezoning Application Fee	\$600 + \$600 Deposit	\$600 + \$600 Deposit
LAND USE APPLICATION FEES	Amendment to Zone District Regulations	\$900 + \$900 Deposit	\$900 + \$900 Deposit
LAND USE APPLICATION FEES	Zoning Variance	\$ 500.00	\$ 500.00
LAND USE APPLICATION FEES	Community Plan Exception	\$2,000 + \$2,000 Deposit	\$2,000 + \$2,000 Deposit
LAND USE APPLICATION FEES	Small Area Plan Exception/Amendment	\$1,000 + \$1,000 Deposit	\$1,000 + \$1,000 Deposit
LAND USE APPLICATION FEES	PUD Residential Zoning Plan	\$750 plus \$25 per du + \$7,000 Deposit	\$750 plus \$25 per du + \$7,000 Deposit
LAND USE APPLICATION FEES	PUD Residential Development Plan	\$1,000 plus \$25 per du + \$12,000 Deposit	\$1,000 plus \$25 per du + \$12,000 Deposit
LAND USE APPLICATION FEES	PUD Commercial & Industrial Zoning Plan	\$800 + \$5,000 Deposit	\$800 + \$5,000 Deposit
LAND USE APPLICATION FEES	PUD Commercial & Industrial Development Plan	\$1,250 + \$10,000 Deposit	\$1,250 + \$10,000 Deposit
LAND USE APPLICATION FEES	PUD Multiple Use - Zoning Plan	\$1,000 + \$7,000 Deposit	\$1,000 + \$7,000 Deposit
LAND USE APPLICATION FEES	PUD Multiple Use - Development Plan	\$2,000 + \$12,000 Deposit	\$2,000 + \$12,000 Deposit

TOWN OF EAGLE FEE SCHEDULE

PLANNING DEPARTMENT FEES

FEE TYPE	FEE TITLE	2019 Fee	2020 FEE - ADOPTED
LAND USE APPLICATION FEES	PUD Zoning Plan and Development Plan Combination	Listed Fee with 15% discount +\$10,000 Deposit	Listed Fee with 15% discount +\$10,000 Deposit
LAND USE APPLICATION FEES	PUD Minor Amendment	\$500 + \$3,000 Deposit	\$500 + \$3,000 Deposit
LAND USE APPLICATION FEES	PUD Major Amendment	\$1,500 + \$5,000 Deposit	\$1,500 + \$5,000 Deposit
LAND USE APPLICATION FEES	Subdivision - Sketch Plan	\$500 Plus \$25 per Lot + \$3,000 Deposit	\$500 Plus \$25 per Lot + \$3,000 Deposit
LAND USE APPLICATION FEES	Subdivision - Preliminary Plan	\$800 Plus \$25 per Lot + \$5,000 Deposit	\$800 Plus \$25 per Lot + \$5,000 Deposit
LAND USE APPLICATION FEES	Subdivision - Final Plat	\$800 Plus \$25 per Lot + \$7,000 Deposit	\$800 Plus \$25 per Lot + \$7,000 Deposit
LAND USE APPLICATION FEES	Subdivision - Lot Line Adjustment	\$450 + \$600 Deposit	\$450 + \$600 Deposit
LAND USE APPLICATION FEES	Subdivision - Condominium/Townhouse Plat	\$450 + \$2,000 Deposit	\$450 + \$2,000 Deposit
LAND USE APPLICATION FEES	Subdivision – Minor	\$550 + \$600 Deposit	\$550 + \$600 Deposit
LAND USE APPLICATION FEES	Subdivision - Combination Sketch Plan/Prelim Plan	Listed fees with 15% discount + \$5,000 Deposit	Listed fees with 15% discount + \$5,000 Deposit
LAND USE APPLICATION FEES	Subdivision - Combination Prelim/Final Plat	Listed fees with 15% discount + \$10,000 Deposit	Listed fees with 15% discount + \$10,000 Deposit
LAND USE APPLICATION FEES	Special Use Permit	\$600 + \$600 Deposit	\$600 + \$600 Deposit
LAND USE APPLICATION FEES	Special Use Permit – Amendment	\$ 350	\$ 350
LAND USE APPLICATION FEES	Sign Permit	\$ 50	\$ 50
LAND USE APPLICATION FEES	Sign Permit - Comprehensive sign program	\$ 100	\$ 100
LAND USE APPLICATION FEES	Design Variance - non DP or Subdivision	\$ 300	\$ 300
LAND USE APPLICATION FEES	Temporary Use Permit - No Hearing	\$ 250	\$ 250
LAND USE APPLICATION FEES	Temporary Use Permit - Public Hearing	\$ 600	\$ 600
LAND USE APPLICATION FEES	Address Change Fee	\$ 25	\$ 25
LAND USE APPLICATION FEES	Planner - Hourly Rate	\$ 60	\$ 60
LAND USE APPLICATION FEES	Development Permit - Minor non PUD	\$1,000 + \$1,200 Deposit	\$1,000 + \$1,200 Deposit
LAND USE APPLICATION FEES	Development Permit - Major non PUD	\$2,000 + \$3,000 Deposit	\$2,000 + \$3,000 Deposit
LAND USE APPLICATION FEES	Encroachment Permit	\$ 250	\$ 250
STREET IMPROVEMENT FEES	Residential single family	\$1,016 per dwelling unit	\$1,016 per dwelling unit
STREET IMPROVEMENT FEES	Residential multifamily	\$646 per dwelling unit	\$646 per dwelling unit
STREET IMPROVEMENT FEES	Bank	\$7,634 per 1,000 sf	\$7,634 per 1,000 sf

PLANNING DEPARTMENT FEES

FEE TYPE	FEE TITLE	2019 Fee	2020 FEE - ADOPTED
STREET IMPROVEMENT FEES	Convenience Store w gas	\$10,309 per 1,000 sf	\$10,309 per 1,000 sf
STREET IMPROVEMENT FEES	High turnover sit down restaurant	\$3,613 per 1,000 sf	\$3,613 per 1,000 sf
STREET IMPROVEMENT FEES	Fast food restaurant	\$13,681 per 1,000 sf	\$13,681 per 1,000 sf
STREET IMPROVEMENT FEES	Industrial	\$194 per 1,000 sf	\$194 per 1,000 sf
STREET IMPROVEMENT FEES	Commercial General	\$1,016 per 1,000 sf	\$1,016 per 1,000 sf

TOWN OF EAGLE FEE SCHEDULE

ENGINEERING DEPARTMENT FEES

FEE TYPE	FEE TITLE	2019 FEE	2020 FEE - ADOPTED
ENGINEERING DEPARTMENT	Engineer - Hourly Rate	\$ 60	\$ 60
ENGINEERING DEPARTMENT	Grading Permit Fee - 1,001-10,000 cubic yards	234.50 for the first 1,000 cy plus 9 for each add 'l 1,000 cy or fraction thereof	234.50 for the first 1,000 cy plus 9 for each add 'l 1,000 cy or fraction thereof
ENGINEERING DEPARTMENT	Grading Permit Fee - 10,001-100,000 cubic yards	315.50 for the first 10,000 cy plus 40.50 for each add 'l 10,000 cy or fraction thereof	315.50 for the first 10,000 cy plus 40.50 for each add 'l 10,000 cy or fraction thereof
ENGINEERING DEPARTMENT	Grading Permit Fee - 100,001 cubic yards or more	680 for the first 100,000 cy plus 22.50 for each add 'l 10,000 cy or fraction thereof	680 for the first 100,000 cy plus 22.50 for each add 'l 10,000 cy or fraction thereof
ENGINEERING DEPARTMENT	Grading Permit Fee - 101-1,000 cubic yards	140 for the first 1,000 cy plus 10.50 for each add 'l 100 cy or fraction thereof	140 for the first 1,000 cy plus 10.50 for each add 'l 100 cy or fraction thereof
ENGINEERING DEPARTMENT	Grading Permit Fee - 50 cubic yards or less	\$ 65	\$ 65
ENGINEERING DEPARTMENT	Grading Permit Fee - 51-100 cubic yards	65 for the first 50 cy plus 15 for each add 'l 10 cy or fraction thereof	65 for the first 50 cy plus 15 for each add 'l 10 cy or fraction thereof
ENGINEERING DEPARTMENT	Grading Plan Review Fee	Town Engineer Hourly Rate (Minimum 2 Hours)	Town Engineer Hourly Rate (Minimum 2 Hours)

TOWN OF EAGLE FEE SCHEDULE

PUBLIC WORKS DEPARTMENT

FEE TYPE	FEE TITLE	2019 FEE	2020 FEE - ADOPTED
PUBLIC WORKS	Door Tag – Water Notice Shut Off	\$ 25.00	\$ 25.00
PUBLIC WORKS	Meter Check Service Fee	75.00 (Hourly)	75.00 (Hourly)
PUBLIC WORKS	Meter Check Service Fee – After Hours/Holidays	150.00 (Hourly)	150.00 (Hourly)
PUBLIC WORKS	Public Works Engineer - Hourly Rate	\$85-\$90	\$85-\$90
PUBLIC WORKS	Water Shut Off/Turn On After Hours/Holidays	\$ 150.00	\$ 150.00
PUBLIC WORKS	Backflow Device Inspection Fee	25.00 (Hourly)	75.00 (Hourly)
PUBLIC WORKS	Right of Way Construction Permit	\$ 150.00	\$ 150.00
PUBLIC WORKS	Road Cut Permit Annual	\$ 300.00	\$ 300.00
PUBLIC WORKS	Road Cut Permit One Time	\$ 100.00	\$ 100.00
PUBLIC WORKS	Water Shut Off/Turn On	\$ 75.00	\$ 75.00
PUBLIC WORKS	Yard Waste Fee (per month)	\$ 2.00	\$ 2.00
PUBLIC WORKS	Hydrant Meter Fees	OUT OF TOWN RATE	OUT OF TOWN RATE
PUBLIC WORKS-FOR EMERGENCY RESPONSE	Public Works Employee Labor - Not For Public	\$38/Hour	\$38/Hour
PUBLIC WORKS-FOR EMERGENCY RESPONSE	Tandem Dump Truck -Not For Public	\$70/Hour	\$70/Hour
PUBLIC WORKS-FOR EMERGENCY RESPONSE	Backhoe -Not For Public	\$50/Hour	\$50/Hour
PUBLIC WORKS-FOR EMERGENCY RESPONSE	Tool Cat -Not For Public	\$50/Hour	\$50/Hour
PUBLIC WORKS-FOR EMERGENCY RESPONSE	Loader -Not For Public	\$60/Hour	\$60/Hour
PUBLIC WORKS-FOR EMERGENCY RESPONSE	Street Sweeper -Not For Public	\$120/Hour	\$120/Hour
PUBLIC WORKS-FOR EMERGENCY RESPONSE	Skid Steer -Not For Public	\$50/Hour	\$50/Hour
PUBLIC WORKS-FOR EMERGENCY RESPONSE	Motor Grader -Not For Public	\$65/Hour	\$65/Hour
PUBLIC WORKS-FOR EMERGENCY RESPONSE	Lift Truck -Not For Public	\$115/Hour	\$115/Hour
PUBLIC WORKS-FOR EMERGENCY RESPONSE	Boom Mower Tractor/Mowing -Not For Public	\$50/Hour	\$50/Hour
PUBLIC WORKS-FOR EMERGENCY RESPONSE	ATV -Not For Public	\$13.20/Hour	\$13.20/Hour
PUBLIC WORKS-FOR EMERGENCY RESPONSE	Flushing Trailer/Flushing Skid -Not For Public	\$90/Hour	\$90/Hour
PUBLIC WORKS-FOR EMERGENCY RESPONSE	Pickup Truck/4x4 Vehicle -Not For Public	\$20.80/Hour	\$20.80/Hour
PUBLIC WORKS-FOR EMERGENCY RESPONSE	Water Pump/Trash Pump -Not For Public	\$27.10/Hour	\$27.10/Hour
PUBLIC WORKS-FOR EMERGENCY RESPONSE	Chainsaw + Employee Rate -Not For Public	\$3.45 + \$38/Hour	\$3.45 + \$38/Hour
PUBLIC WORKS-FOR EMERGENCY RESPONSE	Demo Saw + Employee Rate -Not For Public	\$7.20 + \$38/Hour	\$7.20 + \$38/Hour
PUBLIC WORKS-FOR EMERGENCY RESPONSE	Air Compressor -Not For Public	\$104/Day	\$104/Day
PUBLIC WORKS-FOR EMERGENCY RESPONSE	Traffic Cones -Not For Public	\$1.25/Cone	\$1.25/Cone
PUBLIC WORKS-FOR EMERGENCY RESPONSE	Type 2 barricades -Not For Public	\$2.00/Barricade	\$2.00/Barricade
PUBLIC WORKS-FOR EMERGENCY RESPONSE	Type 3 barricades -Not For Public	\$2.75/Barricade	\$2.75/Barricade

PUBLIC WORKS DEPARTMENT

FEE TYPE	FEE TITLE	2019 FEE	2020 FEE - ADOPTED
PUBLIC WORKS-FOR EMERGENCY RESPONSE	Traffic Barrels -Not For Public	\$2.50/Barrel	\$2.50/Barrel
PUBLIC WORKS-FOR EMERGENCY RESPONSE	Additional signage -Not For Public	\$1.50 /Sign	\$1.50 /Sign
PUBLIC WORKS-FOR EMERGENCY RESPONSE	Variable Message Sign -Not For Public	\$220/Day	\$220/Day

TOWN OF EAGLE FEE SCHEDULE

UTILITY FEES			
FEE TYPE	FEE TITLE	2019 FEE	2020 FEE - ADOPTED
	Rate Class Monthly Base Fee Usage Block (gal) Charge per 1,000 gal		
WATER FUND FEE	Residential without accessory dwelling unit	\$ 35.29	\$ 36.35
WATER FUND FEE	0-6,000	\$ 3.00	\$ 3.09
WATER FUND FEE	6,001-17,000	\$ 6.62	\$ 6.82
WATER FUND FEE	17,001-28,000	\$ 9.92	\$ 10.22
WATER FUND FEE	28,000 +	\$ 14.88	\$ 15.33
WATER FUND FEE	Residential with accessory dwelling unit base fee	\$ 44.27	\$ 45.60
WATER FUND FEE	0-8,000	\$ 3.00	\$ 3.09
WATER FUND FEE	8,001-17,000	\$ 6.62	\$ 6.82
WATER FUND FEE	17,001-28,000	\$ 9.92	\$ 10.22
WATER FUND FEE	28,000 +	\$ 14.88	\$ 15.33
WATER FUND FEE	Non-Residential Commercial & Mixed Use Base Fee (per unit)	\$ 35.29	\$ 36.35
WATER FUND FEE	0-6,000	\$ 3.00	\$ 3.09
WATER FUND FEE	6,000 +	\$ 6.62	\$ 6.82
WATER FUND FEE	Non-Residential Government, Schools & Churches base fee (per unit)	\$ 35.29	\$ 36.35
WATER FUND FEE	0-6,000	\$ 3.00	\$ 3.09
WATER FUND FEE	6,000 +	\$ 6.62	\$ 6.82
WATER FUND FEE	Residential/ Non- Residential Compound Meter High Side base fee (per unit)	\$ -	\$ -
WATER FUND FEE	All Usage	\$ 6.62	\$ 6.82
WATER FUND FEE	Out of Town Residential without accessory dwelling unit base fee	\$ 52.94	\$ 54.53
WATER FUND FEE	0-6,000	\$ 4.50	\$ 4.64
WATER FUND FEE	6,001-17,000	\$ 9.89	\$ 10.19
WATER FUND FEE	17,001-28,000	\$ 14.84	\$ 15.29
WATER FUND FEE	28,000 +	\$ 22.25	\$ 22.92
WATER FUND FEE	Out of Town Residential with accessory dwelling unit base fee	\$ 66.45	\$ 68.44
WATER FUND FEE	0-8,000	\$ 4.50	\$ 4.64

TOWN OF EAGLE FEE SCHEDULE

UTILITY FEES			
FEE TYPE	FEE TITLE	2019 FEE	2020 FEE - ADOPTED
WATER FUND FEE	8,001-17,000	\$ 9.89	\$ 10.19
WATER FUND FEE	17,001-28,000	\$ 14.84	\$ 15.29
WATER FUND FEE	28,000 +	\$ 22.25	\$ 22.92
WATER FUND FEE	Out of Town Non-Residential Commercial & Mixed Use base fee (per unit)	\$ 52.94	\$ 54.53
WATER FUND FEE	0-6,000	\$ 4.50	\$ 4.64
WATER FUND FEE	6,000 +	\$ 9.89	\$ 10.19
WATER FUND FEE	Non-Residential Government, Schools & Churches base fee (per unit)	\$ 52.94	\$ 54.53
WATER FUND FEE	0-6,000	\$ 4.50	\$ 4.64
WATER FUND FEE	6,000 +	\$ 9.89	\$ 10.19
WATER FUND FEE	Residential/ Non- Residential Compound Meter High Side base fee(per unit)	\$ -	\$ -
WATER FUND FEE	All Usage	\$ 9.89	\$ 10.19
WATER FUND FEE	Surcharge Residential (per unit)		
WATER FUND FEE	Low Usage - (0 - 4,000 gallons)	\$ 8.15	\$ 8.15
WATER FUND FEE	Average Usage - (4,000 - 14,000)	\$ 12.50	\$ 12.50
WATER FUND FEE	High Usage - (14,000 +)	\$ 17.00	\$ 17.00
WATER FUND FEE	Surcharge Non-Residential (per unit)		
WATER FUND FEE	Low Usage - (0 - 4,000 gallons)	\$ 8.15	\$ 8.15
WATER FUND FEE	Average Usage - (4,000 - 46,000)	\$ 12.50	\$ 12.50
WATER FUND FEE	High Usage - (46,000 +)	\$ 17.00	\$ 17.00
WATER FUND FEE	Utility Payment Late Fee	\$ 5.00	\$ 5.00
WASTE WATER FUND FEE	Residential/Commercial/Mixed Use/Government/Schools - Monthly Sewer Service (per unit)	\$ 58.82	\$ 61.76
REFUSE FEE	Residential monthly charges rubbish removal and recycling base fee	\$ 25.60	\$ 26.14
REFUSE FEE	Additional can fee per month	\$ 20.89	\$ 20.89
REFUSE FEE	Extra Trash Charges: Furniture - couch, sofa, twin or single box springs/mattresses	\$ 15.00	\$ 15.00
REFUSE FEE	Extra Trash Charges: Furniture - per king/queen mattress or box springs	\$ 20.00	\$ 20.00

TOWN OF EAGLE FEE SCHEDULE

UTILITY FEES			
FEE TYPE	FEE TITLE	2019 FEE	2020 FEE - ADOPTED
REFUSE FEE	Extra Trash Charges: Appliances - stove, oven, washing machine, dishwasher, dryer, microwave	\$ 15.00	\$ 15.00
REFUSE FEE	Extra Trash Charges: Appliances - hot water heater, cast iron tub, refrigerator	\$ 30.00	\$ 30.00
REFUSE FEE	Extra Trash Charges: Carpet: per cubic yard	\$ 18.00	\$ 18.00
REFUSE FEE	Extra Trash Charges: Construction Materials - per cubic yard	\$ 18.00	\$ 18.00
REFUSE FEE	Extra Trash Charges: Tires (each)	\$ 7.00	\$ 7.00
REFUSE FEE	Trash Can - New	\$ 90.00	\$ 90.00
REFUSE FEE	Trash Can - Used	\$ 50.00	\$ 50.00
REFUSE FEE	Recycle Container	\$ 20.00	\$ 20.00
REFUSE FEE	Yardwaste Fee	\$ 2.00	\$ 2.00
REFUSE FEE	Administrative Fee for Refuse Billing	\$ 1.00	\$ 1.26

TOWN OF EAGLE FEE SCHEDULE

COURT FEES			
FEE TYPE	FEE TITLE	2019 FEE	2020 FEE - ADOPTED
COURT	Court Cost	\$ 25	\$ 30
COURT	Surcharge - Criminal Violation	\$ 20	\$ 20
COURT	Surcharge - Traffic Code Violation	\$ 10	\$ 10
COURT	Jury Demand Fee	\$ 25	\$ 25
COURT	Witness Fee	\$ 5/day	\$ 5/day
COURT	Juror Fee-Engaged on Jury	\$6/day	\$6/day
COURT	Juror Fee-Attendance on Panel	\$3/day	\$3/day
COURT	Mileage Fees (witnesses and jurors)	\$0.15/mile	\$0.15/mile
COURT	Deferred Judgement Fee	\$ 75	\$ 75
COURT	Deferred Prosecution Fee	\$ 40	\$ 40
COURT	Insurance Dismissal Fee	\$ 10	\$ 10
COURT	Bench Warrant Fee	\$ 50	\$ 50
COURT	Incarceration Fee	Amount equal to sum charged to the Town by the County for incarceration	Amount equal to sum charged to the Town by the County for incarceration
COURT	Charitable Contribution	\$ 5	\$ 5
COURT	Collections Administration Fee	\$ 50	\$ 50
COURT	Stay of Execution Fee	\$ 25	\$ 25
COURT	Non-Resident Violator Compliance Fee	\$ 30	\$ 30
COURT	Outstanding Judgment Warrant Fee	\$ 30	\$ 30
COURT	Record Sealing Fee	\$ 65	\$ 65

TOWN OF EAGLE FEE SCHEDULE

POLICE DEPARTMENT

FEE TYPE	FEE TITLE	2019 FEE	2020 FEE - ADOPTED
POLICE DEPARTMENT	Abandoned Vehicle Administration Fee	\$ -	\$ -
POLICE DEPARTMENT	Nuisance Alarm Fee	50-150	50-150
POLICE DEPARTMENT	VIN Inspection Fee	\$ 15.00	\$ 15.00
POLICE DEPARTMENT	Sex Offender Annual Registration	\$ 25.00	\$ 25.00
POLICE DEPARTMENT	Sex Offender Information Update	\$ -	\$ -
POLICE DEPARTMENT	Sex Offender Quarterly Registration	\$ 25.00	\$ 25.00
POLICE DEPARTMENT	Police Report Digital Evidence Disc Fee	\$ 5.00	\$ 5.00
POLICE DEPARTMENT	Police Report Fee	.25 per page	.25 per page
POLICE DEPARTMENT	Police Report Research Fee (per hour, first hour free)	\$ 30.00	\$ 30.00
POLICE DEPARTMENT	Sex Offender De- Registration	\$ -	\$ -
POLICE DEPARTMENT	Video Redaction Fee	Cost of Third Party Contract	Cost of Third Party Contract

TOWN OF EAGLE

DEBT SERVICE BY YEAR

Year	1979 Colorado Water Conservation Board Loan		Series 2013 Water Enterprise Revenue Refunding Bond		Series 2018 Water Enterprise Bond: Colorado Water Resource Power & Development Authority		2007 Waste Water Loan: Colorado Water Resource Power & Development Authority		2011 Waste Water Loan: Colorado Water Resource Power & Development Authority		Series 2016 Sales Tax Revenue Bonds		Total Annual Debt Service
	Principal	Interest	Principal	Interest	Principal	Interest & Fees	Principal	Interest & Fees	Principal	Interest & Fees	Principal	Interest & Fees	
2020	\$ 10,500	\$ 315	\$ 236,554	\$ 37,411	\$ 633,320	\$ 355,469	\$ 633,204	\$ 228,280	\$ 62,359	\$ 16,427	\$ 95,000	\$ 223,738	\$ 2,532,576
2021	-	-	243,603	30,361	648,043	344,269	649,440	212,060	63,613	15,173	100,000	219,938	2,526,500
2022	-	-	250,863	23,102	653,299	337,269	703,560	188,835	64,891	13,894	105,000	215,938	2,556,651
2023	-	-	258,339	15,626	659,649	330,269	725,208	168,275	66,196	12,590	110,000	211,738	2,557,889
2024	-	-	266,037	7,928	669,583	323,394	746,856	145,877	67,526	11,260	115,000	207,338	2,560,798
2025	-	-	-	-	680,928	309,644	768,504	126,417	68,883	9,902	120,000	202,738	2,287,016
2026	-	-	-	-	694,329	296,394	790,152	100,532	70,268	8,518	125,000	197,938	2,283,130
2027	-	-	-	-	709,588	283,394	849,684	44,050	71,680	7,105	130,000	192,938	2,288,439
2028	-	-	-	-	720,873	270,644	889,036	-	73,121	5,665	135,000	187,738	2,282,076
2029	-	-	-	-	732,782	258,644	-	-	74,591	4,195	140,000	182,338	1,392,549
2030	-	-	-	-	742,627	249,444	-	-	76,090	2,696	145,000	176,738	1,392,594
2031	-	-	-	-	750,411	240,644	-	-	77,620	1,166	150,000	170,938	1,390,778
2032	-	-	-	-	776,563	213,552	-	-	-	-	155,000	164,938	1,310,052
2033	-	-	-	-	800,638	188,510	-	-	-	-	160,000	158,738	1,307,886
2034	-	-	-	-	810,202	180,310	-	-	-	-	170,000	150,738	1,311,250
2035	-	-	-	-	815,052	174,135	-	-	-	-	180,000	142,238	1,311,425
2036	-	-	-	-	839,945	151,606	-	-	-	-	190,000	133,238	1,314,788
2037	-	-	-	-	880,948	112,072	-	-	-	-	195,000	123,738	1,311,757
2038	-	-	-	-	899,667	88,730	-	-	-	-	205,000	114,475	1,307,872
2039	-	-	-	-	943,008	48,465	-	-	-	-	215,000	104,738	1,311,211
2040	-	-	-	-	964,745	24,367	-	-	-	-	225,000	94,525	1,308,637
2041	-	-	-	-	-	-	-	-	-	-	235,000	83,838	318,838
2042	-	-	-	-	-	-	-	-	-	-	250,000	72,675	322,675
2043	-	-	-	-	-	-	-	-	-	-	260,000	60,800	320,800
2044	-	-	-	-	-	-	-	-	-	-	270,000	48,450	318,450
2045	-	-	-	-	-	-	-	-	-	-	285,000	35,625	320,625
2046	-	-	-	-	-	-	-	-	-	-	465,000	14,725	479,725
Total	\$ 10,500	\$ 315	\$ 1,255,396	\$ 114,429	\$ 16,026,200	\$ 4,781,222	\$ 6,755,644	\$ 1,214,326	\$ 836,838	\$ 108,591	\$ 4,930,000	\$ 3,893,525	\$ 39,926,985

Funding:	Water Fund Operating Revenues	Water Fund Operating Revenues	Water Fund Operating Revenues	Waste Water Fund Operating Revenues	Waste Water Fund Operating Revenues	Sales Tax Capital Improvement Fund - Sales tax at 0.5%.
Interest Dates:	October 1	June 1 and December 1	February 1 and August 1	February 1 and August 1	May 1 and November 1	June 1 and December 1
Date of Issue:	October 1, 1979	July 26, 2013	May 24, 2018	May 31, 2007; refunded in 2016	January 21, 2011	September 9, 2016
Interest Rate:	2.999662%	2.98%	2.5% -5%	3.5%	2%	4% - 5%
Amount of Issue:	\$250,000	\$2,605,868	\$16,841,882	\$11,505,912 plus premium \$494,088	\$1,288,966	\$5,200,000 plus premium \$967,936

2019 Projected Debt Service Coverage Ratio:

Gross Revenues	5,462,699	4,562,699	5,462,699	2,913,080	2,913,080	\$ 614,836
Operating Expenses	2,953,644	2,690,494	1,975,670	1,454,264	2,236,962	15,036
Budgeted Net Revenues	\$ 2,509,055	\$ 1,872,205	\$ 3,487,029	\$ 1,458,816	\$ 676,118	\$ 599,800
2020 Debt Service	10,815	273,965	988,789	861,484	78,786	318,738
2020 Projected Debt Service Coverage Ratio	23200%	683%	353%	169%	858%	188%
Debt Service Coverage Ratio by Fund	618%			157%		279%

Projected Debt Service Coverage Ratio Calculation = Budgeted Net Revenues* / Debt Service

* Budgeted Gross Revenues (For specific Fund)

Less Budgeted Operating Expenses (For specific Fund - excludes capital improvements & debt service on on outstanding Debt)

Budgeted Net Revenues

Debt Service Coverage Ratio (DSCR): is a measure of the Town's ability to repay any loans or debt obligations over the course of a year. The greater the DSCR is over 1 or 100% indicates a better financial position.

Capital Improvement Plan Summary for 2020 - 2024

Department/Fund and Project	2020	2021	2022	2023	2024	TOTAL
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Capital Improvements Fund:

General Administration

Board Room IT Upgrades	\$ 15,000	\$ -	\$ -	\$ -	\$ -	15,000
CivicRec Software	12,000	-	-	-	-	12,000
Civic Plus ATS Software	11,125	-	-	-	-	11,125
Total	\$ 38,125	\$ -	\$ -	\$ -	\$ -	\$ 38,125

Marketing and Events

Barriers	\$ -	\$ 30,000	\$ 30,000	\$ 30,000	\$ -	\$ 90,000
Total	\$ -	\$ 30,000	\$ 30,000	\$ 30,000	\$ -	\$ 90,000

Streets

Handicap Ramps and Sidewalks "Safe Routes to School"	-	120,000	-	-	-	120,000
Street Lights-LED Conversion	-	42,000	-	-	-	42,000
Sylvan Lake Rd and Capitol St. Refuge Island-Flashing Lights	-	85,000	-	-	-	85,000
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
Chambers Avenue Sidewalk Extension	-	-	45,557	-	-	45,557
Pedestrian Trail Cemetery Connection	-	-	230,000	-	-	230,000
Nogal Road and Highway 6 Street Light	-	-	-	40,000	-	40,000
Signage at Sylvan Lake Roundabout	-	-	-	5,000	-	5,000
Capitol Street - 6TH TO 7TH PARKING	-	-	-	65,400	-	65,400
Total	\$ -	\$ 352,000	\$ 465,557	\$ 110,400	\$ -	\$ 927,957

Buildings & Grounds

Pool and Ice Capital Improvements Funding	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 200,000
Public Works - Fencing	17,000	-	-	-	-	17,000
Studio / Pavilion LED lights	8,000	-	-	-	-	8,000
Weed Sprayer - pickup mounted	10,000	-	-	-	-	10,000
Fertilize Hopper	6,000	-	-	-	-	6,000
Art Wall	50,000	-	-	-	-	50,000
Project THOR	115,000	-	-	-	-	115,000
Public Works Expansion design (2022 Build)	-	25,000	Unknown	-	-	25,000
Town Hall Exterior Parking Lot	-	20,000	-	-	-	20,000
Public Works Solar	-	178,492	-	-	-	178,492
Town Hall Exterior Wall	-	40,000	-	-	-	40,000
Town Hall Windows	-	250,000	-	-	-	250,000
Pavilion Solar	-	50,000	-	-	-	50,000
Studio – Floor	-	10,000	-	-	-	10,000
Studio Solar	-	-	40,000	-	-	40,000
Brush Creek Pavilion Park and Playground	-	-	250,000	250,000	-	500,000
Information Center Solar	-	-	-	40,000	-	40,000
Town Hall Solar	-	-	-	100,000	-	100,000
Town Park Solar	-	-	-	-	30,000	30,000
Total	\$ 246,000	\$ 613,492	\$ 330,000	\$ 430,000	\$ 70,000	\$ 1,689,492

Public Safety

Radar Feedback Signage	10,165	-	-	-	-	10,165
Brazos to MDT conversion	14,420	-	-	-	-	14,420
Total	\$ 24,585	\$ -	\$ -	\$ -	\$ -	\$ 24,585

Total Capital Improvements Fund	\$ 308,710	\$ 995,492	\$ 825,557	\$ 570,400	\$ 70,000	\$ 2,770,159
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Capital Improvement Plan Summary for 2020 - 2024

Department/Fund and Project	2020	2021	2022	2023	2024	TOTAL
General Fund - Streets						
Street Resurfacing - <i>Terrace Subdivision</i> (Brush Creek Terrace, Golden Eagle, Snow Owl, Brush Creek Ct, Ryshot, Condor Drive, Pintail, Ringneck, & Canvas Back) and Church Street from Grand Avenue roundabout to 2nd Street	\$ 550,000	\$ -	\$ -	\$ -	\$ -	\$ 550,000
Street Resurfacing - <i>Chambers Avenue (from Sawatch to Sawatch), Marmot Lane, and Loren Lane</i>	-	600,000	-	-	-	600,000
Street Resurfacing - <i>Abrams Creek Road & Robins Egg Lane</i>	-	-	650,000	-	-	650,000
Street Resurfacing - <i>Newquist, Horton, Seabry, Pat's Circle, Deep Eddy Cove, and Ouzel Lane</i>	-	-	-	700,000	-	700,000
Street Resurfacing - West Eagle (Castle Drive, King Road, and Prince Alley)	-	-	-	-	700,000	700,000
Total	\$ 550,000	\$ 600,000	\$ 650,000	\$ 700,000	\$ -	\$ 2,500,000

Fleet						
Patrol Vehicle - Public Safety	\$ 119,574	\$ 131,531	\$ 144,685	\$ 159,153	\$ 175,068	\$ 730,011
908 M Loader - (Streets)	130,000	-	-	-	-	130,000
Street Sweeper - (Streets)	-	-	250,000	-	-	250,000
Boom Mower Tractor	-	-	-	87,500	-	87,500
International 7400 SFA 4X2	-	235,000	-	-	-	235,000
PJ Utility Trailer - 2016	-	-	-	10,000	-	10,000
Ford F-150	35,000	-	-	-	-	35,000
Ford F-350 Flat Bed / Plow	-	45,000	-	-	-	45,000
Ford F-350 Flat Bed /Weed Sprayer	-	50,000	-	-	-	50,000
Ford F-250	-	50,000	-	-	-	50,000
Ford F-250	-	-	50,000	-	-	50,000
Ford F-150 Crew Cab	-	-	50,000	-	-	50,000
Ford F-350	-	-	-	50,000	-	50,000
Ford F-350 Plow/Sander	-	-	-	60,000	-	60,000
Ford F-150	-	-	35,000	-	-	35,000
John Deere 1435 Mower/Broom	-	-	-	40,000	-	40,000
John Deere 301- A Tractor	-	-	-	60,000	-	60,000
Ford Explorer (Community Development)	-	-	-	35,000	-	35,000
Jeep Patriot (Community Development)	-	35,000	-	-	-	35,000
Vehicle Replacement - Marketing & Events	-	-	-	-	35,000	35,000
Total	\$ 284,574	\$ 546,531	\$ 529,685	\$ 501,653	\$ 310,068	\$ 2,172,511

Sales Tax Capital Improvement Fund						
Dumpster Enclosure	\$ 12,000	\$ -	\$ -	\$ -	\$ -	\$ 12,000
Wetland Plantings	15,000	-	-	-	-	15,000
Beach Sand	50,000	-	-	-	-	50,000
Air Compressor	5,000	-	-	-	-	5,000
Rapid Blocs	50,000	30,000	30,000	-	-	110,000
Pavilion	-	110,000	-	-	-	110,000
Climbing Wall	-	-	200,000	-	-	200,000
Wood Fire Pits	-	-	20,000	-	-	20,000
Park Lighting	-	-	-	90,000	-	90,000
Slalom Gates	-	-	-	75,000	-	75,000
Public Art	-	-	-	40,000	-	40,000
Chambers Park Path Connection	-	-	-	-	250,000	250,000
Shower Tower	-	-	-	-	100,000	100,000
Downtown Bridge	-	-	-	-	1,000,000	1,000,000
Total	\$ 132,000	\$ 140,000	\$ 250,000	\$ 205,000	\$ 1,350,000	\$ 2,077,000

Capital Improvement Plan Summary for 2020 - 2024

Department/Fund and Project	2020	2021	2022	2023	2024	TOTAL
Water Fund						
LBWTP	\$ 14,400,000	\$ -	\$ -	\$ -	\$ -	\$ 14,400,000
Cemetery Tank	2,400,000	-	-	-	-	2,400,000
	270,000	-	-	-	-	270,000
Water Fill Station	60,000	-	-	-	-	60,000
Filter Train Electric Valves	85,000	-	-	-	-	85,000
Fencing for Water Properties	75,000	75,000	75,000	75,000	75,000	375,000
Water Line: Fairgrounds Water Main Loop	100,000	2,270,666	-	-	-	2,370,666
Water Line: Downtown Distribution: Capitol Street: 5th to 6th Street	300,000	-	-	-	-	300,000
Water Line: Downtown Distribution: Capitol Street: 2nd to 5th Street & Fourth Street: Broadway to Capitol	25,000	493,000	-	-	-	518,000
GIS	20,000	-	-	-	-	20,000
Eby Creek Mesa Access Road	30,000	-	-	-	-	30,000
Generator on trailer / electrical work at pump houses	100,000	-	-	-	-	100,000
Leak Detection Machine	35,000	-	-	-	-	35,000
Pretreatment and Water Plant - LED Light Upgrades	20,000	-	-	-	-	20,000
Town Hall - Water Conservation Model	25,000	-	-	-	-	25,000
Xeriscape Opportunities - Market Street Roundabout	14,724	-	-	-	-	14,724
Communication Tower - Cemetery Tank x2	-	34,000	-	-	-	34,000
Communication Tower - Upper Kaibab & additional site	-	100,000	-	-	-	100,000
	-	75,000	-	-	-	75,000
Eagle Ranch Filing 26: Water Flush Station / Prv Main Extension	-	-	-	-	-	-
Disater Plan - Pump & Hose for LBWTP	-	75,000	-	-	-	75,000
Water Line: Howard St. Water Main: 2nd Street to 6th St.	-	25,000	745,407	-	-	770,407
Water Line: Brooks Lane Water Main	-	-	25,000	280,000	-	305,000
Eby Creek PRV	-	-	-	300,000	-	300,000
Lower Eby Creek Tank: Pump Station, Yard Piping, & Fire Hydrants	-	-	-	50,000	397,381	447,381
Water Line: Downtown Distribution: Fourth Street: Wall St. to Washington St.	-	-	-	25,000	175,000	200,000
UBWTP - 3 Filter Trains	-	-	-	-	3,351,312	3,351,312
Total	\$ 17,959,724	\$ 3,147,666	\$ 845,407	\$ 730,000	\$ 3,998,693	\$ 26,681,490

Waste Water Fund

Fix Truss Pipe in System	\$ 155,000	\$ -	\$ -	\$ -	\$ -	\$ 155,000
Capital Street Sanitary Sewer Main: 5th Street to 6th Street	225,000	-	-	-	-	225,000
GIS	20,000	-	-	-	-	20,000
Treatment Plant Replumbing	75,000	-	-	-	-	75,000
Camera for flushing	100,000	-	-	-	-	100,000
Re-air pump for recycle tank	25,000	-	-	-	-	25,000
A-Basin: Plug Flow	30,000	-	-	-	-	30,000
IMLR System/Piping/Pumping	35,000	-	-	-	-	35,000
Howard St. Sanitary Sewer Main: 4th - 5th & South 5th St.	-	25,000	307,587	-	-	332,587
Storage Building	-	-	50,000	-	-	50,000
Sanitary Sewer System upgrades	-	-	-	25,000	25,000	50,000
Sanitary Sewer Piers across Eagle River	-	-	-	-	300,000	300,000
Nutruient Criteria	-	-	-	-	3,000,000	3,000,000
Total	\$ 665,000	\$ 25,000	\$ 357,587	\$ 25,000	\$ 3,325,000	\$ 4,397,587

Stormwater Fund

Town Park - Drainage, parking improvements	-	99,000	50,000	50,000	50,000	249,000
Total	\$ -	\$ 99,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 199,000

Broadband Fund

Project THOR	-	50,000	50,000	50,000	50,000	200,000
Total	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 150,000

Capital Improvement Plan Summary for 2020 - 2024

Department/Fund and Project	2020	2021	2022	2023	2024	TOTAL
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Conservation Trust Fund

Camground	20,000	-	-	-	-	20,000
Total	\$ 20,000	\$ -	\$ -	\$ -		\$ 20,000

Open Space Fund

Open Space Acquisition(s)	\$ 10,000	\$ 70,000	\$ 50,000	\$ -	\$ 50,000	\$ 180,000
Soft Path Trail Construction - 2020	30,000	60,000	30,000	-	-	120,000
Eagle Ranch Wildlife Committee Capital Project	10,000	10,000	10,000	10,000	10,000	50,000
Wayfinding Signage	-	10,000	-	-	-	10,000
Hardscrabble Mountain Trail Reroutes	-	15,000	-	15,000	-	30,000
Hardscrabble Ranch Improvements	-	20,000	20,000	20,000	-	60,000
Mini Excavator purchase	-	20,000	-	-	-	20,000
Nature Center / Cabin	-	-	100,000	-	-	100,000
Total	\$ 50,000	\$ 205,000	\$ 210,000	\$ 45,000		\$ 510,000

Grand Total	\$ 19,970,008	\$ 5,808,689	\$ 3,768,236	\$ 2,877,053	\$ 9,053,761	\$ 41,477,747
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ACCOUNT CLASSIFICATIONS

PERSONNEL SERVICES	SUPPLIES	CHARGES FOR SERVICE	DISCRETIONARY FUNDING	FIXED CHARGES	CAPITAL OUTLAY
Salaries & Wages	Stationery & Forms	Postage/Shipping	Community Requests	Insurance	IT Equipment
Overtime	Operating Supplies	Printing			Police Equipment
Bonuses	Office Supplies	Legal Notices			Construction Equipment
Auto Allowance	First Aid Supplies	Telephone/ Gas/ Electric			Public Works Equipment
Moving Expenses	Election Expenses	Plumbing/Heating/Electrical			Vehicles
Unemployment Insurance	Janitorial Supplies	Repair & Maintenance Service			
Workers Comp Insurance	Supplies for Resale (Info Center)	Janitorial Services			
Health/Dental/Life Insurance	Supplies for Consignment (Info Center)	Dues and Subscriptions			
Disability Insurance	Uniforms	Advertising/Marketing/Media			
Employee Assistance Program	Repair & Maintenance Supplies	Consultants			
Retirement Contributions	Gas & Oil	Legal Services			
Fringe Benefits	Minor Equipment	Community Survey			
FICA (Employer)	Hand tools	Public Relations			
	Employee Appreciation	Recruitment Expenses			
	Chemicals	Credit Card Service Fees			
		Tuition/Books/Training			
		Auditing/Accounting Services			
		Engineering Services			
		Computer Maintenance/support			
		Office Equipment Repair			
		Meeting Expense			
		Travel Expense			
		Treasurer Fees			
		Recording Documents			
		Events/Event Production			
		Other Contract Services			

ORDINANCE NO. 30

Series of 2019

AN ORDINANCE APPROPRIATING FUNDS TO THE VARIOUS FUNDS AND SPENDING AGENCIES, IN THE AMOUNTS AND FOR THE PURPOSE AS SET FORTH BELOW, AND SETTING THE 2020 MILL LEVY FOR THE TOWN OF EAGLE, COLORADO FOR THE 2020 BUDGET YEAR.

NOW THEREFORE BE IT ORDAINED BY THE TOWN BOARD OF TRUSTEES OF THE TOWN OF EAGLE, COLORADO THAT:

Section 1. There be and hereby is appropriated out of the revenues of the Town of Eagle, Colorado for the fiscal year 2020 beginning January 1, 2020 and ending December 31, 2020, the sum of \$34,199,818 to be raised by taxation and otherwise, which sum is hereby divided and appropriated for the following purposes to wit:

GENERAL FUND	
Operating Expenditures	\$ 7,357,888
Transfer to Other Funds	730,000
TOTAL GENERAL FUND	\$ 8,087,888
WATER FUND	
Operating Expenditures	\$ 1,690,890
Capital Expenditures	17,959,724
Debt Service	1,273,569
Transfer to Other Funds	-
TOTAL WATER FUND	\$ 20,924,183
WASTE WATER FUND	
Operating Expenditures	\$ 1,375,478
Capital Expenditures	665,000
Debt Service	940,270
Transfer to Other Funds	-
TOTAL WASTE WATER	\$ 2,980,748
REFUSE FUND	
Operating Expenditures	\$ 622,133
Capital Expenditures	-
Transfer to Other Funds	16,281
TOTAL REFUSE FUND	\$ 638,414
STORMWATER FUND	
Operating Expenditures	\$ 83,000
Capital Expenditures	-
Transfer to Other Funds	-
TOTAL STORMWATER FUND	\$ 83,000

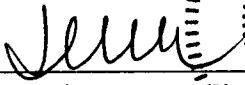
BROADBAND FUND	
Operating Expenditures	\$ 50,000
Capital Expenditures	-
Transfer to Other Funds	-
TOTAL BROADBAND FUND	\$ 50,000
CAPITAL IMPROVEMENTS FUND	
Capital Expenditures	\$ 593,284
Transfer to Other Funds	50,000
TOTAL CAPITAL IMPROVEMENTS FUND	\$ 643,284
SALES TAX CAPITAL IMPROVEMENTS FUND	
Operating Expenditures	\$ 14,536
Capital Expenditures	218,000
Debt Service	319,238
TOTAL SALES TAX CAPITAL IMPROVEMENT FUND	\$551,774
CONSERVATION TRUST FUND	
Operating Expenditures	\$ 15,000
Capital Expenditures	20,000
Transfer to Other Funds	-
TOTAL CONSERVATION TRUST FUND	\$ 35,000
OPEN SPACE PRESERVATION FUND	
Operating Expenditures	\$ 155,527
Capital Expenditures	50,000
Transfer to Other Funds	-
TOTAL OPEN SPACE PRESERVATION FUND	\$ 200,527
GRAND TOTAL ALL FUNDS	\$ 34,199,818

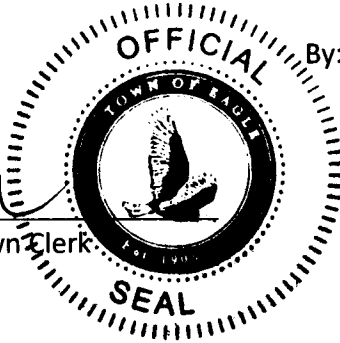
Section 2. That for the purpose of providing necessary funds for meeting the appropriations set forth in Section 1 of this Ordinance, a levy of 2.265 mills upon each dollar of assessed valuation of all taxable property within the corporate limits of the Town of Eagle is hereby made and assessed. Such levy represents the amount of taxes for the Town purposes necessary to provide payment during the ensuing budget year of all properly authorized demands against the Town taking into account all of the revenues and funds to be received by the Town. Said mill levy of 2.265 mills shall be certified to the County Assessor and the Board of County Commissioners of Eagle County by the Town Clerk as provided by State Statutes.

INTRODUCED, READ, PASSED, ADOPTED AND ORDERED PUBLISHED at a regular meeting of the Board of Trustees of the Town of Eagle, Colorado, held on December 10, 2019.

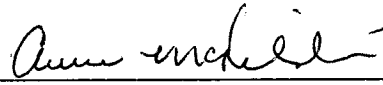
TOWN OF EAGLE, COLORADO

ATTEST:


Jenny Rakow, Town Clerk



By:



Anne McKibbin, Mayor

ORDINANCE NO. 31
Series of 2019

AN ORDINANCE REAPPROPRIATING FUNDS TO THE VARIOUS FUNDS AND SPENDING AGENCIES, IN THE AMOUNTS AND FOR THE PURPOSE AS SET FORTH BELOW FOR THE TOWN OF EAGLE, COLORADO FOR THE 2019 BUDGET YEAR.

NOW THEREFORE BE IT ORDAINED BY THE TOWN BOARD OF TRUSTEES OF THE TOWN OF EAGLE, COLORADO THAT:

Section 1. There be and hereby is appropriated out of the revenues of the Town of Eagle, Colorado for the fiscal year 2019 beginning January 1, 2019 and ending December 31, 2019, the sum of \$26,941,733 to be raised by taxation and otherwise, which sum is hereby divided and appropriated for the following purposes to wit:

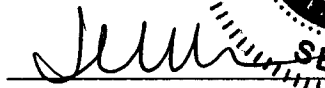
GENERAL FUND	
Operating Expenditures	\$ 6,874,436
Transfer to Other Funds	350,000
TOTAL GENERAL FUND	<u>\$7,224,436</u>
 WATER FUND	
Operating Expenditures	\$ 1,662,960
Capital Expenditures	10,704,175
Debt Service	1,273,993
Transfer to Other Funds	-
TOTAL WATER FUND	<u>\$ 13,641,128</u>
 WASTE WATER FUND	
Operating Expenditures	\$ 1,207,273
Capital Expenditures	578,071
Debt Service	936,807
Transfer to Other Funds	-
TOTAL WASTE WATER FUND	<u>\$ 2,722,151</u>
 REFUSE FUND	
Operating Expenditures	\$ 614,347
Capital Expenditures	4,000
Transfer to Other Funds	16,120
TOTAL REFUSE FUND	<u>\$ 634,467</u>
 CAPTIAL IMPROVEMENTS FUND	
Capital Expenditures	\$ 715,074
Transfer to Other Funds	-
TOTAL CAPITAL IMPROVEMENTS FUND	<u>\$ 715,074</u>

SALES TAX CAPITAL IMPROVEMENTS FUND	
Operating Expenditures	\$ 15,536
Capital Expenditures	1,507,060
Debt Service	323,038
TOTAL SALES TAX CAPITAL IMPROVEMENT FUND	<u>\$1,845,634</u>
CONSERVATION TRUST FUND	
Operating Expenditures	\$ 25,000
Transfer to Other Funds	-
TOTAL CONSERVATION TRUST FUND	<u>\$ 25,000</u>
OPEN SPACE PRESERVATION FUND	
Operating Expenditures	\$ 133,843
Capital Expenditures	-
Transfer to Other Funds	-
TOTAL OPEN SPACE PRESERVATION FUND	<u>\$ 133,843</u>
GRAND TOTAL ALL FUNDS	<u>\$ 26,941,733</u>

INTRODUCED, READ, PASSED, ADOPTED AND ORDERED PUBLISHED at a regular meeting of the Board of Trustees of the Town of Eagle, Colorado, held on December 10, 2019.

TOWN OF EAGLE, COLORADO

ATTEST:


Jenny Rakow, Town Clerk



By:



Anne McKibbin, Mayor

RESOLUTION NO. 49

Series of 2019

A RESOLUTION SUMMARIZING EXPENDITURES AND REVENUES FOR EACH FUND AND ADOPTING A BUDGET FOR THE TOWN OF EAGLE, COLORADO FOR THE CALENDAR YEAR BEGINNING ON THE 1ST DAY OF JANUARY, 2020, AND ENDING ON THE LAST DAY OF DECEMBER, 2020.

WHEREAS, The Town Board of Trustees of the Town of Eagle has appointed Brandy Reitter, Town Manager, to prepare and submit a proposed budget to said governing body at the proper time, and;

WHEREAS, Brandy Reitter has submitted a proposed budget to this governing body on October 8, 2019 for its consideration, and;

WHEREAS, upon due and proper notice, published or posted in accordance with the law, said proposed budget was opened for inspection by the public at a designated place, a public hearing was held on October 22, October 29, November 12 and December 10, 2019 and interested taxpayers were given the opportunity to file or register any objections to said proposed budget, and;

WHEREAS, whatever increase may have been made in the expenditures, like increases were added to the revenues so that the budget remains in balance, as required by law;

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF TRUSTEES OF THE TOWN OF EAGLE, COLORADO:

SECTION 1. That estimated expenditures for each fund are as follows:

GENERAL FUND	\$ 8,087,888
WATER FUND	20,924,183
WASTE WATER FUND	2,980,748
REFUSE FUND	638,414
STORMWATER FUND	83,000
BROADBAND FUND	50,000
CAPITAL IMPROVEMENTS FUND	643,284
SALES TAX CAPITAL IMPROVEMENTS FUND	551,774
CONSERVATION TRUST FUND	35,000
OPEN SPACE PRESERVATION FUND	200,527
TOTAL ALL FUNDS	<u>\$ 34,199,818</u>

SECTION 2. That estimated revenues for each fund are as follows:

GENERAL FUND	
Non Property Tax	\$ 6,783,917
Property Tax	336,326
GENERAL FUND TOTAL	<u>\$ 7,120,243</u>
WATER FUND	
Non Property Tax	\$ 5,462,699
Property Tax	-
WATER FUND TOTAL	<u>\$ 5,462,699</u>
WASTE WATER FUND	
Non Property Tax	\$ 2,913,080
Property Tax	-
WASTE WATER FUND TOTAL	<u>\$ 2,913,080</u>
REFUSE FUND	
Non Property Tax	\$ 646,468
Property Tax	-
REFUSE FUND TOTAL	<u>\$ 646,468</u>
STORMWATER FUND	
Non Property Tax	\$ 103,000
Property Tax	-
STORMWATER FUND TOTAL	<u>\$ 103,000</u>
BROADBAND FUND	
Non Property Tax	\$ 50,000
Property Tax	-
BROADBAND FUND TOTAL	<u>\$50,000</u>
CAPITAL IMPROVMENTS FUND	
Non Property Tax	\$ 3,102,965
Property Tax	-
CAPITAL IMPROVEMENTS FUND TOTAL	<u>\$ 3,102,965</u>
SALES TAX CAPITAL IMPROVMENTS FUND	
Non Property Tax	\$ 614,836
Property Tax	-
SALES TAX CAPITAL IMPROVEMENTS FUND TOTAL	<u>\$ 614,836</u>

CONSERVATION TRUST FUND	
Non Property Tax	\$ 34,985
Property Tax	-
CONSERVATION TRUST FUND TOTAL	\$ 34,985
OPEN SPACE PRESERVATION FUND	
Non Property Tax	\$ 146,820
Property Tax	-
OPEN SPACE PRESERVATION FUND TOTAL	\$ 146,820
TOTAL ALL FUNDS	\$ 20,195,096

INTRODUCED, READ, PASSED, ADOPTED at a regular meeting of the Town of Eagle Board of Trustees held on the 10th day of December, 2019.

TOWN OF EAGLE, COLORADO

By:


Anne McKibbin, Mayor

ATTEST:


Jenny Rakow, CMC
Town Clerk



Glossary/Acronyms

Accrual Basis: The basis of accounting under which revenues are recorded when earned and expenses are recorded at the time liabilities are incurred, notwithstanding that the receipt of revenue or the payment of the expense may take place in whole or in part, in another accounting period.

Administrative Fees: An umbrella term for all fees and charges assessed by Town operations for services provided. Fees and charges are reviewed each year by the departments. Revisions may be recommended based on Town Board guidance, cost of services and other factors.

Adopted Budget: Budget amounts as originally approved by the Town Board at the beginning of the year and to the budget document which consolidates all beginning-of-the-year operating appropriations and new capital project appropriations.

Amended Budget: Budget which includes changes to the Adopted Budget that are approved by the Town Board and transfers within the authority of management.

Appropriation: An authorization of a specific amount of money made by the Town Board which permits the Town to incur obligations and to make expenditures of resources.

Assessment Rate: The rate established by the State Legislature, based on a State Constitutional Provision, which, when applied to the actual value of real and personal property, determines the assessed value of property. Residential assessment rates change every re-appraisal (odd) year to keep the residential property taxes generated statewide to 45% of all property taxes. The current residential assessment rate is set at 7.15%. All other properties (vacant land, commercial, agriculture, etc.) have a fixed 29% assessment rate.

Assessed Valuation: The value that is established for real or personal property by the County Assessor for the purpose of levying property taxes.

Assets: Resources owned or held by a government which have monetary value.

Audit: The examination of documents, records, reports, systems of internal control, accounting and financial procedures, and other evidence.

Balanced Budget: A balanced budget according to State budget law is defined as one where expenditures are not more than available revenues plus beginning fund balances. A structurally balanced budget is one in which current ongoing expenditures do not exceed current ongoing revenues.

Basis of Accounting: A term used when revenues, expenditures, and transfers are recognized in the accounts and reported in the financial statements. Specifically, it relates to the timing and characterization of the measurements made, regardless of the nature of the measurement, on either the cash or accrual method.

Bond: A financial instrument issued by a government promising to return a previously determined interest rate at a specified date or dates in the future, and the amount of money (principal) borrowed.

Budget: The financial plan for a specified period of time (fiscal year) that balances projected revenues and fund balance appropriations to estimated expenditures and operating transfer obligations.

Budget Transfer: A transfer of funds from one fund to another. Funds cannot be transferred between funds without the Town Board's approval.

Capital Budget: The budget for capital outlay in the Capital Fund.

Capital Expenditure: An expenditure greater than \$5,000 for acquiring or constructing land, buildings, machinery, equipment, and improvements to these items with a useful life of greater than one (1) year, including all related costs to bring the item to a state of usefulness. In the case of improvements, the expenditure must extend the useful life of the item or significantly increase its value.

Capital Improvement Plan (CIP): The annual capital budgeting process that develops a multi-year capital budget.

Capital Outlay: Represents expenditures, which result in the acquisition or addition to the Towns capital assets.

Capital Projects: Major, non-recurring projects that have a purpose of acquiring, building or maintaining assets such as buildings, facilities, infrastructure and roadways.

Cash Accounting: a basis of accounting in which transactions are recorded when cash is either received or expended for goods and services.

CIRSA: (Colorado Intergovernmental Risk Sharing Agency) is a municipal self-insurance pool dedicated to providing Colorado public entities with risk management coverage and resources.

Contract Service: Expenses that are usually incurred by entering into a formal agreement or contract with another party. Examples include architectural services and consultants.

Contributions: Funds derived from outside sources through agreements with another party.

Debt Service: The payment of principal, interest and bond reserve requirements on borrowed funds such as bonds.

Debt Service Fund: These funds are used to account for the principal, interest and the bond reserve requirements on borrowing funds such as bond issues.

Department: a major administrative division of the Town which has overall management responsibility for an operation or a group of related operations within a functional area.

Depreciation: The allocation of the estimated cost of the expiration in the service life of capital assets attributable to wear and tear over the useful life of permanent structures, vehicles, equipment and infrastructure.

Employee: An authorized, budgeted position, which is included in the Town Pay Plan.

Enterprise Funds: Used to account for operations that are financed and operated similar to private business enterprises – where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. The Towns Enterprise Funds are the Water Fund, Waste Water Fund, and Refuse Fund.

Expenditure: Where accounts are kept on the accrual or modified accrual basis of accounting, the cost of goods received, or services rendered, whether cash payments have been made or not. Where accounts are kept on a cash basis, expenditures are recognized only when the cash payment for the above purposes are made.

Expenses: Charges incurred, whether paid or unpaid, for operation, maintenance, interest and other charges which benefit the current fiscal period.

Fees: A general term used for any charge levied by a government associated with providing a service, permitting an activity, or imposing a fine or penalty.

Fiscal Year: The time period designated by the Town signifying the beginning and ending period for recording financial transactions. The Towns fiscal year is the calendar year January 1 through December 31.

Fiscal Year Spending: Defined by the Taxpayer's Bill of Rights (TABOR Amendment) as all district expenditures and reserve increases except, as to both, those for refunds made in the current or next fiscal year of those from gifts, federal funds, collections for another government, pension contributions by employees, and pension fund earnings, reserve transfers or expenditures, damage awards, or property sales.

Fringe Benefits: These include social security, retirement, group health, dental, life and disability insurance.

Full-Time Equivalent Value (FTE): The FTE value is based on the number of hours per week an employee works. Generally, an employee who works 40 hours per week is considered as one (1) FTE.

Fund: An accounting entity that has a set of self-balancing accounts and that records all financial transactions for specific activities or governmental functions.

Fund Balance/Fund Equity: The difference between assets and liabilities.

GAAP (Generally Accepted Accounting Principles): Standards for financial accounting and reporting as primarily defined by the Government Accounting Standards Board.

GASB (Governmental Accounting Standards Board): The authoritative accounting and financial reporting standard-setting body for governmental entities.

General Fund: The General Fund is the general operating fund of the Town. It is used to account for all financial resources except those required to be accounted for in other funds. General Fund revenues include sales tax, property taxes, licenses and permits, intergovernmental and other types of revenue. This fund accounts for most of the basic operating services including general government, general administration, community development, streets, engineering, buildings and grounds, public safety, municipal court, information center, and marketing and events.

General Obligation Bond: Bonds which the full faith and credit of the issuing government are pledged for payment.

Goal: A statement that describes the purpose toward which an endeavor is directed, such as a target or target area.

Governmental Funds: Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, debt service funds, capital projects funds and permanent funds.

Grants: Contributions or gifts of cash or other assets from another government or agency to be used or expended for a specified purpose or activity.

Highway User Tax Fund (HUTF) - Revenue that is derived from the state gasoline tax, and restricted for Road and Bridge activities. The State of Colorado allocates HUTF revenue to various local governments based on a formula established by law.

Home Rule: Statutory and constitutional provisions which allow municipalities to exercise powers of local self-government such as the administration and collection of local taxes.

Infrastructure: Facilities on which the continuance and growth of a community depend, such as streets.

Interfund Transfers: Amounts transferred from one fund to another. Transfers are not expenditures and must be appropriated to expend in the funds receiving the transfer.

Intergovernmental Revenue: Revenue for other governments (i.e. County, State, Federal) in the form of grants, entitlements, or shared revenues.

Internal Service Funds: Funds that account for goods or services provided to other Town departments or agencies with the intention of recovering the full cost of the service.

Levy: To impose taxes or service charges for the support of Town activities.

Line Item Budget: A traditional approach to budgeting which categorizes expenditures and revenues in detail itemized by object for items such as salaries, supplies and services.

Long Term Debt: Debt with a maturity of more than one year after the date of issuance.

Maturity: The date on which the principal or stated value of investments or debt obligations are due and may be reclaimed.

Mill Levy (Tax Rate): The tax rate on real property, based on 1 mill equals \$1 per \$1,000 of assessed property value.

Modified Accrual Accounting: A basis of accounting in which the revenue is recorded when susceptible to accrual i.e. both measurable and available within the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures, other than interest on long-term obligations are recorded when the liability is incurred or the long-term obligation paid.

Objectives: A method to accomplish an established goal.

Operating Budget: The expenditure plan for continuing every-day expenditures such as personnel, purchased services, operating and maintenance and operating capital.

Operating Expense: Those costs other than expenses for salaries, wages and fixed assets which are necessary to support the primary services of the organization. For example, office supplies, printing, internet and phone, heating, and repair and maintenance services.

Ordinance: A formal legislative enactment by the Board. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the Town.

Personnel Services: Salaries, wages, federal and state withholding, and fringe benefits such as insurance and retirement.

Property Tax: A tax which is levied on both real and personal property according to that property's valuation, assessment rate and mill levy.

Proposed Budget: The recommended Town budget submitted by the Town Manager and Staff to the Town Board by October 15th of each fiscal year.

Proprietary Funds: Funds that focus on the determination of operating income, changes in net assets (or cost recovery), financial position and cash flows. There are two different types of proprietary funds: enterprise funds and internal service funds. The Town only has enterprise funds.

Resolution: A special or temporary order of a legislative body requiring less legal formality than an ordinance or statute.

Restricted Funds: The portion of a fund's balance that is legally restricted for a specific purpose and is, therefore, not available for general appropriation.

Revised Budget: Most recent estimate of revenue and expenditures including additional appropriations made throughout the year and encumbrances carried over from the prior year.

Revenue: Funds the government receives as income. It includes such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants and interest income.

Special Revenue Funds: These funds are used to account for specific revenues that are legally restricted for particular purposes. These funds include the Conservation Trust Fund and Open Space Preservation Fund.

Statutory Town: Operates under Title 31 of the Colorado Revised Statutes. Statutory towns have an elected Mayor and board of trustees composed of the mayor and six additional members elected at large. The Town of Eagle is a statutory town.

Supplemental Appropriation: An appropriation by the Town Council when there is a need to transfer budgeted and appropriated monies from one or more spending agencies in a fund to one or more spending agencies in another fund, or to transfer budgeted and appropriated monies between spending agencies within a fund, or if, during the fiscal year, the governing body or any spending agency of such local government received unanticipated revenue or

revenues not assured at the time of the adoption of the budget.

TABOR (Taxpayer's Bill of Rights) – An amendment to the Colorado Constitution approved by the voters in November 1992. The Taxpayer's Bill of Rights has been incorporated in the State Constitution as Section 20 of Article X. The amendment limits growth in both state and local government revenue and expenditures, makes provision for annual elections, and requires voter approval for tax increases.

TABOR Reserve: Term applied to a reserve which is required by the TABOR Amendment. Starting in 1995 this reserve is 3% of "Fiscal Year Spending" excluding bonded debt service. This reserve is for use in declared emergencies only.

Town Board – Governing body of the Town of Eagle which includes seven elected members including the Mayor.

Transfers: Legally authorized intra-town transfers of appropriations from one Town fund to another Town fund. Revenue and expenditures are accounted for in both funds.

Unappropriated Reserves: Fund balances available at the close of the preceding year which are not appropriated in the annual budget.

Unassigned Funds: The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

Acronyms:

Article X, Section 20	– of the Taxpayer's Bill of Rights of Colorado
CIRSA	- Colorado Intergovernmental Risk Sharing Agency
CPI	– Consumer Price Index
DUI Enforcement	– Driving Under the Influence
G.A.	– General Administration
GAAP	– Generally Accepted Accounting Principles
GASB	– Governmental Accounting Standards Board
IGA	– Intergovernmental Agreement
LEAF grant	– Law Enforcement Assistance Funds
MEAC	– Marketing & Events Advisory Committee
MGD	- Million gallons per Day
PW	– Public Works
PY	– Prior Year
TABOR	– Taxpayer's Bill of Rights
YE	– Yearend



To: Mayor and Board of Trustees

From: Brandy Reitter, Town Manager

Date: January 28, 2020

Agenda Item: Personnel Request, Permit Technician

REQUEST:

Staff requests that Board of Trustees review a proposal to add a full-time Permit Technician to the Community Development Department in 2020.

INTRODUCTION:

The Board of Trustees has expressed on a few occasions to focus on employee retention and assess the resources needed to maintain service levels without burning people out. The Community Development Department has had some turnover. Some of this is due to structural changes and some because of being under resourced. When the recent Administrative Technician left for a position at Eagle County, the position she filled included too many tasks. The department assessed the needs going forward prior to hiring. Part of growing pains require rethinking positions that have grown so big, that it makes sense to create a separate position. Staff feels that time is now.

ANALYSIS:

Request Rationale

- Feedback from exit interviews include unmanageable workloads, burnout, and no quality of life.
- This position will improve operational efficiency and effectiveness.
- Staff will eventually make this request in the budget in 2021 – this position is inevitable.
- The department consistently accrues comp and over time and has difficulty taking vacation.
- The Administrative Technician position includes too many tasks which could be separate jobs.
- There is no succession plan for the Building Official and town pays Gypsum as a backup.
- The building department will not be able to keep up with projected development with one FTE and will need support.
- Since onboarding in the trades takes months with the current labor market – staff wants to make this request now, so that the department is prepared when developments go vertical.
- There isn't the bandwidth to make operational improvements, implement new software, and to develop SOPs.
- With the addition of a code enforcement program – the work in the department will increase and the Administrative Technician will need to provide support for another program.

- Town has been told consistently by customers that we are under resourced in comparison with other communities nearby.

Community Comparisons

- Avon – Permit Technician
- Gypsum – Building Department, Administrative Assistant
- Frisco – Permit Technician
- Carbondale – Permit Technician
- Aspen – Permit Coordinator
- Breckenridge – Permit Technician
- Silverthorne – Permit Technician
- Telluride – Building Technician

Overtime, Comp Time, Admin Time Summary

Classification	2018 Accrued Hours	2019 Accrued Hours	Total Amount
Exempt Staff	N/A	824.5	N/A
Non-Exempt Staff	42.45	232.45	\$9,934
Total	42.45	1,056.95	\$9,934

COMMUNITY INPUT:

No community input required for this analysis.

BUDGET / STAFF IMPACT:

The proposal has an impact to the budget. The salary range is \$44,574 - \$62,404 and is proposed to be in Grade 3 in the pay plan if approved. The position would require additional funds around \$2,000. The labor burden ranges from 25% - 30%. An approval will be included in the town's annual budget amendments.

There are a few ways to fund the position:

1. Reprioritize existing budget: CIP Assessment, downtown banners, branding projects, software and media budgets.
2. Utilize extra sales tax collections in 2020 to cover a portion of wages.
3. Increase building permit fees to cover a portion of the wages:
 - a. 2020 fees budget at \$280,000
 - b. 2019 collections \$310,648

STRATEGIC PLAN ALIGNMENT/STANDARDS ACHIEVED:

This proposal aligns with the following business items:

Sound Planning – It is the responsibility of the town to ensure that there are adequate resources to support reliable services and to create a culture of continuous improvements. This position is a proactive approach to accommodate the growth we are experiencing so the organization is prepared.

Reliable and Cost-Effective Services – This approach supports providing better customer service to our customers. It ensures that we will be better prepared for growth and to maintain service levels. This proposal gives employees the tools they need to perform well without sacrificing the quality of life they expect from the organization.

RECOMMENDED ACTION OR PROPOSED MOTION:

There are two actions the board can consider:

1. Direct staff to proceed with proposal with funding options 1, 2, or 3?
2. Keep the current structure in place and assess the need in the 2021 budget.

ATTACHMENTS:

- None.



To: Mayor and Board of Trustees

From: Brandy Reitter, Town Manager

Date: January 28, 2020

Agenda Item: Recreation Retail Marijuana Licensing Expansion Proposal

REQUEST:

Staff requests that Board of Trustees review a proposal to expand the recreational marijuana licensing program in place.

INTRODUCTION:

The Town of Eagle currently restricts marijuana retail, manufacturing, and other industry use to a small section of Town, the commercial/industrial section of Chambers Avenue east of Nogal Gulch. During the 2020 budget workshop, staff proposed a few revenue proposals to solicit feedback from the board. Expanding the licensing program beyond two was something the Town Board of Trustees wanted to explore. Retail uses are often found in commercial zoning but are constrained by the State of Colorado statutes and Town of Eagle ordinances regarding distance from schools, childcare, alcohol or drug treatment facilities, other marijuana businesses, and residential zones. An analysis of proposed changes to these restrictions highlights the potential for additional licenses in Town, and the locations permitted. The purpose of this proposal is to get feedback from the board on changing the existing policy.

ANALYSIS:

GIS analysis shows the effect of 500-foot and 1,000-foot buffers from the locations that currently impact the location of medical marijuana sales. Under the current ordinance, only 2 facilities can locate in Town, and east of the current locations on Chambers Avenue. For any other locations to become available, the current designation of “east of Nogal Gulch” would need to be repealed, as well as the buffer from residential zoning. Should those two changes take place, the following would be the available locations in other commercial districts under different scenarios.

The restriction from residential zoning is a Town of Eagle ordinance and can be removed under statutory guidelines. Removing childcare sites or changing the 1000’ restriction to 500’ would require the Town to be Home Rule. The table below assumes the residential restriction is lifted. Final license count for the Town could be controlled by amending the current limits on license use.

Potential for Additional Marijuana Locations Given Restriction Changes

	Statutory Options	Home Rule Options	
Town Sites	Remove Residential	500' from Existing Restriction	Remove Childcare Sites
Market Street	0	1	2
Chambers Avenue	3	4	4
Broadway Street	0	2	3
Grand Avenue	2	3	6
Eagle Ranch – Capitol Street	0	0	1
Total	5	10	16

COMMUNITY INPUT:

No community input required for this analysis

BUDGET / STAFF IMPACT:

The proposal has a positive impact on revenues. Having additional marijuana licenses in operation would be a benefit to the sales tax revenue of the Town. The Town cannot share the financial impact because there is only one establishment. Based on the current licenses – revenues would provide a modest bump. There is minimal impact to staff because the Town already manages a licensing program.

STRATEGIC PLAN ALIGNMENT/STANDARDS ACHIEVED:

This analysis was requested during budget work sessions. Increasing available sites for retail marijuana would improve the financial health of the Town, as well as further activate economic vitality in designated commercial areas.

Increasing access to additional marijuana facilities does have a negative impact on public health outcomes. Like tobacco and alcohol, there are hazards in using marijuana.

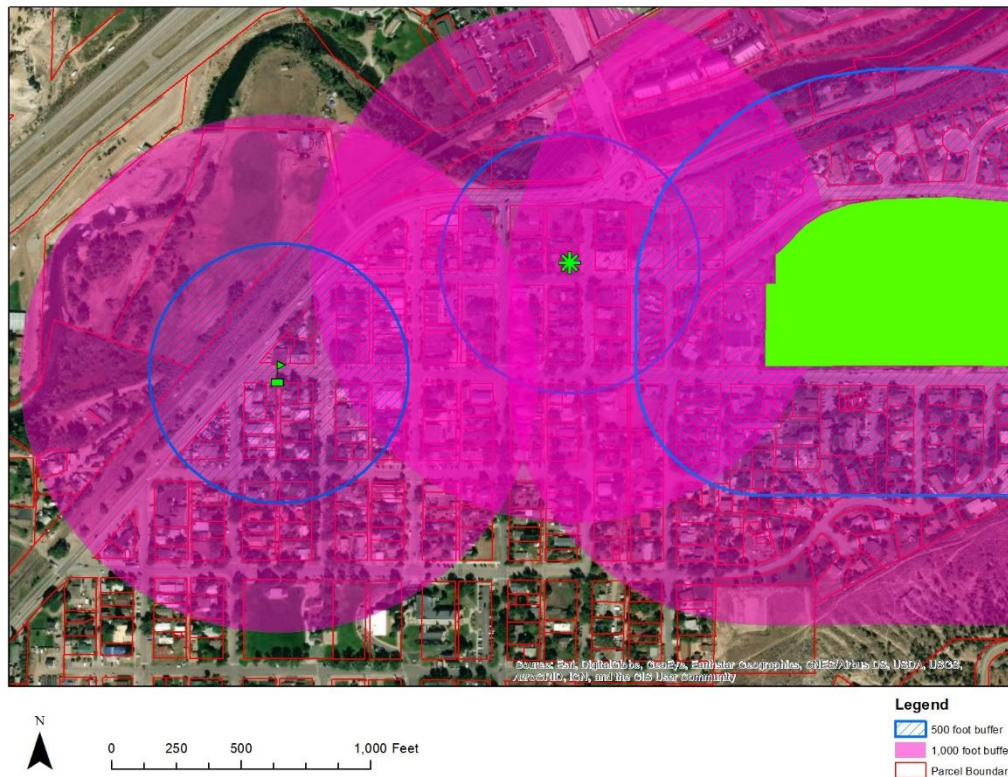
RECOMMENDED ACTION OR PROPOSED MOTION:

To review the policy suggestions and provide staff guidance on the following:

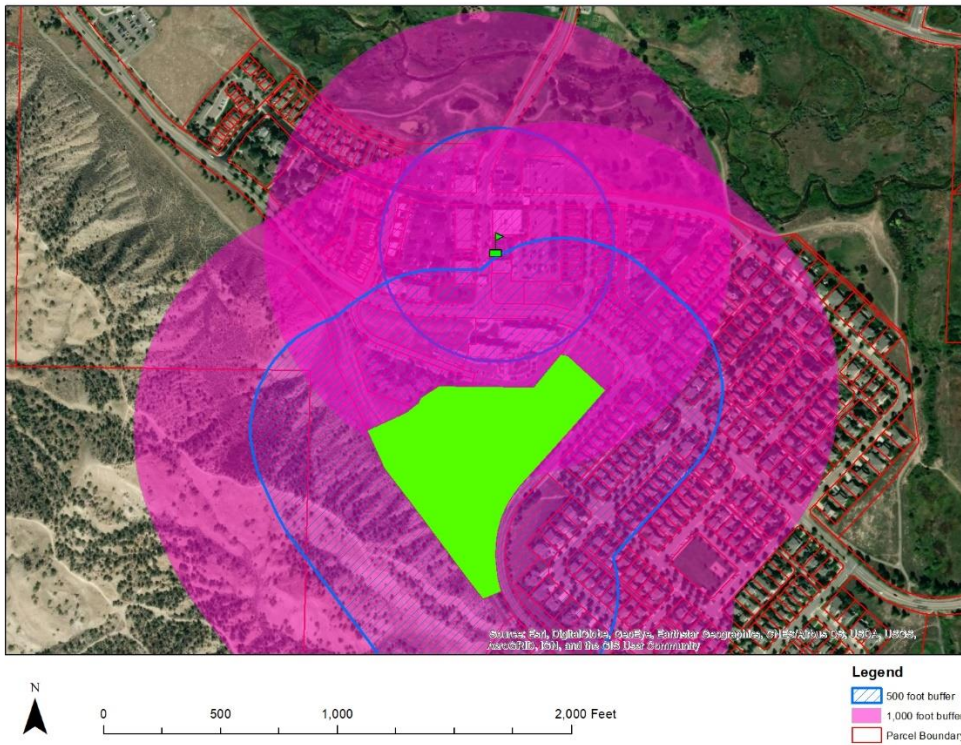
1. Keep the current policy in place
2. Adjust the policy under statutory requirements
 - a. Repeal east of Nogal Gulch
 - b. Allow 500' restriction

ATTACHMENTS:

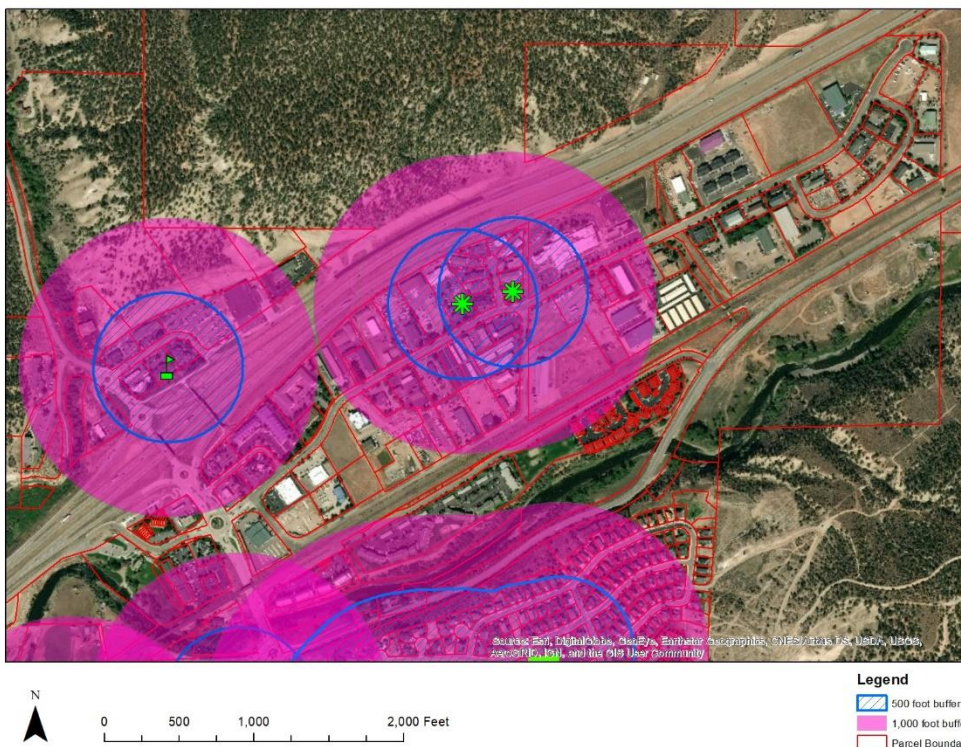
- 5 GIS images analyzing restriction sites and the buffer distances from these sites.



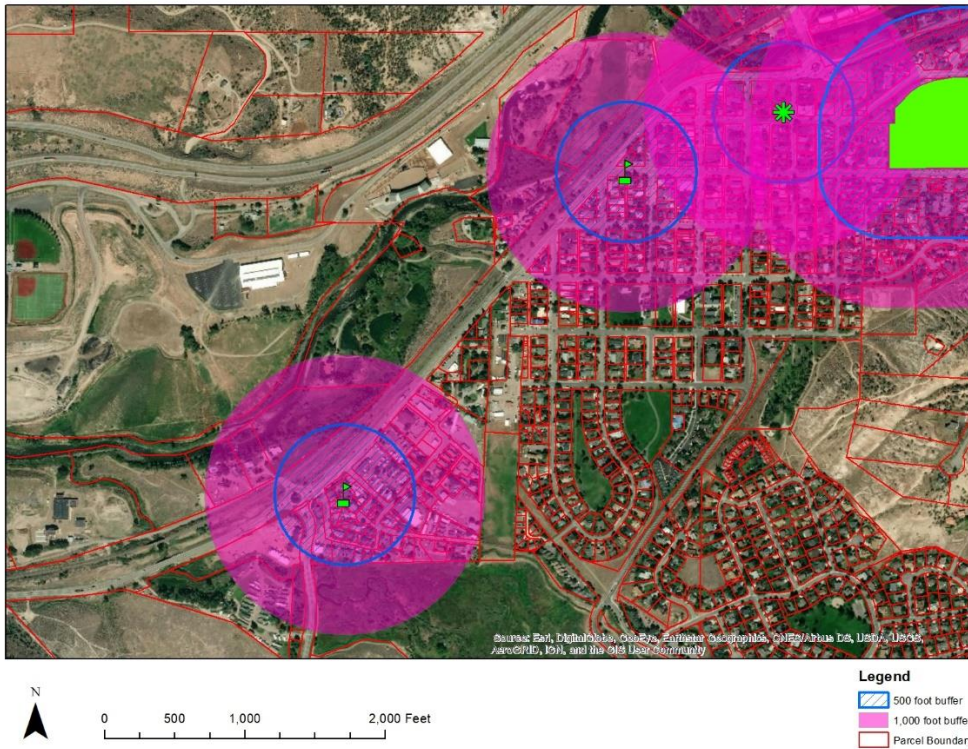
Buffer analysis of marijuana restrictions on Broadway and North Grand Ave. – Note this analysis does not demonstrate the buffer from residential zoning, which would cover all available commercial locations shown.



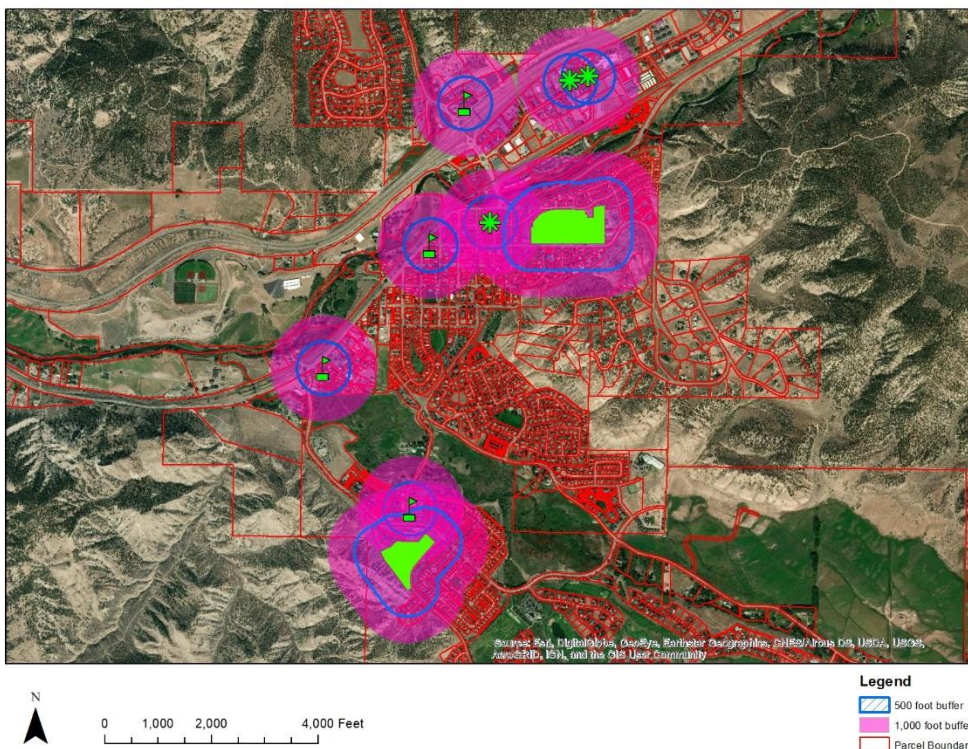
GIS Buffer analysis of restricted locations in the Eagle Ranch commercial district.



Buffer analysis of Chambers Ave and Market St.



Buffer analysis of Grand Ave. Note that a 500-foot buffer from Residential zoning would prohibit any use located on Grand Ave.



Town-wide analysis of 500-foot and 1,000-foot buffer zones from prohibited locations. The buffer surrounding residential zoning is not displayed here.

TOWN OF EAGLE BOARD OF TRUSTEES GOVERNING POLICIES MANUAL

Comment [1]: Formatting of this document is for ease of review. Do we have a standardized "Town of Eagle Formatting" for all Town documents we can drop this in? If not, part of our branding and message should be the same formatting for all town documents.

Comment [2]: This changes to Town Council with adoption of the charter as currently drafted.

Comment [3]: I had talked with Jason Cowles several times about writing a handbook/code of ethics that includes and also covers the Planning and Zoning Commission. If we can adapt this to accomplish that, it would be good and save a second exercise just for P&Z.

Comment [4]: I think it is important this have a section on harassment. I was going to borrow and adapt that section from the Employee Handbook as it is very thoroughly vetted already. And it seems reasonable to be held to the same standards.

Comment [5]: Agreed. I will email the Board as a whole the "chapters" of the bigger binder - there is a section dedicated to ethics and conduct and that would fit right into that section the tBrandy is working on.

Comment [6]: Larger Vision: this is one "tab" of a Board Handbook that should include, new member FAQ, ethics, practices, policies, etc, etc.....

TOWN OF EAGLE BOARD OF TRUSTEES GOVERNING POLICIES MANUAL

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INTRODUCTION

These Governing Policies, as adopted by the Board of Trustees, incorporate four categories of policy. The first category is the Governance Process, which clarifies the board's own job and rules, how they work together and how the Board relates to the **citizens** of Town of Eagle. Category two is Board/ Staff Linkages which outlines the delegation and accountability through the Town Manager. The third category is Executive Limitations which describes the prudence and ethics, and limitations of the authority and responsibilities of the Town Manager in his/her role as the Chief Appointed Official for the board directing the staff of the Board of Trustees. The first three all work together to efficiently and effectively implement the fourth category, which is the vision, direction, and policy of the Board of Trustees. These describe what benefits will occur, for which people, at what cost.

To further its accountability to the citizens and taxpayers of the Town of Eagle, the Board of Trustees adheres to the following principles of governance:

- 1. Ownership:** The Board connects its authority and accountability to its "owners" – the citizens and taxpayers of the Town – seeing its task as servant-leader to and for them.
- 2. Governance Position:** With the ownership above it and operational matters below it, governance forms a distinct link in the chain of command and authority. The Board's role is that of leader and advisor. It exists to exercise its authority and properly empower others; functioning as management's consultant, rather than adversary. The Trustees—not the staff—bear full and direct responsibility for the process and products of governance, just as it bears accountability for any authority and performance expectations delegated to others.
- 3. Board Holism:** The Board of Trustees makes authoritative decisions – directed toward management and toward itself, its individual Trustees, and committees – only as a total group. That is, Town Board authority is a group authority rather than a summation of individual authorities.
- 4. Goals Policies:** The Town Board defines, in writing, the (a) results, changes, or benefits that should come about for specified goals (b) recipients, beneficiaries, or otherwise defined impacted groups, and (c) at what cost or relative priority for the various benefits or various beneficiaries. These are not all the possible "side benefits" that may occur, but those that form the purpose of the organization, the achievement of which constitutes organizational success. Policy documents containing solely these decisions are categorized as "Goals" in the policies that follow.
- 5. Board Means Policies:** The Board of Trustees defines, in writing, those behaviors, values added, practices, disciplines, and conduct of the Board itself and of the Board's delegation/accountability relationship with its own subcomponents and with the management part of the organization. Because these are not decisions relating to Goals, they are called "Board Means" and "Staff Means" to distinguish them from "Ends". These decisions are categorized as "Governance Process" and "Board Management Delegation".
- 6. Management Limitations Policies:** The Board makes decisions with respect to its staff's means decisions and actions only in a proscriptive way in order simultaneously (a) to avoid prescribing means and (b) to put off limits those means that would be unacceptable even if they work. These decisions are categorized as "Management Limitations" in the policies that follow.

Comment [7]: Not a fan of this term. Too restrictive. More inclusive would be "constituents" or "community members." We govern to the benefit of more than just our citizens.

Comment [8]: Agree. This comment is also reflected in our strategic plan... "residents and visitors of...." sound better?

Comment [9]: This is confusing, can the language be simplified?

7. Self-Enforcing: These policies are collectively adopted by the Eagle Board of Trustees and as such only the board and individual trustees are responsible for compliance both individually and collectively.

CATEGORY 1 GOVERNANCE PROCESS

POLICY 1.0 GOVERNANCE COMMITMENT

Within the authority granted to it by Colorado Revised Statutes, the purpose of the Town of Eagle Board of Trustees (the "Board"), on behalf of the citizens of Town of Eagle, is to see to it that the Town of Eagle government (a) achieves results for citizens at an acceptable cost and (b) avoids unacceptable actions and situations.

- 1.1 The Board of Trustees will approach its task with a style which emphasizes outward vision rather than an internal preoccupation, strategic leadership more than administrative detail, clear distinction of Board and staff roles, collective rather than individual decisions, future rather than past or present, and proactively rather than reactively. -OR- The job of the Board of Trustees is to make contributions which lead the town government toward the desired performance and to assure that it occurs. The board's specific contributions are unique to its trusteeship role and necessary for proper governance and management.
- 1.2 The operating principles and commitments of the Board of Trustees, as it relates to the working relationship between the Trustees, staff and citizens of the Town of Eagle, are to emphasize fairness; responsibilities as elected officials; respect; honesty and integrity; and communication.
- 1.3 The job of the Board of Trustees is to make contributions which lead the Town Government toward the desired performance and to assure that it occurs. The Board's specific contributions are unique to its trusteeship role and necessary for proper governance and management.
- 1.4 The responsibility of the Mayor is, primarily, to establish procedural integrity and representation of the Board of Trustees and the Town to outside parties (as delegated by the Board).
- 1.5 The Board expects of its members ethical and businesslike conduct.
- 1.6 The Board of Trustees may establish committees to advise the Board in carrying out its responsibilities. Other than those statutorily required, all committees appointed by the Town of Eagle Board of Trustees exist so that Board decisions (a) will be made from an informed position, and (b) will be made in a public forum consistent with Board policy.
- 1.7 The Board of Trustees may appoint an individual Trustee to serve as the official liaison of the Board to Town Boards and Commissions. The Board of Trustees may appoint an individual Trustee to serve as the official liaison to other community groups.
- 1.8 Board Committees, when used, will be assigned so as to reinforce the wholeness of the Board's job and so as never to interfere with delegation from the Board to Town Manager. The purpose of Board Committees shall be to provide more in-depth discussion and information on the specific areas assigned to the Committee. Committees may not vote or adopt policy, but may make recommendations to the Town Board for action.

- 1.9 The Town Board will prepare and follow an annual agenda plan that includes (1) a complete re-exploration of Goals policies and (2) opportunity for continuous improvement in Town Board performance through Town Board education, enriched input, and deliberation.

POLICY 1.1 GOVERNING STYLE

The Board of Trustees will approach its task with a style which emphasizes outward vision rather than an internal preoccupation, strategic leadership more than administrative detail, clear distinction of Board and Staff roles, collective rather than individual decisions, future rather than past or present, and proactive rather than reactive. In this spirit:

- 1.1.1 The Board of Trustees will operate fully aware of its trusteeship and stewardship obligation to its constituents.
- 1.1.2 The Board of Trustees will conduct itself individually and collectively with whatever discipline is needed to govern with excellence through:
 - 1.1.2.1 Being committed to matters such as policy-making principles, role clarification, speaking with one voice and self-policing of any tendency to stray from governance adopted in Board policies.
 - 1.1.2.2 Individual Board members' thorough preparation for meetings and regular attendance.
 - 1.1.2.3 Continuation of Board development including orientation of new members in the Board's governance process, participation in relevant continuing education, and periodic Board discussion of process improvement.
- 1.1.3 The Board of Trustees will direct, control and motivate the organization through the careful establishment of broad written policies reflecting the Board's values and perspectives. The Board's emphasis will be on impacts on the Town outside the organization, **not on the administrative means.**
- 1.1.4 The Board of Trustees, as trustees for and working with the citizens of the Town of Eagle, will be the primary initiator of policy, and will also be receptive to other policy initiatives from citizens and staff. The Board, not the Staff, will be responsible for Board performance as specified in the policy entitled Board Job Products.
- 1.1.5 The Board of Trustees will be accountable to the Citizens of the Town of Eagle for competent, conscientious and effective accomplishment of its obligations as a body. It will allow no individual, committee or entity to usurp this role or hinder this commitment.
- 1.1.6 The Board of Trustees will monitor and discuss the Board's own process and performance, and ensure the continuity of its governance capability through continuing education and training.
- 1.1.7 A member of the Board of Trustees who votes in the minority is free to express his/her dissent, but will respect the process and legitimacy of the majority decision. **(Once a decision has been made, all members of the Board shall stand behind said decision, as a unified Board.)**
- 1.1.8 All Town Trustees will respect the legitimacy of the opinions and reasoning of other Trustees when and after making board decisions.

Comment [10]: Why exclude this? I think it's part of the Board's job to facilitate effective administration, which very much has effect outside the organization. We do that through strategic planning, budgeting, goal setting, and hiring of key senior staff.

Comment [11]: We have discussed this as practice, but not as policy. It is a good policy to keep us and future boards honest.

Comment [12]: Can't use the word "shall," that's a violation of a council member's right of free speech. Somewhere in here there needs to be a discussion of expectations and conduct, where it can be made clear that the Council acts as a unit, and a degree of respect for that is expected from all Council members. It can also be made clear that to undermine the decisions of the Council risks that Council member(s)'s ability to continue to be an effective part of the Council.

- 1.1.9 All Town Trustees agree not to hold grudges or bring disagreements from past actions into future decisions.

Comment [13]: This seems petty and out of place.

- 1.1.10 A member of the Board of Trustees who, in their sole opinion, believes they have a conflict of interest or, for any other reason, believes that they cannot make a fair and impartial decision in a legislative or quasi-judicial decision, will recuse themselves from the discussion and decision. Any recusal will be made prior to any board discussion of the issue.

- 1.1.11 Any Trustee may choose to abstain from voting on any question, at their sole discretion. If there is not conflict of interest or reason for recusal as outlined in 1.1.10, the trustee may participate fully in Board discussions of the issue, yet abstain from voting, should they so choose.

Comment [14]: This is not appropriate. Council members are elected to govern. To promote allowance of an abstention without true conflict of interest (as defined by state statute and Constitution) or other extraordinary conflicting circumstance, is to promote an abrogation of duty.

POLICY 1.2 OPERATING PRINCIPLES

The operating principles and commitments of the Board of Trustees, as it relates to the working relationship between the Trustees, staff and citizens of Town of Eagle, are to emphasize fairness; responsibilities as elected officials; respect; honesty and integrity; and communication.

- 1.2.1 Fairness. We are committed to fairness in our day to day activities. To ensure an atmosphere of fairness, we agree to the following principles:
- 1.2.1.1 We will listen to all sides of an issue.
 - 1.2.1.2 We will be fair with each other.
 - 1.2.1.3 Citizens will have opportunity to access the Board of Trustees, with the exception of any contact that may be considered ex-parte communication associated with a quasi-judicial decision.
 - 1.2.1.4 We have an obligation to listen to each other, Citizens, and Staff with the understanding that an obligation to listen does not necessarily equate to an obligation to agree or to act as requested. We will treat each other as equals.
- 1.2.2 Responsibilities as Elected Officials. We understand and agree that we have certain responsibilities to the public and community beyond those simply articulated in law.
- 1.2.2.1 We believe we are each responsible for our own actions as Trustees. We will take responsibility for our own actions.
 - 1.2.2.2 We agree to address issues and respond to each other's requests in a timely and open manner.
 - 1.2.2.3 We will give equal weight to rights and responsibilities when making decisions.
 - 1.2.2.4 When giving staff responsibility we will grant the appropriate authority to carry out that responsibility.
 - 1.2.2.5 We have a fiduciary responsibility to uphold the Constitutions of the United States and the State of Colorado, and all laws and regulations of the United States, the State of Colorado, and the Town of Eagle.
- 1.2.3 Respect. Citizens' trust in government is critically important. The key to building and maintaining this trust is placing a high value on respecting each other and those we work with and serve as public officials.
- 1.2.3.1 We agree to take others' concerns seriously.

Comment [15]: I don't think this is the right word, would simply delete--it's unnecessary. Our fiduciary obligations are to our taxpayers.

- 1.2.3.2 We agree to accept and respect each other's individuality, supporting each other by capitalizing on our individual strengths, working together as a team, utilizing each other's expertise, to accomplish our goals and the goals of the Town of Eagle.
- 1.2.3.3 We believe that information flow within the organization is important and that all affected parties should have all of the information that is important to them, whenever possible.
- 1.2.3.4 We agree to respect each other's feelings and ideas and to treat everyone with respect.
- 1.2.3.5 We will make every effort to not just listen, but to understand the point from other perspectives.
- 1.2.3.6 We understand that respect comes in many forms and we will make every effort to show respect for others both in our verbal and non-verbal actions.
- 1.2.3.7 We treat those providing input at Town meetings with respect.

1.2.4 Honesty and Integrity. As elected officials we will hold ourselves to a high standard of honesty and integrity in the community.

- 1.2.4.1 We will deal with each other honestly.
- 1.2.4.2 We are committed to high standards of ethics in our dealings with each other, employees, and citizens.
- 1.2.4.3 If an interpersonal conflict or problem develops, **(we will work with the people involved only)** and strive to settle the conflict or problem in a constructive basis.
- 1.2.4.4 We treat our office as a public trust. The Town's resources and powers are to be used for the benefit of the public.
- 1.2.4.5 We will refrain from decisions in which our financial or **(personal interests)** are specifically affected by a decision and shall adhere to applicable Colorado Law governing conflict of interest.
- 1.2.4.6 We do not accept personal gifts, except as specifically allowed by Colorado Law.
- 1.2.4.7 We will respect and adhere to our oath of office.
- 1.2.4.8 We will abide by Article 29 of the Constitution of the State of Colorado regarding ethical behavior.

Comment [16]: Why limit this? It may be that others outside of the conflicting parties can help in resolution.

Comment [17]: Personal interests (non-financial) do not trigger a conflict of interest under Colorado law.

1.2.5 Communication. **(We believe that to be effective as elected officials, we must communicate clearly and completely at all times.)**

- 1.2.5.1 We believe in full disclosure and "no surprises" in our internal operations and in working together as a Board. We will strive for open and candid communication among Citizens, Staff, and each other.
- 1.2.5.2 We are committed to providing our citizens with relevant, accurate, and timely information about the Town goals, services, fiscal programs, services provided, and the decisions that will affect the public.
- 1.2.5.3 We believe it is important to keep each other informed of our activities and of issues facing us as a Board of Trustees.

Comment [18]: This needs to acknowledge the limits on ex parte communication.

1.2.6 Accountability.

- 1.2.6.1 We will exercise our authority with open meetings and access to public records.
- 1.2.6.2 We will hold executive sessions only for reasons allowed by Colorado Revised Statutes.
- 1.2.6.3 We are positive advocates for the Town and are accessible to the citizens of Eagle.

POLICY 1.3 BOARD JOB DESCRIPTION

The job of the Board of Trustees is to lead the Town Government toward the (desired performance) and to assume a good faith effort toward those objectives. The Board's leadership is unique to its trusteeship role and necessary for proper governance and management.

Comment [19]: ??? Rephrase: ... by making reasoned and thoughtful decisions, setting high level goals and strategic direction, hiring and empowering senior staff positions, and appropriating monies to accomplish this, on behalf of and to the benefit of the Eagle community.

1.3.1 The products of the Board shall b

- 1.3.1.1 Linkage: As the Town of Eagle Board of Trustees places a high value on open, participatory government, the board will produce the linkage between Town of Eagle government and the Citizens of Town of Eagle.
- I. Needs Assessment: The Board of Trustees will strive to identify the needs of the Citizens as they relate to Town of Eagle's activities and scope of influence, and shall translate such knowledge into the articulation of Board Objectives policies (see definition below).
 - II. Advocacy and Ambassadorship: The Board of Trustees will act as the representatives of the Citizens to the Town of Eagle government, and shall take steps to inform and clarify:
 - i. the Citizen's relationship with government; and
 - ii. the Organization's focus on future results, as well as present accomplishments.

1.3.1.2 Written governing policies that, at the broadest levels, address each category of organizational decision:

- I. *GOVERNANCE PROCESS*: Specification of how the Board of Trustees conceives, carries out, and monitors its own tasks. Processes include the collective vision and strategic plan.
- II. *STAFF LIMITATIONS*: Constraints on Staff authority which establish the prudence and ethical boundaries within which all Town Manager and Staff activity and decisions must take place.
- III. *BOARD/STAFF LINKAGE*: How power is delegated and its proper use monitored; the role, authority, and accountability of the (Town Manager (and the Town Attorney)).
- IV. *OUTCOMES*: Organizational products, effects, benefits, to answer the questions (for what good, for which recipients, and at what cost?) asked.

Comment [20]: Need to fine tune with 1.3.1.3

1.3.1.3 (The Board will produce assurance of:

- I. Town Manager performance (in accordance with policies in 2A and 2B)
- II. Town Attorney performance (in accordance with policies in 2A and 2B)
- III. Town Treasurer performance
- IV. Town Clerk performance
- V. Municipal Judge)

Comment [21]: Is this the correct full list of appointments/ direct reports?

1.3.1.4 Adopted resolutions, regulations, ordinances, and fee schedules; legislative positions; the Audit; the Budget; Boards and Commissions; and statutorily mandated items.

Comment [22]: This changes with approval of the Charter, as currently drafted.

1.3.2 Role of Town Trustees

1.3.2.1 Representation:

- I. Providing leadership for the Town on behalf of the Citizens of Eagle.
- II. Representing and acting in the best interest of Citizens of the Town of Eagle.
- III. Being knowledgeable of issues, researching background information, attending regularly scheduled meetings, and acting as a resource for Citizens' concerns.
- IV. Serving as a conduit for information from Citizens to the Town Manager and the Mayor in responding to questions and individual problems.
- V. Finding a balanced approach for addressing competing interests among constituent groups to ensure the Community is fairly represented.
- VI. Representing the Board of Trustees on standing committees of the Town for the purpose of monitoring major Town activities and policy implementation.

1.3.2.2 Legislative:

- I. Serving as the governing body of the Town and holding all legislative and corporate powers of the Town specifically granted or implied by statutory provisions and the Municipal Code.
- II. Enacting ordinances, resolutions and policies for the governance of the Town of Eagle and protecting the life, health and property of its Citizens and Visitors.
- III. Establishing policy for the direction of the Town Board and Town Staff.
- IV. Establishing fiscal policy, financial targets, and budget goals for the Town government.
- V. Having final decision-making responsibilities over pertinent land use issues and application of development code requirements within the Town of Eagle.

1.3.2.3 Quasi-Judicial:

- I. Acting in a quasi-judicial manner in matters brought before it that relate to public hearings, appeals, land use, and licensing.
- II. Making decisions concerning quasi-judicial matters based upon testimony presented at formal hearings which are normally conducted during regularly scheduled Town Board meetings.
- III. Not accepting nor seeking outside input or lobbying that attempts to influence their decision prior to the quasi-judicial Public Hearing. Any and all ex-parte communication shall be disclosed at the beginning of the hearing. Not doing so may cause a Trustee to be disqualified from the proceedings.

1.3.2.4 Communications:

- I. Following a formal decision, acting as a united body, not as individual Trustees, and acknowledging the decision of the Town Board.
- II. The Town Manager is the sole point of contact between the Trustees, as policy makers, and Town Staff.
- III. Interacting with the media, governmental entities, the public or other bodies as an individual Trustee, and not as a representative of the majority of Trustees, unless an official position or legislative action has been established or authorized to do so.

- IV. Communicating to the Mayor and other Trustees items of importance from their respective committees and providing information that may be necessary to keep other members aware of important Town activities or critical functions.
- V. In times of community emergency, it is important that the Town Board speak with one voice. The Mayor, or the Mayor Pro-Tem, if the Mayor is not available, shall speak for the Board during an emergency. Other Trustees will refer all requests for information to the Mayor or Mayor Pro-Tem. The Mayor will coordinate all communication with the Incident Commander and the Town Manager. The purpose of this policy is not to restrict the communication of the Trustees or the Mayor, but to ensure all communication is timely, accurate, and in concert with the Incident Response Plan.

POLICY 1.4 MAYOR'S RESPONSIBILITY

The Mayor serves at the will of the Citizens of the Town of Eagle and of the Board of Trustees. The responsibility of the Mayor is, primarily, to establish procedural integrity and representation of the Board of Trustees and the Town to outside parties (as delegated by the Board). Accordingly:

- 1.4.1 The responsibility of the Mayor is to consistently guide the behavior of the Board with its own rules and those legitimately imposed upon it from outside the Organization.
 - 1.4.1.1 Meeting agendas and discussion content will be only those issues which, according to Board policy, clearly belong to the Board to decide, not the Town Manager.
 - 1.4.1.2 Deliberation will be fair, open, orderly, and thorough, but also efficient, limited to time, and kept to the point.
- 1.4.2 The authority of the Mayor is to preside over meetings and to sign documents as authorized by the Board of Trustees and to preside over the evaluation of the Town Manager by the Town Board.
- 1.4.3. The Mayor shall not act on behalf of the Town in any unilateral manner, except as approved by the Board of Trustees. This shall include any appointment of committee or board positions, making any financial or other binding obligations on behalf of the Town, or expressing the official position of the Town on any matter.
- 1.4.4 Representation:
 - 1.4.4.1 Provide leadership for the Town of Eagle.
 - 1.4.4.2 Serve as the primary representative of the Town of Eagle in official and ceremonial functions.
 - 1.4.4.3 Represent the Town in interaction with other government agencies.
 - 1.4.4.4 Be the spokesperson for the Town, unless the Town Board has decided otherwise.
 - 1.4.4.5 Represent the Town Board as a liaison with the Town Manager to promote the timely flow of information between the Town Board, Town Staff, and other governmental organizations.
 - 1.4.4.6 Represent the Town on the Platte River Power Authority Board.
- 1.4.5 Enactment:

- 1.4.5.1 The Mayor, in conjunction with the Town Board and Town Manager, enforces the ordinances and laws of the Town.
 - 1.4.5.2 Signs all warrants (see Section 2.12.020 of the Municipal Code).
 - 1.4.5.3 Executes all ordinances and resolutions authorizing expenditure of money or the entering into a contract before they become valid. The Mayor has the authority to disapprove such ordinances or resolutions in writing, subject to Board of Trustees override.
 - 1.4.5.4 The Mayor, with Town Board approval, appoints members of committees, and other entities that may be necessary from time to time for the effective governance of the Town.
 - 1.4.5.5 Facilitating policies and procedures for the effective management of the Board, establishing Town goals in conjunction with the Town Board, promoting consensus and enhancing Board performance.
- 1.4.6 Mayor Pro Tem - Mayor Pro-Tem shall assume all duties of the Mayor in the Mayor's absence, in accordance with Section 2.16.010 of the Municipal Code.
- 1.4.7 Mayoral Appointments
- 1.4.7.1 Board Standing Committees – *"At the first regular meeting following the certification of the results of each biennial election, the Mayor shall appoint three (3) Trustees to the following standing committees: community development, public safety, public works and utilities."* (Ord. 26-88 §1(part), 1988; Ord. 7-03 §1, 2003; Ord. 10-10 §1, 2010)
 - 1.4.7.2 Special Assignments – The Mayor may appoint other Trustees to serve on temporary committees, community groups, interview panels or in some other capacities as a representative of the Town, except in cases where a Board Liaison has been approved by the Board of Trustees (Policy 1.7.) The Mayor shall inform the entire Board of any special assignments and will make every effort to distribute special assignments equitably among the members of the Board.
 - 1.4.7.3 Special committees – Special committees may be established by the Board of Trustees. The Mayor shall appoint all members of any special committee subject to the approval of the Board of Trustees. (Ord. 26-88 §1(part), 1988; Ord. 10-10 §1, 2010)

Comment [23]: Need to verify the code, if we have one to reference.

Comment [24]: Need to verify the code, if we have one to reference.

Comment [25]: Where is our master list of minimum required committees? Need to verify the code, if we have one to reference.

Comment [26]: Need to verify the ordinance, if we have one to reference.

POLICY 1.5 BOARD MEMBER'S CODE OF CONDUCT

The Board of Trustees shall operate in an ethical and businesslike manner. Accordingly:

- 1.5.1 Members of the Board of Trustees must represent unconflicted loyalty to the interests of the Citizens of the entire Town. This accountability supersedes any conflicting loyalty such as that to any advocacy or interest groups, or membership on other Boards or Staffs. This accountability also supersedes the personal interest of any Board member acting as an individual consumer of the Town government's services.
- 1.5.2 Members of the Board of Trustees must avoid any fiduciary conflict of interest, ex-parte communication involving quasi-judicial matters or nepotism conflicts.

- 1.5.3 Members of the Board of Trustees will act in accordance with the Colorado Revised Statutes and the Code of the Town of Eagle, as they relate to the Board's responsibilities and authorities.
- 1.5.4 Individual Board members can represent the Board on Town matters when delegated those responsibilities by the Board
- 1.5.5 Members of the Board of Trustees may not attempt to exercise individual authority over the Town government except as explicitly set forth in Board policies.
 - 1.5.5.1 Board of Trustees interaction with the Town Manager or with Staff must recognize the lack of authority in any individual Board member or group of Board members except when explicitly authorized by the Board in a public meeting.
 - 1.5.5.2 Individual Board member's interaction with public, press or other entities must recognize the same limitation except when explicitly authorized by the Board of Trustees in a public meeting.
 - 1.5.5.3 Individual Board members will not formally evaluate the performance of the Town Manager, his/her staff or the Town Attorney except as that performance is assessed in accordance with explicit Board of Trustee's policies.
 - 1.5.5.4 Individual members of the Board of Trustees may not intentionally coerce or intimidate Town employees, interfere with Town employees' duties or authority.

POLICY 1.6 BOARD APPOINTED COMMITTEE PRINCIPLES

For simplicity and clarity in this policy, the term "Committee" shall refer to any board, commission, task force, council, committee or any other volunteer group of citizens serving the Town of Eagle.

The Board of Trustees may establish committees to advise the Board in carrying out its responsibilities. Other than those statutorily required, all committees appointed by the Town of Eagle Board of Trustees exist so that Board decisions (a) will be made from an informed position, and (b) will be made in a public forum consistent with Board policy. Accordingly:

- 1.6.1 This policy applies only to committees which are appointed by the Board of Trustees.
- 1.6.2 Other than those legislatively directed, committees may not speak or act for the Board of Trustees except when formally given such authority for specific and time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the Staff.
- 1.6.3 Committees appointed by the board are to help the Board of Trustees do its job, not to help the Staff do its job. Committees ordinarily will assist the Board by preparing policy alternatives and implications for Board deliberation. Committees are not created by the Board to advise Staff. The Board understands that at times the Town Manager or Town Staff may convene ad-hoc or ongoing advisory boards to serve as advisors for operational issues. These advisory groups are subject to the same limitations as Board appointed committees.
- 1.6.4 In keeping with the Board of Trustees broader focus, committees normally will not have direct dealings with current Staff operations. Committees cannot exercise authority over staff.

- 1.6.5 Because the Staff works for the Board, they will not be expected to obtain approval of a committee before taking action unless otherwise authorized by state statute, Board policy, or federal regulation.
- 1.6.6 Because of the differing nature of committees, some of which are defined by state statute, the Board shall have and keep current an operating policy defining the role of different committees and setting forth rules and procedures for (Town of Eagle committees (OPS xxx)).
- 1.6.7 The authority and responsibility of any committee will not duplicate the authority or responsibility of:
- 1.6.7.1 The Board of Trustees
 - 1.6.7.2 Town Staff
 - 1.6.7.3 Any other committee
 - 1.6.7.4 Town Auditor
 - 1.6.7.5 Town Attorney
- 1.6.8 All committees will undergo a regular sunset review, (at least once every five years), unless otherwise provided for more frequently and according to a staggered schedule to be adopted separately by the Board of Trustees.
- 1.6.9 Said sunset review shall include a review of the Board and Commission's Mission Statement, and of the Board of Trustees charge to the Committee of their role, responsibility, and authority.

Comment [27]: Do we have an ops manual?

Comment [28]: Should this be 2 years, since there is an election every 2 years?

POLICY 1.7 BOARD LIAISON ROLES

The Board of Trustees may appoint an individual Trustee to serve as the official liaison of the Board to Town committees and/or other Community groups.

- 1.7.1 Appointment - Any Trustee serving as a liaison to any group, either internal or external, shall be appointed by the Town Board.
- 1.7.2 Term – A Trustee shall serve as the Town Board Liaison solely at the pleasure of the Town Board, with no specific term limit.
- 1.7.3 Duties of a Liaison
- 1.7.3.1 Communicate with the committee when Board of Trustees communication is needed and to serve as the primary two-way communication channel between the Town Board and the committee or Community group.
 - 1.7.3.2 Review applications, interview candidates, and make recommendations to the Town Board for final approval.
 - 1.7.3.3 Serve as the primary Trustees contact for the committee or Community group.
 - 1.7.3.4 Attend assigned committee or Community group meetings when requested or whenever appropriate, in the opinion of the Trustee liaison. Trustee liaisons are not expected to attend every meeting of the committee or group.
 - 1.7.3.5 The liaison is not a member of the committee and when in attendance at a meeting is there as an observer for the Board of Trustees and a resource for the

committee. Participation in Board discussions should be minimal and restricted to clarification of Town Board positions or collection of information to bring back to the full Town Board.

POLICY 1.8 BOARD STANDING COMMITTEES

For the purpose of this policy, Board Committee is defined as a sub-committee of the Board of Trustees and membership is composed solely of Town Trustees.

- 1.8.1 Board Committees – The Board shall have the following Board Committees (Ord. 26-88 §1(part), 1988; Ord. 7-03 §1, 2003; Ord. 10-10 §1, 2010)
 - 1.8.1.1 Community Development and Community Services Committee – Responsible for discussions of issues and policy associated with Community Planning, Building and Code Compliance, Fairgrounds and Events, Museum, Senior Center, Visitors Center, Finance and Administration
 - 1.8.1.2 Public Works, Utilities and Public Safety Committee – Responsible for discussions of issues and policy associated with Police, Engineering, Facilities, Parks, Streets, and Utilities.
 - 1.8.1.3 MEAC – what other Committees do we have to list here??
- 1.8.2 Board Committees, when used, will be assigned so as to reinforce the wholeness of the Board's job and so as never to interfere with delegation from the Board to Town Manager. The purpose of Board Committees shall be to provide more in-depth discussion and information on the specific areas assigned to the Committee. Committees may not adopt policy, but shall make recommendations to the Town Board for action.
- 1.8.3 The following principles shall guide the appointment and operation of all Town Board Committees:
 - 1.8.3.1 Board Committees may not speak or act for the Board except when formally given such authority for specific and time limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the Town Manager.
 - 1.8.3.2 Board Committees cannot exercise authority over staff. Because the Town Manager works for the full Board, he or she will not be required to obtain approval of a Board, Committee or Commission before an executive action.
 - 1.8.3.3 Board committees shall consist of no more than 3 trustees so that the committee is never a quorum of the Town Board.

Comment [29]: Need to verify the ordinance, if we have one to reference.

Comment [30]: What other committees do we have to list here?

POLICY 1.9 ANNUAL PLANNING AND AGENDAS

The Town Board will prepare and follow an annual agenda plan that includes (a) a complete re-exploration of Goals policies and (b) opportunity for continuous improvement in Town Board performance through Town Board education, enriched input, and deliberation. Accordingly:

- 1.9.1 The Town Board annual planning cycle will conclude each year on April 30, so that administrative planning and budgeting can be based on accomplishing a one-year segment of long-term Goals.

- 1.9.1.1 The cycle will start with the Town Board development of its agenda for the next year. In April-May of each year, the Board will adopt its key objectives for the following year.
- 1.9.1.2 The Town Board will identify its priorities for Goals, objectives and other issues to be resolved in the coming year, and will identify the information-gathering necessary to fulfill its role. This may include consultations with selected groups in the ownership, other methods of gaining ownership input, governance education, and other education related to Goals issues (e.g. presentations by advocacy groups, demographers, other providers, and staff).
- 1.9.1.3 The Board of Trustees, with the assistance of the Town Manager at the commencement of the Town Board annual planning cycle, prepare a tentative agenda plan for the following year's meetings.
- 1.9.2 Agendas
 - 1.9.2.1 Regular Board Meetings: The Town Clerk will prepare the agenda for any regular meeting of the board, in consultation with the Town Manager and Staff. A draft agenda will be distributed to the Board of Trustees for comment prior to the publication of the agenda. Individual trustees may request agenda matters for Town Board consideration.
 - 1.9.2.2 Work Sessions: The Town Board will approve the schedule for upcoming Work Sessions. The Mayor, Trustees, or Staff may request or recommend any appropriate matters for Town Board consideration; however, the Town Manager will only place items on a Work Session agenda with the direction of a majority of the Board.
 - 1.9.2.3 By an affirmative vote of a majority of the Trustees present at a meeting, additional matters may be added to the agenda of any such meeting, as long as it is allowed by statute.
- 1.9.3 The Town Board will attend to Consent Agenda items (those items delegated to the Town Manager, yet required by law or contract to be Town Board-approved, or minor non-controversial or routine matters) as expeditiously as possible.
- 1.9.4 Monitoring reports due and/or submitted to the Town Board will be on the Town Board Meeting agenda for acceptance. Discussion of the reports will be only for indication of policy violations or if the Town Board does not consider the Interpretation to be reasonable. Potential, extensive policy revisions under consideration will be scheduled during a Town Board Work Session or future Town Board Meeting.
- 1.9.5 The board will develop and review annually the Strategic Plan and Collective Vision Statement. This process establishes the policy framework that the Town Manager is responsible for executing. Progress will be monitored against the policy outcomes established by the board

POLICY 1.10 POLICY FILTERING QUESTIONS

Comment [31]: This whole section was in one of the documents I read and I thought it was something handy we could discuss/ consider.

Filtering questions have been established by the board in order to pass potential strategies, policies, etc. towards the collective vision for Eagle and strategic outcomes. Any requests, ideas, and initiatives generally pass the filtering questions, the board could approve with a fair degree of certainty, acknowledging that the board cannot account for every possible variable. The application of filtering questions in the approval process should consider monetary and staffing resources.

1.10.1 Cause/Effect:

- 1.10.1.1 Is the proposed action/strategy/policy in reaction to something? If so, what? Does it address the root cause of whatever we are reacting to?
 - i. For a policy: what is the problem this policy is addressing/preventing and why does this problem exist: Ask 'Why?' 5 Times. What does the problem prevent the citizens from achieving?

1.10.2 Social Logjam:

- 1.10.2.1 Will this negatively affect the quality of life of others? Will this so offend neighbors, the county, our constituency, etc. that we will stop progress toward our Vision?

1.10.3 Marginal Reaction:

- 1.10.3.1 If the board has to choose between various options, which option will accomplish the vision most effectively?

1.10.4 Energy/Money Source/Use:

- 1.10.4.1 What is the *source* and *use* of energy needed for this action, if any? Is it the best fit for the board vision?
- 1.10.4.2 What is the *source* and *use* of money needed for this action? Is it the best fit for the vision?

1.10.5 Economic Contribution:

- 1.10.5.1 Will this contribute to our sales tax? (Or: Will this enhance the local economy?)
- 1.10.5.2 If this is a new enterprise, what is its potential gross profit and how does that compare with other enterprises the town has?

1.10.6 Financial Weak Link:

- 1.10.6.1 If the board plans to spend money, will this channel town resources in the most appropriate way, according to what is presently need most as a town: 1) Capitalizing on/enhancing staff's capabilities and/or town's current resources 2) Enhancing the "brand" as a town, or 3) actually marketing town to potential tourists, new residents and/or businesses?

1.10.7 Sustainability:

- 1.10.7.1 Will this enhance or degrade the overall natural, social and economic resources that are needed in the future to sustain the desired quality of life?

1.10.8 Final Check: Now that the board has answered the questions, will this particular action/strategy/ policy accomplish the vision?

CATEGORY 2 BOARD/STAFF LINKAGE

POLICY 2.0 GOVERNANCE – MANAGEMENT CONNECTION

The Board of Trustees official link to the operation of departments of Town Government and staff is the Town Manager.

- 2.1 The Board of Trustees job is generally confined to establishing the broadest policies; implementation and subsidiary decision making is delegated to the Town Manager.
- 2.2 As the Board's primary link to the operations of Town government, the Town Manager's performance will be considered to be synonymous with organizational performance (within the scope of the Town Manager's authority).
- 2.3 Monitoring Town Manager performance is synonymous with monitoring organizational performance against Board policies and Staff Limitations. Any evaluation of Town Manager performance, formal or informal, may be derived only from these monitoring criteria.
- 2.4 The Town Attorney represents the Board of Trustees as specified in the Eagle Municipal Code 2.24.020 (3) and anyone acting on its behalf so long as they are not acting in conflict with the Board of Trustee or its policies.

Comment [32]: Need to verify the code, if we have one to reference.

POLICY 2.1 DELEGATION TO THE TOWN MANAGER

The Board of Trustees job is generally confined to establishing the broadest vision and policies. Implementation and subsidiary decision making are delegated to the Town Manager as specified in the Eagle Municipal Code 2.28.

Comment [33]: Need to verify the code, if we have one to reference.

- 2.1.1 Only decisions of the Board of Trustees, by majority vote, are binding on the Town Manager.
- 2.1.2 With the exception of the Town Attorney and the Municipal Judge, the Town Manager shall have line authority over all Town Departments. This authority shall include supervision and control over day to day functions and management decisions required to carry out the objectives of the Board of Trustees.
- 2.1.3 The policies, goals, and objectives of the Board of Trustees direct the Town Manager to achieve certain results; the policies permit the Town Manager to act within acceptable boundaries of prudence and ethics. With respect to the policies, the Town Manager is authorized to make all decisions, take all actions and develop all activities as long as they are consistent with any reasonable interpretation of the policies of the Board of Trustees.
- 2.1.4 The Board of Trustees may change its policies, thereby shifting the boundary between Board and Town Manager domains. Consequently, the Board may change the latitude of choice given to the Town Manager, but so long as any particular delegation is in place, the Board will respect and support the Town Manager's choices. The Board will not allow the impression that the Town Manager has violated policy when the Town Manager supports an existing policy.
- 2.1.5 No individual member of the Board of Trustees has authority over the Town Manager. Information may be requested by individual Board members, but if such request, in the Town Manager's judgment, requires a material amount of resources or is detrimental to other necessities, the Town Manager may ask for majority Board action on such a request.
- 2.1.6 It is understood that at times it may be in the best interest of the Town to waive or grant exceptions to adopted Board policy. The Town Manager shall request Board approval for any policy waiver or exception prior to its implementation.
- 2.1.7 Should the Town Manager deem it necessary to, or inadvertently, violate a Board policy, he or she shall promptly inform the Board of Trustees. Informing is simply to guarantee no violation may be intentionally kept from the Board, not to request approval. Board response, either approving or disapproving, does not exempt the Town Manager from subsequent Board judgment of the action.

POLICY 2.2 TOWN MANAGER JOB DESCRIPTION

As the Board's primary link to the operations of Town government, the Town Manager's performance will be considered to be synonymous with organizational performance (within the scope of the Town Manager's authority).

- 2.2.1 The Town Manager's job contributions can be stated as performance in two areas:
 - 2.2.1.1 Board outcomes are met and policies are followed.
 - 2.2.1.2 Town government operation within the boundaries established in Board policies on STAFF LIMITATIONS.
- 2.2.2 The official job description for the Town Manager shall be as adopted by the Town Board and as incorporated by reference in the Employment Agreement between the Town and the Town Manager.

POLICY 2.3 MONITORING TOWN MANAGER PERFORMANCE

The Board of Trustees will systematically and rigorously monitor Town Manager job performance to determine the extent to which goals are being achieved and whether operational activities fall within boundaries established in management limitations policies. Accordingly:

- 2.3.1 The purpose of monitoring is simply to determine the degree to which Board policies are being met. Information which does not do this will not be considered to be monitoring. Monitoring will be as automatic as possible, using a minimum of Board time so that meetings can focus on creating the future.
- 2.3.2 A given policy may be monitored in one or more of three ways:
 - 2.3.2.1 Internal Report: Disclosure of compliance information to the Board of Trustees from the Town Manager.
 - 2.3.2.2 External Report: Discovery of compliance information by a disinterested party who is selected by and reports directly to the Board of Trustees. Such reports must assess executive performance only against policies of the Board, not those of the external party unless the Board has previously indicated that party's opinion to be the standard.
 - 2.3.2.3 Direct Board Inspection: Discovery of compliance information by a Board member or the Board of Trustees as a whole. This is a Board inspection of documents, activities or circumstances directed by the Board which allows a "prudent person" test of policy compliance.
- 2.3.3 In every case, the Board of Trustees will judge whether (a) the Town Manager's interpretation is reasonable, and (b) whether data demonstrate accomplishment of or compliance with the Town Manager's interpretation.
- 2.3.4 In every case, the standard for compliance shall be "any reasonable Town Manager's interpretation" of the Board of Trustees policy being monitored; however, the Board of Trustees is the final judge of reasonableness, and will always judge with a "reasonable person" test (what a reasonably prudent person would do in that context). Interpretations favored by individual board members or by the Board of Trustees as a whole do not necessarily constitute a "reasonable person" test.
- 2.3.5 Actions determined to be not compliant with a reasonable interpretation of Board of Trustees policies will be subject to a remedial process agreed to by the Town Board.

- 2.3.6 The Board of Trustees will conduct an annual formal evaluation of the Town Manager, which will include a summation examination of the monitoring data acquired during that period.

POLICY 2.4 TOWN ATTORNEY

The Town Attorney represents the Board of Trustees as specified in the Eagle Municipal Code 2.24.020 (3) and anyone acting on its behalf so long as they are not acting in conflict with the Board of Trustee or its policies.

Comment [34]: Need to verify the code, if we have one to reference.

2.4.1 Ethical Obligation of Town Attorney

- 2.4.1.1 The Town Attorney at all times will be guided by, and subject to, the Colorado Rules of Professional Conduct for Attorneys and specifically Rule 1.13 Organization as Client

Comment [35]: What is this Rule?

2.4.2 Accountability of the Town Attorney

- 2.4.2.1 The Town Attorney shall report directly to the Town Board. The purpose of the Town Attorney is to ensure that the Board's actions take place with competent and prudent legal counsel and representation.
- 2.4.2.2 The Town Attorney is accountable to the Board acting as a body, never to any individual Board member or group of members, nor to the Town Manager.
- 2.4.2.3 If individual Board members request information or assistance without Board authorization, the Town Attorney may refuse such requests that require, in his/her opinion, an inappropriate amount of staff time or funds or is disruptive. In such a case, the requesting member may choose to bring the request to the Board.
- 2.4.2.4 Town Attorney accountability is for all resources, including personnel, under his or her control. Therefore, any accomplishments or violations due to actions of a subordinate of the Town Attorney are considered to be accomplishments or violations by the Town Attorney.
- 2.4.2.5 The Town Attorney may accomplish the "Job Products" of the position in any manner not imprudent, unethical, or in violation of the prohibitions listed below under "Limitations on Town Attorney Authority."
- 2.4.2.6 The Town Attorney may use any reasonable interpretation of Board policies as they pertain to his/her authority and accountability. The Town Attorney is authorized to establish all further policies, make all decisions, take all actions and develop all activities as long as they are consistent with any reasonable interpretation of the Board's policies.

2.4.3 Job Products of the Town Attorney

- 2.4.3.1 Timely opinion on documents and contemplated decisions or actions of the Board, the Town Manager or other Town Officials holding the authority to make such decisions. Requests to the Town Attorney to provide opinions about the wisdom of policy of decisions shall be discouraged.
- 2.4.3.2 Timely opinion on the legal ramifications of pending or actual laws, regulations, court decisions, and pending or threatened litigation.
- 2.4.3.3 Timely opinion on the legality or propriety under the law of the Board's processes.

- 2.4.3.4 Timely opinion on the legality or propriety under the law of pending or actual acts or omissions of any Trustee, Board, Committee, Commission, the Town Manager or other Town employee or official.
- 2.4.3.5 When requested or appropriate, alternate language or action to achieve Board or Town Manager intentions in a lawful manner.
- 2.4.3.6 Timely and thoughtful advice and recommendations on the range of legal options available.
- 2.4.3.7 The Town Attorney shall endeavor to provide professional advice based upon the law as determined by the Town Attorney and also other considerations as may be appropriate to the decision. The Town Attorney should refrain from influencing policy based upon the personal belief of the attorney.
- 2.4.3.8 Litigation:
 - I. Advice regarding avoidance of litigation or settlement of potential litigation
 - II. Timely provision to the Board and the Town Manager on the status of settlement negotiations and all threatened/actual litigation.
 - III. Settlement of litigation, with authority as obtained from the Board.
 - IV. Diligent and competent representation of the Board, the Town, and the Town's officer's agents and employees in litigation.
 - V. The Town may carry out its obligation to defend Town officials and employees from third party claims by using the services of the Town Attorney's office. The Town Attorney will be responsible for determining conflicts of interest in such defense and advise the Board and individuals involved. The Town Attorney may advise the Board to retain separate counsel to represent the Town, its individual officials, and/or employees.
- 2.4.3.9 Adequately brief the board on emerging legal issues and trends affecting the Town.
- 2.4.4 Limitations on Town Attorney Authority. The Town Attorney shall not:
 - 2.4.4.1 Exercise authority over Town Manager or staff.
 - 2.4.4.2 Violate applicable codes of professional ethics and conduct.
 - 2.4.4.3 Treat the public or staff in a disrespectful or unfair manner.
 - 2.4.4.4 Incur expenditures or fiscal encumbrances beyond those authorized under Board Policy.
 - 2.4.4.5 Unreasonably withhold information from the Town Manager, nor shall the Town Attorney fail to cooperate with the Town Manager in the performance of his/her official functions.
- 2.4.5 Evaluation of Town Attorney performance.
 - 2.4.5.1 Town Attorney accountability is only for job expectations explicitly stated by the Board in this document. Consequently, the provisions herein are the sole basis of any subsequent evaluation of Town Attorney performance, though he or she may use any reasonable interpretation of the Board's words.
 - 2.4.5.2 The Board of Trustees will monitor the Town Attorney's performance with respect to these expectations on a routine basis.
 - 2.4.5.3 Any modification to the compensation paid the Town Attorney shall be as specified in the Eagle Municipal Code, section 2.24.030.

Comment [36]: Need to verify the code, if we have one to reference.

CATEGORY 3 STAFF LIMITATIONS

POLICY 3.0 GENERAL TOWN MANAGER CONSTRAINT

Within the scope of authority delegated to him/her by the Board of Town Trustees, the Town Manager shall not cause nor allow any practice, activity, decision or organizational circumstance that is either unlawful, imprudent, or in violation of commonly accepted business and professional ethics.

- 3.1 The quality of life in the Town of Eagle depends upon the partnership between citizens, elected officials and Town employees. Therefore, within the scope of his/her authority, the Town Manager shall not fail to ensure high standards regarding the treatment of our Citizens.
- 3.2 With respect to the treatment of paid and volunteer Staff, the Town Manager may not cause or allow conditions that are unsafe, unfair or undignified.
- 3.3 With respect for strategic planning for projects, services and activities with a fiscal impact, the Town Manager may not jeopardize either the operational or fiscal integrity of Town government.
- 3.4 With respect to the actual, ongoing condition of the Town government's financial health, the Town Manager may not cause or allow the development of fiscal jeopardy or loss of budgeting integrity in accordance with Board Objectives.
- 3.5 Within the scope of his/her authority and given available resources, the Town Manager shall not allow the Town's assets to be unprotected, inadequately maintained or unnecessarily risked.
- 3.6 In order to protect the Board from sudden loss of Town Manager services, the Town Manager may have no less than two other member(s) of the Town management team familiar with Board and Town Manager issues and processes.
- 3.7 The Town Manager shall have an Emergency Preparedness Process in place for the coordination of all emergency management partners – Federal, State, and local governments, voluntary disaster relief organizations, and the private sector to meet basic human needs and restore essential government services following a disaster.
- 3.8 With respect to employment, compensation, and benefits to employees, consultants, contract workers and volunteers, the Town Manager shall not cause or allow jeopardy to fiscal integrity.
- 3.9 The Town Manager shall not permit the Board of Town Trustees to be uninformed or unsupported in its work.
- 3.10 With respect to planning for and reporting on Capital Equipment and Improvements Programs, the Town Manager may not jeopardize either operational or fiscal integrity of the organization.

- 3.11 With respect to Town government's quality of life for the Community, the Town Manager shall not fail to plan for implementing policies of the Board regarding economic health, environmental responsibility and community interests.
- 3.12 With respect to internal operating procedures, the Town Manager will ensure that the Town may not fail to have internal procedures for the well-being of the Town to promote effective and efficient Town operations.

POLICY 3.1 CUSTOMER SERVICE

The quality of life in The Town of Eagle depends upon the partnership between citizens, elected officials and Town employees. Therefore, within the scope of his/her authority, the Town Manager shall not fail to ensure high standards regarding the treatment of our Citizens.

- 3.1.1 The Town Manager shall not fail to encourage the following basic attitudes in employees:
 - 3.1.1.1 The Citizens of The Town of Eagle deserve the best possible services and facilities given available resources.
 - 3.1.1.2 Prompt action is provided to resolve problems or issues.
 - 3.1.1.3 Attention is paid to detail and quality service is provided that demonstrates a high level of professionalism.
 - 3.1.1.4 Each employee represents excellence in public service.
 - 3.1.1.5 Each employee is "the Town" in the eyes of the public.
- 3.1.2 The success of Eagle Town Government depends upon the partnership between Citizens, elected officials and Town employees. Accordingly, regarding the treatment of Citizens and customers, the Town Manager shall not:
 - 3.1.2.1 Fail to inform citizens of their rights, including their right to due process.
 - 3.1.2.2 Ignore community opinion on relevant issues or make material decisions affecting the community in the absence of relevant community input.
 - 3.1.2.3 Allow the community to be uninformed (or informed in an untimely basis) about relevant decision-making processes and decisions.
 - 3.1.2.4 Be disorganized or unclear with respect to interactions with the community.
 - 3.1.2.5 Ignore problems or issues raised by the community or fail to address them in a timely manner.
 - 3.1.2.6 Allow incompetent, disrespectful or ineffective treatment from Town employees.
 - 3.1.2.7 Unduly breach or disclose confidential information.

POLICY 3.2 TREATMENT OF STAFF AND VOLUNTEERS

With respect to the treatment of paid and volunteer staff, the Town Manager may not cause or allow conditions which are unsafe, unfair or undignified.

Accordingly, pertaining to paid staff within the scope of his/her authority, the Manager shall not:

- 3.2.1 Operate without written personnel policies that clarify personnel rules for employees.
- 3.2.2 Fail to acquaint Staff with their rights under this policy upon employment.
- 3.2.3 Fail to commit and adhere to the policies of Equal Employment Opportunity and Fair Labor Standards Act.
- 3.2.4 Fail to make reasonable efforts to provide a safe working environment for employees, volunteers and Citizens utilizing Town services
- 3.2.5 Operate without written volunteer policies that clarify the responsibilities of volunteers and of the Town for all volunteers.

POLICY 3.3 FINANCIAL PLANNING

With respect for strategic planning for projects, services and activities with a fiscal impact, the Town Manager may not jeopardize either the operational or fiscal integrity of Town government. Accordingly, the Town Manager shall not allow budgeting which:

- 3.3.1 Deviates from statutory requirements.
- 3.3.2 Deviates materially from Board-stated priorities in its allocation among competing budgetary needs.
- 3.3.3 Contains inadequate information to enable credible projection of revenues and expenses, separation of capital and operational items, cash flow and subsequent audit trails, and disclosure of planning assumptions.
- 3.3.4 Plans the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period, or which are otherwise available.
- 3.3.5 Reduces fund balances or reserves in any fund to a level below that established by the Board of Town Trustees.
- 3.3.6 Fails to maintain a Budget Contingency Plan capable of responding to significant shortfalls within the Town's budget.
- 3.3.7 Fails to provide for an annual audit.
- 3.3.8 Fails to protect, within his or her ability to do so, the integrity of the current or future bond ratings of the Town.
- 3.3.9 Results in new positions to staffing levels without specific approval of the Board of Town Trustees. The Town Manager may approve positions funded by grants, which would not impose additional costs to the Town in addition to the grant funds and any temporary positions for which existing budgeted funds are allocated.

POLICY 3.4 FINANCIAL CONDITION AND ACTIVITIES

With respect to the actual, ongoing condition of the Town government's financial health, the Town Manager may not cause or allow the development of fiscal jeopardy or loss of budgeting integrity in accordance with Board Objectives. Accordingly, the Town Manager may not:

- 3.4.1 Expend more funds than are available.
- 3.4.2 Allow the general fund and other fund balances to decline below twenty-five percent of annual expenditures as of the end of the fiscal year, unless otherwise authorized by the Board.
- 3.4.3 Allow cash to drop below the amount needed to settle payroll and debts in a timely manner.

- 3.4.4 Allow payments or filings to be overdue or inaccurately filed.
- 3.4.5 Engage in any purchases wherein normally prudent protection has not been given against conflict of interest and may not engage in purchasing practices in violation of state law or Town purchasing procedures.
- 3.4.6 Use any fund for a purpose other than for which the fund was established.

POLICY 3.5 ASSET PROTECTION

Within the scope of his/her authority and given available resources, the Town Manager shall not allow the Town's assets to be unprotected, inadequately maintained or unnecessarily risked. Accordingly, he or she may not:

- 3.5.1 Fail to have in place a Risk Management program which insures against property losses and against liability losses to Board members, staff and the Town of Eagle to the amount legally obligated to pay, or allow the organization to be uninsured:
 - 3.5.1.1 Against theft and casualty losses,
 - 3.5.1.2 Against liability losses to Board members, staff and the town itself in an amount equal to or greater than the average for comparable organizations,
 - 3.5.1.3 Against employee theft and dishonesty.
- 3.5.2 Subject plant, facilities, and equipment to improper wear and tear or insufficient maintenance (except normal deterioration and financial conditions beyond Town Manager control).
- 3.5.3 Receive, process, or disburse funds under controls insufficient to meet the Board-appointed auditor's standards.
- 3.5.4 Unnecessarily expose Town government, its Board of Town Trustees, or its Staff to claims of liability.
- 3.5.5 Fail to protect intellectual property, information, and files from loss or significant damage.
- 3.5.6 Acquire, encumber, dispose, or contract for real property except as expressly permitted in Town policy.
- 3.5.7 Allow internal control standards to be less than that necessary to satisfy generally accepted accounting/auditing standards recognizing that the cost of internal control should not exceed the benefits expected to be derived.

POLICY 3.6 EMERGENCY TOWN MANAGER REPLACEMENT AND BACK UP

In order to protect the Board from sudden loss of Town Manager services, the Town Manager may have no fewer than two (2) other members of the Town management team familiar with Board of Town Trustees and Town Manager issues and processes.

- 3.6.1 **The Assistant Town Manager** shall act in the capacity of Town Manager in his/her absence. In the absence of the Town Manager and Assistant Town Manager a Town Department Head previously designated by the Town Manager will act in the capacity of Town Manager.
- 3.6.2 The Town Manager shall provide the necessary training needed to enable successful emergency replacement.

Comment [37]: Do we have a designated "assistant"? If I recall it's Jill or Jenny?

POLICY 3.7 EMERGENCY PREPAREDNESS

The Town Manager shall have an Emergency Preparedness Process in place for coordination of all emergency management partners – Federal, State, and local governments, voluntary disaster relief organizations, and the private sector to meet basic human needs and restore essential government services following a disaster.

- 3.7.1 The Town Manager shall be responsible for the assigned responsibilities identified in the **Town of Eagle Emergency Operations Plan**.
- 3.7.2 The Town Manager shall not fail to have a business continuity plan for the Town.
- 3.7.3 In the event of an emergency, the Town Manager shall not fail to take appropriate action immediately to ensure the safety of the public and public and private assets, including authorizing specific actions by Town Staff and declaring an emergency on behalf of the Board of Town Trustees.

Comment [38]: Has this been written yet?

POLICY 3.8 COMPENSATION AND BENEFITS

With respect to employment, compensation, and benefits to employees, consultants, contract workers and volunteers, the Town Manager shall not cause or allow jeopardy to fiscal integrity of the Town. Accordingly, pertaining to paid workers, he or she may not:

- 3.8.1 Change his or her own compensation and benefits.
- 3.8.2 Promise or imply permanent or guaranteed employment.
- 3.8.3 Establish current compensation and benefits which deviate materially for the regional or professional market for the skills employed:
- 3.8.4 Establish deferred or long-term compensation and benefits.

POLICY 3.9 COMMUNICATION AND SUPPORT TO THE BOARD

The Town Manager shall not permit the Board of Town Trustees to be uninformed or unsupported in its work. Accordingly, he or she may not:

- 3.9.1 Let the Board of Town Trustees be unaware of relevant trends, anticipated adverse media coverage, material external and internal changes, and particularly changes in the assumptions upon which any Board policy has been previously established.

- 3.9.2 Fail to submit monitoring data required by the Board (see policy on Monitoring Town Manager Performance in Board/Staff Linkage) in a timely, accurate and understandable fashion, directly addressing provisions of Board policies being monitored.
- 3.9.3 Fail to establish a process that brings to the Board of Town Trustees as many staff and external points of view, issues and options as needed for informed Board choices on major policy issues.
- 3.9.4 Present information in unnecessarily complex or lengthy form.
- 3.9.5 Fail to provide support for official Board of Town Trustees activities or communications.
- 3.9.6 Fail to deal with the Board of Town Trustees as a whole except when fulfilling individual requests for information.
- 3.9.7 Fail to report in a timely manner any actual or anticipated noncompliance with any policy of the Board of Town Trustees.

POLICY 3.10 CAPITAL EQUIPMENT AND IMPROVEMENTS PROGRAMMING

With respect to planning for and reporting on capital equipment and improvements programs, the Town Manager may not jeopardize either operational or fiscal integrity of the organization. Accordingly, he or she may not allow the development of a capital program which:

- 3.10.1 Deviates materially from the Board of Town Trustees stated priorities.
- 3.10.2 Plans the expenditure in any fiscal period of more funds than are conservatively projected to be available during that period.
- 3.10.3 Contains too little detail to enable accurate separation of capital and operational start-up items, cash flow requirements and subsequent audit trail.
- 3.10.4 Fails to project on-going operating, maintenance, and replacement/perpetuation expenses.
- 3.10.5 Fails to provide regular reporting on the status of the budget and on the progress of each active project, including data such as changes and the financial status of each project, including expenditures to date.

POLICY 3.11 GENERAL TOWN MANAGER CONSTRAINT-QUALITY OF LIFE

With respect to Town government's quality of life for the community, the Town Manager shall not fail to plan for implementing policies of the Board regarding economic health, environmental responsibility, and community interests.

POLICY 3.12 GENERAL TOWN MANAGER CONSTRAINT –INTERNAL PROCEDURES

With respect to internal operating procedures, the Town Manager will ensure that the Town has internal procedures to promote effective and efficient Town operations.

CATEGORY 4 ADOPTED RESOLUTIONS

POLICY 4.0 NO TITLE

Blah blah blah text text text

4.1 Members from the public often ask the Board of Trustees for support, or resolutions, for ballot measures, initiatives, or programs of various natures. Depending on the election cycle and public affairs, the Town receives many requests. The purpose of this policy is to provide guidance on what are acceptable requests for support made to the Board of Trustees.

4.2 From time to time, the Board may come to a decision that some members of the Board disagree with and want to repeal. In order to recognize the policies and standard practices outlined in the book, this policy requires a full board to be present to reverse any decision previously made by the Board.

Comment [39]: Placeholder section to reference past resolutions passed by ours and previous Boards before we had a policy document so that those decisions and practices aren't lost or omitted.

Comment [40]: See note below at Policy 4.2 Section

POLICY 4.1 HELPFUL HINTS AND GUIDANCE FOR RESOLUTIONS OF SUPPORT

Purpose:

Members from the public often ask the Board of Trustees for support, or resolutions, for ballot measures, initiatives, or programs of various natures. Depending on the election cycle and public affairs, the Town receives many requests. The purpose of this policy is to provide guidance on what are acceptable requests for support made to the Board of Trustees.

Guidelines:

The Board of Trustees are elected to represent the community's interests. Provided in this policy are criteria for the public to consider when bringing a request to the board. If a request for support aligns with the criteria, then the Board of Trustees will consider the resolution of support. This policy does not prevent the public from making presentations to the Board. This policy does not apply to the routine business conducted by the Town of Eagle.

Request Criteria:

A request WILL NOT be considered by the Board of Trustees if it aligns with the following criteria:

1. Supports a candidate running for office.
2. Another government entity requesting support for a ballot measure or issue.
3. A request WILL be considered by the Board of Trustees if it aligns with the following criteria:
4. The request is a matter of public safety.
5. The request has a positive or negative impact on the quality of life for residents.
6. The request has a positive or negative financial impact to the Town.
7. The request aligns with the Board of Trustees adopted Strategic Plan.
8. The request aligns with other community plans adopted by the Town of Eagle.

Presentations:

Request must be presented to the Board of Trustees for consideration. Please reference the Board's "Helpful Hints and Guidance for Public Comment and Presentation" guidelines on the Town's website: www.townofeagle.org for more information. Public requests must be made to the Town Clerk prior to being placed on the agenda.

POLICY 4.2 RE-OPENING CLOSED DECISIONS

From time to time, the Board may come to a decision that some members of the Board disagree with and want to repeal. In order to recognize the policies and standard practices outlined in the book, this policy requires a full board to be present to reverse any decision previously made by the Board.

Comment [41]: Introduction point #3 and Policy 1.1.7 mention this as a practice. Do we need to draft a formal resolution or does outlining it as the policy in 1.1.3 define it enough for to hold?