Town Board of Trustees
Tuesday, March 10, 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 the agenda.*

PUBLIC COMMENT - 6:10 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 - 6:15 PM *Presentations are limited to 5 minutes. Invited presentations are limited to 10 minutes if prior arrangements are made with the Town Clerk.*

1. Lower Basin Water Treatment Plant, MWH Constructors - Project Update Presentation

CONSENT AGENDA - 6:30 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 - February 25, 2020
2. Bill Pay - February 2020

STAFF REPORTS - 6:35 PM *The Town Manager and Department Staff prepare and provide internal updates to the Board.*

1. Town Manager Update
2. Department Update

BUSINESS ITEMS - 6:45 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. Resolution No. 11, Series 2020, " A Resolution of the Board of Trustees of the Town of Eagle, Colorado Approving an Amendment to the Development Improvements Agreement for the Village Market." - *The Board of Trustees will review a request to extend the vesting rights of Village Market for two additional years.*
2. **PUBLIC HEARING:** Ordinance 03, Series 2020, "An Ordinance of the Board of Trustees of the Town of Eagle, Colorado, Amending the Holy Cross Energy Franchise Agreement By Increasing the Franchise Fee from 3% to 4%." *The Board of Trustees will review an ordinance increasing the Holy Cross Franchise Fee by 1% and is required to hold a public hearing on amendments to franchise agreements to collect public input.*

3. Ordinance 09, Series 2020, "An Ordinance Of The Board Of Trustees Of The Town Of Eagle, Colorado Amending Section 4.04.060 Of The Eagle Municipal Code, To Allow Recreational Vehicle Parks As A Special Use In The Rural Residential Zone District." *The Board of Trustees will review a proposed ordinance to allow for recreational vehicle parks as a Special Use in the Rural Residential Zone District to allow for camping in town.*
4. Short Term Rentals and Financial Analysis
5. Board of Trustees Facilitators Proposals - *The Board of Trustees will review proposals submitted by consultants to assist with the upcoming retreat.*

BOARD DISCUSSION AND FUTURE AGENDA ITEMS - 8:15 PM

1. BOT Policy Governance Document - *The Board of Trustees will review and finalize the draft Policy Governance Document so that it can be sent to CIRSA.*
2. 2020 Trustee Vacancy Process
3. Special Event Liquor Encroachment

EXECUTIVE SESSION - 8:30 PM

1. To receive legal advice on specific legal questions and to develop a negotiation strategy and instruct negotiators regarding Hockett Gulch assignment and assumption, pursuant to C.R.S. § 24-6-402(4)(b) as it relates to Reserve at Hockett Gulch.

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

PUBLIC WIFI - TOEG – townofeagle2019

MWH CONSTRUCTORS

Lower Basin Water Treatment Plant

Project Progress Report – March 10th, 2020

SAFETY

Total manhours worked to date = 70,000+

Health, Safety, and Environmental Incidents			
Incident Type	**Details**	**Total Incidents in the Period**	**Total To Date**
Health & Safety	None for reporting period	0	1
Environmental	None for reporting period	0	0
Community	None for reporting period	0	0

SCHEDULE

Project schedule update provided to team on February 07, 2019

Notice to Proceed: 17 August 2018	***Original Contract***	***Current Contract***	***Forecast***
Total Contract Time	731 Days	874 Days	874 Days
Substantial Completion Date	11 July 2020	01 December 2020	01 December 2020
Final Completion Date	11 September 2020	01 February 2021	01 February 2021

PROJECT FINANCIALS

Payment Application #20 submitted and approved.

Preconstruction Contract Amount	$638,062
Original Construction Contract Amount	$22,938,752
Change Orders Approved to Date (CO's 1-9)	$1,137,053
Overall GMP Including Approved CO's	$24,075,805
Change Orders Approved to Date	1-10
Payment Applications Submitted	20
Amount Billed to Date	$11,193,853.00

PROJECT UPDATE SUMMARY

- Continue installation of Structural Masonry at WTPB
- Water Testing in Chlorine Contact Basin.
- Backfill Water Treatment Building
- Electrical Work in RWPS
- Install Temporary Lighting in Basement of Water Treatment Building
- Winter Protection

PLANNED ACTIVITIES FOR THE NEXT 4 WEEKS:

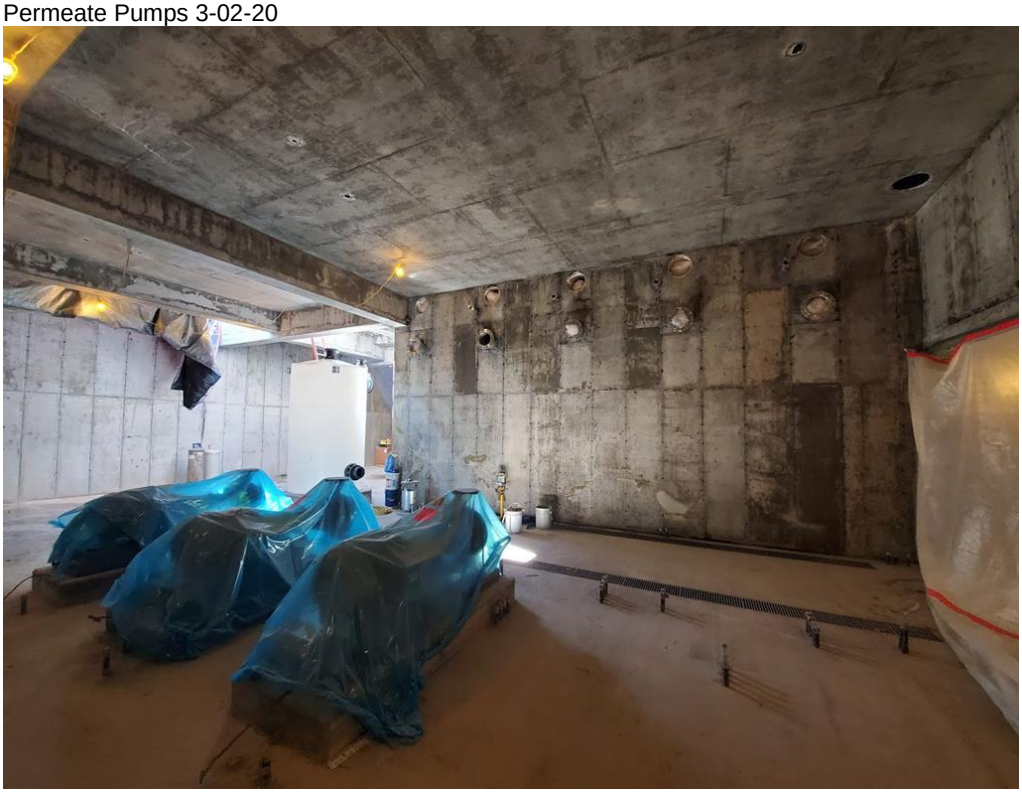
- Install Brick Ledge for Masonry Veneer install
- Install Coating on tank Pads and Set Chemical Storage Tanks
- Install Pre-Cast Roof Panels
- Continue Install of Structural Masonry
- Winter protection

PROJECT PHOTOS – SEE NEXT PAGE

PROJECT PHOTOS

Structural Masonry Install 3-02-20

Permeate Pumps 3-02-20



Town of Eagle LBWTP Project Status and Schedule Update

March 10
2020

MWH CONSTRUCTORS

Agenda

1. Project Schedule Update
2. Water Treatment Building Photos
3. Raw Water Pump Station Photos
4. Upcoming Work
5. Q/A

Project Schedule Update

Update Since Board Meeting in January:

- Masonry Sub has mobilized to Jobsite. Built Scaffolding on inside of building to get started installing Structural CMU.
- Excavation Sub Mobilized and completed backfill around Water treatment Building.

Water Treatment Building Photos

Water Treatment Building Photos

Water Treatment Building Photos

Raw Water Pump Station Photos

Raw Water Pump Station Photos

Upcoming Work

Upcoming Work Schedule:

- Finish Structural Masonry Install
- Set Precast Roof Panels
- Install Brick Veneer Ledge
- Install Masonry Veneer at Water Treatment Building
- Set Structural Steel and Roof Trusses/Roof Decking.
- Process Mechanical Crew to mobilize and start work in the basement of WTPB

Questions and Answers

Thanks for your time.

MWH CONSTRUCTORS

Town Board of Trustees
MEETING MINUTES
Tuesday, February 25, 2020
Public Meeting Room / Eagle Town Hall
200 Broadway Eagle, CO
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CALL TO ORDER - 6:00 PM

ROLL CALL

TRUSTEES PRESENT
Kevin Brubeck, Matt Solomon, Andy Jessen, Mikel, Kerst, Scott Turnipseed, Paul Witt

TRUSTEES ABSENT
Anne McKibbin

STAFF PRESENT
Brandy Reitter, Town Manager
Matt Mire, Town Attorney
Bill Shrum, Assistant to the Town Manager
Jenny Rakow, Town Clerk
Jill Kane, Finance Director/Treasurer
Bryon McGinnis, Public Works Director
Joey Staufer, Police Chief

ADOPTION OF AGENDA

There were no changes to the agenda.

PUBLIC COMMENT

Maren Cerimele: 79 Bluffs Drive. Introduced herself as a trustee candidate.

PRESENTATIONS

1. Planning Commission Service Acknowledgements, Jason Cowles and Stephen Richards

   Mayor Pro Tem Brubeck - Introduced recipients and acknowledged the community service of Jason Cowles and Stephen Richards.

2. West Eagle Housing Proposal, Tori Franks

   Brandy Reitter introduced this item. This proposal was prompted by the Brush Creek Road extension. Tori Franks was present and updated the housing proposal from the Board of County Commissioners.

   Board Comments: preference on considering a mix of housing types in this area and not necessarily opposed to single family. Staff is only working with the County now, there are no budget impacts at this time. Tori Franks stated that the County will be doing an RFQ for development of the property, budget impacts will be later in the process. Request to include deed restriction in the RFQ. To move forward the Town will have to annex and zone the property. Request to consider annexation of the fairgrounds during this process. Request for community outreach from the County. Tori Franks provided that outreach and community meetings will be part of the process.

CONSENT AGENDA

Minor correct to vote to adjourn.

MOTION: Trustee Matt Solomon motioned to Approve the Consent Agenda. Motion was seconded and Passed with a vote of 4 in favor, 0 opposed and 2 abstain (Turnipseed and Witt).

1. Minutes - February 11, 2020

STAFF REPORTS

1. Town Manager Update

   Brandy Reitter highlighted her report. Additionally, thanked public works and police during the recent snow events.

   Board Comments: request for budget implications for using McCool Planner for interim of Community Development Director position. Inquiry on timing and cost of fiber to public works for THOR. Brandy noted that staff intends to apply for a separate DOLA grant in April to finish this portion. Intent is to bring it in house using our own broadband consultant. Grant award will be in June of this year.

BUSINESS ITEMS

PUBLIC HEARING - LIQUOR LICENSE AUTHORITY

1. New Hotel & Restaurant License: The Assembly, LLC Address: 1143 Capitol Street Unit 104 A&B, Eagle, CO, Caleb and Jaimie Mackey

   Mayor Pro Tem opened as the Liquor License Authority for this item and opened the public hearing.

   Trustee Turnipseed stepped down due to relationship with the owners.

   Kim Bradley and Kelly Moser were present on behalf of the applicant. Stated the owners are interested in opening in June.

   Mayor Pro Tem asked for public comment, there was no further comments.

   MOTION: Trustee Andy Jessen motioned to Approve the New Hotel & Restaurant License: The Assembly, LLC Address: 1143 Capitol Street Unit 104 A&B, Eagle, CO, Caleb and Jaimie Mackey and approve the Findings of Fact and Order. Motion was seconded and Passed with a vote of 5 in favor, 0 opposed and 1 abstain (Turnipseed).

2. Black Hills Energy Gas Pipeline Replacement Project and Request to Expand Asphalt Scope of Work on Highway 6 - $100,000 *(Roll Call Vote Required)*

   Bryon McGinnis introduced this item. With Black Hills' pipeline going in southern lane on Highway Six entering Eagle and their obligation is to only repave that portion, staff's request is to pave the full highway. Staff is also requesting the Board to determine what fund to use to pay for the paving. Options are the pavement management funds or devolution funds. Estimate is between $85K and 100K for Eagle's portion of the paving.

   Board Comments: inquiry on changing the lift of the road and CDOT standards. Bryon indicated that the road will

be to CDOT standards as those are higher than the Towns.

Anna Smith from Black Hills Energy provided a presentation of the project along with Dale Solstrom the engineer. The six-mile replacement will be in the easement and they will be changing from 3" to 6" pipe. Direction from all parties is to be in the south lane. They are currently in the bidding process. The start date will be in April. The town would select the paving contractor for the paving in the Town of Eagle.

Board Comments: inquiry on the staging area, Black Hills stated the contractor will determine and locate the staging area. The only pavement replacement will take place in Eagle, Gypsum portion will not be in the roadway. One lane will be open at all times. Concern about using devolution funds at this point, since those are limited. Staff stated the Town is dedicating funds into the devolution fund as part of the budget process annually. Bryon also indicated staff would like to keep the pavement management fund for priorities in Town, such as the Terrace. Board requested communication to the public on the road construction, Black Hills indicated they will have a point person on Town staff to use for communication and be using a message sign. Bryon indicated there is funding for reimbursement to the Town for using staff for communication. Black Hills was thanked for upgrading the service line for more capacity.

MOTION: Trustee Paul Witt motioned to Approve using up to $100K from the Highway 6 Devolution Fund for the paving on highway 6 for this project. Motion was seconded and Passed with a roll call vote of 6 in favor (Solomon, Jessen, Kerst, Brubeck, Turnipseed and Witt) and 0 opposed.

3. Resolution No. 11, Series 2020, " A Resolution of the Board of Trustees of the Town of Eagle, Colorado Approving an Amendment to the Development Improvements Agreement for the Village Market."

Brandy Reitter presented this item. This request is for amending the Development Improvements Agreement for Village Market. They are requesting a two-year extension to June 23, 2022. The Town attorney has reviewed the resolution and amendment.

Board Comments: concern regarding the extension and that the board should consider not doing these in the future. Inquiry on whether there will be any action taken with this extension. Staff provided that the applicant felt the extension and timing is better with new development approved and starting in Eagle for this project. Inquiry on what if the board does not approve the extension, staff stated they would need to start over and reapply. Concern that nothing has happened in the previous 5 years and felt there was not enough reasoning provided for extension. Staff and Town Attorney stated the Board has until June 2020 to consider extension, as that is the current expiration. Board reached consensus to direct staff to obtain more information from the applicant and place on the agenda with appropriate parties in attendance.

4. Marijuana Licensee Feedback

Mayor Pro Tem opened this item.

Dieneka Manzanares was present as owner of Sweet Leaf Pioneer. Sweet Leaf celebrated 10 years in business two weeks ago. She thanked Town of Eagle and stated they take these licenses seriously. Expressed concern with changing the marijuana requirements and locations as they invested a lot of finances into where they were allowed to locate, which is next to their competitor. Believed marijuana businesses would be sharing revenue and not growing substantially. Additionally, Sweet Leaf will be starting their wholesale operation and contributing additional tax from those sales. Would like to continue giving back to the community and work with local organizations.

Board Comments: acknowledged that this request from staff related to budget discussion on revenue. Consensus that support of current businesses was a priority and that this industry was supported by the citizens with their vote for population-based expansion. Based upon feedback, additional exploration for expansion was deemed not necessary at this time.

5. Public Investment Fee (PIF) Waiver Request

Town Attorney Mire stated he spoke with staff and reviewed the legislation and stated the board does not have a role in determining a refund. We did talk about options with the Town Manager and you can provide comments directly to her. This is a staff decision.

Wendy Sacks stated this is not a waiver request and felt it never should have been charged in the first place. In her review she did not find where a building permit prompts the Public Investment Fee. She also stated this was pre-approved and was existing with rough already done.

Mayor Pro Tem Brubeck stated the Board must take the attorney's professional opinion on the Boards role in this. The Town Manager will connect with requestor on next steps.

6. Short Term Rental Policy Proposals

Bill Shrum presented this item. For the Boards consideration, there are three main options. Staff is looking for ideas, feedback and for direction to bring back a policy.

Board Comments: Confirmation that short term rentals are not defined in our current code. Preference to keep it simple and collect the lodging tax. Homeowner's Associations should be enforcing covenants where violations occur currently. Town Attorney Mire stated he can provide Town of Vail's registration policy to consider. Administrative costs were discussed, staff provided that software could possibly handle the licensing and collection to make it a self-sufficient program. Discussion that experience with short term rentals is that they allow some locals to own their homes with supplemental income and stay in the area. Staff has received complaints regarding short term rentals related to life safety issues, noise and parking. Discussion on whether to require a business license. Consensus that less regulation is better for this program and for staff. Goal is to even the playing field with hotels and our lodging tax. Staff will prepare cost and revenue projections, using a low, medium and high scale. Town Attorney will also provide a template for registration for consideration. Staff will prepare an ordinance to review.

7. Ordinance 05, Series 2020 "An Ordinance of the Board of Trustees of the Town of Eagle, Colorado Repealing and Reenacting Section 4.03.080 of the Eagle Municipal Code Concerning Land Use Application Fees and Costs."

Brandy Reitter presented this item. This Ordinance is a result of staff review of the process and application of reimbursable and collection of deposits.

Board Comments –requested future consideration on the timing of payment of tap fees. Discussion on deposit amount of 10%, some members felt this was low. Existing deposits and projects would not be affected, this will be for new files going forward. Would like language in the Ordinance to that effect that current development is bound by agreements already signed. Remedy's for payment also include holding the file for placement on agenda until payment is received or not issuing a certificate of occupancy with an outstanding balance. Concerns for developers who accumulate fees and services and do not get approved and deposit does not cover those amounts. Suggestion to increase the deposit to 20% of the total estimated costs to ensure we have money to pay reimbursable expenses.

MOTION: Trustee Matt Solomon Jessen motioned to Approve Ordinance 05, Series 2020 "An Ordinance of the Board of Trustees of the Town of Eagle, Colorado Repealing and Reenacting Section 4.03.080 of the Eagle Municipal Code Concerning Land Use Application Fees and Costs." With changes to deposit at 20% of estimated expenses and language stating current development is bound by agreements or codes at the start of the development. Motion was seconded and Passed with a vote of 6 in favor and 0 opposed.

8. Resolution 10, Series 2020 "A Resolution of the Board of Trustees of the Town of Eagle, Colorado, Appointing Bill Nutkins, Brent Mcfall, Robert Townsend and Lani Webb to Fill Vacancies on the Town of Eagle Planning and Zoning Commission."

   Robert Townsend was present and introduced himself.

   MOTION: Trustee Andy Jessen motioned to Approve Resolution 10, Series 2020 "A Resolution of the Board of Trustees of the Town of Eagle, Colorado, Appointing Bill Nutkins, Brent Mcfall, Robert Townsend and Lani Webb to Fill Vacancies on the Town of Eagle Planning and Zoning Commission. "Motion was seconded and Passed with a vote of 6 in favor and 0 opposed.

BOARD DISCUSSION AND FUTURE AGENDA ITEMS - 8:30 PM

Trustee Brubeck inquired about having a planning scorecard on our website for citizens to review regarding housing to increase transparency on pending projects. Brandy stated we could look into metrics and benchmarking to track projects.

Trustee Kerst inquired when the Christmas lights would be taken down. Staff indicated Broadway businesses had asked to keep them lights up longer this year.

Trustee Turnipseed thanked public works for the snow removal on Sunday. Brought up concern with the land use code update and flaws in the development process for someone to develop areas that may require changes in zoning or density to make the project work.

Trustee Witt stated he noticed the Town has been more active on Facebook putting out information and has received positive feedback.

1. Town Board Compensation

   Discussion on whether all trustees can vote on increase in compensation, since they cannot receive the increase until they are reelected. Discussion on additional benefits, like health care or a stipend for additional duties and boards and committees attended by members. Citizen feedback supported a pay increase for these positions to be more reflective of the time commitment. Would like to consider an increase for the Planning Commission as well. Requested staff to bring back more comprehensive comparisons of area towns. Staff requested effective date of 2021 budget. Inquired on approving increase with additional increases on a schedule for CPI or a set amount. Town Attorney will research that possibility.

ADJOURN - 9:00 PM

MOTION: Trustee Mikel Kerst motioned to Adjourn. Motion was seconded and Passed with a vote of 6 in favor and 0 opposed.

Approved:
Date:

Kevin Brubeck, Mayor Pro Tem

Jenny Rakow, CMC Town Clerk

BILL SCHEDULE
FEBRUARY 2020

GENERAL FUND			
Town Board			
Amazon	Meeting Expense	$	41.47
Total Town Board		**$**	**41.47**
General Government			
Hootsuite	Other Accounts Receivable	$	348.00
Interactive Health, Inc	Health Benefits		292.50
Meritain Health	Health Insurance Claims		472.70
Triad EAP	Health Benefits		10.58
Amazon	Office Supplies		14.79
Sandy's Office Supply	Office Supplies		26.29
Staples	Office Supplies		33.00
Rocky Mountain Records Manager	Equipment (Non-Capital)		762.00
Rocky Mountain Records Manager	Communication & Transportation		26.84
Staples	Communication & Transportation		31.24
Walking Mountains Science Center	Dues & Subscriptions		5,000.00
Verizon Wireless, Bellevue	Utility Services		52.93
Garfield & Hecht, P.C.	Legal - General		48.00
Hoffman, Parker, Wilson & Carberry PC	Legal - General		7,488.00
Executech Utah LLC	Computer Support		351.37
Forward Tech Solutions, LLC	Computer Support		3,104.50
Hootsuite	Computer Support		348.00
Rio Grande B&B	Travel Expense		858.56
City Market	Meeting Expense		37.93
King Soopers Customer Charges	Meeting Expense		34.73
CCCMA	Tuition & Books		300.00
Love In Practice, LLC	Tuition & Books		1,200.00
PR Studio	Contract Payments		1,500.00
Cirsa	Insurance		38.50
Crawlin' To A Cure	Community Requests		1,250.00
Eagle Cub Scouts Pac 229	Community Requests		500.00
Eagle River Youth Coalition	Community Requests		400.00
United Methodist Women	Community Requests		300.00
Vail Valley Art Guild	Community Requests		300.00
Total General Government		**$**	**25,130.46**
General Administration			
Greater Eagle Fire Protection District	Fire Impact Fees	$	47,591.55
Hartford, The	Disability Insurance		1,393.00
Meritain Health	Health & Life Ins. Payable		29,159.94
MetLife	Vision Insurance Payable		533.63
Castle Peak Veterinary Services	Facility Usage Deposit Refund		750.00

General Administration (Cont.)

Centro Cristiano Vida Nueva	Facility Usage Deposit Refund		750.00
Escarcega, Mario Almanza	Facility Usage Deposit Refund		375.00
Molinar, Juana	Facility Usage Deposit Refund		750.00
Vail Health	Facility Usage Deposit Refund		750.00
Warner, Chris	Facility Usage Deposit Refund		750.00
Interactive Health, Inc	Health & Life Insurance		713.70
Meritain Health	Health & Life Insurance		1,154.90
Triad EAP	Health & Life Insurance		25.79
Amazon	Office Supplies		14.79
Sandy's Office Supply	Office Supplies		148.93
Rocky Mountain Records Manager	Equipment - Supplies		3,071.10
Rocky Mountain Records Manager	Communication & Transportation		108.16
U. S. Postal Service	Communication & Transportation		1,000.00
Colorado Mtn. News Media	Legal Notices		319.79
Mail Chimp	Dues & Subscriptions		84.99
Century Link	Utility Services		1,074.42
Chase Paymentech	C.C. Transaction Fees		1,339.98
Xpress Bill Pay	C.C. Transaction Fees		686.90
Municipal Code Corporation	Professional Admin Services		2,092.33
Caselle, Inc.	Computer Support		2,089.00
Executech Utah LLC	Computer Support		1,182.41
Forward Tech Solutions, LLC	Computer Support		205.18
TEC Integration, Inc.	Computer Support		550.00
Zoom.us	Computer Support		16.31
Colorado SHRM	Tuition & Books		1.00
Colorado Society of CPA's	Tuition & Books		112.00
US Bank Equipment Finance	Contract Payments		394.80
Cirsa	Insurance - Pavilion		327.80
Total General Administration		**$**	**99,517.40**

Community Development

Interactive Health, Inc	Health Benefits	$	585.00
Meritain Health	Health Insurance Claims		630.27
Triad EAP	Health Benefits		35.25
Amazon	Office Supplies		417.27
Signature Signs Inc	Office Supplies		30.00
Fleet Services	Gas & Oil		58.90
Amazon	Equipment		272.23
Colorado Chapter Int'l Code Council	Dues & Subscriptions		30.90
Century Link	Utility Services		189.29
Verizon Wireless, Bellevue	Utility Services		180.10
Colorado Mtn. News Media	Recruitment		444.80
McCool Development Solutions, LLC	Professional Services		15,005.50
Norris Design, Inc.	Professional Services		1,107.75
Colorado Mtn. News Media	Planning Reimbursable		80.85
Garfield & Hecht, P.C.	Planning Reimbursable		1,635.00

Community Development (Cont.)			
Hoffman, Parker, Wilson & Carberry PC	Planning Reimbursable		5,956.46
McCool Development Solutions, LLC	Planning Reimbursable		5,615.50
Resource Engineering Inc	Planning Reimbursable		44.50
Hoffman, Parker, Wilson & Carberry PC	Legal		117.00
Executech Utah LLC	Computer Support		1,031.44
Forward Tech Solutions, LLC	Computer Support		218.00
Shrum, Bill	Computer Support		111.05
King Soopers Customer Charges	Meeting Expense		26.19
Red Canyon Café	Meeting Expense		64.03
Town Of Gypsum	Contract Services		807.50
Colorado Chapter Int'l Code Council	Tuition & Books		278.10
US Bank Equipment Finance	Contract Payments		394.80
Cirsa	Insurance		27.50
Total Community Development		**$**	**35,395.18**
Municipal Court			
Interactive Health, Inc	Health Benefits	$	29.25
Meritain Health	Health Insurance Claims		47.27
Triad EAP	Health Benefits		8.09
Staples	Office Supplies		14.99
Staples	Communication & Transportation		18.73
Mountain Careers	Recruitment		3.95
Carlson, Edwards & O'Connor P.C.	Legal		2,400.00
Executech Utah LLC	Computer Support		182.46
Forward Tech Solutions, LLC	Computer Support		26.30
Ace Security And Safety Services LLC	Contract Payments		128.00
Quinn, Terence J.	Contract Payments		375.00
Cirsa	Insurance		18.15
Total Municipal Court		**$**	**3,252.19**
Streets			
Interactive Health, Inc	Health & Life Insurance	$	672.75
Meritain Health	Health Insurance Claims		1,481.14
Triad EAP	Health & Life Insurance		33.15
Cintas Corporation	Office Supplies		30.87
King Soopers Customer Charges	Office Supplies		16.69
Bobcat Of The Rockies	Repair & Maintenance Supplies		224.12
Ewing Trucking And Construction LLC	Repair & Maintenance Supplies		26,456.41
Firkins Garage Doors Inc.	Repair & Maintenance Supplies		140.00
Glenwood Springs Auto Parts Inc	Repair & Maintenance Supplies		796.78
Mid-American Research Chemical	Repair & Maintenance Supplies		483.00
Potestio Brothers Equipment, Inc	Repair & Maintenance Supplies		3,919.62
United Electric, Inc.	Repair & Maintenance Supplies		227.75
Wagner Equipment Co	Repair & Maintenance Supplies		840.73
Wylaco Supply Co	Repair & Maintenance Supplies		1,526.28
Glenwood Springs Auto Parts Inc	Vehicle Repair & Maintenance Supplies		345.51

Streets (Cont.)			
Collett Enterprises	Gas & Oil		754.53
Fleet Services	Gas & Oil		4,158.30
Bobcat Of The Rockies	Communication & Transportation		32.29
Glenwood Springs Auto Parts Inc	Communication & Transportation		118.84
Potestio Brothers Equipment, Inc	Communication & Transportation		26.95
Wylaco Supply Co	Communication & Transportation		17.76
Colorado Dept of Revenue	Dues & Subscriptions		13.38
Century Link	Utility Services		847.36
Holy Cross Energy	Utility Services		4,112.10
Verizon Wireless, Bellevue	Utility Services		90.42
Colorado Mtn. News Media	Recruitment		344.65
Eagle County Solid Waste & Recycling	Repair & Maintenance Services		1,448.65
Firkins Garage Doors Inc.	Repair & Maintenance Services		225.00
Hobbs Excavating	Repair & Maintenance Services		675.00
Safety-Kleen Corp.	Repair & Maintenance Services		49.92
Tri-Phase Electric	Repair & Maintenance Services		6,620.00
United Electric, Inc.	Repair & Maintenance Services		1,235.00
Wagner Equipment Co	Repair & Maintenance Services		6,061.50
Caselle, Inc.	Computer Support		350.00
Executech Utah LLC	Computer Support		812.99
Forward Tech Solutions, LLC	Computer Support		69.75
Total Streets		**$**	**65,259.19**
Public Safety			
Interactive Health, Inc	Health Benefits	$	965.25
Meritain Health	Health Insurance Claims		3,529.55
Triad EAP	Health Benefits		86.01
Sandy's Office Supply	Office Supplies		56.82
Amazon	Operating Supplies		111.95
Fire Awards	Operating Supplies		264.00
Galls, LLC	Operating Supplies		112.86
Intoximeters	Operating Supplies		52.00
Kinsco	Operating Supplies		671.92
Pocket Press	Operating Supplies		120.26
Auto Zone, Inc	Vehicle Repair & Maintenance Supplies		58.27
Glenwood Springs Auto Parts Inc	Vehicle Repair & Maintenance Supplies		5.28
Sanders, Joshua	Vehicle Repair & Maintenance Supplies		34.00
Fleet Services	Gas & Oil		2,570.99
Glenwood Springs Auto Parts Inc	Gas & Oil		24.49
Colorado Assn Chief Of Police	Communication & Transportation		15.00
Fire Awards	Communication & Transportation		49.35
Galls, LLC	Communication & Transportation		10.17
Intoximeters	Communication & Transportation		10.85
Sanders, Joshua	Communication & Transportation		3.23
Century Link	Utility Services		686.09
Colorado Assn Chief Of Police	Recruitment		225.00

Public Safety (Cont.)			
Doctors On Call	Recruitment		100.00
Indeed	Recruitment		12.40
Mountain Careers	Recruitment		75.05
NeoGov	Recruitment		175.00
Psychological Dimensions, Pc	Recruitment		1,400.00
Hoffman, Parker, Wilson & Carberry PC	Legal		741.00
White Water Express Carwash	Repair & Maintenance Services		85.95
Executech Utah LLC	Computer Support		180.49
Forward Tech Solutions, LLC	Computer Support		104.75
SMTP2GO	Computer Support		25.73
Tyler Technologies, Inc	Computer Support		819.57
Axtlan 3 Margaritas	Travel Expense		20.09
Buffalo Wild Wings	Travel Expense		21.18
Buhlman, Carrie	Travel Expense		11.73
Embassy Suites	Travel Expense		214.00
Olive Garden	Travel Expense		24.09
Pizza Ranch	Travel Expense		11.73
Texas De Brazil	Travel Expense		41.46
Torchy's Stapleton	Travel Expense		13.57
Wingate	Travel Expense		378.25
Color Coffee Roasters	Meeting Expense		7.80
Grand Avenue Grill	Meeting Expense		60.87
Staufer, Joey	Meeting Expense		32.90
FBI-LEEDA	Training & Travel Grants		695.00
Dolan Consulting Group	Tuition & Books		190.00
FBI-LEEDA	Tuition & Books		50.00
Eagle County Animal Control	Animal Control		5,270.00
High Country Copiers	Contract Payments		39.78
Xerox Financial Services LLC	Contract Payments		190.53
Total Public Safety		**$**	**20,656.26**
Buildings and Grounds			
Interactive Health, Inc	Health Benefits	$	682.50
Meritain Health	Health Insurance Claims		1,181.76
Triad EAP	Health Benefits		26.42
Cintas Corporation	Office Supplies		30.87
King Soopers Customer Charges	Office Supplies		16.69
Firkins Garage Doors Inc.	Repair & Maintenance Supplies		22.00
Grainger	Repair & Maintenance Supplies		12.22
Gypsum Eagle Ace Hardware	Repair & Maintenance Supplies		190.04
Mid-American Research Chemical	Repair & Maintenance Supplies		1,872.00
School's In, LLC	Repair & Maintenance Supplies		287.76
Skyline Mechanical, Inc.	Repair & Maintenance Supplies		818.06
State Industrial Products	Repair & Maintenance Supplies		205.00
Collett Enterprises	Gas & Oil		754.54
Fleet Services	Gas & Oil		744.18

Buildings and Grounds (Cont.)			
Forward Tech Solutions, LLC	Equipment - Supplies		3,370.00
Home Depot Pro	Janitorial Supplies		1,415.68
School's In, LLC	Communication & Transportation		84.18
State Industrial Products	Communication & Transportation		20.41
Black Hills Energy	Utility Services		3,684.34
Century Link	Utility Services		1,609.38
Holy Cross Energy	Utility Services		5,116.26
Verizon Wireless, Bellevue	Utility Services		108.97
Jerrymaster Janitorial	Janitorial Maint. Contracts		2,158.00
Native Electric	Repair & Maintenance Services		6,924.85
Orkin - Grand Jct. Adm Ctr.	Repair & Maintenance Services		611.38
Skyline Mechanical, Inc.	Repair & Maintenance Services		295.00
Sno-White Linen Rental	Repair & Maintenance Services		411.03
Venzor Carpet Cleaning	Repair & Maintenance Services		975.84
Caselle, Inc.	Computer Support		350.00
Executech Utah LLC	Computer Support		442.25
Forward Tech Solutions, LLC	Computer Support		4,903.30
Cirsa	Insurance		4,490.66
Total Buildings and Grounds		**$**	**43,815.57**
Information Center			
Triad EAP	Employee Assistance Program	$	21.15
Silver Streak Ind.	Supplies For Resale		242.57
Eagle County Historical Society	Supplies - Consignment		310.34
Fried, Mickey	Supplies - Consignment		4.69
Pamela Saden	Supplies - Consignment		28.31
Rasmussen, Carol Ann	Supplies - Consignment		111.00
Williams, Sam	Supplies - Consignment		7.50
Colorado Department Of Revenue	Sales Tax		569.15
Century Link	Utility Services		208.47
Colorado Mtn. News Media	Recruitment		201.65
FYS Services, Inc	Professional Services		493.24
Executech Utah LLC	Computer Support		226.84
Forward Tech Solutions, LLC	Computer Support		43.00
Total Information Center		**$**	**2,467.91**
Marketing and Events			
Interactive Health, Inc	Health Benefits	$	195.00
Meritain Health	Health Insurance Claims		315.14
Triad EAP	Health Benefits		7.76
CANVA	Dues & Subscriptions		119.40
Google	Dues & Subscriptions		1.99
SESAC, Inc.	Dues & Subscriptions		460.00
Verizon Wireless, Bellevue	Utility Services		52.72
Executech Utah LLC	Computer Support		220.91
Forward Tech Solutions, LLC	Computer Support		36.45

Marketing and Events (Cont.)			
Adwest Consulting Inc	Media		3,500.00
Colorado Logos	Media		1,545.00
PR Studio	Public Relations		2,500.00
PR Studio	Design & Production		522.39
Colo High School Cycling League	Events		7,500.00
Vail Recreation District	Events		1,000.00
Vail Valley Lacrosse Club	Events		3,000.00
Vail Valley Soccer Club	Events		2,500.00
Cirsa	Insurance		66.00
Total Marketing and Events		**$**	**23,542.76**
Engineering			
Interactive Health, Inc	Health Benefits	$	39.00
Meritain Health	Health Insurance Claims		168.07
Triad EAP	Health Benefits		3.74
Cintas Corporation	Office Supplies		30.87
King Soopers Customer Charges	Office Supplies		16.69
Glenwood Springs Auto Parts Inc	Vehicle Repair & Maintenance Supplies		5.63
Fleet Services	Gas & Oil		118.50
Glenwood Springs Auto Parts Inc	Gas & Oil		28.05
Verizon Wireless, Bellevue	Utility Services		123.03
American Public Works Ass'n	Recruitment		325.00
Colorado Mtn. News Media	Recruitment		552.79
Indeed	Recruitment		33.40
NeoGov	Recruitment		175.00
DLT Solutions, LLC	Computer Support		2,315.51
Executech Utah LLC	Computer Support		92.29
Forward Tech Solutions, LLC	Computer Support		22.27
Total Engineering		**$**	**4,049.84**
Total GENERAL FUND		**$**	**323,128.23**
CAPITAL IMPROVEMENTS FUND			
McBride, Richard	Use Tax Refund	$	97.83
Merlihan, Shane	Use Tax Refund		1,473.59
Wynton Homes	Use Tax Refund		7,477.87
Uptown Services LLC	Project THOR		5,000.00
Total CAPITAL IMPROVEMENTS FUND		**$**	**14,049.29**
WASTE WATER FUND			
Arnold, John Mark	Wastewater Tap Fees	$	4,000.00
Interactive Health, Inc	Health Benefits		869.70
Meritain Health	Health Insurance Claims		1,384.50
Triad EAP	Health Benefits		30.97
Fastenal Company	Facility Repair & Maintenance Supplies		184.66

WASTE WATER FUND (Cont.)

Glenwood Springs Auto Parts Inc	Facility Repair & Maintenance Supplies		18.33
Grand Junction Pipe & Supply	Facility Repair & Maintenance Supplies		43.86
Water Technology Group	Facility Repair & Maintenance Supplies		5,690.00
Fleet Services	Gas & Oil		277.85
Federal Express Corp.	Communication & Transportation		394.31
Nextrust Inc	Communication & Transportation		457.76
Black Hills Energy	Utility Services		7,104.69
Century Link	Utility Services		506.55
Holy Cross Energy	Utility Services		11,814.60
Verizon Wireless, Bellevue	Utility Services		118.84
Veris Environmental LLC	Sludge Disposal		3,390.91
Browns Hill Engineering	Repair & Maintenance Services		267.25
Caselle, Inc.	Computer Support		87.50
Executech Utah LLC	Computer Support		809.07
Forward Tech Solutions, LLC	Computer Support		83.95
Eagle River Water & Sanitation District	Testing & Permits		2,410.00
Seacrest Group	Testing & Permits		1,280.00
SGS North America Inc	Testing & Permits		1,036.83
Veris Environmental LLC	Testing & Permits		1,000.00
Underground Utility Locating	Capital Expenditures		530.50
Total WASTE WATER FUND		**$**	**43,792.63**

WATER FUND

Arnold, John Mark	Water Materials & Other	$	990.00
Arnold, John Mark	Tap Fees		3,703.20
Interactive Health, Inc	Health Benefits		994.50
Meritain Health	Health Insurance Claims		1,601.94
Triad EAP	Health Benefits		42.94
Cintas Corporation	Office Supplies		30.87
King Soopers Customer Charges	Office Supplies		16.68
360 Civil, Inc.	Repair & Maintenance Supplies		2,016.95
Grand Junction Pipe & Supply	Repair & Maintenance Supplies		1,617.85
Gypsum Eagle Ace Hardware	Repair & Maintenance Supplies		49.16
United Rentals (North America) Inc	Repair & Maintenance Supplies		13.99
Wylaco Supply Co	Repair & Maintenance Supplies		95.70
Fleet Services	Gas & Oil		440.56
Dircksen, Deron	Communication & Transportation		4.10
Federal Express Corp.	Communication & Transportation		64.98
Nextrust Inc	Communication & Transportation		457.76
Wylaco Supply Co	Communication & Transportation		16.50
Colorado Rural Water Association	Dues & Subscriptions		400.00
AmeriGas	Utility Services		2,057.81
Century Link	Utility Services		2,008.65
Holy Cross Energy	Utility Services		7,280.96
Verizon Wireless, Bellevue	Utility Services		197.54
Garfield & Hecht, P.C.	Legal		1,233.42

WATER FUND (Cont.)			
Hoffman, Parker, Wilson & Carberry PC	Legal		858.00
Resource Engineering Inc	Engineering		3,183.96
360 Civil, Inc.	Repair & Maintenance Services		13,978.75
Eagle River Water & Sanitation District	Testing & Permits		175.00
Caselle, Inc.	Computer Support		87.50
Executech Utah LLC	Computer Support		970.61
Forward Tech Solutions, LLC	Computer Support		119.31
Browns Hill Engineering	Contract Payments		2,972.00
PR Studio	Contract Payments		1,000.00
US Bank Equipment Finance	Contract Payments		394.81
Underground Utility Locating	Capital Expenditures		530.50
MWH Constructors Inc.	Lower Basin Water Treatment		426,606.00
Schmueser, Gordon, Meyer Inc.	Lower Basin Water Treatment		29,879.57
Total WATER FUND		**$**	**506,092.07**
REFUSE FUND			
Nextrust Inc	Communication & Transportation	$	457.76
Total REFUSE FUND		**$**	**457.76**
OPEN SPACE FUND			
Interactive Health, Inc	Health Benefits	$	5.85
Meritain Health	Health Insurance Claims		9.45
Triad EAP	Health Benefits		6.55
Executech Utah LLC	Computer Support		171.61
Forward Tech Solutions, LLC	Computer Support		30.24
Total OPEN SPACE FUND		**$**	**223.70**
Total		**$**	**887,743.68**
Payroll		**$**	**280,390.30**
Grand Total		**$**	**1,168,133.98**

To: Mayor and Board of Trustees

From: Brandy Reitter, Town Manager

Date: March 10, 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 March.

- Short-term rental ordinance – March 24
- Stormwater Enterprise ordinance – March 24
- Broadband Enterprise ordinance April 28
- Parklets and Special Events – March 24

The all staff meeting is April 16 and staff has started the planning process. The agenda topics will include a safety training, team culture exercise, employee recognition, and a review of town initiatives.

Staff continues to provide follow up for the board. Included with this report is a BOT budget. It took a while because we wanted to make sure the accounts and amounts were right. Staff also had to reclass items out of the general government budget. When the budget is amended, the proposed budget will be officially approved by the BOT.

The Mayors, Managers and Partners Meeting was held on March 6 and below is a summary of the topics that were discussed:

<u>Coronavirus</u>

- Eagle County Public Health Department has been working on messaging for 4-6 weeks already with community health partners and the goals are:
    - 1) rapid identification first community case
    - 2) slow down transmission, not contain, but slow
    - 3) protect critical medical infrastructure
    - 4) protecting the most vulnerable populations (80yr +)
- There are no confirmed cases in Eagle County now.
- The quarantine list has been expanded from China to include Italy, Iran, South Korea. Travelers are asked to stay home for the remainder for the 14-day window.
- The EOC has been active for a few weeks.

Wildlife Roundtable

- The partner kick off meeting was February 24 and 40 people attended at the Walking Mountains Science Center. The group will establish purpose, objectives and recommendations for how to support wildlife while striking a balance.
- This will include a Collaborative Assessment with the following themes – complex problem-solving, marked decrease in wildlife populations – conflicts with recreation – predators – growth in population and tourism locally – expanding recreation – habitat pressure and fragmentation.
- The group will analyze data gaps of previous populations, recreation/wildlife interactions, migration data, and review valuable areas of habitat. Subcommittee breakouts and broader community engagement coming up.

Transportation Hub and Alternatives

- The communities that have initiatives include Beaver Creek Advisory Council, Avon Economic Council, Vail, Eagle CO.
- The group is using Transit Hub which a is mobile friendly web app, pulls info from transit agencies, collects info for routes all around the county. Testing is going on this week, preparing to launch soon.
- The idea is to get different transit agencies to streamline their data platform. Trying to transition from documents, pdf's and tables.
- Avon is adding 8 more Zagshare stations (bike share).

Ballot Polling

- Eagle county is looking at a housing poll and a potential sales tax increase for workforce issues – housing and childcare.
- The River District is considering debrucing and degallaghering.
- Vail is polling for a sales tax to support affordable housing and additional tax on short-term rentals.
- Mountain Recreation is polling for a mill levy for facility enhancements.
- Eagle Rive Fire is looking at 2 mills for capital equipment and 800mhz system.
- Gypsum is looking at the cigarette tax and a fund for Sweetwater Lake.
- Avon is looking at additional tax on building to fund community housing plan.
- Governor would like a statewide tobacco tax for childhood education.

Economic Development, & Planning

Elevate Eagle – The project continues to move along and below are a few updates:

- Staff continues to review the future land use map. We will convene the comp plan committee one more time for feedback, double check accuracy and will present that along with the plan in April.

- Once the boards and commissions feel comfortable staff will set a public hearing in May – June.

- The code committee met on March 4 and discussed example codes and gave feedback on administrative procedures. The consultants will draft that section and the committee will review the draft in April.

- Staff informed the consultants to update the website with the committee work so everyone can see what the group is working on.

Art Wall – There are few updates on this project:

- The artist that the committee selected finished the outstanding items from her proposal. The step is completed which means staff can make a presentation to the BOT on the outcome. The presentation will occur in April.

Broadband – There are several updates on broadband in Eagle:
THOR:

- The NWCCOG requested an extension of the DOLA grant that is supporting the first phase of the MMC buildout. DOLA will let us know soon on the outcome.

- The broadband enterprise ordinance is on hold until after the election with the idea that the charter will be approved by the electorate. The only alternative is to use the General Fund to raise money for broadband which requires a TABOR election.

Comcast:

- Comcast has changed their groundbreaking event and will provide the town with an update as soon as possible. The groundbreaking is not scheduled for March 24.

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

- March 9 – Climate Action Collaborative meeting
- March 11 – Code coordination meeting
- March 11 – Eagle County Investing, Real Estate and Entrepreneurship Forum
- March 16 – Pre-Candidate forum
- March 18 – Candidate forum

Sincerely,

Brandy Reitter
Town Manager

To: Mayor and Town Board of Trustees

From: Brandy Reitter, Town Manager and Department Leads

Date: March 10, 2020

Re: Department Updates for February 2020

TOWN CLERK

Communications Committee

- Communications Committee 2/6/20; 2/12/20; 2/20/20 and 2/27/20
- Eagle Today was sent February 28 with the following topics:
    - Planning Commission Member Update
    - Census 2020
    - Election 2020
    - ARTWalk Murder Mystery Recap
    - Lower Basin Water Treatment Plant Update
    - New Employees/Promotions
    - Eagle's View
    - Employment Opportunities

Licenses

- BUSINESS: License Renewals 28 in February and 323 total licenses issued for 2020
- LIQUOR:
    - The Assembly LLC was approved for New Hotel & Restaurant on February 25, 2020.
    - Vail Valley Art Guild submitted dates for their Art Gallery Permit for 2020 Art Walk.
    - Katch Studio submitted a Modification of Premises, hearing set for March 24, 2020
    - Boneyard Renewal for Hotel & Restaurant License
    - Prepared information for two new Beer and Wine License Applications
- MARIJUANA:
    - Received Tumbleweed Retail Application, under staff review. Board Hearing currently scheduled for April 28, 2020 for consideration.

Website – www.townofeagle.org

- Ask the Town questions: 0

Meeting Attendance

- Joint Worksession TBOT and P&Z 2/4/20
- IT Meeting 2/18/20
- Xpressbillpay Court Module payment Options 2/27/20

2020 Election

- Finalized UOCAVA Ballots (Military and Overseas Mailed 2/21/2020))
- Finalized TABOR Notice (Mailing 3/9/2020)
- Published Notice of Election

Training

- Staff Training Laserfiche 2/10/20
- Staff Training CivicClerk 2/12/20

Sales Tax

- First Quarter will be available in April.

2020				
Month	Filing Period	Revenue Period	4% to General Fund	O/U
Jan	$ 349,156.35	$ 578,686.45	$ 514,387.96	35%
Feb		$ 480,407.70	$ 427,029.07	24%

2019				
Month	Filing Period	Revenue Period	4% to General Fund	O/U
Jan	$ 284,066.89	$ 428,973.53	$ 381,309.80	8%
Feb	$ 390,661.27	$ 387,365.41	$ 344,324.81	-5%

MUNICIPAL COURT

- Court Dates February 11 and 25
- March 4, 2020 started new Court day on Wednesday (First and Third)

February Fines and Fees Assessed: $2945.00

Animal Control	**3**
Misdemeanor	4
Parking	20
Traffic	28
Total	55

February Fines and Fees Collected: $4,868.32 (includes collections for previous months)

Court Costs	**175.00**
Criminal Police Equipment and Training Surcharge	40.00
Deferred Judgment Fee	150.00
Fines	3600.00
Police and Equipment Surcharge Criminal	0
Police and Equipment Surcharge Traffic	403.32
Bond Payment (refundable)	500.00
Total	$4868.32

February Dispositions (Payments or Court Appearances)

Animal Control	**1**
Misdemeanor	9
Parking	17
Traffic	25
Total	52

Outstanding Fines and Fees by Date:

Current	**2008.25**
1-30 Days Past Due	**945.00**
31-60 Days Past Due	**305.00**
61-90 Days Past Due	**405.00**
91-180 Days Past Due	**688.75**
Over 180 Days Past Due	**24864.53**
Total	**$29216.53**

ASSISTANT TO THE TOWN MANAGER

I have been asked to present a 10-minute presentation on municipal social media use as well as facilitate the Monte Vista Challenge Studio at the DCI Annual conference Apr. 14-17th.
I was asked to present at the Northeast Colorado Rural Philanthropy Days June 10th.

Economic Vitality and Development Work

- The registration link for the Eagle Investment, Real Estate, and Entrepreneurship Forum is live for a few more days. The event is March 11th from 5-7pm at the Brush Creek Pavilion. It is free and open to the public. As of Friday afternoon we have 101 RSVP's. https://www.eventbrite.com/e/eagle-county-investing-real-estate-and-entrepreneurship-forum-tickets-93010343441
- The Economic Vitality Committee is working with the Eagle SBDC and other regional partners to organize entrepreneur and business-oriented events June 1st and 2nd as a part of West Slope Startup Week's Hometown Days.

Downtown Broadway

- The Downtown Business Alliance hosted Helen Rogers, Director of the Rifle Downtown Development Association, at the monthly meeting March 4th. She answered questions about the formation, funding, and projects accomplished by the DDA.
- I have met with the abatement contractors who will begin work on 410 Broadway as soon as we have an updated quote and contractual agreement with CDPHE. Work is expected to begin in April.
- Plans have been submitted for a multi-use development at 233 Broadway.
- Eagle Arts and the DBA are already in the planning process for a second immersive art event to coincide with the Bonfire Block Party and Eagle Outside Festival Jun 14th-16th.

Project THOR

- NWCCOG and Mammoth have received permit approval to use a conduit along the pedestrian bridge to connect the Eagle MMC with I-70 fiber. Work has already begun on the installation and should be completed the week of 3/9.
- Final work on Town Hall from Project THOR is expected to be completed by end of March.

Communication Committee

- The Town Communication committee has posted 16 posts to the Town Facebook page, published Eagle Today with 5 articles on Jan 31st, shared the first Town Employee newsletter with 8 articles on Jan 31st, and updated 4 Eagle News stories on the website in January.
- The communication committee has already begun planning outreach and notification efforts for Black Hills Energy work along HWY 6, Glenwood Canyon road improvements, and road improvements near Sylvan Lake.
- The communication committee is looking to meet and better coordinate with other regional communication teams, which will help the Town to stay consistent on public health, transportation, and legislative concerns.

Census - Timeline

- March 12-20: Initial invitations to respond online and by phone delivered by the U.S. Postal Service (for those with home delivery) or Census workers (for those who receive their home mail via PO boxes).
- March 16-24: Reminder letters delivered.

- March 26-April 3: Reminder postcards delivered to households that haven't responded.
- April 8-16: Reminder letters and paper questionnaires delivered to households that haven't responded.
- April 20-27: Final reminder postcards delivered to households that haven't yet responded, before census takers follow up in person.

Everyone gets the first two mailings. The next three are dependent on completing a response. If a household does not respond to any invitations, a census taker will follow up in person between May 13 and July 31. The Town will continue to share Census information through April.

PUBLIC WORKS

LBWTP Construction

PROJECT UPDATE SUMMARY

- Continue installation of Structural Masonry at WTPB
- Water Testing in Chlorine Contact Basin.
- Backfill Water Treatment Building
- Electrical Work in RWPS
- Install Temporary Lighting in Basement of Water Treatment Building
- Winter Protection

PLANNED ACTIVITIES FOR THE NEXT 4 WEEKS:

- Install Brick Ledge for Masonry Veneer install
- Install Coating on tank Pads and Set Chemical Storage Tanks
- Install Pre-Cast Roof Panels
- Continue Install of Structural Masonry
- Winter protection

Cemetery Tank

- Construction documents are being developed

Capitol Street Water & Sanitary Sewer

- Construction documents are being developed

Source Water Protection Plan

- Draft plan is being finalized for stakeholder review

Water Efficiency Plan

- Draft plan has been submitted to Colorado Water Conservation Board for review

THOR Project

- Construction is underway

Black Hills Gas Line Along Highway 6

- Project moving forward

Public Works Operations & Maintenance

- Snowplow operations
- New Public Works snow removal equipment has been delivered
- Trash/Recycle containers distributed at buildings and parks

Public Works Staff

- Ben Hawf has been hired into the Streets department

Upper Basin Water Treatment Plants

- Installation of generators at both Pre-Treatment and Treatment Water Plants week of May 11th

FINANCE DEPARTMENT

Accounts Payable:

ACCOUNTS PAYABLE: INVOICES PAID						
	2017	2018	2019	2020	VARIANCE FROM PY	
JANUARY	289	258	303	205	(98)	-32%
FEBRUARY	245	272	254	237	(17)	-7%
YEAR TO DATE	534	530	557	442	(115)	-21%

Financial

- In March staff will be gearing up and preparing for the 2018 Audit in April
- Staff will be working with the Impact Development Fund on an amendment to our investment agreement to withdrawal $10,000 from our employee home ownership program in order to pay the contribution to the Eagle County loan fund
- Tabor Fiscal Year Spending – Staff calculated fiscal year spending for the Tobacco ballot question tabor notice
- Use tax refunds – Staff is working on completing the 19 outstanding use tax refunds since transitioning from community development to Finance – 7 have been completed
- Policies:
    - Gift Card and Gift Certificate Policy – Staff completed this policy to increase the Town's internal controls, limit gift card/certificate purchases and to ensure proper tax reporting. This policy relates to non-employee receipt of cards/certificates and prohibits purchasing for employees under any circumstances.
    - Red Tag and Shut Off Policy – Staff formalized this policy for our financial policies and procedures, this information was on our website but did not live in a policy document.
    - Water Leak Adjustment Policy – Staff formalized this policy for our financial policies and procedures, this information was on our website but did not live in a policy document.
    - Utility Payment Plan Policy – Staff created a policy for utility payment plans to provide customers with a structured method of paying off delinquent account balances without accumulating service charges. Staff had previously been providing a few of these in an unstructured manner and without guidance. Staff recently set up a contract's module in our utility billing software to track these payment plans.
    - Upcoming Policies:
        - Revised Travel and Employee Reimbursement Policy – To be completed in March
        - Cash Drawer management Policy – To be completed in March
        - Board Approved Policies:
            - Purchasing Policies – To begin in March will not be completed until fall or YE
            - Fund Balance/Reserve Policy – To be completed 2nd or 3rd Qrt
            - General Revenue Management Policy – To be completed 2nd or 3rd Qrt

Budget:

- Staff split out the Town Board from the General Government department budget and reclassed expenses in 2020 to the new Town Board department. *(Budget to Actual attached below)*
- Staff will be initiated planning for the 2020 budget process in March

Payroll/HR:

- Positions – 6 new hires and 2 employee transition input into payroll

Utilities:

- New Accounts Setup – **1**
- Property Transfers – **11**
- Staff will be notifying customers of the $100/mo non-working meter fee in March, following admin and public works discovering 10 accounts that were not picking up a reading. We are in the process of getting all the accounts corrected.

Town Board Department – Budget to Actual:

TOWN OF EAGLE
EXPENDITURES WITH COMPARISON TO BUDGET
FOR THE 2 MONTHS ENDING FEBRUARY 29, 2020

GENERAL FUND

		PERIOD ACTUAL	YTD ACTUAL	BUDGET	UNEXPENDED	PCNT
	TOWN BOARD					
10-49-110	SALARIES & WAGES	3,800.00	3,800.00	22,800.00	19,000.00	16.7
10-49-142	WORKERS COMPENSATION	.00	.00	30.00	30.00	.0
10-49-144	FICA - EMPLOYER'S	290.76	290.76	1,745.00	1,454.24	16.7
10-49-210	OFFICE SUPPLIES	.00	.00	200.00	200.00	.0
10-49-347	PROFESSIONAL SERVICES	.00	.00	18,000.00	18,000.00	.0
10-49-362	COMPUTER SUPPORT	.00	.00	756.00	756.00	.0
10-49-371	TRAVEL EXPENSE	.00	.00	1,000.00	1,000.00	.0
10-49-372	MEETING EXPENSE	41.47	41.47	2,000.00	1,958.53	2.1
10-49-380	TUITION & BOOKS	.00	.00	1,750.00	1,750.00	.0
10-49-450	SPECIAL BOARD FUNDING	.00	.00	10,000.00	10,000.00	.0
10-49-915	COMMUNITY REQUESTS	.00	.00	53,000.00	53,000.00	.0
	TOTAL TOWN BOARD	4,132.23	4,132.23	111,281.00	107,148.77	3.7

SPECIAL EVENTS

MEAC:

- Conducting election of Chairperson and Vice Chairperson for MEAC Committee.
- Concluded MEAC and Community Events/Programs Funding program. Notifying all recipients. Moving all producers to contract and payment schedule.
- Reviewing bylaws and TOE Code of Ethics with committee members.

Eagle Info Center:

- Concluded all retail sales. Inventoried remaining merchandise. Will try to bulk sell remaining merchandise to interested businesses.
- Operating under adjusted winter Spring plan until Memorial Weekend.
- Have met with Brandy at the Info Center to review the condition of the building. Made suggestions to prepare it for the summer season.
- Met with Bryon McGinnis and John from TOE PW to review repair work needed at the info center. Discussed contractor options.
- Developing Summer 2020 plan.
- Working with Eagle County Historical Society about opportunities to work together. Review historical exhibits for info center.

Special Events:

- Have 2 full page ads coming out in the Eagle Chamber publication
- Eagle Easter Egg Hunt scheduled for Saturday, April 11, 2020
- Eagle Clean Up Day scheduled for April 25, 2020
- Reviewing street closure criteria for Broadway and other streets in Eagle
- Reviewing operating criteria for Grand Ave. digital info sign
- Working on eagle Outside Festival with Mike McCormack, event producer
- Developing Flight Days 2020 plan
- Reviewing new special event permits for…
    - -Bonfire Block Party, June 12, 13 & 14, 2020
    - -EagleOutside Festival, June 12 & 13, 2020
    - -LG Tri, Saturday, July 11, 2020.
    - -Our Community Table, Sunday, August 9, 2020
    - -Colorado High School Mountain Bike Championships, Sept. 13 & Oct 11, 2020.

To: Mayor and Board of Trustees

From: Brandy Reitter, Town Manager

Date: March 10, 2020

Agenda Item: Resolution No. 11, Series 2020 "A Resolution of the Board of Trustees of the Town of Eagle, Colorado Approving an Amendment to the Development Improvements Agreement for the Village Market."

REQUEST:

Staff requests that the Board of Trustees review an amendment to the Development Improvements Agreement (DIA) for Village Market requesting an extension of vested rights.

INTRODUCTION:

Staff presented a resolution that would extend the vested rights for the Village Market on February 25. The Board of Trustees requested that the property owner come to a future meeting to discuss plans for the property and provide rationale for the request to extend vested rights. John Buxman from Village Markets will provide an overview of his request. Attached is the resolution and amendment that was presented at the meeting to review.

ANALYSIS:
Below is a map with the location of the property:

COMMUNITY INPUT:

No community input required for this analysis.

BUDGET / STAFF IMPACT:

This request does not have an impact on budget or staffing resources.

STRATEGIC PLAN ALIGNMENT/STANDARDS ACHIEVED:

This proposal does not align with any strategic objectives. The extension request does follow the town's standards for review and approval.

RECOMMENDED ACTION OR PROPOSED MOTION:

Motion to **approve** or **deny** the adoption of Resolution No. 11, Series 2020 "A Resolution of the Board of Trustees of the Town of Eagle, Colorado Approving an Amendment to the Development Improvements Agreement for the Village Market."

ATTACHMENTS:

- Resolution No. 11
- DIA Amendment

TOWN OF EAGLE, COLORADO
RESOLUTION NO. 11
(Series of 2020)

A RESOLUTION OF THE BOARD OF TRUSTEES OF THE TOWN OF EAGLE, COLORADO APPROVING AN AMENDMENT TO THE DEVELOPMENT IMPROVEMENTS AGREEMENT FOR THE VILLAGE MARKET

WHEREAS, on June 23, 2015, the Board of Trustees adopted Resolution No. 2015-50 approving a Development Improvements Agreement (the "Agreement") with Eagle Ranch Village, LLC for development occurring on Lot 2 and Tract A, Eagle Ranch, Filing No. 30 Subdivision (the "Property"), also known as the Village Market;

WHEREAS, on May 9, 2017, the Board of Trustees adopted Resolution No. 2017-29, which approved the assignment of the Agreement from Eagle Ranch Village, LLC to Nobux, LLC ("Developer");

WHEREAS, the Agreement created vested property rights for a period of five years, or until June 23, 2020, and Developer seeks an extension of those rights until June 23, 2022;

WHEREAS, the Board concludes that the public health, safety, convenience and general welfare of the Town and its residents will be served by approving the proposed amendment of the Agreement.

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

Section 1. The First Amendment is hereby approved in substantially the form attached hereto as Exhibit A and incorporated herein by this reference, subject to final approval by the Town Attorney. Upon such approval, the Mayor is authorized and directed to execute the First Amendment on behalf of the Town.

INTRODUCED, READ, PASSED AND ADOPTED ON FEBRUARY 25, 2020.

TOWN OF EAGLE, COLORADO

_____
Anne McKibbin, Mayor

ATTEST:

_____
Jenny Rakow, Town Clerk

FIRST AMENDMENT TO DEVELOPMENT IMPROVEMENTS AGREEMENT
Lot 2 and Tract A, Eagle Ranch, Filing No. 30 Subdivision

THIS FIRST AMENDMENT TO DEVELOPMENT IMPROVEMENTS AGREEMENT (the "First Amendment") is entered into and made effective as of the ___ day of _____, 2020 (the "Effective Date"), by and between the TOWN OF EAGLE, COLORADO, a Colorado municipal corporation with an address of P.O. Box 609, Eagle, Colorado 81631 (the "Town"), and NOBUX, LLC, a Colorado limited liability company with an address of PO Box 459, Glenwood Springs, Colorado 81602 ("Developer") (each a "Party" and collectively the "Parties").

WHEREAS, the Town and Eagle Ranch Village, LLC entered into a Development Improvements Agreement (the "Agreement") on or about June 23, 2015, governing the development of certain property located within the Town;

WHEREAS, on May 9, 2017, the Board of Trustees adopted Resolution No. 17-29, which approved the assignment of the Agreement and all rights and responsibilities thereof from Eagle Ranch Village, LLC to Developer; and

WHEREAS, the Town and Developer now wish to amend the Agreement to extend the term and the vested property rights beyond the current expiration date of June 23, 2020.

NOW, THEREFORE, for and in consideration of the mutual promises and covenants contained herein, and for other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the Parties agree as follows:

1. Section 2 of the Agreement is amended by extending the term of the Agreement and the vested property rights established thereunder by an additional 2 years from the Effective Date of the Agreement, to June 23, 2022.

2. If any terms, conditions and provisions contained in this First Amendment are inconsistent with or otherwise in conflict with any terms, conditions and provisions contained in the Agreement, the terms, conditions and provisions contained in this First Amendment shall control.

3. No other amendments, modifications or alterations to the Agreement, other than the amendments specifically stated herein, are contemplated or made by the execution of this First Amendment. All other terms, conditions, provisions, rights, duties and benefits stated in the Agreement shall continue in full force and effect.

IN WITNESS WHEREOF, the Parties have executed this First Amendment as of the Effective Date.

TOWN OF EAGLE, COLORADO

_____
Anne McKibbin, Mayor

ATTEST:

_____
Jenny Rakow, Town Clerk

NOBUX, LLC

_____

STATE OF COLORADO)
)ss.
COUNTY OF EAGLE)

Subscribed and sworn to before me this ____ day of _____, 2020, by _____ as _____ of Nobux, LLC.

WITNESS MY HAND AND OFFICIAL SEAL.

My commission expires:

_____
Notary Public

To: Mayor and Board of Trustees

From: Brandy Reitter, Town Manager

Date: March 10, 2020

Agenda Item: Ordinance No. 3, Series 2020, "An Ordinance of the Board of Trustees of the Town of Eagle, Colorado, Amending the Holy Cross Energy Franchise Agreement by Increasing the Franchise Fee from 3% to 4%."

REQUEST:

Staff requests that the Board of Trustees review an ordinance amending the current franchise agreement with Holy Cross Energy to increase the fee by 1% to support town's broadband initiatives.

INTRODUCTION:

The town completed a feasibility study for broadband in 2019. Part of the funding options included an increase to the franchise fee for Holy Cross. The BOT approved a funding scenario that included an 1% increase to the fee. The funds that are generated will support the buildout of broadband, especially as it relates to aerial fiber on utility poles. Holy Cross has already started the outreach process and staff will support their efforts to engage customers.

ANALYSIS:

The franchise agreement allows Holy Cross to locate and maintain their utility infrastructure in town's rights of way. The rationale for the fee is because the town will use some of this infrastructure in the buildout of broadband. This ordinance will provide approximately $60,000 in revenue dedicated to broadband. The pros and cons of the ordinance are below:

Pros:

- The fee will generate revenues so that when town does establish a municipal broadband, it will ensure that rates stay competitive
- The revenue will offset the cost associated with broadband, therefore, reducing the amount of funding that the town will need to borrow
- Consistent dedicated revenue streams are favorable to lenders and might save the town money over the long-term with better interest rates
- Fees are a good way to fund infrastructure and do not require TABOR elections

Cons:

- An increase in fees can place a burden on the residents and businesses in Eagle
- Some people who decide not to use town broadband might see an increase as not equitable

- Until recently, most communities in Eagle County have a 3% franchise fee except for Vail, which could make Eagle less competitive as far as place to locate compared to towns with less fees
- Raising fees to fund infrastructure might be perceived as less transparent to some residents

COMMUNITY INPUT:

Community input was solicited in the town's feasibility study and polling conducted in 2019.

BUDGET / STAFF IMPACT:

This request does have an impact on the budget. The revenue generated from the increase is approximately $60,000. This proposal does not have an impact on staff time. The town already accounts for the franchise fee therefore, this does not require a change in process or impact operations.

STRATEGIC PLAN ALIGNMENT/STANDARDS ACHIEVED:

This proposal aligns with the following values, policies and standards:

> Economic Development – The increase in fees supports the buildout of broadband. Successful implementation of broadband will lead to positive economic development outcomes.
>
> Sound Planning and Appropriate Investment – The town is investing in important broadband infrastructure. Diversifying the funding mechanisms for infrastructure could decrease the need to borrow more money and will hopefully result in better interest rates. The franchise fee will provide some relief to future rate payers because it will keep the rates below market according to the feasibility study that was completed in 2019.

RECOMMENDED ACTION OR PROPOSED MOTION:

Motion to **approve** or **deny** the adoption of Ordinance No. 3 Series 2020, "An Ordinance of the Board of Trustees of the Town of Eagle, Colorado, Amending the Holy Cross Energy Franchise Agreement by Increasing the Franchise Fee from 3% to 4%."

ATTACHMENTS:

- Ordinance No. 3, Series 2020

TOWN OF EAGLE, COLORADO
ORDINANCE NO. 03
(Series of 2020)

AN ORDINANCE OF THE BOARD OF TRUSTEES OF THE TOWN OF EAGLE, COLORADO, AMENDING THE HOLY CROSS ENERGY FRANCHISE AGREEMENT BY INCREASING THE FRANCHISE FEE FROM 3% TO 4%

WHEREAS, on December 14, 2010, the Town and Holy Cross Energy, a Colorado corporation, entered into a Franchise Agreement (the "Franchise Agreement") by Ordinance No. 2010-19;

WHEREAS, the Franchise Agreement allows Holy Cross Energy to locate, build, install, construct, acquire, purchase, extend, maintain, repair and operate within and through the Town of Eagle, all necessary and convenient facilities for the purchase, generation, transmission and distribution of electrical energy, and to furnish, sell and distribute said electrical energy to the residents of the Town of Eagle for light, heat and power and other purposes by means of conduits, cables, poles and wires strung thereon, or otherwise on, over, under, along, across and through all public easements and all streets and other public ways in the Town;

WHEREAS, pursuant to Section 8.1 of the Franchise Agreement, the Town receives 3% of Holy Cross Energy's quarterly revenue as a Franchise Fee, which is to be surcharged to the residents of the Town of Eagle;

WHEREAS, pursuant to Section 9.2, the Board of Trustees may decide that the Franchise Fee percentage shall be changed, and shall provide for such by ordinance;

WHEREAS, Holy Cross Energy provided notice for three (3) consecutive weeks on February 6, 2020, February 13, 2020 and February 20, 2020 by publication in the Eagle Valley Enterprise of the passage of such ordinance, which affidavit of publication has been provided to the Town Clerk; and

WHEREAS, on April 14th, 2020, a public hearing was held before the Board of Trustees to consider the adoption of the amendments set forth herein, following public notice as required by law.

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

Section 1. Section 8.1 of the Franchise Agreement is hereby amended as follows:

A. Franchise Fee. As a further consideration for this Franchise, and accepted by the Town in lieu of all occupancy and license taxes and all other special taxes, assessments, fees, or excises upon the Facilities or other property of the Company, or other levies that might be imposed, either as a franchise tax, occupation tax, occupancy tax, license tax, permit charge, or for the inspection of the Facilities or

other property of the Company, and charges which would otherwise be chargeable to the Company, or otherwise, the Company shall pay to the Town a sum equal to ~~three~~ FOUR percent (~~3~~ 4%) of its 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. This ~~three~~ FOUR percent (~~3~~ 4%) fee shall be surcharged to the Residents within the Town and is in addition to any charges specified in the Company's Electric Service Tariffs, Rules and Regulations and any applicable taxes. Payment of the franchise fee does not exempt the Company from payment of property or sales taxes which are not directly related to the franchise or the occupation of the Streets and Other Public Ways. Revenues received from the Town facilities will not be assessed a ~~three~~ FOUR percent (~~3~~ 4%) fee under this section nor will the Town be paid the ~~three~~ FOUR percent (~~3~~ 4%) fee from such revenues collected from Town facilities.

INTRODUCED, READ, PASSED, ADOPTED AND ORDERED PUBLISHED ON APRIL 14, 2020.

TOWN OF EAGLE, COLORADO

_____

Anne McKibbin, Mayor

I hereby attest that introduction and first reading of this ordinance took place on March 10, 2020. This ordinance was published in full in the Eagle Valley Enterprise on March 19, 2020 and March 26, 2020.

ATTEST:

_____

Jenny Rakow, Town Clerk

To: Mayor and Board of Trustees

From: Brandy Reitter, Town Manager

Date: March 10, 2020

Agenda Item: Ordinance No. 9, Series 2020, "An Ordinance of the Board of Trustees of the Town of Eagle, Colorado Amending Section 4.04.060 of the Eagle Municipal Code, to Allow Recreational Vehicle Parks as a Special Use in the Rural Residential Zone District."

REQUEST:
Staff requests that Board of Trustees review an ordinance to amend Section 4.04.060 of the Eagle Municipal Code, Schedule of Uses Permitted in Residential Zone Districts to allow recreational vehicle parks as a special use in the Rural Residential (RR) zone district.

BACKGROUND:
Outdoor recreation is integral to the quality of life enjoyed by Eagle residents, and to the success of local businesses that rely on related activities. The Town has been very successful over the last several years in marketing Eagle as an outdoor recreation destination and camping resonates as a highly desirable amenity for the Town. While recreation vehicle (RV) parks can help further the Town's recreational and tourisms goals, it's important to ensure any camping/RV opportunities provided in RV parks are compatible with the surrounding area, and those sites are designed to ensure that there will be minimal impact. This could be achieved through the special use review process, as outlined in the Municipal Code.

Currently, camping is only allowed as a special use in recreational vehicle parks in the Resource (R) zone district. The minimum lot size of 35 acres in the R zone district significantly reduces the opportunity to provide camping opportunities with the Town's limits. Conversely, the Rural Residential (RR) zone district has a minimum lot size of two acres and is for rural density single family dwelling and compatible recreational uses. Allowing recreational vehicle parks as a special use in the RR zone district would further the town goals while providing the regulatory tools to ensure compatibility and any potential impacts of RV Parks are minimized. For example, the Planning Commission and Board can impose through the special use permit review process, restrictions equal to or more restrictive than requirements of the zone district regulations regarding area, setback, coverage, and height of proposed structures; off-street parking; safety of ingress and egress; physical separation in distance from other uses or buildings; landscaped buffer areas; screening fences; and any other provisions they find necessary.

ANALYSIS:
The objective of this proposed Code amendment is to update the Eagle Municipal Code to do the following:

- Increase recreational opportunities for citizens and visitors to Eagle.
- Boost tourism and increase local jobs.
- Align the land use regulations with economic vitality and recreation goals and objectives.

Planning and Zoning Commission Feedback:

- The commission provided unanimous support for the ordinance and recommended approval with no changes.
- Camping is something that is missing in Eagle and the town should make it easier to facilitate projects.
- This policy aligns with previous plans, goals and policies.

COMMUNITY INPUT:
The proposed Code amendment will be open for public comment at the March 5, 2020 Planning and Zoning Commission meeting and is scheduled for the March 10, 2020, Town Board of Trustees meeting.

BUDGET:
None.

STRATEGIC PLAN ALIGNMENT/STANDARDS ACHIEVED:
The Town of Eagle Strategic Plan provides guidance for this project in Major Objective 5: Stimulate Economic Vitality, Development, and Major Objective 9: Continue Investing in Outdoor Activities, Recreation, and Open Space. The following is an overview of the concepts for which the subject proposal is found to comply:

1. Major Objective #5: The Code amendment has the potential to stimulate economic vitality by increasing tourism, generating local jobs, and continuing to advance Eagle as the recreational hub for the region.

2. Major Objective #9: Amending the Code to allow recreational vehicle parks as a special use in the rural residential zone district would further the Town's strategic objective of investing in recreation opportunities within town limits.

Staff finds that the Code amendment furthers the goals and objectives of the Community and Strategic Plans.

RECOMMENDED ACTION OR POTENTIAL MOTIONS:
Motion to **approve** or **deny** adoption of Ordinance No. 9, Series 2020, "An Ordinance of the Board of Trustees of the Town of Eagle, Colorado Amending Section 4.04.060 of the Eagle Municipal Code, to Allow Recreational Vehicle Parks as a Special Use in the Rural Residential Zone District."

ATTACHMENTS:
1. Ordinance No. 9

TOWN OF EAGLE, COLORADO
ORDINANCE NO. 09
(Series of 2020)

AN ORDINANCE OF THE BOARD OF TRUSTEES OF THE TOWN OF EAGLE, COLORADO AMENDING SECTION 4.04.060 OF THE EAGLE MUNICIPAL CODE, TO ALLOW RECREATIONAL VEHICLE PARKS AS A SPECIAL USE IN THE RURAL RESIDENTIAL ZONE DISTRICT

WHEREAS, at a public meeting on March 3, 2020, the Planning and Zoning Commission reviewed a proposed text amendment and recommended that the amendment be approved; and

WHEREAS, the Board of Trustees finds and determines that the text amendment contained herein is compatible and consistent with the Town's goals, policies and plans, including the Town's Master Plan and the Eagle Area Community Plan.

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

Section 1. Section 4.04.060 of the Eagle Municipal Code, which contains the schedule of uses permitted in residential zone districts, is hereby amended so that the use entitled "Recreational vehicle park" is listed as a special use in the RR - Rural Residential zone district.

Section 2. Severability. If any article, section, paragraph, sentence, clause, or phrase of this Ordinance is held to be unconstitutional or invalid for any reason, such decision shall not affect the validity or constitutionality of the remaining portions of this Ordinance. The Board of Trustees hereby declares that it would have passed this Ordinance and each part or parts hereof irrespective of the fact that anyone, or part, or parts be declared unconstitutional or invalid.

Section 3. Safety. This Ordinance is deemed necessary for the protection of the public health, safety and welfare.

Section 4. Effective Date. This Ordinance shall take effect 30 days after publication following adoption.

INTRODUCED, READ, PASSED, ADOPTED AND ORDERED PUBLISHED ON MARCH 10, 2020.

TOWN OF EAGLE, COLORADO

_____
Anne McKibbin, Mayor

ATTEST:

_____
Jenny Rakow, Town Clerk

To: Mayor and Board of Trustees

From: Bill Shrum, Assistant to the Town Planner

Date: March 6th, 2020

Agenda Item: Short Term Rental (STR) Policy Financial Analysis

REQUEST: Staff is requesting the Board of Trustees review the requested financial implications of various Short-Term Rental policies.

INTRODUCTION: The Board of Trustees provided direction to Staff regarding various Short-Term Rental policy solutions for the Town of Eagle at the Feb. 25th, 2020 meeting. In those discussions, the Board of Trustees asked for additional information about the proposed costs and revenue generated by policies used in STR ordinances in comparable cities.

ANALYSIS: Because of the wide range of fees and taxes used by comparable communities, several assumptions needed to be made about the financial impacts of an STR ordinance in Eagle. The following assumptions are used in this forecast.

- Average rent per day - $139 > Number of STR's in Eagle – 65
- Expected growth of STR's – 19% / yr. > Avg. days of occupancy – 175.2
- Compliance rate would grow from 65%-90% over 5 years

The average rent per day is an average between local reports conducted by Host Compliance and Lodging Revs, two third-party software solutions to enforce STR licensing. The number of STR's in Eagle according to Host Compliance was 44, while Lodging Revs showed 109. 85 were unique listings on AirBnb, so a conservative estimate averaged the 85 and 44 number between the two. 19% growth year over year was shown for Eagle from both Host Compliance and Lodging Revs. The average days of occupancy is from AirBnb as an average nationwide in the US.

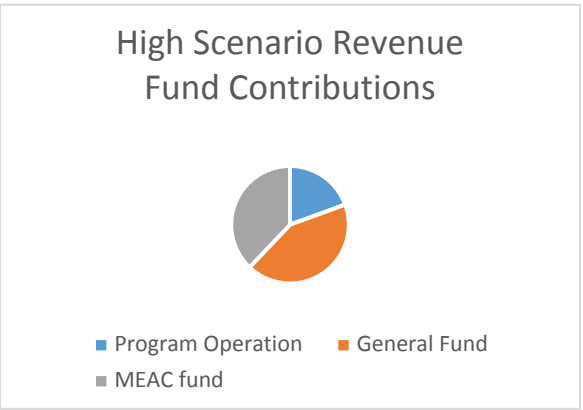
Revenue: There are three main revenue categories for STR fee collection; STR licensing, Sales Tax, and Lodging Tax. Generally speaking, STR license fees assist with paying for the administration of the program, Sales Tax would be a contribution to the general fund, and Lodging Tax would go towards the MEAC fund established by the Town.

When compared to the comparable communities with STR ordinances, an STR license fee would range from $50 - $700 annually, some with a higher up-front cost for onboarding and health inspection costs, others would vary based on the number of bedrooms of the licensed unit. The lodging tax assessed between communities also varied, the lowest was 0.96% and the highest was 9.5% in total lodging fees. The Town of Eagle would need to be a Home Rule community to change the lodging tax to a percentage of overall revenue per night.

SHORT TERM RENTAL FISCAL ANALYSIS

		2019	2020	2021	2022	2023
# STR's		65	77	92	109	130
% compliant		42	58	74	93	117
Revenue						
Licensing Fee	$75 annual	$3,150	$4,350	$5,550	$6,975	$8,775
	$500 annual	$21,000	$29,000	$37,000	$46,500	$58,500
Sales Tax	4.5% in town	$46,027	$63,561	$81,095	$101,916	$128,217
Lodging Tax	$4 per day	$29,434	$40,646	$51,859	$65,174	$81,994
	4% of rental	$40,913	$56,498	$72,084	$90,592	$113,971
Break even	$531 License fee	$22,435	$26,577	$31,754	$37,621	$44,870
$75 + $4/day		$32,584	$44,996	$57,409	$72,149	$90,769
$500+ sales + 4% LT		$107,939	$149,059	$190,179	$239,009	$300,689
Expenses						
Software	Host Comp.	$10,322	$10,322	$10,322	$10,322	$10,322
	Lodging Rev	$25,980	$25,561	$30,418	$36,197	$43,075
Staff	w/ 3ps	$12,090	$14,322	$17,112	$20,274	$24,180
	w/o 3ps	$143,000	$169,400	$202,400	$239,800	$286,000
With 3rd party software		$22,412	$24,644	$27,434	$30,596	$34,502
Self-regulated		$143,000	$169,400	$202,400	$239,800	$286,000
Min cost Max revenue		**$85,527**	**$124,415**	**$162,745**	**$208,413**	**$266,187**

Expenses: There are a variety of third-party software platforms that can help communities regulate and enforce STR's, provide customer service for complaints from neighbors and online licensing for owners. To estimate the costs of staff enforcement, Las Vegas and Denver were compared, though direct costs and accurate STR counts can be difficult to quantify. Las Vegas does not have the number of STR's, nor the integration with third-party software that Denver has. Las Vegas was reported to have spent $300,00 on staffing for 136 licensed STR's, for a per license cost of $2,200 annually. Denver has reported to have spent $500,000 for staff support of an estimated 2,700 STR's for a per license cost of $186. These expenses are used for estimating with and without 3rd party software costs.



A break-even revenue requirement would be a lowest-level revenue requirement to pay for software and staff enforcement, which would be a license fee of $531/ yr. A middle scenario would be $75 annual license fee and a $4/ day lodging tax collection. With third party and staff costs estimated, this scenario would generate $15,000 a year, growing to $45,000 per year after 5 years. With a higher license fee of $500, a 4% lodging tax, and a 4.5% sales tax collection, assuming we pursue the cheapest implementation costs, the total net revenue collected would be $85,527 in year one and grow to $266,187 in year 5. The share of those revenues would be allocated in proportion as shown in the

adjacent pie chart. An important note is that any lodging taxes collected would go towards MEAC and open space and would not be able to be used to support software or administrative costs.

COMMUNITY INPUT: There has been no community input thus far in the analysis process.

BUDGET / STAFF IMPACT: Currently, impact on staff and budget are minimal as we are still only reviewing policy. The impact of an STR ordinance would have a significant impact on the budget and staff dependent on what fiscal policy the Board of Trustees was to adopt.

STRATEGIC PLAN ALIGNMENT/STANDARDS ACHIEVED:
STR policy has the potential to meet all of the business values listed in the Town of Eagle Strategic Plan including sound planning, reliable and cost effective services, economic development, sound finances and increasing efficiency, protecting public health, safety, and the environment, and transparency and community engagement. Depending on the adopted policies, STR licenses can ensure scarce housing stock be maintained for permanent resident housing. Improving housing affordability and availability is listed as number 8 in the List of Major Objectives in the Strategic Plan.

RECOMMENDED ACTION OR PROPOSED MOTION: Staff requests that Board of Trustees provide direction on a preferred financial and licensing model for Short-Term Rental regulation.

ATTACHMENTS: STR Ordinance Matrix.pdf

Short-Term Rental Property Ordinance Matrix - March 2019, Amended Nov. 2019

credits: Colorado Association of Ski Towns, CML, City of Fort Collins, Town of Eagle

City	Primary Residence Allowed	Non-Primary Residence Allowed	Which Taxes Required	Tax Collected: by Muni or Listing Agency	Licence Required	Neighbor Notification	Concentration Limit	Zoning Limitations	Fees	Occupancy Requirement	Require a "local responsible party" for complaints?	Mandatory response time for the responsbile party to address complaint?	Utilize a 24 hour call center?	Compliance Efforts?	Weblink to ordinance	Number of Listings
Avon	Yes	Yes	Sales tax	N/A	Yes, non-tranferrable	No	No	Short Term Overlay Districts- Primarily Town Core	Annual Business License is $75	No	No	No	No	MuniRevs	http://www.avon.org/str	135
Basalt	Yes	May only be rented on a short-term basis with the primary residence	Sales tax	N/A	Business license, safety inspection, annually renewable	No	No on single family, max of 6 short-term rental allowed in multi-family buildings	No	$150 annually	No more than 3 unrelated people	Resident or business owner in Roaring Fork Valley	N/A	No	N/A	https://www.basalt.net/Doc	n/a
Beaver Creek	No	Yes	5.35% Sales + .96% STR	By BCRC	Yes, annual Business License	No	No	No	$200 annually	No	Yes	30 days	No	Host Compliance to find owners renting on their own who have not paid the proper tax/ assessment	http://beavercreekresortcom	1200
Breckenridge	Yes	Yes	Sales tax	Municipality	Yes, non-tranferrable	No	No	None- unless deed restricted workforce housing, then prohibited	BOLT: $75-$175 annually/ Admin Fee: $25-$150 annually	No	Yes	60 minutes	Yes STR Helper	STR Helper	www.townofbreckendridge.com/shortterm	3781
Crested Butte	Yes	Yes	4.5% lodging sales tax and 5% Vacation Rental Excise tax, the excize tax collected is used to fund affordable housing projects	The Property owner or authorized agent is responsbile for collecting and remitting taxes through the Town's on-line licensing and sales tax software program	Vacation Rental License@ Town of Crested Butte Business Licencse both required	Yes, 100ft radius	No. The number is limited to 30% of total freemarket residential units in town located in permitted zone districts. Currently 213 unlimited vacation rental licenses can be issued	Yes. Restricted to permitted zones, Not allowed in deed restricted housing or ADU's that are required to be long-term rentals	Unlimiated Vacation Rental License fee: $750/ yr. Primary residence License fee of $200/yr with a maximum of 60 nights of rental per year	2 people per bedrom plus an additional 2 people for the unit with a maximum occupancy of 10 people. Occupancy over 10 people requires additional parking space be provided on site for every four additional people or part thereof.	Yes	1 hour	No. complaints can be lodged via phone or email to the Vacation Rental Inspector at Town Hall	STR Helper generates a monthly list of non-compliant properties based on our licensed properties	https://www.crestedbutte-co.gov/indiex.asp?SEC=0DA56E89-36E1-4A3A-8001-5F16483DEFCD&Type=B_BASIC	209 unlimited, 17 primary
Dillon	Yes	Yes	Sales tax	State collected sales tax but lodging tax remitted to town	yes, renew annually	No	No	No	$50 annually	No	Yes	No	Yes	STR Helper	https://www.townofdillon.com/business-resources/dillon-short-term-rental-str	113
Durango	Yes	Yes	Sales/lodging	AirBnB collects for listings, taxes remitted to city by owner/manager in other cases	Yes, non-tranferrable	Yes, 300ft radius	Yes, by zone including total number and by block face	Yes, only allowed in certain zones	$750 first time and $100 annually	No	Yes	N/A	No	HostCompliance	http://online.encodeplus.com/regs/durango-co/doc-viewer.aspx#secid-273	93
Estes Park	No	Yes	Sales tax	N/A	Yes for in town with fee, operating permit for county with no fee	Yes	No	No	$200 base + $50 per bedroom	2 per bedroom, plus 2 up to 8. Large vacation home application available for homes larger than 3 bedroom	Yes	30 minutes- may be changed to 1h	Yes	HostCompliance	www.estes.org/businesslicensing	588 residential and 190 commercially zoned. Waiting list of 37
Fraser	Yes	Yes	Sales/lodging	Do not self collect	Registration	No	No	No	$150	No	Yes	One hour	No	N/A	https://www.frasercolorado.com/303/Short-Term-Rental	
Frisco	Yes	N/A	Yes	N/A	Yes	No	No	No	$75 business license	No	N/A	N/A	No	N/A	https://www.friscogov.com/	N/A
Georgetown	Yes	Yes	Sales/lodging	N/A	Yes, non-tranferrable	Yes	7% per town ward	No	$500 first time, $250 annually	Based on sq. ft, must be posted	Yes, within clear creek county	N/A	No	N/A	https://library.municode.com/co/georgetown/codes/municipal_code?nodeId=TIT5BULIRE_CH5.28SHRMRERES T	N/A
Grand Lake	Yes	Yes	Nightly rental	Listing agency	Yes, renew annually	Yes	No	No	$600 annually	No	Yes	15 min	No	STR Helper	http://www.townofgrandlak	N/A
Silverthorne	Yes	Yes	Yes, annual str license in addition to requirement to remit sales & lodging tax to the town	Owners are responsble for collection/ remittance of taxes except for listings on AirBnB VCA with Airbnb. Sales and lodging tax due monthly to the Town of Silverthorne	Yes, short term rental license issued to property owner. Non-transferrable, renews annually on Dec. 1	Only in case of duplex	No	No	Tiered: Studio = $100, 1br = 150, 2br=200, 3br=250, 4br+=300	Max advertised occupancy= 2/bedroom+2	Yes	11pm-7am (60 min) 7am-11pm (30 min)	Yes	STR Helper	https://www.silverthorne.org/town-services/finance-administrative-services/business-liquor-licenses	100
Snowmass Village	Yes	Yes	3.5% sales/2.4% lodging	N/A	Yes, non-tranferrable	No	No	No	No	Yes, under the building code	N/A	N/A	No	N/A	https://www.tosv.com/Docu	N/A
Steamboat	Yes	Yes	Sales/lodging	Municipality	Sales tax license required; rental permit required for single family homes and duplexes in most zone districts	Yes for rental permits	No	No	$50 Sales Tax Fee (one time, $500 rental permit fee, $75 annual renewal fee	1 per 200 sf; max 16	No	No	No	N/A	CDC Section 302.E.4 (http://steamboatsprings.net/246/Community-Development-Code)	171 active permits, approx 2386 listings in area
Telluride	Yes	Yes	Sales tax	N/A	Yes	No	No	Yes, restrictions in residential zone	$165 base fee + 22 per bedroom	No	No	No	No	Yes	http://www.telluride-co.gov/DocumentCenter/View/260/short-term-trental-regs	547

Vail	Yes	Yes	Sales/lodging	Property owner or representative/ booking agency remits taxes	Yes, registration required per unit	Yes, for duplex neighbor only, proof of notification required	No	No	Tiered: 150 per unit for unmanaged, $10 per unit for managed, $5 per unit for condo/hotel managed (24x7 front desk)	Not permitted in employee housing units, more than three validated complaints in one year could cause revocation of registration for 2 years	Yes, local contact within 1h required, evidenced by copy of drivers license	60 min response time unless between 11pm-7am, then 30 min	STR Helper	STR Helper	https://www.vailgov.com/short-term-rentals	1650
Winter park	Yes	Yes	Sales tax	Municipality	Yes, non-tranferrable	No	No	No	$60 annually	No	No	No	No	LodgingRevs	https://www.wpgov.com/19	N/A

To: Mayor and Board of Trustees

From: Brandy Reitter, Town Manager

Date: March 10, 2020

Agenda Item: BOT Retreat Facilitators Proposals

REQUEST:

Staff requests that the Board of Trustees review proposals for facilitators to assist with the upcoming retreat after the election and provide input to staff.

INTRODUCTION:

Each year the staff and board work together to schedule a retreat. The retreat is tailored to account for whether it follows an election or not. This year the retreat follows an election that will include new board members. Staff asked for feedback on what the board's preference was in structuring the retreat this year. Staff reached out to the previous facilitator and has included a proposal. Additionally, staff asked for recommendations by City and Town Managers across the state for facilitators who were successful with their retreats. Included in the proposals are recommendations by current trustees. Staff would like for the trustees to review the proposals and give feedback.

ANALYSIS:

Below are the proposals that were collected and a brief summary and price. The proposal are broken out by strategic planning and the DISC assessment:

Strategic Planning Consultants

Resource Trends – John Ruetten	Completed the last strategic plan in 2017, performs work mostly for utilities and some municipal clients. Recommended by a trustee. Is out of state. *Price Quote: $17,500 + $5,000 for travel* Website: https://www.resourcetrends.com/
Leader's Edge Consulting – Gregg Piburn	Works with municipal clients all over CO, uses a facilitative training approach. Reached out to town. Price Quote: $3,295 + $125 per hour for interviews and $595 to summarize pre-session data. Website: https://leadersedgeconsulting.com/

SBrand Consulting – Sheryl Trent	Works across Colorado and has experience in Eagle County. Recommended by City Manager CML listserv and Town Manager knows her. Price Quote: $8,500 includes everything Website: http://www.sbrandsolutions.com/
The Nicolson Group – Dr. Nick Nicolson	Works across the country and lives in VA. Recommended by a trustee. Price Quote: $23,000 includes everything Website: https://tngsolutions.com/
Retired CML Director – Sam Mamet	Retired and consults, recently helped Glenwood Springs. Town Manager reached out to Sam. Price Quote: $2,000 and $150 per hour. No website

<u>DISC Assessment Consultants</u>

Muntean Leadership Group – Steve Muntean	Works with municipal clients all over Colorado and was recommended by the City Manager's CML listserv. *Price Quote: $2,555 includes 30% discount* Website: http://munteanleadershipgroup.com/
The Nicolson Group – Dr. Nick Nicolson	Works across the country and lives in VA. Recommended by a trustee. Price Quote: $5,250 includes everything Website: https://tngsolutions.com/
The Impact Institute – Christie Ward	Works across Colorado and has assisted public/private clients. Recommended by City Manager's CML listserv. Price Quote: $3,000 and includes non-profit discount. Website: https://christieward.com/

COMMUNITY INPUT:

Community input not required.

BUDGET / STAFF IMPACT:

These proposals do have an impact depending on the approach the BOT wants to take. The 2020 budget is $8,000 which was originally based on using an instate facilitator for one day. The budget also included food. Any proposal that exceeds budget will require an amendment.

STRATEGIC PLAN ALIGNMENT/STANDARDS ACHIEVED:

This proposal aligns with the following values, policies and standards:

Strategic planning results in the development of good policies, vision and board governance. It is one tool that sets the standards the town operates under.

RECOMMENDED ACTION OR PROPOSED MOTION:

Give feedback to staff on the strategic plan and DISC assessment facilitators. The next steps are to schedule the retreat.

ATTACHMENTS:

- Proposals

Background

It's been over two years since Eagle produced its first ever strategic plan. Given that new Trustees are being elected and several of the issues in the current plan have been resolved, the Town has decided to update the plan. This update will address progress related to the current plan, opportunities to consolidate major objectives, identify new objectives, and improve the plan with respect to timing and needed resources.

Key Principles – Successful strategic planning has the following key features in terms of plan content and the development process.

- The plan has a clearly stated purpose and planning horizon
- The plan's content is substantive, easy to navigate and read, and easy to understand.
- The plan focuses on major challenges, decisions, and investments likely to arise during the planning horizon.
- The collaboration process is transparent, inclusive, and efficient, gathering inputs from staff, policy makers, active members of the community, and key influencers.

Sufficient Engagement – A significant risk to successful strategic planning is that staff, Trustees, or key stakeholders will feel that decisions were made without sufficient collaboration, or that staff is not interested in input from the community. For this reason, a strategic plan should not communicate final decisions about upcoming policy issues or investments unless these decisions were made previously in a public forum. Rather, it should provide a clear framework for future dialogue, both internally and with constituents, covering the specific issues and objectives outlined in the plan. Making this clear during plan development and in the final document reduces the likelihood of conflict. This approach must be supported with a commitment to engage with the community on important issues during implementation.

An Efficient Process – One of the keys to ensuring that an engagement process is both efficient and sufficient is being clear about roles. In the case of Eagle, the Town's employees are the experts, because they work on the Town's issues full time and are responsible for the planning function. But staff must also genuinely value outside input. The role of the Trustees is to critique proposals, provide new insights into problems and solutions, and make decisions. Except for making policy decisions, these same roles apply to community leaders and those who choose to be engaged in the process. Designing a process that considers the differences between planning, proposing, critiquing, and deciding increases efficiency and produces plans that address the pressing needs of the community.

Resource Trends' Services

John Ruetten provides coaching, management, and facilitation services that help organizations solve problems, improve planning, and adopt communication practices that secure support for needed investments. Resource Trends facilitated the process and wrote Eagle's 2017 strategic plan. All tasks outlined in the proposal will be planned, refined, and performed in coordination with the City Manager.

Proposal

Proposal Objectives - The following tasks will produce a strategic plan that is substantive and easy to understand, derived from a transparent and collaborative process. This plan will provide the basis for more in-depth dialogue between the Town's staff, Trustees, and the community on specific issues relevant to Eagle's future. Being collaborative in nature, the tasks herein will be refined during the process.

Task 1: Review Current Strategic Plan
This task creates an important context for collaborating with the staff, Trustees, and other key stakeholders. Resource Trends will review the current plan with the City Manager to discuss the structure of the plan, business and behavioral values, and the major objectives. The discussion on major objectives will address the following:

- The quality and specificity of the objectives
- Identifying objectives that can be retired
- Opportunities to consolidate objectives and remove redundancies
- First thoughts on new objectives

- Being more specific about timeframes and the staff resources to complete objectives

This task will also include outlining the processes for collaborating with the staff, Trustees, and community stakeholders.

Task 2: Facilitate Staff Workshop
Resource Trends will develop the agenda and facilitate a workshop with the Town's key staff to discuss the following:

- The logic behind the current plan's purpose, structure, content, and implementation
- The value and efficacy of the stated business and behavioral values
- Issues and insights from the review of the current plan with the City Manager
- Significant challenges facing the community and Town in realizing its vision for the future
- Candidates for new major objectives
- Resource considerations for implementing identified major objectives
- Facilitating progress on the major objectives (past performance and future plans)
- Community engagement needs and plans

Task 3: Outline Updated Major Objectives
Based on the results of the staff workshop and work with individual staff members, Resource Trends will develop a first draft outline of the major objectives for the updated strategic plan. Collaborating with staff and drafting an outline of major objectives prior to collaborating with the Trustees is beneficial for two reasons. First, it gives the staff an opportunity to develop a clear and structured point of view about the issues and needs of the community. Second, it creates a proposal to be critiqued, which will increase the efficiency and effectiveness of collaborations with both Trustees and other key stakeholders.

Task 4: Facilitate Trustees Workshop
Resource Trends will develop the agenda and facilitate a workshop with the Town's Trustees that stimulates discussion in the following areas:

- Vision for the future of Eagle
- Major challenges facing the community and the Town's governance/resources
- The logic behind the structure of Eagle's strategic plan and plans for improvement
- Proposed major objectives for the plan update
- Missing objectives for the plan update
- Community engagement needs and plans

This workshop provides Trustees with the opportunity to share their views about the future, including major challenges, in an unstructured dialogue. This sets the stage for critiquing the outline of major objectives created by staff.

Task 5: Create First Draft of the New Plan
Based on the collaborations with the City Manager, the staff, the Trustees, and additional interviews with the staff, Resource Trends will develop a first draft of the updated strategic plan.

Task 6: Facilitate Community Engagement
Resource Trends will facilitate workshops and/or conduct interviews with specific stakeholders as defined during meetings with the City Manager, staff, and Trustees. Stakeholders could include the planning commission, economic development groups, gadflies/opponents, or key influencers. Discussion topics will be similar to those in the staff and Trustees workshops.

Task 7: Produce Second Draft of the Plan
Resource Trends will incorporate changes to the plan based on insights gathered during the community engagement process and follow-up discussions with the City manager and staff.

Task 8: Facilitate Plan Review and Update
Resource Trends will facilitate the review of the second draft of the plan with staff and Trustees and incorporate needed changes. This "final" version will need to undergo a final edit by a member or members of the Town's staff.

Contractual

Price: $17,500 – Includes all expenses except travel. Travel expenses should not exceed $5,000.

Support Logistics – The work and travel budgets support John Ruetten making three trips to Eagle, each trip lasting approximately 4 days.

Schedule: Completed in 3 months.

Terms: The Town has the right to terminate this effort at any time given reasonable compensation for work performed to date.

From:	Gregg Piburn
To:	Brandy Reitter
Subject:	strategic-planning proposal
Date:	Tuesday, March 3, 2020 7:53:43 AM
Attachments:	testimonials4eagle.docx ftmktpiecepdf.pdf pricelist2020pdf.pdf

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Proposal for the Town of Eagle

Gregg Piburn, Leader's Edge Consulting

Eagle Council & Brandy:

Simon Sinek's popular TED Talk about The Golden Circle describes the importance of the "why" of an organization (or, I believe, a person's career). This is my 29th year of independent consulting and this is my "why": I get a real kick out of helping groups and individuals get on with what they're good at and excited about.

I spoke with Brandy by phone on March 2 and she asked that I send a cover letter in addition to other material I sent her earlier. So in addition to this cover letter, I ask you to consider the 4 items below.

1: This website link http://www.leadersedgeconsulting.com/

2: The attached "testimonials" from 4 (of many) other Colorado towns that benefited significantly from my facilitation of a "less-is-more" approach to strategic planning

3: The attached page that describes what I call "facilitative training"

4: The attached price list

Choosing a facilitator for strategic planning is a big deal so I wanted to give you my website so you know plenty about my approach and a bit about me. I don't come in as a know-it-all consultant telling you what to do. Instead, I interview participants beforehand to find out context issues and desired results. You also get to know me somewhat. Then I customize the session based on what I hear in the interviews. I introduce early on my communication model that sparks major discussion about relevant and/or difficult issues. We end a strategic-planning session with a handful of manageable high-level objectives and associated measurable milestone goals that provide realism, clarity, and excitement. Your voices dominate the day with help from my guidance through the session.

Participants in my sessions learn and grow (often from what others convey), laugh some, get to know each other better, gain much greater clarity about important topics, and feel the session was valuable (which is what we all want).

You folks live in an amazing and beautiful area. It reminds me of a Pablo Picasso quotation: "Some painters turn the sun into a yellow spot. Other painters turn a yellow spot into the sun." With a group of dedicated Council members and staff leaders working in concert, Eagle can

become an even brighter place for all concerned. It would be my honor to lend a hand in that journey.

Gregg

Leader's Edge Consulting semi-standard price list (2020)

Pricing can vary based on amount of customization and development needed along with logistical items, such as travel time.

These general prices are for facilitative training, training, and/or facilitation services. Travel expenses would be added on to these prices in the form of a reimbursement payment separate from the service-fee payment.

A. 1st all-day session of 2020: $3,295 (5-8 hours)

B. 2nd all-day session of 2020: $2,995

C. 3rd all-day session of 2020: $2,795

D. 4th all-day session of 2020: $2,495

E. Stand-alone 1/2 day: $1,995 (2-4 hours)

F. Add-on or follow-up to an all-day session: $1,295 (2-4 hours)

There is no additional charge for time spent in session preparation or writing a post-session summary.

Options available

The price for conducting and summarizing on-site or telephone pre-session interviews with participants is $125 per hour.

The price for conducting and summarizing an online or hard-copy pre-session survey of participants is $595.

"I get a real kick out of helping groups and individuals get on with what they're good at and excited about."

Gregg Piburn * 970-227-1371 * gp@leadersedgeconsulting.com

Leader's Edge Consulting, Inc.

A different way to add value

(A both/and/plus approach)

What do I mean by "facilitative training"?

There's traditional training and traditional facilitation. What I primarily provide to add value for groups is different. I call it facilitative training (FT). Elements of FT include to:

1: Work with intact groups, such as leadership teams, departments, small companies, and boards/councils;

2: Do adequate pre-work in order to understand the group's context issues and desired results;

3: Determine, based on #2 above, some relevant models/ideas/tools to introduce during the session(s);

4: Facilitate discussion about how these #3 items above can be applied by this group in meaningful ways;

5: Focus #4 discussions above on real issues related to this real team (rather than forcing attendees to do role playing on fictitious scenarios);

6: Be flexible enough to stray from the session plan as long as there is relevance and energy regarding the detour;

7: Drive the group to agreements leading to strategic and significant action; and

8: Preferably, have a chance to check on progress and help the group make adjustments, if necessary, in order to improve the odds of success.

"I get a real kick out of helping groups and individuals get on with what they're good at and excited about."

- Gregg Piburn

Leader's Edge Consulting, Inc.

Gregg Piburn * 970-227-1371 * gp@leadersedgeconsulting.com

Testimonials from Municipal Leaders

+ "After our Board Retreat with Gregg, the consistent feedback we received from the Trustees was that it was the best facilitated retreat they'd ever been a part of. Gregg's customized approach to our planning efforts provided clarity to the Board about our roles and helped unclutter our priorities. In the short time since our retreat, we've made significant progress on the objectives we set together in that session, we are working together better as a team, and we are steadily moving toward a clear and exciting picture of the future that we all agreed to. Without his facilitative training, we would not have made progress this quickly**." – Berthoud Town Administrator Chris Kirk**

+ "Gregg brought his facilitative leadership style to the Town of Frisco, Colorado where he led both our Leadership Team and Town Council through meaningful retreats. Through the assistance offered by Gregg, our Leadership Team developed a clear set of operating principles, identified meaningful shared values, and strengthened our team partnership. Gregg further led our Town Council through a two-day retreat covering a multitude of priorities customized to achieve their specific goals. Gregg's seemingly effortless style creates a trusting environment for participants resulting in meaningful experiences and useful outcomes. We continue to utilize his expertise and will surely bring him back to further refine and improve upon our short- and long-term goals. Thank you Gregg!" – ***Frisco Town Manager Nancy Kerry***

+ "The Town of Wellington selected Gregg to facilitate our first ever Strategic Plan. Utilizing a 'less is more' approach, Gregg helped town staff and our Board of Trustees quickly identify the Town's high level objectives and create a measurable action plan. Additionally, Gregg's simple but effective 3F's leadership formula has kept our elected officials focused on crafting effective policy while increasing trust and communication among staff. I highly recommend Gregg!" – ***Wellington Town Administrator Edward Cannon***

+ "Gregg facilitated a retreat (Feb. 20, 2020) for our new City Council. During the retreat he helped us identify, agree on and prioritize the key challenges facing our community. He also helped us to communicate and work together and with staff leadership as a team more effectively. Without a doubt, the retreat was time and money well spent thanks to Gregg." **–** ***Ouray Mayor Greg Nelson***

February 13, 2020

Brandy Reitter
Town Manager
Town of Eagle
200 Broadway
PO Box 609
Eagle, Colorado 81631

Town of Eagle Board Retreat and Strategic Planning Session

Dear Brandy;

SBrand Consulting, LLC is pleased to present a proposal to guide and facilitate a strategic plan retreat for the Town of Eagle. SBrand is uniquely qualified for this project based on our experience, background, expertise and passion. We are a professional facilitation firm with that specializes in strategic planning with an emphasis on local government, especially cities and counties. With specific experience facilitating Town Board strategic planning retreats, we have the background you are looking for in a partner!

Our firm has four areas of focus:

1) Results Based Strategic Planning
2) Consensus Focused Facilitation
3) Board and Team Development
4) Community Engagement

The team associated with this project has vast experience working in and with a wide variety of governments across the country. We use a proven process that is customized to each of our clients that includes engagement and methodologies to reach consensus and build commitment. SBrand is the right partner to work collaboratively with your Board because we know how to ask the right questions, framed in the right way, with the right people in the room, and our background in city management in Colorado (among other states) gives us a unique insight.

If you need more information, we would be happy to have a phone or video interview if that would work. Thank you for your consideration of our proposal. I look forward to hearing from you - we are very excited about the prospect of working with you and your team!

Sincerely,

Sheryl Trent, Owner and Certified Master Facilitator™
SBrand Consulting, LLC
2874 Blue Leaf Drive, Fort Collins, Colorado 80526
sheryl@sheryltrent.com

Why SBrand Consulting?

Formed in 2011 by Sheryl Trent, SBrand Consulting has a unique expertise in working with government clients to solve problems and "fill in the blanks". As a professional facilitation firm, we partner with your team through solutions and implementation. SBrand was created with the ability to bring in specialized experts on an as-needed basis for each client.

Our approach is based on facilitating a process that meets your specific needs and outcomes. Through engagement techniques, team building opportunities and facilitated meetings we work with your team and (if desired) stakeholders. We value working with groups that have diverse backgrounds, unique perspectives, cultural differences and divergent views of the future and we build an inclusive process to create alignment through shared values and consensus on the vision for the future. We have experience in a wide range of communities (racially, socio economically, politically, and culturally) and we have proven abilities to build collaboration, consensus, common ground, cooperation, and communication in groups. With a background in public and nonprofit service as well as the Certified Master Facilitator™ designation, our entire team brings that "boots on the ground" perspective to our client work.

SBrand is the right partner to work collaboratively with your team because we know how to ask the right questions, framed in the right way, with the right people in the room (the R3 principle) and to use that feedback to create a vision for the future of the organization which reflects the input. We always use a framework that not just encourages but requires diversity, equity and inclusivity to get the best result. "None of us is as smart as all of us" and that lens is applied to all facets of our process.

As your team will see in the proposal, we recommend a facilitated process that uses existing touchstones – prior strategic plan work, recent conversations, feedback from staff and stakeholders – and has other components built into the meeting such as teamwork.

Some of our clients have included

- ✓ Town Governments
- ✓ County Governments
- ✓ Water and Sewer Districts
- ✓ Library Districts
- ✓ Quasi-Governmental Organizations
- ✓ Human Service Organizations
- ✓ Economic Development Organizations

A short list of representative projects and references is attached to this proposal. A partial list of clients can be found on the website at www.sbrandsolutions.com along with representative samples of Strategic Plans SBrand has completed over the years.

Team Qualifications and Experience

Sheryl Trent will be the Project Manager to lead and support the creation of the retreat: with over 28 years of strategic planning management and leadership experience she has a unique skill set that will guide the plan through the process. Her work both as an employee of local government (in California, Washington, and Colorado) as well as her extensive experience serving as a strategic planning consultant to multiple governments and nonprofits sets SBrand apart.

Our administrative staff will also oversee all logistical details (such as schedules and reports). If needed, we can add additional facilitators from among our team members!

Sheryl Trent, Owner and Certified Master Facilitator
As a Certified Master Facilitator™ Sheryl has facilitated hundreds of diverse stakeholder meetings, each unique and customized to her clients. She specializes in creating outcomes that are supported and implemented. With over 28 years of experience serving local governments in Washington, California and Colorado, Sheryl brings a wide range of real-world experience and strong skills to the table.

She has extensive experience in facilitating meetings to create outcomes that are customized to the client and based on what the client wants and needs. Because of the teamwork and buy-in created by her methodology, these are results that get used – they don't sit on a shelf. Central to her process is the understanding of what is critical to long-term success: fully engaged participants that give honest and open feedback; documents that are clear, easy to read and understandable; and realistic implementation plans that have measurable outcomes.

Please see the attached resume and bio for more details.

Experience of the Firm

The facilitation of group discussions is our specialty – we have successfully facilitated hundreds of meetings across the country and created dozens of strategic plans. Each meeting is unique, and we carefully craft and agenda that reflects the customized process, questions, and engagement strategies based on the needs and size of the groups we facilitate.

The core focus of our work is strategic planning, and we have worked with clients in a facilitated process to create Visions, Missions, Value Statements, Pillars, Areas of Focus, Priorities, Objectives, Goals, Projects, Strategies and Action Steps. All our meetings result in reports which can be shared as a communication tool. Additionally, our work is accompanied by a series of recommendations directly from us as the consultant and those include both best practices, but also specific recommendations based on our experience with you as a client.

Big Picture Overview

One way we like to explain the process we use is that a great Plan answers three critical questions:

Where are we Now?	Where do we want to go?	How are we going to get there?

Proposed Work Plan Approach and Methodology

We understand that the requested Scope of Services includes at a minimum the following:

- Hold an in person kick off meeting to discuss the recommended approach and process
- Conduct interviews of attendees prior to the session to ascertain outcomes and determine issues
- Create an agenda for a one-day retreat

- Facilitate a one-day retreat on site in or near Eagle, Colorado. That retreat will be held after the April elections
- Create a report summarizing the meeting
- Create a graphic strategic plan document and a on page plan

Methodology

Preparation

Preparation for the conversations and facilitated meetings are a critical factor in the success of the process. (We often spend 5 hours researching, creating engaging exercises, and planning for every 1 hour in a meeting.) From the feedback received during the interviews as well as the review and research of documentation, we will determine and agenda and the techniques we will use to facilitate the process.

The preparation for the facilitated meetings is both an art and science. As a Certified Master Facilitator™ Sheryl is a recognized expert in creating a facilitated meeting that accomplishes:

1) Full, comfortable, and enthusiastic input and engagement from all participants.
2) Relationship building through communication and shared understanding during the meeting.
3) Support for the ideas and buy in for the implementation of the Strategic Plan.
4) The outcomes and products (relationships and deliverables) that the stakeholders want and need.

Product and Deliverables

- ✓ Electronic copies of PowerPoint presentations.
- ✓ Agenda.
- ✓ Photos of the meetings.
- ✓ Original flip charts.
- ✓ **The retreat** will have a report that will offer follow up steps (if needed), actions to be taken prior to the next meeting, recommendations, and other ideas. All draft reports will be available for review and revision as necessary before any final report is presented.
- ✓ **A graphic strategic plan document, including a one-page overview of the full plan**

Based on our skills and expertise, more than just physical deliverables are created as a result of the process. As an outcome of our facilitated sessions, the following **intangible deliverables** will also be results:

- Understanding of the challenges and opportunities
- Trust
- Teamwork
- Respect
- Inclusion of all the participants
- Buy In
- Support for the agreements reached in the meeting
- Focus
- Commitment to moving forward

Specific Details: The Facilitated Meeting

Each process and framework we design is unique to our clients (and based on extensive conversations and emails), but all our work includes consistent communication, facilitated meetings that are based on consensus and teamwork, and follow up documentation for clear messaging.

Facilitated meetings form the heart of the methodology. The one-day retreat (crafted with proven techniques and insight) will allow us to not only further collect opinions, experiences and observations; but also, to craft agreements, consensus and the framework for the Strategic Plan. As you will recognize, this is a Board driven approach. Our processes are designed to share information, build relationships and trust, and create buy in and support for the final Plan – and facilitating these discussions will result in those outcomes.

With the Board and executive staff (along with other you may wish to invite to participate) the agenda would include the Vision and Mission, discuss the core values, create Priorities, agree upon Goals, develop measurable Objectives that are SMART and determine key performance measures that support the strategic goals.

Cost Proposal

The total cost proposal for all the deliverables indicated above, including all travel and needed materials, will not exceed $8,500.00.

Thank you for your consideration of our services! We appreciate the time it takes to have a process to select the right consultant, and we are happy to provide any information or resources that might be helpful to you. With our real-life experience working for (as employees and consultants) and with (as advisors, consultants and partners) local governments, SBrand can create a process and deliver a facilitated retreat that meets your outcomes.

Appendices

SBrand References
Sheryl Trent Resume
Sheryl Trent Bio
Representative Projects

Sheryl Trent

With over 28 years of local government (cities and counties) experience, Sheryl Trent is one of fewer than 45 Certified Master Facilitators in the world. Her real life experience which includes managing strategic plans, comprehensive plans, massive capital projects, economic development agencies, Urban Renewal Authorities; as well as her non profit board experience gives her a unique understanding of the needs of her clients. She designed SBrand Consulting to "help fill in the blanks" for her clients: local governments, special districts, nonprofits and other agencies. She and her team of experts travel across the country designing a customized process grounded in proven methodologies to create strategic, sustainable success.

Education

- BA Political Science, University of Washington
- MPA Public Administration, University of Washington
- Rocky Mountain Leadership Program
- Certified Master Facilitator (tenured)
- Certified Life Coach
- Lifelong learning

Professional Affiliations

PAST AND PRESENT

- ICMA Member, Credentialed Manager
- CCCMA Member, Conference Planning
- ICSC Member, Government Relations
- IEDCC Member
- INIFAC Board Member
- Chamber of Commerce Board Member
- Small Business Development Center Board Member
- Leadership Councils
- Rotary President
- Adjunct Faculty, Front Range Community College

Clients

- Across the country
- State Agencies
- Cities and Towns
- Counties
- Special Districts
- Non profit Associations
- Chambers
- Economic Development Organizations
- Banks
- Architectural Firms
- Museums

Client Results

- **Consensus Driven Facilitation**
- **Results Based Strategic Planning**
- **Board and Team Development**
- **Community/Stakeholder Engagement**

GILPIN COUNTY, COLORADO
Facilitated a multi-disciplinary (Board, stakeholders, staff and elected officials) Strategic Plan for Gilpin County, resulting in a clear Mission, Goals, Areas of Focus and Objectives moving into the next 5 years.

CLEARVIEW LIBRARY DISTIRCT, COLORADO
Designed and facilitated a unique community engagement process for the District over the course of 8 months. Resulted in an updated Strategic Plan and engaged public.

EAGLE COUNTY, COLORADO
Led a retreat with the Board of County Commissioners and staff that completely updated the Strategic Plan, resulting in buy in from elected and appointed officials and key staff members. Resulted in a streamlined, easy to use and implement Plan.

TOWN OF WINDSOR, COLORADO
Created and facilitated a staff team building retreat, a Town Board team building retreat, and a strategic planning retreat to create a 5 year Strategic Plan for the future of Windsor.

CUSTER COUNTY, COLORADO
Over the course of two years, facilitated community engagement meetings designed to create alignment, common understanding and Vision, and teamwork among governmental, nonprofit and community agencies responsible for economic development in the County. Resulted in support for a long range Vision, Goals, Priorities and Actions that have community support.

COLORADO MAIN STREET
Developed and facilitated (for over 30 communities) board development/training, board retreats, and strategic planning that resulted in the creation of work plans, teamwork, and grant funding.

Strategic. Sustainable. Success.

{SBrand}
HELPING YOU FILL IN THE BLANKS

2874 Blue Leaf Drive, Fort Collins, Colorado 80526 I www.sbrandsolutions.com sheryl@sbrandsolutions.com I (970) 208-6633

Sheryl Trent

(970) 208-6633
sheryl@sheryltrent.com
2874 Blue Leaf Drive, Fort Collins, Colorado 80526

summary of qualifications

- 25+ years of experience in public and non profit sector leadership and management
- A Certified Master Facilitator, one of fewer than 40 in the world
- Expert at facilitating complex and confrontational topics in a manner that makes them easy to understand and allows consensus to be built
- Customized process and product for each client that builds capacity and enhances shared values
- Proven success and long term results in facilitating strategic planning & team building for clients
- Unique community engagement design and tools

professional management and leadership experience

current

OWNER, SBRAND CONSULTING, LLC {brand}

prior

COMMUNITY AND ECONOMIC DEVELOPMENT DIRECTOR
City of Evans, Colorado

EXECUTIVE DIRECTOR
Evans Redevelopment Agency

TOWN ADMINISTRATOR
Town of Milliken, Colorado

COMMUNITY DEVELOPMENT DIRECTOR (ACTING)/ ECONOMIC DEVELOPMENT MANAGER
City of Grand Junction, Colorado

INVESTMENT REPRESENTATIVE
Edward Jones Investments, Yreka, California

COUNTY ADMINISTRATOR (ACTING)/ASSISTANT COUNTY ADMINISTRATOR
County of Siskiyou, Yreka, California

ASSISTANT TO THE CITY ADMINISTRATOR
City of Santa Paula, Santa Paula, California

ASSISTANT TO THE CITY MANAGER/INTERN City of Federal Way, Federal Way, Washington

education

- BA Political Science, University of Washington
- MPA Public Administration, University of Washington
- Certified Master Facilitator
- Rocky Mountain Leadership Program
- Grand Junction Area Chamber of Commerce Leadership Program
- Credentialed Manager with ICMA
- Certified Life Coach
- Consistent ongoing training and coursework

professional affiliations

past and present

- ICMA Member, Credentialed Manager
- CCCMA Member
- INIFAC Member
- ICSC Member, Government Relations
- IEDCC Member
- Downtown Colorado Member
- Association for Strategic Planning Member
- Small Business Development Center Board Member
- Leadership Council, Upstate Colorado
- Adjunct Faculty, Front Range Community College

Sheryl Trent
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highlights

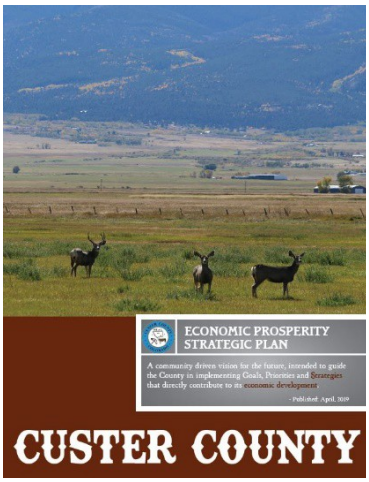
- Facilitates the creation of customized strategic plans for public and non profit clients that build capacity, inspire action, ensure accountability, and focus on results.
- Creates fun and engaging team building retreats that increase communication and results in forward momentum and alignment.
- Cultivates curiosity that drives learning and listening through shared values.
- Designs specialized training (in person, manuals and videos) for facilitation skills, strategic planning, Board development and team building.
- Negotiates and administers contracts and agreements with public and private partners that have resulted in multi million dollar capital projects, grants for both capital and planning projects, and agreements for development and sharing of new revenue.
- Leads multi-functional teams to develop new strategies, adopt controversial plans with support and consensus, create new investments and capital projects, and involve a wide range of affected parties.
- Establishes working groups of stakeholders that successfully collaborate to drive implementation, forward momentum and accountability.
- Speaks at keynote engagements on how to effectively facilitate meetings and implement strategic plans.
- Offers sought after on line training for strategic planning and board development at www.sbrand.teachable.com.

Learn more at www.sbrandsolutions.com

{SBrand}

HELPING YOU FILL IN THE BLANKS

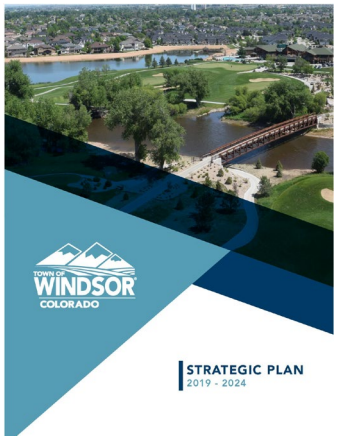
Representative Projects



Custer County Economic Prosperity Strategic Plan (2019 - Present)

The Board of County Commissioners selected Sheryl to conduct a intensive series of community meetings, grounded by a community survey and specific stakeholder interviews to drive the Strategic Plan. The focus of the Plan was on economic prosperity, and over the course of 5 public meetings, over 600 surveys, 30 individual interviews, and multiple Task Force meetings, Sheryl was able to create a consensus-based document in a community that has often been characterized by dissent and political differences.

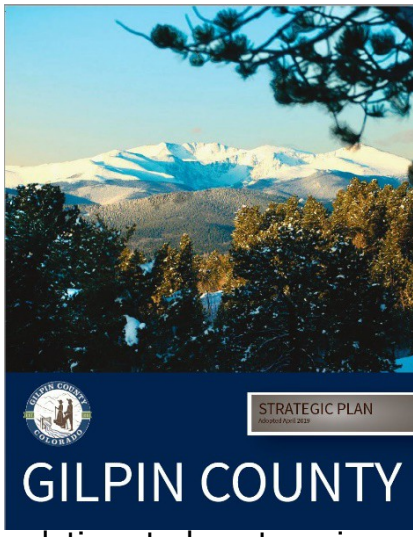
Town of Windsor Strategic Plan (2018 - Present)



The Mayor and Board of Trustees requested that Sheryl **facilitate a series of teambuilding meetings** (based on Strengthsfinder) **and strategic planning retreats** with the Town Staff and the Board (separately and together) to set a new Vision and Goals for the future of Windsor. During the retreat a commitment to the Vision and Mission reenergized the team, and Goals, Priorities and Strategies (GPS) were set, with specific Action Steps that created accountability and focus moving forward. A community meeting incorporated feedback from stakeholders to finish the final Plan.

Eagle County Strategic Plan (2016 – 2018)

SBrand Consulting was hired by Eagle County to **review and update their Strategic Plan**. Two full retreat days with the leadership staff and Board of County Commissioners resulted in a renewed Vision and Mission, updated and revised Goals, Priorities and Strategies (GPS), and a completely revamped Action Plan. The team subsequently brought SBrand back to continue teambuilding and set additional Goals moving forward and have asked Sheryl to return in early 2019 to assist with the ongoing process. Subsequently the Eagle County Sheriff's Office requested that Sheryl facilitate their Strategic Plan, which required over 40 hours of meetings with 80 employees.

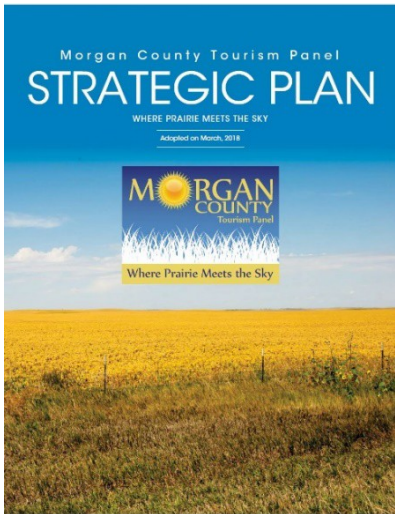


Gilpin County Strategic Plan (2019 - Present)

The County Board and Manager requested that Sheryl **facilitate a series of teambuilding meetings** (based on Strengthsfinder) **and strategic planning retreats** with stakeholders, partners, staff and elected officials of the County to set a new Vision and Goals for the future of Gilpin County. During the retreat a commitment to the Vision and Mission reenergized the team, and Goals, Priorities and Strategies (GPS) were set, with specific Action Steps that created accountability and focus moving forward. During the two-day retreat, partners and stakeholders came to the table to collaboratively create solutions to long term issues faced by the County. Gilpin County received a full Plan, a simple brochure to use as a handout, and a short video to post on social media and their website.

Prowers County Economic Prosperity (2019)

PEP (Prowers County Economic Prosperity) contracted with SBrand to facilitate a Board retreat with all the investment partners. That retreat was designed to improve communication and relationships and result in a renewed sense of purpose and Vision for PEP in the coming years.



Morgan County Tourism Board (2018)

The Morgan County Tourism Board brought in Sheryl to facilitate a series of meetings designed to focus the efforts of the Board on specific Goals, Priorities and Strategies. The resulting Plan was based on state data and local economic information and has been a great success in creating accountability, common understanding and alignment, and follow through.

State of Colorado, Department of Local Affairs, Main Street Program (2015 – present)

The State of Colorado has selected SBrand Consulting as one of the preferred contractors to design and conduct facilitated Strategic Plans across the state for Main Street Communities. All Main Street organizations are slightly different: some are nonprofit boards, some are combined with a Chamber, some are part of the Downtown Development Authority and some are committees appointed by the Towns. In that capacity, we have facilitated the creation of over 30 strategic plans.

More examples of our Strategic Plans and complete copies of these examples can be found on the website at www.sheryltrent.com.

2020 - 2022 Strategic Plan

Your vision for *your* library

Clearview Library District

Clearview Library District

720 3rd Street
Windsor, CO 80550

970-686-5603

clearviewlibrary.org

Mission
Cultivate Curiosity
Enlighten the Mind
Strengthen the Community

Director
Ann Kling

IT & Technical Services Manager
Bud Hunt

Public Services Manager
Casey Lansinger-Pierce

INSIDE

02 **The Process**
Explore what occurred when developing this plan.

06 **Current State**
Gain an understanding of "Where are we now?"

10 **Your Vision**
Dive into the library's priorities for the next three years.

16 **Commitment**
Learn what steps come next in the process.

from the BOARD

The Clearview Library District Board is pleased to present the 2020-2022 Strategic Plan to our community.

This three-year Strategic Plan builds upon past strategic plans with our mission as the cornerstone of all we commit to our community: **Cultivate Curiosity**, **Enlighten the Mind**, and **Strengthen the Community**.

Thirty-five years ago, our library district was established to serve the needs of a community of 5,000. Now we're at 30,000 community members and counting. As we continue to grow, we look to you, our patrons, as to how you envision a 21st-century library that serves your needs.

The process for this plan was unlike any other. We focused on an extensive listening period — gathering feedback in a multitude of ways. This report is our commitment as a Library Board of Trustees to our community — your feedback is valuable and we intend to act on your vision for our library district.

As a living document, this plan is intended to be flexible, adjusting and changing over the next three years as necessary to meet community needs. We want to continue to hear about how we can improve our existing library services, and what we should consider for the future. Please reach out to us with any questions or feedback.

Last, but certainly not least, we want to thank you for your time and dedication in making this report possible. From attending meetings to filling out surveys, your contributions were extremely valuable and made this plan stronger.

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the PROCESS

WE SET OUT TO ANSWER THREE KEY QUESTIONS

By answering these questions we determined how the library can best serve our residents, what priorities to embrace for the next three years (and beyond), and what goals to achieve in order to accomplish the vision for the future.

1

What does the community want?

2

Where should we focus for the next three years?

3

How will we get there?

COMMUNITY ENGAGEMENT

While strategic planning isn't new to the Clearview Library District, the 2020-2022 plan was different — it placed **an extra emphasis on the community engagement component**.

We utilized a wide variety of community engagement methods from **June 15 - July 31** to gather information and feedback from our community. Throughout this process, we received **more than 3,500 comments** that directly informed this plan.

The process included:

- Community meetings
- Districtwide survey (hard copy and online)
- Social media posts and questions
- Website updates and information
- White boards throughout the library district for comments and thoughts
- Sticky notes in various locations to fill out and leave
- Advisory Group meetings

A Strategic Plan based on strong community engagement and input will benefit the community in five main ways:

1. *Create a clear vision*
2. *Allow the community to drive the future*
3. *Determine what is most important to the community*
4. *Establish actionable goals and projects moving forward*
5. *Give opportunities for continued interaction through plan updates and changes*

THE ADVISORY GROUP

Because of our desire for a truly community-driven Strategic Plan, an Advisory Group was formed. This all-volunteer group was representative of the library district — with individuals from the towns of Windsor and Severance, Weld RE-4 School District, Windsor-Severance Fire Rescue, Chambers of Commerce, the faith-based community, members of the community representing key demographics, the Clearview Library District Friends & Foundation, library staff, and Library Board of Trustees.

The Advisory Group was charged with digesting all of the community feedback and determining the most important library priorities. The group met over the course of six months, working to fully understand the feedback and to craft a plan that will serve our community for years to come.

The resulting plan was presented to the Library Board of Trustees on November 21, 2019, for review and adoption.

Group members included:

- Brian Lampe
- Cindy Schiller
- David Sislowski
- Frank Baszler
- Jen Petrik
- Jennifer Lieber
- John Pope
- Julie Kidd
- Katie Scherer
- Kristie Melendez
- Laura Browarny
- Michelle Duda
- Natalie Wagner
- Noah Bearden
- Renee Pifer
- Tempy Bowman
- Todd Vess

a note from the ADVISORY GROUP

Representing 11 organizations and groups across the Clearview Library District, we brought our diverse and unique perspectives to the table to create a collective, community-driven vision that will drive the library's efforts for the next three years.

We want to thank our fellow community members for engaging in the feedback process. From the online survey to white board comments throughout Windsor and Severance, we are appreciative of the time you took to provide input.

Your input is what drives this plan. Using a third-party, neutral consultant — Sheryl Trent from SBrand — the library gathered feedback in a variety of ways. We can confidently say that every comment was logged, read, and used to inform this plan.

Four common themes emerged from your feedback:

1. Communication
2. Partnerships
3. Programs & Services
4. Space

The common thread through all of your feedback is "more" — more programs and services, more materials, more communication. To do more, there is a strong need to address space throughout the library district. To be clear, this plan is not about a new ballot measure. As you will see on pg. 15, there are a variety of opportunities the community would like to explore in the area of space.

We want you to know that your voice matters and was heard. We hope you feel that your needs and wants are addressed in this plan.

As this is a living, evolving document, we look forward to continuing to dialogue with you as the library acts on your feedback. Please don't hesitate to provide feedback on this plan and its implementation at any point by emailing connect@clearviewlibrary.org.

Thank you again for all of your contributions to this plan and to the future of our library. Together, we are contributing to a stronger community.

6

ADVISORY GROUP MEETINGS

18

ADVISORY GROUP MEETING HOURS

11

ORGANIZATIONS REPRESENTED

current STATE

where are we now?

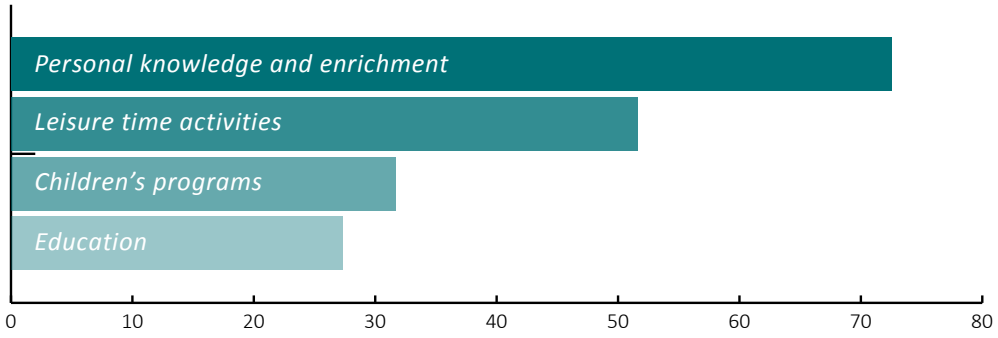
COMMUNITY ***insights***

Nearly 800 respondents completed our **online survey** from June 15 through July 31. While the survey is a feedback / opinion survey, and, as such, is not a statistically based form of information, we were able to gain insight into how our community uses our services and resources.

790

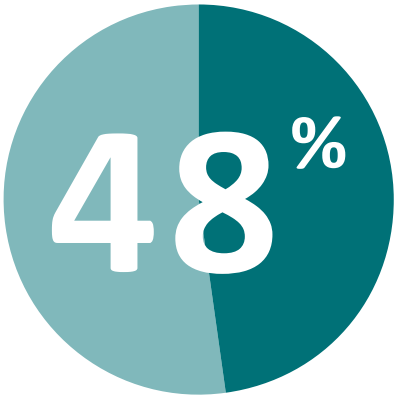
SURVEY RESPONDENTS

THE LIBRARY IS USED AS A PLACE OF LEARNING, RESOURCE, AND LEISURE.



72.53% of respondents said they use the library for personal knowledge and enrichment, 51.48% indicated leisure time activities, 31.71% reported children's programs, and 27.34% selected education.

THE LIBRARY IS FREQUENTLY USED BY MEMBERS OF THE COMMUNITY.



48% use the library **once a week or more.** This is followed by those that use the library once a month (26.37%), once every few months (21.91%), and never (3.69%).

from the community

WHAT WE'RE DOING **WELL**

We **understand your needs.**

62% of survey respondents stated that they felt that the library understands their needs "Very Well" to "Extremely Well."

We are **valued** by the community.

75% of survey respondents selected that the library was "Very" to "Extremely Valuable."

It is **easy to obtain** our resources.

76% of survey respondents indicated that it was "Very Easy" or "Extremely Easy" to obtain needed resources.

What does our community like most about the library?

Of the 744 responses to this question, three main themes were identified:

1. Space
2. Physical Materials
3. Staff

Space responses focused on the ambiance of the existing space and the current location.

Physical Material categories included positive comments about books and the variety of materials to check out.

Staff feedback centered around great customer service and professionalism.

The Advisory Group dedicated two, two-hour sessions solely to understanding the community's feedback. That doesn't include their time reading the reports and diving into the data outside of the meetings.

WANT THE FULL REPORTS?

Feedback summary reports from SBrand, the strategic plan facilitator, and the raw data can be found at **clearviewlibrary.org/strategic-plan**.

What one thing would you change or improve?

Out of 94 comments captured, the **most common theme was space** (remodeling the existing space and/or expansion of the space), and the **second most common theme was programming** (Children's and Adult programming).

Through the online survey, there were 708 responses to this question, and the three main themes were **Space**, **Physical Materials**, and a close "tie" between **Programming** and **Miscellaneous**.

Since Miscellaneous can't be categorized, those comments are all available online.

Space feedback centered around expanding the library, remodeling the current space, and locations for new space. Feedback on **Physical Materials** indicated the desire for more books, and **Programmin**g included additional children's programming and concerns about past programming, specific to Drag Queen Story Hour.

What is the one thing we should be doing — but are not?

This question had 612 responses through the online survey. The **most common response was "nothing,"** followed by a theme of **Governance** and then **Space**.

Governance was focused in the categories of communication and fees.

The main categories under **Space** included expanding the library, the location of a library, and quiet space.

The interviews focused on **strengthening trust** within specific relationships, **better communication**, and **governance** as areas of priority.

OPPORTUNITIES TO **IMPROVE**

your VISION

where do we want to be?

The community's needs are wide ranging and, because of this, the definition of what a library is or should be is different to every individual and unique to each community, ours is no exception.

It was clear from feedback that we needed to define the role of our library within the communities we serve. As we work to fulfill our mission — **Cultivate Curiosity**, **Enlighten the Mind**, and **Strengthen the Community** — we serve a unique function in our community. These overarching areas were the lens through which the priorities for the next three years were defined.

we are ...

Inclusive and Welcoming
The library serves the entire community, and works to ensure that people of all ages, abilities, and backgrounds feel welcomed and are provided resources. A key component of providing equitable, inclusive service is being a free resource for our community.

Community Driven
At the library, we're responsive to the wide-ranging needs of the community. As one of several organizations serving the community, our professional and customer-oriented staff work to not only meet the request at hand, but to also delight our patrons with unexpected recommendations.

Innovative and Forward Looking
The library remains at the forefront of technology, seeking resources that expand opportunities for learning and cultivating curiosity. In collaboration with our community, we proactively plan for the future, yet remain open to new ideas and innovations.

A Gathering Place for the Community
Our library is a safe and inviting space to come together and strengthen our bonds. From meet ups to work space, and a place of learning to social interactions, our community is strengthened by being together at the library.

A Source of Lifelong Learning
The library is a catalyst for our community's lifelong learning. Our services, resources, and programs — online and within our spaces — spark curiosity and engage the mind of every age and any interest.

COMMUNICATION

we will ...

provide clear, transparent, and patron-focused communication that enhances relationships and builds awareness of the important role the library plays in the community.

The Clearview Library District is committed to providing easy access to information that is transparent, timely, and focused on our patrons. All communications will be designed to enhance relationships and build awareness of the important role the library plays in the community.

GOALS

- Raise awareness regarding the opportunities and challenges of the library district with transparent and consistent messaging.
- Foster and maintain collaboration and support for communication efforts with all partners in the community.

The implementation matrix with each priority's Projects and Action Steps can be found at clearviewlibrary.org/strategic-plan. This document will be updated on a quarterly basis with current status information.

PARTNERSHIPS

we will ...

strengthen partnerships throughout the community by responding to needs, engaging in collaborative efforts, and communicating consistently and clearly.

The partnerships that the Clearview Library District has throughout the community will be strengthened through collaborative efforts and consistent, clear communication. We are accountable with our partners in responding to the needs and wants of the entire community we serve.

GOALS

- Establish and maintain ongoing and trusting relationships with key organizations and institutions throughout the library district.
- Foster ongoing partnerships with other agencies for collaborative results in areas such as space, marketing / communications, programming, and services.

The implementation matrix with each priority's Projects and Action Steps can be found at clearviewlibrary.org/strategic-plan. This document will be updated on a quarterly basis with current status information.

we will ...

improve and expand programs and services through community feedback, balancing traditional library services with new and innovative learning opportunities.

The Clearview Library District has a community-driven approach – we respond to community needs and wants through continued, expanded, and improved programs and services. Innovation and technology are the tools we use to fulfill our mission of cultivating curiosity, enlightening the mind, and strengthening the community. Our core services (physical and online materials, such as books, videos, and programming) will be balanced with new opportunities for the community to learn and grow their own knowledge.

GOALS

- Develop financially sustainable and innovative programs and services that reflect the library's mission statement.
- Plan for the future needs of the growing community, and anticipate the types of programs, services, and materials that the community will need.
- Expand and monitor the usage of technology within programs and classes, both as an organization and for our patrons.

The implementation matrix with each priority's Projects and Action Steps can be found at clearviewlibrary.org/strategic-plan. This document will be updated on a quarterly basis with current status information.

we will ...

evaluate all opportunities — remodeling, renting, building new, shared spaces — to provide adequate space for the programs and services that the community needs and wants.

The Clearview Library District will evaluate all opportunities to provide adequate space for the programs and services that the community needs and wants. That may include remodeling existing space, building new space, renting additional space, collaborating with other local agencies for the shared use of space, and expanding into new locations. The focus will be on the ability to provide core services, including programs and physical materials.

GOALS

- Have sufficient and efficiently used space to house all programs and services in locations that are convenient for all district residents.
- Build strong community awareness of the space needs of the library district.

The implementation matrix with each priority's Projects and Action Steps can be found at clearviewlibrary.org/strategic-plan. This document will be updated on a quarterly basis with current status information.

Our commitment to our community

We value feedback from our community, and we'll work to ensure you stay connected to our efforts on this plan over the next three years.

When we'll report

- We'll provide a quarterly update to the Library Board of Trustees, which will be posted on our Strategic Plan webpage.

What we'll report

- We'll report on the progress of our action items, as well as highlights of key initiatives and any challenges that we face along the way.

How we'll report

- We'll provide a written report summary, as well as an updated version of the implementation matrix.

TRANSPARENCY

Information on the strategic plan development process and all follow-up reports can be found at **clearviewlibrary.org/strategic-plan**.

Role of the Advisory Group Moving Forward // The Advisory Group will meet twice each year for an update on the progress of the Strategic Plan.

thank you

We would like to thank the community for your feedback and input on our Strategic Plan. Our focus is to meet the needs of our community for programs and services, while we work to **Cultivate Curiosity**, **Enlighten the Mind**, and **Strengthen the Community**. We truly appreciate everyone who completed our surveys, left sticky notes, commented on social media, attended a community meeting, and wrote on our white boards, as well as those members of our community that dedicated their time for one-on-one interviews.

We want to specifically recognize the members of the volunteer Advisory Group — your hard work and dedication has made this Strategic Plan possible. The countless hours you spent to truly understand the community feedback and create a cohesive vision moving forward, as representatives of the library district, were much appreciated and valued.

Finally, we want to recognize our outstanding staff who are, as was pointed out in the feedback, dedicated to serving our community.

connect with us

Like us on **Facebook**
@clearviewlibrary

Follow us on **Instagram**
@clearviewlibrary

Visit our **website**
clearviewlibrary.org

Subscribe to our **emails**
clearviewlibrary.org/newsletter

ELEVATE!

COLORADO

WOODLAND PARK

CITY ABOVE THE CLOUDS

CITY OF WOODLAND PARK

Strategic Plan 2019 - 2022

July 2019

LETTER FROM WOODLAND PARK CITY COUNCIL

Dear residents and stakeholders of the City of Woodland Park,

Over the last several months City Council, along with residents, stakeholders and staff, have developed an in-depth strategic plan. This planning process involved a series of community meetings, interviews, surveys and work sessions and resulted in the following four priority goal areas for our city: **Economic Development, Financial Sustainability, Infrastructure** and **Workforce,** all of which are summarized with additional detail in this document. These priority goal areas are second only to the City's overarching priority to provide safety and security for the community.

The work accomplished in the strategic planning process is a quality example of Woodland Park's City Council governance body and operational staff working in tandem to cast this broad set of priorities with associated actionable focus areas. Striving to sync City Council oversight with measurable goals to be accomplished by City staff provides a more seamless and efficient set of efforts and outcomes. Establishing the plan was especially important in laying a solid foundation to budget planning and sets the groundwork for the 2020 comprehensive plan review process next year.

The Woodland Park City Council and City Staff all extend a hearty and heart-felt thanks to local residents, business owners and other stakeholders who have dedicated time, creativity and thoughtful work in addressing the needs and priorities of this beautiful mountain community. As your City Council it is our intent to continue communicating progress regarding these priorities, along with the focused work and outcomes, with all of our constituents. In addition, we are committed to continuous quality improvement by regularly evaluating, refining and updating this plan.

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Priorities	7
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OVERVIEW OF WOODLAND PARK

Population: 8,228
Elevation: 8,465 ft
Area: 6.61 sq mi

The most populous town in Teller County, Woodland Park sits 18 miles west of Colorado Springs, is steeped in history, adventure and the beauty of the Rocky Mountains. Thick stands of spruce, pine and aspen, and deep blue skies give way to spectacular views of Pikes Peak and the Rampart Range. Nestled among one million acres of Pike National Forest and bathed in over 300 days of sunshine Woodland Park is a pristine mountain community with a small town charm and friendliness.

INTRODUCTION TO THE STRATEGIC PLAN

The City of Woodland Park Strategic Plan is designed as a living document to guide the City in moving to the future. Based on a Vision, Mission and Values, the Priorities and Goals give specific direction, and are second only to the City's overarching priority to provide safety and security for the community. The Action Plan includes all the details needed for implementation.

OUR VISION

Woodland Park is a safe, welcoming mountain community where the majestic surroundings inspire our high standards. We are a multi-generational, family friendly community with a healthy and prosperous economy, offering world class services and sustainable infrastructure.

MISSION

To protect, promote and enhance the general well-being of our mountain community through an unwavering commitment to excellence that strengthens public trust.

CORE VALUES

- Service
- Trust
- Respect
- Integrity
- Vision
- Excellence

PRIORITIES

- Economic Development
- Financial Sustainability
- Infrastructure
- Workforce

AREAS OF FOCUS

Economic Development
- Become a Destination Location
- Market and Promote Woodland Park
- Develop Public Private Parnterships

Financial Sustainability
- Adopt an Updated Comprehensive Plan
- Adopt Capital Improvement Plan
- Adopt Long Range Financial Plan

Infrastructure
- Build and Maintain Sustainable Facilities
- Improve Information Technoloby
- Invest in Transportation
- Focus on Water and Utilities

Workforce
- Offer Professional Development Opportuntiies
- Improve Recruitment and Retention

VISION

Woodland Park is a safe, welcoming mountain community where the majestic surroundings inspire our high standards. We are a multi-generational, family friendly community with a healthy and prosperous economy, offering world class services and sustainable infrastructure.

MISSION

To protect, promote and enhance the general well-being of our mountain community through an unwavering commitment to excellence that strengthens public trust.

CORE VALUES

Service

Selfless service to our community and each other with a passion and purpose that empowers our team and strengthens our community.

Trust

Earned confidence and credibility from our community and stakeholders in the fairness, competence, and reliability of our words and actions.

Respect

Always convey dignity and respect to everyone in all that we do and say. Abide by our laws, ordinances, City Charter, and U.S. Constitution.

Integrity

Consistently hold ourselves to the highest level of honesty, truthfulness, and moral and ethical conduct.

Vision

Proactively seek out and identify future problems and innovative solutions that anticipate stakeholder impacts and develop systems that enable our team and community to reach their full potential.

Excellence

A commitment to continuous personal, professional, and organizational improvement that demonstrates we are open to new ideas, change, and never satisfied with the status quo.

PRIORITIES

Priorities are the most important issues facing Woodland Park. They are broad categories under which were created Areas of Focus, then specific Goals and Objectives to guide the budget and resulting work. Safety and security is the overarching priority for the City of Woodland Park, and provides the foundation on which these areas of focus are developed.

Economic Development

Become a Destination Location
Market and Promote Woodland Park
Develop Public Private Parnterships

Business expansion, attraction and retention will allow the City of Woodland Park to create a strong retail base in the community. Colorado is growing exponentially, and to be able to plan for that growth in people and businesses can drive success. To become a destination location, marketing and promotion of Woodland Park will be necessary, and public private partnerships will allow the City to collaborate, share resources and leverage knowledge.

Financial Sustainability

Adopt an Updated Comprehensive Plan
Adopt Capital Improvement Plan
Adopt Long Range Financial Plan

Financial sustainability is based on long range financial Plans, a Comprehensive Plan and capital improvement plans that not only assess the current situation but plan for future generations, growth and community needs over time. Stewardship in the form of guiding committees, adopted plans and appropriate financial reserves are all a part of being able to assess revenues and expenditures for future needs.

Infrastructure

Build and Maintain Sustainable Facilities
Improve Information Technology
Invest in Transportation
Focus on Water and Utilities

Infrastructure is a key responsibility of the City, and includes key components such as road, sidewalks, drainage, transportation, trails, open space, public facilities and structures, water, waste water, utilities, information technology, signage, and the cemetery. Safety is a critical factor in the City's infrastructure and long-term planning can ensure future generations can use and benefit from our infrastructure.

Workforce

Offer Professional Development Opportuntiies
Improve Recruitment and Retention

The City's workforce drives long term success, and we want to recruit and retain the best employees possible. Facing competition from neighboring cities and an increasingly costly housing and living situation, the City will focus on creating professional development opportunities for staff that will enhance skills, build knowledge and ensure high quality public services. The recruitment and retention plan will create the guideline for moving forward.

Priority 1: Economic Development

Area of Focus: Become a Destination Location	
Area of Focus: Market and Promote Woodland Park	
Goal ED1	Adopt a coordinated marketing plan with Chamber, Main Street, City, Businesses and DDA
Goal ED2	Signature Events
Goal ED3	Base Camp Theme
Area of Focus: Develop Public Private Partnerships	

Priority 2: Financial Sustainability

Area of Focus: Adopt an Updated Comprehensive Plan	
Goal FS1	Update the Comprehensive Plan for the City
Area of Focus: Adopt Capital Improvement Plan	
Goal FS2	Adopt a 10-year Capital Improvement Plan
Area of Focus: Adopt Long Range Financial Plan	
Goal FS3	Adopt a 10-year Financial Plan
Goal FS4	Establish an Investment Committee

Priority 3: Infrastructure

Area of Focus: Build and Maintain Sustainable Facilities	
Goal I1	Security Plan and upgrades for facilities
Area of Focus: Improve Information Technology	
Goal I2	Adopt Inter-Governmental Agreements
Goal I3	Public Private Partnerships (P3) for technology
Area of Focus: Invest in Transportation	
Area of Focus: Focus on Water and Utilities	
Goal I4	Water Reservoir Project
Goal I5	Adopt plan for purchase of water shares: Approval process and budget

Priority 4: Workforce

Area of Focus: Offer Professional Development Opportunities	
Goal W1	Formalize a professional development plan by department
Area of Focus: Improve Recruitment and Retention	
Goal W2	Adopt a Recruitment Plan

ELEVATE! COLORADO

WOODLAND PARK
CITY ABOVE THE CLOUDS

Contact Information

719.687.9246

220 W. South Ave
Woodland Park, CO 80863

719.687.5232

P.O. Box 9007
Woodland Park, CO 80866

city-woodlandpark.org

Photos courtesy of
Zachary Butler & Cindy Valade

Consulting/Plan created by SBrand.

SAM MAMET ❖ LOCAL GOVERNMENT MATTERS
Retreat Facilitation, Goal Setting, Strategic Planning, Leadership Development
(303) 503-2938 ❖ smamet@comcast.net ❖ @SamMamet

Sam Mamet was the Executive Director of the Colorado Municipal League, until his retirement in March 2019. He was on the League staff for 40 years, the last 14 years serving as Executive Director reporting to a 21-member Executive Board of municipal leaders across Colorado.

The League is a statewide non-profit, non-partisan membership organization of 270 cities and towns providing technical assistance, legislative advocacy, training, and policy development.

Prior to becoming Executive Director, Sam served as Associate Director and in that capacity oversaw the League's state legislative and federal lobbying.

His professional experience has included management analyst for Clark County, Nevada and the Nevada Association of Counties where he lobbied on behalf of county government interests in the Nevada Legislature, research analyst for the Pennsylvania Local Government Commission of the Pennsylvania Legislature where he helped to staff that legislature's Local Government Committees, and research analyst for the Governmental Research Institute of Cleveland, Ohio. He also interned for the Philadelphia Redevelopment Authority and the Mayor's Office in Reading, Pennsylvania.

Sam holds a Masters in Public Administration from the University of Colorado-Boulder, and a Bachelor of Arts Degree in Political Science from Albright College in Reading, Pennsylvania. He is a native of Philadelphia.

Sam has been an adjunct faculty member in the Political Science Department of the University of Colorado-Denver. He has taught courses on municipal government and state politics and public policy.

He has co-chaired the Government Affairs Policy Committee of the International City/County Management Association and has served twice on the National League of Cities Board of Directors. He has served on the Board of Directors of the Rocky Mountain Climate Organization and the Board of Directors of the Jewish Family and Children's Service of Colorado. He currently serves on the Board of Directors of the Center for the American West as well as the Colorado Coalition for the Homeless.

He has received numerous awards recognizing his contribution to public service: Donald C. Stone Distinguished Practitioner Award from the Section on Intergovernmental Administration and Management of the American Society for Public Administration, Leo C. Riethmayer Public Administrator of the Year Award given by the University of Colorado School of Public Affairs, Jay T. Bell Memorial Award given to an outstanding municipal league staff member by the National League of Cities, Distinguished Service to the State Award given by the University of Colorado College of Architecture and Planning, the Colorado Parks and Recreation Association Individual Citation Award, Distinguished Service Award from the Colorado Government Finance Officers Association, and Teammate of the Year Award given by the Colorado State Forest Service.

He recently was awarded a lifetime achievement award from the Colorado City County Managers Association for his many contributions to local government.

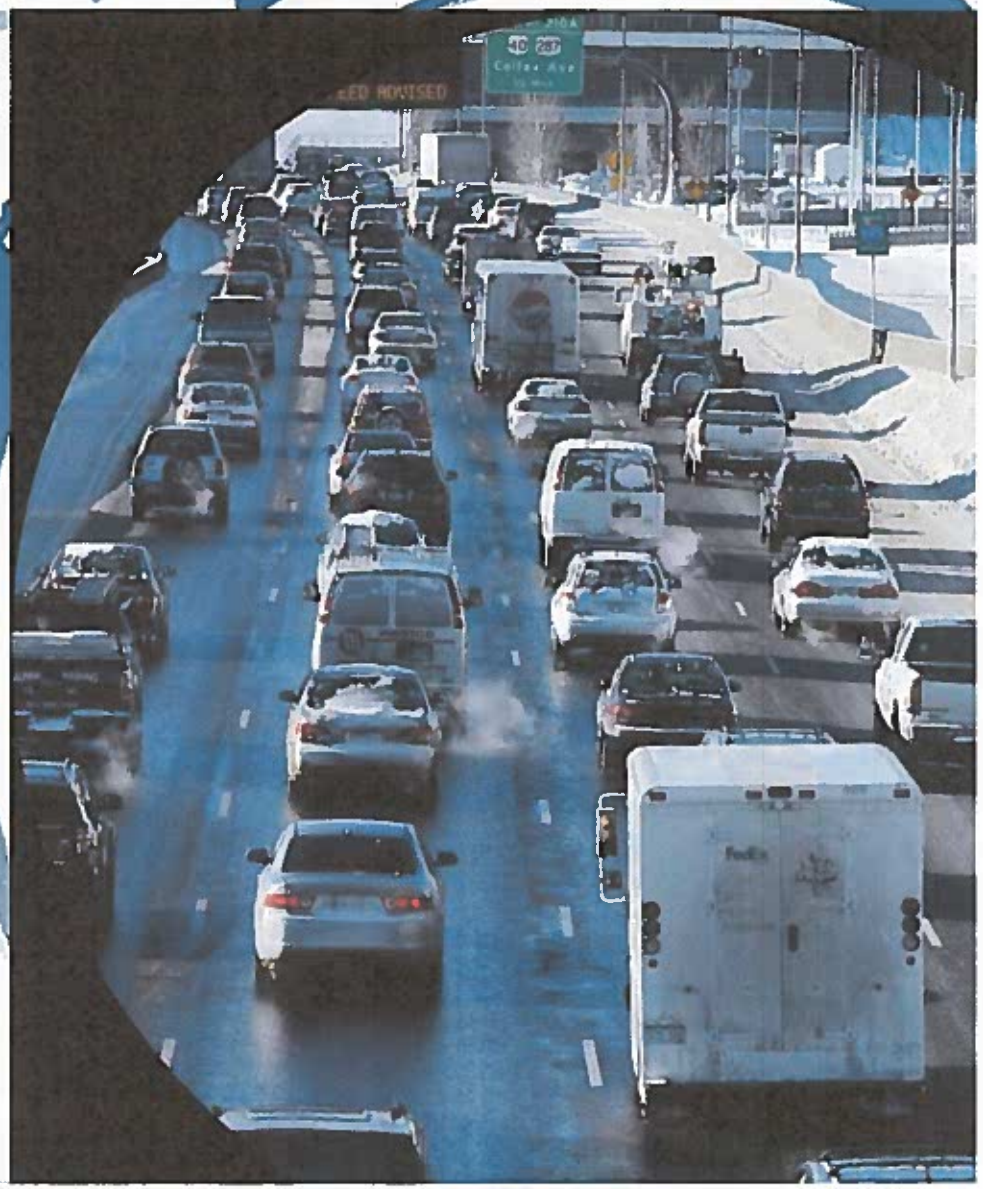
Sam is currently affiliated with the municipal consulting firm of KRW Associates and serves as a strategic senior consultant with Webb Strategic Communications.

He has been married for 28 years to noted artist and author, Judith Cassel-Mamet. They reside in the Cheesman Park neighborhood of Denver, and have two sons: Abe, who works on the staff of the U.S. Supreme Court, and Elliot, a Ph.D. candidate in political science at Duke University.

MUNICIPAL GOVERNANCE: LOOKING AT THE BIG PICTURE

SAM MAMET

CML RETIRED EXECUTIVE DIRECTOR



EIGHT BIG ISSUES

THE LAY OF THE LAND

Coloradans like local control

More than 3,000 local governments

Counties

Municipalities

Special districts

School districts

KEY CHALLEGE: Is it time for more cooperation and actual consolidation?

INFRASTRUCTURE FINANCE

Needs are significant

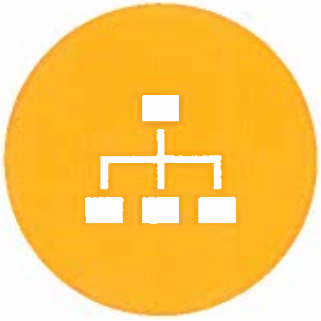
- Affordable housing
- Water/waste water
- Transportation/transit
- Community facilities

KEY CHALLENGE: Moving forward, how do we pay for public infrastructure?

ECONOMIC DEVELOPMENT

JOBS RETENTION

JOBS EXPANSION



KEY CHALLENGE: WHAT ARE YOU DOING AS A MUNICIPAL LEADER TO FOCUS ON THIS, AND WHAT HAS BEEN YOUR EXPERIENCE?

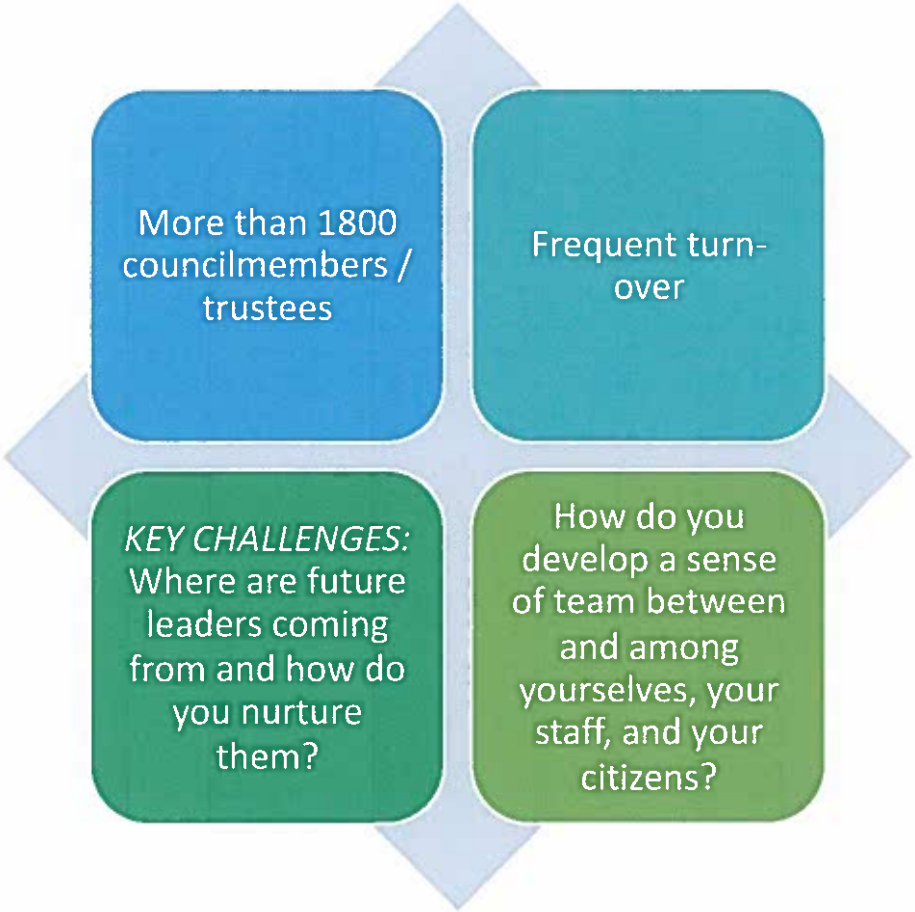
PUBLIC POLICY MAKING

Evolving methods of public discourse

Rise of social media

KEY CHALLENGE: How do you foster citizen engagement, and what has been the result?

LEADERSHIP


More than 1800 councilmembers / trustees
Frequent turn-over
KEY CHALLENGES: Where are future leaders coming from and how do you nurture them?
How do you develop a sense of team between and among yourselves, your staff, and your citizens?

MUNICIPAL FISCAL HEALTH

- CU study shows Colorado cities and towns generally in good fiscal condition
- Colorado municipalities control their revenue, but there are challenges: TABOR, Gallagher, Unfunded Mandates

KEY CHALLENGE: What are you doing to assure that your community remains fiscally resilient?

INTERGOVERNMENTAL PARTNERSHIPS

Shared services a growing trend

Hurdles include:

Unfunded mandates	TABOR issues	Preemptions	State-shared revenues

KEY CHALLENGE: What can you as a municipal leader do to address this?

SOCIETAL ISSUES

Societal issues often become municipal issues

- Opioid abuse
- Homelessness
- Regional income disparities
- Demographic changes

KEY CHALLENGE: Have you personally tried to address these and other issues as a municipal leader?

#LocalGovernmentMatters

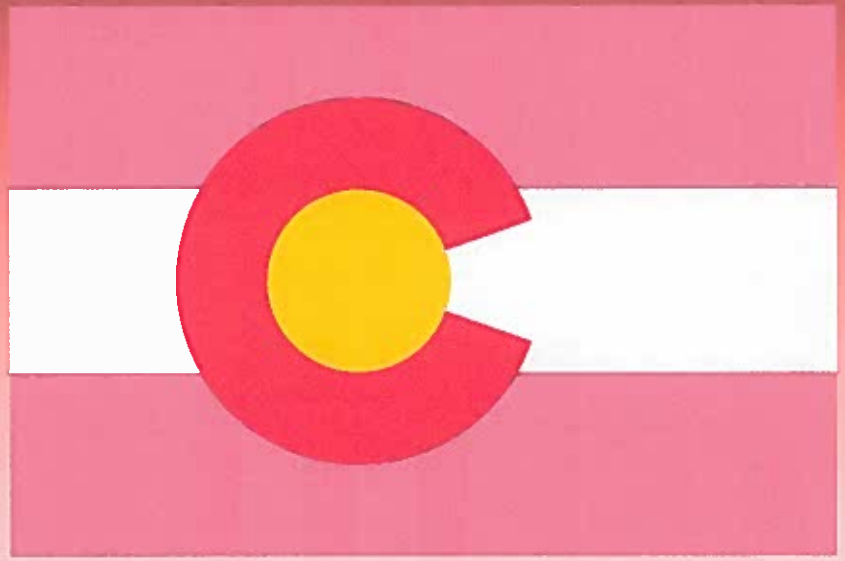
For more information contact Sam Mamet

smamet@comcast.net

Twitter: @SamMamet

LinkedIn: Sam Mamet

EFFECTIVE GOVERNANCE



Sam Mamet

Retired CML Executive Director

Public Policy

The primary job of the governing body: set public policy

It's a challenging task requiring a good understanding of what municipal government can accomplish and an understanding of the best interests of the public

Professionalism

The public expects an efficient government

Rational, analytical decision making required

For best results, utilize staff expertise

Programs and policies should achieve intended outcomes

The goal is finding the proper balance to:

Being responsive to public expectations…

…while being good stewards of public resources

Accountability

- Once elected – councilmembers/trustees represent the entire community
- All citizens have a right to be heard
- Viewpoints expressed by citizens should be accepted and acknowledged
- Public involvement is essential for the legitimacy of governing processes

Governance Roles: Big Picture Thinker

Making decisions that will have significant impact on the community, both short and long term

Focus on the future impacts – what actions will make a difference

Think beyond present data and constraints

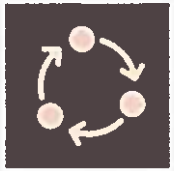
See possible connections and relationships

Governance Roles: Stewardship

- Listen to and respect citizen views
- Represent all citizens – and those of the future
- Some decisions will be uncomfortable as they will run counter to the wishes of some citizens
- Decisions should be made for the greater good

Governance Roles: Representative and Advocate

Acting in role of "customer service representative"



Elected official acts as a conduit between citizens and municipal services

Citizens see council/trustee members as most responsive to their concerns

Governance Roles: Community Builder

Provide leadership in relationship and consensus building

Foster relationships that help people work through differences

Provide a forum for all aspects of an issue to be heard and considered

Governance Roles: Decision Making

- Decision making role can be similar to acting as a judge
- Decisions based on information presented – then voted up or down
- Often not an easy role – but vital to municipal government

Governance Roles
Oversight

Hires manager in council-manager system

Hires other staff pursuant to either charter or ordinance

Holds staff accountable

Careful to respect proper roles of governing body and staff

Ethics

- Never use confidential information for personal gain
- Do not accept monetary gifts above the Amendment 41 limits
- Do not participate in any decision that directly benefits you personally or your business
- Do not hold an interest in any contract entered into by the governing body

High Standard of Conduct

In summary the public expects:

- ✓ Honesty
- ✓ Decisions that put the community first
- ✓ Open and fair decision making process
- ✓ Respect for individuals and the community
- ✓ Accountability
- ✓ Decorum and professionalism
- ✓ Personal character and lawful behavior

#LocalGovernmentMatters

Sam Mamet

smamet@comcast.net

Twitter: @SamMamet

LinkedIn: Sam Mamet

GOOD TO GREAT LEADERSHIP

Sam Mamet

CML Retired Executive Director

DEFINE GREAT

How is success defined?

KEY CHALLENGES: What is your BHAG (big hairy audacious goal) for your community?

How are you tracking your community's progress in attaining this goal?

POWER IS DIFFUSE

WHAT ARE YOU DOING TO BUILD AN ENDURING GREAT CITY OR TOWN?

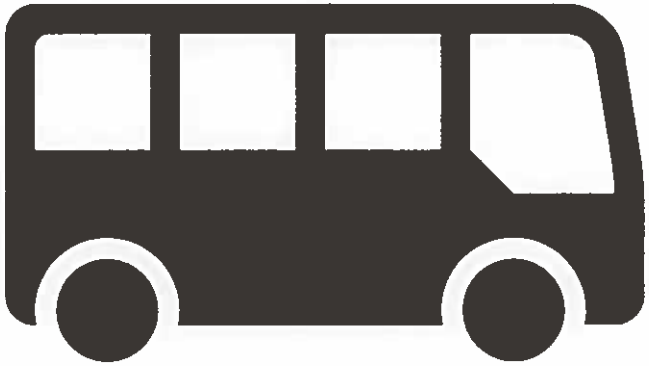
KEY CHALLENGE: WHAT IS YOUR MOST IMPORTANT LEADERSHIP TRAIT?

YOUR BUS

Municipal leadership challenges:

- The right people on the bus
- In the right seats
- Going in the right direction

KEY CHALLENGE: Do you feel that you have the right people, in the right positions, heading in the right direction?



YOUR BRAND

COMMUNITY IDENTITY IS IMPORTANT

MANY CITIES AND TOWNS ARE IDENTIFYING WITH A "BRAND" THAT REFLECTS THEIR MUNICIPALITY

KEY CHALLENGE: WHAT IS YOUR COMMUNITY'S CORE BRAND, CORE VALUE, CORE PURPOSE?

YOUR ENGINE

No two municipalities are alike in demographics, governance models, and financial resources

Each has specific resources available

KEY CHALLENGE: Each municipality is an engine. What drives your resource engine?

BIG IDEAS=BIG OPPORTUNITIES

Sam Mamet
smamet@comcast.net
@SamMamet

Town of Eagle

Talent Insights Assessments

Agenda: (3 Hours)

- **Objectives of Session**
  - To understand and appreciate your own behavioral style and motivators, as well as the behavioral styles and motivators of other Board of Trustee members
  - To understand the Board Team Behavioral Report and how to optimize team member's strengths
  - To leverage this understanding to increase the team's effectiveness

- **Talent Insights Assessment Overview**
  - Behavioral Style Assessment – DISC
  - Motivators/Driving Forces

- **Behavioral Style Assessment – DISC Debriefing**
  - Overview of Four Factors
  - Explanation of Graphs
  - General Characteristics
  - Value to the Organization
  - Do's and Don'ts for Communicating
  - DISC Team Wheel

- **Motivators Assessment – Driving Forces Debriefing**
  - Overview of Six Motivators
  - Explanation of Graph
  - General Characteristics
  - Primary Driving Forces Cluster

- **Team Behavioral Report**
  - Behavioral Hierarchy

Investment:

- Materials and Debriefing of Talent Insights Assessments: $2,250
- 7 Talent Insights Assessments @$200: $1,400
- Sub Total: $3,650
- Minus 30% Non-Profit/Government Discount: ($1,095)
- **Total Investment: $2,555**

THE NICHOLSON GROUP, LLC
LEADERSHIP & RISK MANAGEMENT CONSULTANTS

February 10, 2020

Brandy Reitter, Town Manager
Town of Eagle
200 Broadway | P.O. Box 609
Eagle, Colorado 81631

Reference: Proposal(s) to Conduct a Leadership Communications Seminar for Eagle Board of Trustees and Consulting Services to Revise the 2017 Eagle Strategic Plan.

Dear Ms. Reitter:

First, thank you for the opportunity to submit two proposals reference conducting a one-day Leadership Communications seminar for the Town Board of Trustees, you and your staff; and consulting services related to revising the 2017 Eagle Strategic Plan.

As requested, I've provided two separate proposals for your review and consideration, as well as background information about The Nicholson Group, LLC that exemplifies related work with other government organizations. Should you have any questions about the information provided or clarification, please do not hesitate to contact me.

I'm looking forward to the opportunity to work with you, and the Eagle Board of Trustees.

Nick Nicholson

Nick Nicholson, PhD

Enclosures
The Nicholson Group, LLC background
Proposal: Conducting Leadership Communications Training
Proposal: Consulting Services to Revise the 2017 Strategic Plan
USDA Office of Homeland Security and Emergency Coordination Strategic Plan

LGN:mn

8000 West Lord Botetourt Loop • New Kent • Virginia • 23124 • (540) 273-8684 • nick@tngsolutions.com

www.tngsolutions.us

THE NICHOLSON GROUP, LLC
LEADERSHIP & RISK MANAGEMENT CONSULTANTS

PROPOSAL
FOR
CONSULTING SERVICES
TO REVISE THE 2017 STRATEGIC PLAN

Background
The last Strategic Plan for the Town of Eagle was approved in September 2017, by the Board of Trustees (Board). Since then the Town has made several significant changes in how the community contributes to the overall success of the Town with such initiatives as *Elevate Eagle*, an effort designed to gain stakeholder and community input. Based on the progress achieved over the past three years, the Town Manager in conjunction with the Board have determined it's time to revise the current Strategic Plan. As stated in the final paragraph of the 2017 Strategic Plan:

"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."

Based on a request from the Town Manager, the Nicholson Group, LLC (TNG) is submitting the following proposal to revise the current Strategic Plan.

Proposal
Although the revision process of a Strategic Plan (SP) should be less involved than recreating an original, it's critical the revision includes a systematic approach to ensure the updated plan is accurate and provides clear direction for on-going and future planning efforts. The following phases will be accomplished during the SP revision:

Phase 1
Collect all pertinent data related to recent initiatives (3 years) that have a direct impact on the current SP. Analyze the documentation provided and compare the information against the current SP major objectives.

Phase 2
Using comparative analysis, present the information to the Board, Town Manager and her staff for further discussion. It is expected a one-day working session will identify any outstanding issues in the current SP, provide clear direction for future planning efforts, and as necessary eliminate outdated information.

Phase 3
Based on the comparative analysis, the workshop results and follow-up interviews, a draft of the SP revision will be submitted for review by the Board, the Town Manager, her staff and community. All recommendations and changes will be subject to Board approval before a final draft is requested.

Phase 4
The final revised Strategic Plan will be submitted to the Board for approval. If required a representative from TNG will be present.

Past Performance
The Nicholson Group is extremely experienced in developing strategic, operational and tactical plans for a wide variety of organizations in both public and private sectors. The following is only a partial list of plans and policies developed and implemented (permission to use in our proposal):

- JP Morgan Chase & Company – Corporate Plans for Emergency Operations and Executive Security
- US Department of Agriculture – Strategic Plan
- International Atomic Energy Agency – Strategic Plan for Nuclear Proliferation Among Member Countries
- RED FIVE Group of Companies – Continuity of Operations Plan (COOP)
- Numerous US Counties – Strategic Planning, Budget Formulation, Organizational and Public Safety Planning

Project Lead/Facilitator
Dr. Nick Nicholson is a highly experienced Executive, who has demonstrated the ability to lead and manage diverse teams of professionals in a variety of local, state and federal organizations. He possesses strong leadership skills, with an extensive management background to include human capital, budget and finance, training and professional development. Based on his senior leadership experience, he is often asked to coach senior executives in both government and private corporations.

Project Cost
The following labor costs and travel expenses will be charged with NO SERVICE charge.

Tasks
- Collection and Analysis
- Comparative Analysis
- Revision Workshop
- Revised Strategic Plan (draft)
- Final Recommendations Incorporated (approved by Board)
- Final Revised Strategic Plan Submitted (approved by Board)

Labor	$16,500 (includes one-day workshop, on-site interviews, draft and final submissions of the revised Strategic Plan)
Travel Expenses	$ 6,500 NTE (includes two trips/six days on site, airfare, hotel and rental)
Total	**$23,000**

PROPOSAL TO CONDUCT
LEADERSHIP COMMUNICATIONS SEMINAR
For
THE EAGLE BOARD OF TRUSTEES

Background
It is anticipated that the Town of Eagle will have newly elected Trustees join the current Board in 2020. As with any organizational changes, the need to effectively communicate and collaborate among the group members is essential to ensure the continued progress of established initiatives and the creation of new projects and programs. To promote an environment of communication and trust, the Eagle Town Manager has requested the Nicholson Group, LLC (TNG) provide a proposal to conduct a one-day seminar on developing effective communication strategies and the change process.

Proposal
The one-day seminar will include each Trustee and the Town Manager completing the DISC Personality Assessment instrument prior to the seminar. The DISC assessment is a personal assessment tool used to improve communication skills among leaders and promote teamwork. The DISC assessment does not measure intelligence, aptitude, mental health or values. During the seminar participants will interact with the facilitator in role -play scenarios, as well as working in a group to solve simulated problems.

The seminar will include a discussion and case studies on organizations that have experienced significant changes and the actions taken by senior leadership to resolve critical issues and design a path forward toward success.

The facilitator for the seminar is Dr. Nick Nicholson, who has over 31 years' experience in local, state and federal governments, where he spent over 20 years leading and managing organizational units in the US Department of Energy, the Federal Bureau of Investigations and the Justice Department. His consulting activities include teaching leadership, ethics, and organizational development. He's written numerous professional publications and authored dozens of reports for private and public sector organizations.

Program Cost
The following labor costs and travel expenses will be charged with NO SERVICE charge.

Facilitator	$3,000 (includes on-line DISC Assessments, preparatory review of Assessments prior to Seminar)
Travel Expenses	$2,250 NTE (includes airfare, hotel and rental)
Total	**$5,250**

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THE NICHOLSON GROUP, LLC

LEADERSHIP & RISK MANAGEMENT CONSULTANTS

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New Kent, VA 23124
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nick@tngsolutions.com
www.tngsolutions.us

Larry G. Nicholson, Ph.D.
Senior Partner

Dr. Larry "Nick" Nicholson is founder and Senior Partner of The Nicholson Group. He has an extensive background in consulting for both public and private sector organizations and has served as the Special Agent in Charge of Internal Affairs for the US Department of Energy, the Bureau Chief for the New Mexico Department of Public Safety, Management Professor at the FBI Academy in Quantico, VA, and Special Assistant to the Assistant Director for Intelligence Analyst training. He has 31 years of combined public administration experience in state and local agencies as well as the federal government.

EXPERTISE

- Lead the New Kent County, Virginia's Sheriff's Office Budget Committee submission for 2020, requesting capital increases in staffing, equipment and technology upgrades.
- Facilitated and wrote the US Department of Agriculture's Strategic Plan for the Office of Homeland Security and Emergency Coordination.
- Developed the US Marine Corps' Violence in the Workplace Commandant's Order and provided training to key program instructor cadre.
- Performed Quality Assurance Audits as team leader under a government contract to the US Department of State's (DoS) Assessment, Review and Evaluation (ARE) Unit. International assessments included Greece, Argentina, Tajikistan, Lebanon, and the Republic of Trinidad Tobago.
- Contracted to the Federal Bureau of Prisons and American Corrections Association to develop and institute a Strategic Plan to improve the Security and Safety conditions of correctional officers, staff and inmates.
- Conducted an international management study for the Reykjavik Police Agency, Reykjavik, Iceland. Led the Center for Intelligence Training (one Unit Chief, 10 instructors, five support contractors, five adjunct instructors), managing the center's budget in excess of $5M. Represented the FBI at ODNI Training Council meetings.
- Leading and Developing Multi-Agency Collaboration (Team Building).
- As FBI's Senior Law Enforcement Program Manager and Instructor, designed curriculum and instructed FBI Executive personnel, LE chief executive officers (chiefs and sheriffs), heads of international Law Enforcement Agencies (LEAs) in field of leadership and management.

TRAINING

- Central Police Training and Development Authority (CENTREX), Bramshill, UK, Graduate of the "Chief Officers Development Programme"
- Graduate, University of New Mexico, Robert O. Anderson School and Graduate School of Management, Basic Management Program
- International Fellowship, Australian Institute of Police Management
- National Executive Institute, FBI
- Duke University Executive Leadership Program
- Graduate, Harvard University - John F. Kennedy School of Government, "Leadership and Strategy for Federal Crime Control,
- Law Enforcement Executive Development Seminar, FBI
- Federal Agent, Department of Energy (DOE)
- Graduate, FBI National Academy, Session #176

AUTHOR

- *Ethics and Workplace Safety and Security for the ICMA*
- *A Leader's Guide to Evaluating an Executive Protection Program*
- *Instructor Development Training for Law Enforcement 1st and 2nd Editions*
- *A Professionals Guide to Security Investigations 1st and 2nd Editions*
- *Managing Generation X Managing the Crisis: Dealing with Violence in The Workplace*
- *Executive Protection Handbook 1st & 2nd Editions*

EDUCATION

Doctorate, Police Administration, 1997, St. John's University, Nashville, TN

Master's, Workforce Education and Development, 1994, Southern Illinois University, Carbondale, IL

Bachelor's, Vocational Education, 1990, Southern Illinois University, Carbondale, IL

CERTIFICATION

Certified to perform Risk Analysis, Department of Homeland Security

Certified to perform Physical Protection Systems and Design Evaluations, Sandia National Labs

US Army Corp of Engineers, Physical Security and Design for Government Facilities

Certified National Training Center Instructor, Department of Energy

Facility Security Officer, FBI

Command and Executive Police Officer, New Mexico Law Enforcement Academy

Certified Facilitator in Stephen Covey Programs

U.S. Department of Agriculture (USDA)
Office of Homeland Security and Emergency Coordination

Strategic Plan

August 2015

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CONTINUITY AND PLANNING DIVISION (CPD) 3-5 YEAR STRATEGIC PLAN 5

RADIATION SAFETY DIVISION (RSD) 3-5 YEAR STRATEGIC PLAN 6

NATIONAL SECURITY POLICY STAFF (NSPS) 3-5 YEAR STRATEGIC PLAN.....7

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Office of Homeland Security and Emergency Coordination (OHSEC) Strategic Planning Initiative

Introduction

The Director of the Office of Homeland Security and Emergency Coordination met on July 8, 2015 with his Associate Director and six Division Chiefs to discuss the Strategic Planning initiative for the next 3-5 years.

Prior to the meeting, each Division Chief was asked to use the SWOT analysis methodology to identify their Strengths/Weaknesses/Opportunities and Threats. This tool was particularly useful in identifying the internal issues that an organization may be facing and the external opportunities and threats that may challenge an organization's ability to achieve their goals.

Division Chiefs presented their results with further dialog about the analysis and its relationship to their Strategic Planning efforts. Division Chiefs were asked to submit a draft of their plan next month for review and comment by the Director. The following pages represent the draft plan submitted by Division Chiefs.

Additionally, the Director and his Division Chiefs revised OHSEC's Vision and Mission Statements to better reflect OHSEC's current working environment.

U.S. Department of Agriculture (USDA)
Office of Homeland Security and Emergency Coordination

Vision and Mission Statements

July 27, 2015

OHSEC Vision

A world class security services organization providing outstanding customer service and leadership championed through "Respect, Communication and Training".

OHSEC Mission

OHSEC's mission is to provide departmental executive leadership in government-wide initiatives pertaining to physical security, emergency programs, personnel and document security, continuity of operations, continuity of government, homeland security, national security policy, and operations center support to USDA emergency response and program operations nationwide.

EMERGENCY PROGRAMS DIVISION (EPD)

3-5 YEAR STRATEGIC PLAN

INCREASE THE USDA INTELLIGENCE CAPABILITY

- Add the ability to create/author documents of AG-specific analysis in-house.
    - Challenges:
        - Need access to Sr. Leader meetings or trade talks.
        - Need funding for two or three more analysts.
        - Need to hire actual analysts trained in intel analytics (alternative, fund details).

FORMALIZE INSIDER THREAT, DEFENSIVE COUNTERINTELLIGENCE CAPABILITY

- Move from our current policy-writing stage to an operational posture for an Insider Threat program as well as a Defensive Counter Intelligence program.

- Hire an investigator or CI specific professional for the Defensive CI program rather than rely on current staff adopting the duties.
    - Challenges:
        - Need funding for hiring additional Defensive CI personnel.

CAPITAL IMPROVEMENT

The Watch Office concept was developed as part of Office of Operations and served as the facility maintenance and response group for the fire annunciator and other occupant emergency plan issues. The Watch Office now fills a larger Department-wide role and the facility needs to be updated to correspond to the current role which has matured in the 12+ years since the 9/11 attacks.

- Build out the Watch Office into the current Emergency Situation Center room to facilitate the high level decision making of SES, appointees and OSEC staff regarding incidents that affect agriculture.

- In this updated environment, decision makers can assemble in one location and receive relevant, timely and most importantly, the same information in order to make a collective decision on the Department's actions related to an emergency.

- Barriers already crossed: all design and engineering plan costs have been covered with architectural and engineering plans in place along with a nearly 300 page bound manual on the S-310 South Building reconfiguration plan.
    - Challenges:
        - Funding for the project.

CONTINUITY AND PLANNING DIVISION (CPD)

3-5 YEAR STRATEGIC PLAN

IMPROVE USDA CONTINUITY FACILITIES

- Locate and develop a closer, more accessible, more supportable Emergency Relocation Facility.
  - Challenges:
    - Funding
    - Identification of a facility that can be a dual use for USDA so funding is not purely used for a low-probability continuity event.
    - Political challenge of gaining support for a change from a fully built out, but less useable facility.

- Fully develop Kansas City Devolution Capability.
  - Challenges:
    - Funding
    - Maintenance and training of the Devolution Emergency Response Group (DERG) from existing USDA personnel in Kansas City.

ENHANCE EXISTING USDA CONTINUITY POLICIES

- Complete and gain approval for USDA Continuity Policy Statement.

- Fully develop and acquire appropriate resources for Continuity Transportation Plan.
  - Challenges:
    - Funding
    - Partnership with USDA elements.

- Staff, train and exercise Emergency Relocation Group (ERG).
  - Challenges:
    - Voluntary nature of position in catastrophic event.
    - Lack of urgency due to infrequent continuity events.

FULLY DEVELOP USDA TEST, TRAINING AND EXERCISE PROGRAM

- Develop Exercise Program with regularly scheduled events for Senior Leaders, DERG, ERG and MAC .
  - Challenges:
    - Participation
    - Time
- Formalize USDA participation in inter-agency exercises.
  - Challenges:
    - Staffing
    - Authorities

RADIATION SAFETY DIVISION (RSD)

3-5 YEAR STRATEGIC PLAN

DEVELOP PARTNERSHIP WITH DEPARTMENT OF ENERGY

- Create an initiative to convert radiation sources from x-ray to alternative technologies.
    - Challenges:
        - Convince agencies to embrace new technologies.

- Develop an education process to inform agencies on the advantages of converting .

REORGANIZATION/SUCCESSION PLANNING TO ENSURE CONTINUED SERVICES TO AGENCIES IN THE FUTURE

- Create an organizational structure with a GS 14 Assistant Radiation Officer who has specific radiation emergency coordination and response background and qualifications.

- Continue to develop current GS 12 Radiation Specialists to senior level expertise.

- Develop a career path plan for current health physicists and employ additional physicists as retirements occur.
    - Challenges:
        - Identify a qualified individual who can serve as Assistant Radiation Officer and who is experienced in radiation emergency response and coordination.

- Use the radiation professional network to identify qualified potential qualified applicants.

- Develop and seek approval for an organization structure that includes an Assistant Radiation Officer, senior health physicists and streamline the Administrative staff.

DEVELOP AN EXPERTISE WITHIN THE DIVISION TO RESPOND TO RADIATION EMERGENCY RESPONSE AND COORDINATION BEYOND THE CURRENT LEVEL OF EXPERTISE

- Current level of experience provides subject matter expertise on radiation contamination only.
    - Challenges:
        - Identify a qualified individual who can serve as Assistant Radiation Officer who is experienced in radiation emergency response and coordination.

- Use the Radiation Professional Network to identify qualified potential qualified applicants.

NATIONAL SECURITY POLICY STAFF (NSPS)
3-5 YEAR STRATEGIC PLAN

STRENGTHEN RELATIONSHIPS WITH OTHER OHSEC DIVISIONS AND OTHER USDA AGENCIES TO ENSURE CRITICAL NEEDS ARE ADDRESSED AND COORDINATED IN A TIMELY MANNER

- Develop an outreach program to educate agencies on the mission of OHSEC/NSPS and the need for timely reporting based on requests for information and response at the National level.

- Increase coordination with other Division Chiefs and their staffs to avoid duplication of efforts, and communicate better on immediate response requests.
    - Challenges:
        - Workload priorities.
        - Qualified staffing requirements.

IMPROVE NSPS OPERATIONS TO BE MORE EFFECTIVE AND EFFICIENT

- Perform a Process Improvement Initiative to identify specific areas that NSPS can enhance their service to USDA, other agencies and the White House.

- Identify metrics which go beyond quantitative results for requests for service to a system in which qualitative measures are used to ensure quality of service and information provided to the consumer.

- Develop the current staffs' ability to handle a broad spectrum of policy issues through training and experience, and extend similar opportunities to military Fellows assigned to NPPS.

- Identify and populate a knowledge management system to record requests, track requests through initial agency distribution and final disposition to the requestor.
    - Challenges:
        - Workload limitations based on short deadlines and agency efforts to turn information around under such deadlines.
        - Identifying and funding assistance to conduct a Process Improvement effort.

FURTHER DEVELOP THE CRITICAL INFRASTRUCTURE PROGRAM

- Seek funding to meet the White House's initiative in the area of Critical Infrastructure.

- Identify qualified individual(s) to meet the increasing demand for expertise in the area or develop current staff capabilities to achieve the goal.
    - Challenges:
        - Lack of urgency within USDA for the initiative.
        - Lack of well-defined requirements by the White House on agencies' responsibilities to meet the performance objectives.

PERSONNEL AND DOCUMENT SECURITY DIVISION (PDSD)

3-5 YEAR STRATEGIC PLAN

DEVELOP DEFENSIVE COUNTER INTELLIGENCE CAPABILITIES

- Coordinate the development of a DCI program with the Emergency Programs Division Chief.

- Identify the core capabilities of a DCI program and staff the effort as well as providing a knowledge management system to maintain records.
    - Challenges:
        - Agencies may find it difficult to "buy-in"
        - Develop a specific written standards.
        - Funding

MEET FUTURE PERSONNEL SECURITY REQUIREMENTS

- Assess and evaluate future staffing requirements against potential requirements in the number of "public trust" positions requiring more detailed investigation.

- Create an "Outreach" Program for all USDA personnel who have personnel security duties and responsibilities.

- Identify a knowledge management system that reduces the need for hardcopy reports and signatures and streamlines the approval process across USDA agencies.

- Increase the number of Personnel Security staff that participate in the Telework Program.

- Identify opportunities for PDSD staff to maintain their expertise while participating in Joint Duty Assignments (JDA).
    - Challenges:
        - Lack of specific requirements for increased background investigations.
        - Lack of funding for personnel and knowledge management system.

DEVELOP A ROBUST SECURITY EDUCATION TRAINING AND AWARENESS PROGRAM (SETA)

- Create specialized learning management system that addresses all USDA and National Security requirements from initial training, refresher training to final out-briefing upon leaving the agency.

- Develop and maintain a comprehensive training program for USDA agency security coordinators.
    - Challenges:
        - Senior USDA Executive approval,
        - Current lack of system support by AG-Learn.
        - Funding

MEET THE COMPLIANCE AND OVERSIGHT REQUIREMENTS AS ESTABLISHED BY NATIONAL SECURITY POLICY

- Create a self-inspection program USDA wired to meet Information Security Oversight Office requirements.

- Coordinate and train Physical Security Division personnel who conduct site surveys, to ensure that PDSD inspection requirements are being incorporated to reduce travel requirements and increase the number of inspections conducted on behalf of PDSD.
    - Challenges:
        - Need funding for hiring additional Defensive CI personnel.

PHYSICAL SECURITY DIVISION (PSD)
3-5 YEAR STRATEGIC PLAN

PHYSICAL SECURITY DIVISION CENTER OF EXCELLENCE

- Increase PSD's visibility on US Border Initiatives based on increased potential for violence in the region and employees' concerns.

- Conduct Listening Sessions with USDA agency personnel stationed at or near southern border regions.

- Identify strategies to address USDA employees'/contractors' concerns, which may include developing new standard operating procedures, deploying security technologies and increasing intelligence reporting.
    - Challenges:
        - Funding for the Listening Sessions and follow-up requirements.
        - Ensuring that the need for additional southern border security focus is based on factual information.

FURTHER DEVELOP OPPORTUNITIES WITHIN AGENCIES TO MEET THE INCREASED REQUIREMENTS FOR CRITICAL INFRASTRUCTURE ASSESSMENTS

- Continue training agency security specialists to ensure current security requirements are being met.

- Develop additional Physical Security Assessment templates for various critical infrastructure types and train security specialists on the templates.

    - Challenges:
        - Lack of support from agency senior leadership.
        - Funding

From:	Christie Ward, CSP
To:	Brandy Reitter
Cc:	Paula Ruffy
Subject:	Re: DISC Profile Training
Date:	Friday, February 14, 2020 10:58:03 AM
Attachments:	red2 copy.jpg Twitter.png Linkedin.png Facebook.png

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Brandy: Thanks for reaching out! I have worked with Frisco and Aspen quite a bit, Rifle a few years ago. Glenwood Springs was a client also.

I am certified in the entire suite of DiSC from Wiley: Five Behaviors of a Cohesive Team, Productive Conflict, Work of Leaders, Everything DiSC Management and Workplace and the new Agile EQ program. All the profiles include DiSC, but also lots of other valuable content for teams.

The profile you would choose might determine the cost, but I do offer a non-profit discount for cities that is substantial. So most of the profiles are around $100/ea. Whenever I present, I give 10 of the profiles free, and the client only pays for any additional profiles over the first 10. So if there are 12 people, they only pay for 2 profiles.

My consulting fees per day are also discounted 20-25% for non-profits:

$2000, half day
$3000, full day

I ask that the client in mountain communities get me a hotel the night before and the night of the training, so 2 nights for a one day engagement. I do not charge for mileage, gas or food. That way you can use your connections and tax free status. And I don't need the Ritz!

I have several bookings in 2020, so please let me know soon what dates you are thinking about and if you are flexible with those. Happy to provide references as well. I am copying my office manager, Paula, as she is the one who will administer the profile codes, once you decide. Thanks, Christie

Christie Ward, CSP
1-888-816-8867

On Feb 13, 2020, at 4:06 PM, Brandy Reitter <brandy.reitter@townofeagle.org> wrote:

Hi Christie,

I am reaching out because your name was given to me as someone who provides DISC profiles and conducts communication training for groups. I am looking for a quote for an upcoming town council retreat.

Please let me know what you need from me to send me a quote.

Thanks,

Brandy Reitter

Town Manager

TOWN OF EAGLE

200 Broadway, PO Box 609, Eagle Co 81631

Phone: 970-328-9628, Fax: 970-328-5203

CLICK BELOW FOR TOWN WEBSITE, NEWS, EVENTS OR TO PROVIDE FEEDBACK:

<image001.png> <image002.png> <image003.png> <image004.png>

Sender and receiver should be mindful that all my incoming and outgoing emails may be subject to the Colorado Open Records Act, § 24-72-200.1, et seq.

TOWN OF EAGLE BOARD OF TRUSTEES GOVERNING POLICIES MANUAL

Comment [MS1]: Andy Comment: We may want to eliminate specific dates/triggers given the potential for these to adjust if home rule becomes a reality; e.g. such and such shall occur by X # of days following election, rather than specific month.

TOWN OF EAGLE BOARD OF TRUSTEES GOVERNING POLICIES MANUAL

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POLICY 3.0 NOTES FROM HOME RULE CHARTER COMMITTEE 19
PER THE HOME RULE CHARTER COMMITTEE, IF HOME RULE PASSES, THE TOWN COUNCIL WILL BE REQUIRED TO DRAFT A POLICY DEFINING HOW TO FILL COUNCIL VCANCIES. THIS SECTION IS A PLACEHOLDER FOR THAT REQUIREMENT. 19

CATEGORY 4 ADOPTED RESOLUTIONS 20

POLICY 4.0 NO TITLE 20
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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 residents and visitors of Town of Eagle. Category two is a Code of Conduct, which will outline ethical practices and behavior for all Town Board members. The third category required by the adoption of the Home Rule Charter and will define how vacancies on the Council are filled. The fourth category is still TBD, but is a potential placeholder for resolutions adopted by the Board that reflect on the Board itself.

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 [2]: 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 if those groups request Town Council representation.

Comment [AM3]: This needs to carve out the Planning and Zoning Commission, which we've been advised by our attorney should not have Council representation, as it blurs the quasi-judicial nature of both boards.

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.

Comment [AM4]: This will seldom be necessary and may be a waste of time and resources. Focus should be on periodic assessments of the Council's goals and strategy, via the Strategic Plan.

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 [5]: 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 [6]: We have discussed this as practice, but not as policy. It sia good policy to keep us and future boards honest.

Comment [7]: 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.

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 [8]: This seems petty and out of place.

Comment [9]: 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.

It is also in conflict with the Charter as currently drafted.

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.

Comment [AM10]: I would like to see something in here that expresses the notion that the Town's staff are professionals in their various fields or specialities, have been hired because of that expertise, and it is appropriate to consider staff's recommendations when brought before the Council, if appropriate for the topic in discussion.

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.

Comment [11]: 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 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.

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~~ XXIX of the Constitution of the State of Colorado regarding ethical behavior.

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.

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.

Comment [12]: Why limit this? It may be that others outside of the conflicting parties can help in resolution. Obviously, one should start with a discussion among the conflicting parties, but there may well be circumstances where outside help can be effective, and result in better resolution. And there are certainly circumstances where conflicts may have crossed the line to disallowed behavior, in which case it is very important to involve the appropriate agencies in resolution.

Comment [13]: Personal interests (non-financial) do not trigger a conflict of interest under Colorado law.

Comment [AM14]: Item 1.2.4.6 and 1.2.4.8 appear to be redundant.

Comment [15]: This needs to acknowledge the limits on ex parte communication.

Comment [AM16]: This seems unnecessary. I don't think it's legal to hold an exec session for reasons other than those allowed by law.

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.

1.3.1 The products of the Board shall be

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 and Municipal Judge)*.

IV. *OUTCOMES:* Organizational products, effects, benefits, to answer the questions (for what good, for which recipients, and at what cost?) asked.

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

1.3.1.4 Adopted resolutions, regulations, ordinances, and fee schedules; legislative positions; the Audit; the Budget; Boards and Commissions; and statutorily mandated items.

1.3.2 Role of Town Trustees

1.3.2.1 Representation:

Comment [17]: ??? 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.

Comment [AM18]: This seems to suggest that the lines of communication between community members and staff should come through the Council, which most of the time is not the appropriate line of communication.

Comment [AM19]: Staff limitations, beyond that of the Town Manager, are not the purview of the Council.

Comment [20]: Need to fine tune with 1.3.1.3

Comment [21]: Is this the correct full list of appointments/ direct reports?

Comment [22]: This changes with approval of the Charter, as currently drafted. The charter provides that the Council will hire or appoint only the Manager, the Judge and the Attorney. The Town Clerk is a position hired by the Manager, and there is not a Town Treasurer.

I. Providing leadership for the Town on behalf of the Citizens of Eagle.
II. Representing and acting in the best interest of the Citizens collectively 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, when Council representation is deemed appropriate, 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.

Comment [AM23]: I don't know that this should be in here, we're not supposed to do this with quasi-judicial matters.

Comment [AM24]: I think most of the time we should not be the conduit, but instead refer community members to the appropriate staff, which more times than not will be the town manager, who then can move the question/comment to the appropriate staff member as he/she sees fit.

Comment [AM25]: This seems to imply that one must always come to a compromise position where there are competing interests, which in many cases will not be the best outcome.

Comment [AM26]: This reads to me like we're want a seat at the table so we can spy on what's going. That's not our job.

Comment [AM27]: The manager should be responsible for policy providing direction to town staff, not the Council.

Comment [AM28]: Except as provided otherwise by the municipal code and Charter.

Comment [AM29]: This where Item 1.3.2.1.III is in conflict.

Comment [AM30]: Some of these sections don't read properly, need to be rephrased.

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.

Comment [AM31]: Emergency communications should be the primary responsibility of a Public Information Officer (PIO). Any outward facing emergency communication should be coordinated with all primary players in the management of the emergency. The Mayor and Councilmembers should defer to the PIO or other key emergency managers.

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.

Comment [AM32]: This seems to just hang here. Maybe change to read the Mayor will have the ability, via the setting of agendas, to help discriminate between Council-level issues and those that are more appropriately the realm of staff.

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.

Comment [AM33]: On very small thing that I think made it into the final Charter is that the Mayor may, unilaterally, call for a special meeting of the Town Council, as is provided currently in our Municipal code.

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.

Comment [AM34]: An easter egg…

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)

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 community of the Town of Eagle~~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.

Comment [AM35]: This seems wonky. We pass the ordinances and laws of the town, but are we really the enforcers?

Comment [36]: Need to verify the code, if we have one to reference.

Comment [AM37]: Wha?

Comment [38]: Need to verify the code, if we have one to reference.

Comment [AM39]: Shoulld reference the Charter (assuming it passes).

Comment [40]: Where is our master list of minimum required committees? Need to verify the code, if we have one to reference.

Comment [41]: Need to verify the ordinance, if we have one to reference.

Comment [AM42]: I get squeamish with statements that place our loyalty to individual citizens or voters or community members. I do believe that our obligation is to the community as a whole, which may or may not be in sync with any individual's point of view. To not take this position could place us in untenable positions in many instances were challenging decisions need to be made.

Comment [AM43]: I don't think we have any policies or code regarding nepotism. Seems to be a pretty antiquated concept.

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.

Comment [AM44]: … and the Charter.

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.

Comment [AM45]: I don't think you can wrap these two entities into one statement about Council interaction. They are very much different.

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, or interfere with or attempt to influence Town employees' duties or authority.

POLICY 1.6 BOARD APPOINTED COMMITTEE PRINCIPLES

Comment [AM46]: This needs to be tailored for Eagle. We have only one committee that we appoint—the Planning and Zoning Commission, which is provided for in our code. This section seems to apply much more appropriately to a much larger organization.

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).

Comment [47]: Do we have an ops manual?

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.

Comment [48]: Should this be 2 years, since there is an election every 2 years?

Comment [AM49]: I would leave the sunset issue to be committee-specific. It'll be different for every committee, and this just adds to the bureaucracy.

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.

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.

Comment [AM50]: Most outside committees on which members of the Council serve have terms of appointment.

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.

Comment [AM51]: ???

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~~2 trustees so that the committee is never a quorum of the Town Board.

Comment [AM52]: May certainly be some committees on which some membership outside of the Council is prudent.

Comment [53]: Need to verify the ordinance, if we have one to reference.

Comment [54]: What other committees do we have to list here?

Comment [AM55]: We need to carefully consider whether we really need these committees—this seems way overboard in an org of our size.

And where is P&Z?

Would not go down this path unless we are asked to by the Town Manager—this smacks of getting way out of our lane.

Comment [AM56]: Needs to be two or less, quorum is not the issue, ex parte communication is.

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 Mayor, 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.

Comment [AM57]: Same comment as above, we don't need a complete re-exploration each year. We do need to focus on things that have changed or need re-prioritization due to changing circumstances.

Comment [AM58]: How is this different or better than our strategic plan? Seems like this is way more than what we need given the size of our organization.

Comment [AM59]: Don't go here, please. I don't think this is necessary.

Comment [AM60]: Need to be clear here about what can be added when, in order to remain compliant with notification requirements.

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

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.

Comment [61]: This whole section was in one of the documents I read and I thought it was something handy we could discuss/ consider.

Comment [AM62]: Not a fan. This encumbers a lot f what we do with a whole new level of process and bureaucracy that I see being limiting, and at the same time, unnecessary.

And it's already covered in our Strategic Plan.

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~~CODE OF CONDUCT

POLICY 2.0 ~~GOVERNANCE – MANAGEMENT CONNECTION~~NOTES FROM HOME RULE CHARTER COMMITTEE

~~The Board of Trustees official link to the operation of departments of Town Government and staff is the Town Manager.~~Per the Home Rule Charter Committee, if Home Rule Passes, the Town Council will be required to draft a Code of Conduct and Ethics section to its Policy Manual. This Section is a placeholder for that requirement.

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 [63]: 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 [64]: 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.

A given policy may be monitored in one or more of three ways:
Internal Report: Disclosure of compliance information to the Board of Trustees from the Town Manager.
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.
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 [65]: 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 [66]: 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.

Litigation:

I. Advice regarding avoidance of litigation or settlement of potential litigation

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.

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 [67]: Need to verify the code, if we have one to reference.

CATEGORY 3 ~~STAFF LIMITATIONS~~VACANCIES

POLICY 3.0 NOTES FROM HOME RULE CHARTER COMMITTEE

PER THE HOME RULE CHARTER COMMITTEE, IF HOME RULE PASSES, THE TOWN COUNCIL WILL BE REQUIRED TO DRAFT A POLICY DEFINING HOW TO FILL COUNCIL VCANCIES. THIS SECTION IS A PLACEHOLDER FOR THAT REQUIREMENT.

3.1

3.2

3.3

3.4

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 [MS68]: Andy comment: In section 4, I understand the idea behind this but I think it needs work. Example -- couldn't a board member theoretically just not show up any time an item was proposed for reconsideration, thus preventing a vote? What if it were an emergency situation? There might be any number of circumstances where things change and reconsideration of a decision is necessary without the full board present. Anyway, I look at this type of thing as more mayoral/general board etiquette and discretion, rather than something that should be prescriptive.

Comment [69]: 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 [MS70]:

Comment [71]: 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 [72]: 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 deifine it enough for to hold?