



**Town Council
WORK SESSION
Tuesday, April 7, 2026, 3:30 PM
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.*

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

1. Microsoft Teams meeting

Join: <https://teams.microsoft.com/meet/26168670002661?p=glpS9W5cgHUKoPiaDs>

Meeting ID: 261 686 700 026 61

Passcode: 4jH9i5et

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Dial in by phone

[+1 469-770-0416](tel:+14697700416),[209567435#](tel:+1209567435) United States, Kaufman

[Find a local number](#)

Phone conference ID: 209 567 435#

DISCUSSION - 3:30 PM

1. Town Manager Interview
2. Town Manager Interview Portfolio

WORK SESSION - 4:00 PM

1. Development Review Process

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.

Camille Deering
Town Clerk

PUBLIC WIFI – Town of Eagle Public Wi-Fi



To: Town Council, Town Attorney

From: Lynette Horan, Human Resources

Date: 04/03/2026

Re: Town Manager Recruitment

CONFIDENTIALITY: To protect the integrity of the interview process, please keep evaluation of the candidate confidential to council members, Town Attorney and Human Resources Manager only. The candidate's resume and application documents have been redacted to protect private identifying information for the public packet.

TOPIC: Interview is tentatively scheduled for April 07, 2026, 3:30 pm during special work session. Upon request, hard copies of the following files will be made for each council member and will be located on your chair in the Council Chambers for your reference.

Please return any hard copies of the PORTFOLIO CONTENTS to HR after the Town Council work session on April 07, 2026.

By statute, Town Council is required to wait to announce the new Town Manager until April 14, 2026.

PORTFOLIO CONTENTS:

- Resume, cover letter, application and Letter of Recommendation
- Interview Questions (public, page 1) & Evaluation of Candidate (confidential page 2)

PREPARED BY: Lynette Horan

MELISSA DARUNA

Executive Director

*Versatile, creative, collaborative leader
providing strategic organizational management and partnership development.*

PROFESSIONAL EXPERIENCE

TOWN OF EAGLE

Assistant Town Manager • 2023 – Present

- Championing a collaborative organizational culture shift and coordinating leadership training across all departments.
- Providing direct supervision and support of seven departments that are leading progress in the community: sustainability, housing, economic development, information technology, events, communications and marketing.
- Efficiently managing large community projects including coordinating with partners, contractors and budgets.
- Supporting the Town Manager and Town Council with policy initiatives and facilitate strategic planning.

KEEP IT COLORADO

Executive Director • 2019 – 2023

- Effectively and collaboratively led a statewide, nonprofit coalition of 300+ members comprised of conservation professionals, land trusts, public agencies, and stewardship organizations.
- Provided long-range vision and strategy to the organization, staff team, board members and funders that enabled and supported an increased pace and scale of land conservation across the state.
- Effectively fostered strong partnerships at the local, state, and national level including partnerships with multiple city and county governments, state and federal legislators, Great Outdoors Colorado, the Governor's office, CO Department of Natural Resources, Colorado Parks and Wildlife, and the Colorado Outdoor Recreation Industry Office.
- Facilitated and coordinated state and federal policy initiatives that protect and enhance incentives for conservation and strengthen protections for landowners, land trusts and public agency partners.
- Managed funder and donor relations resulting in \$4.4M in grant support for the coalition and regrants for conservation projects and statewide conservation planning.
- Led the creation of the state's first state-wide conservation roadmap for private lands.

KEN-CARYL RANCH METROPOLITAN DISTRICT *2010 - 2019*

District Manager / Executive Director • 2016 – 2019

- Provided exceptional professional management of a special district local government. Managed the District's affairs including staff leadership, budget development, policy drafting and implementation, strategic planning, and robust community engagement.
- Fostered a dynamic, supportive work environment that encouraged exceptional community service, fun, creativity, and a healthy work-life balance for 200 full and part-time staff.
- Ensured the highest quality of park and open space management and recreation programming for the community, driven by community input and need.
- Maintained strong working relationships with neighboring and partner agencies such as Jefferson County Open Space and Foothills Park and Recreation District.

- Coordinated the District's final implementation of \$8M capital improvement bond initiative.
- Lead business plan development and long-range goal setting with the District's Board of Directors, staff and community stakeholders.
- Facilitated negotiations resulting in a \$3.1M settlement that was reinvested in community amenities.

Recreation Director • 2015 – 2016

- Supervised the development and implementation of the community's recreation programming.
- Lead department personnel including 8 full-time and 75 part-time and seasonal staff through a culture shift creating more collaboration on programming and community projects.
- Developed and managed the overall department budget. Assisted staff in managing individual program budgets.
- Managed ADA compliance for Master Association and Metropolitan District.

Recreation Supervisor • 2013 – 2015

- Supervised department staff and supported planning and implementation of dynamic youth, environmental education and aquatic programs that met a changing community's needs.
- Effectively shifted the culture of the youth programs to a cohesive unit that provides comprehensive service to the community.
- Coordinated and implemented the District's special events throughout the year. Developed relationships with community resources and local businesses to acquire sponsorships for events.
- Mentored environmental education staff transitioning to a new programming structure and eliminated inefficiencies, bringing the program from an annual deficit to an annual profit in one year.

Youth Services Specialist • 2010 - 2013

- Supervised team of 20-30 youth program staff.
- Planned, implemented and directed multiple youth programs simultaneously, including outdoor recreation and adventure recreation programs and trips.
- Maintained relationships with participant families and local community resources.
- Collaborated with other department staff on special events, programs, and expanding District services.

COLORADO PARKS AND RECREATION ASSOCIATION

Legislative Liaison & Partnership Coordinator • 2011 – 2016

- Drafted and maintained a policy platform for the Association that united members from a variety of agencies and backgrounds.
- Served as the Association's lobbyist at the state and federal level.
- Monitored legislation and policy initiatives and kept CPRA membership informed and educated.
- Partnership development and support for the Get Outdoors Colorado project, website, social media.

WAUKEGAN PARKS AND RECREATION DEPARTMENT

Recreation Specialist • 2005 – 2006

- Planned and implemented early childhood programs for the City of Waukegan's Recreation Department including licensed preschool, enrichment programs, and early sports programs.
- Planned and coordinated special events for the community throughout the year.
- Maintained program area budgets, supervised program staff and coordinated with other recreation staff for programs, events and trainings.

VOLUNTEER SERVICE

EAGLE VALLEY LAND TRUST

Board Member • 2023 – Present

- Assist with project development strategy
- Member of the Governance, HR and Community Engagement Committees
- Assist with donor outreach and community engagement events

COLORADO PARKS AND RECREATION ASSOCIATION

Legislative Committee Coordinator • 2016 – 2019

- Coordinate advocacy and legislative efforts for the reauthorization of the Colorado Lottery Division.
- Educate the CPRA membership on local, state and federal legislative impacts.
- Collaborate with committee members on grassroots advocacy and policy development in local governments.

NATIONAL GET OUTDOORS DAY COLORADO

Steering Committee / Event Partner • 2013 – 2015; 2018

- Steering committee partner for the largest National Get Outdoors Day event in the country.
- Served as volunteer coordinator, vendor coordinator, and outreach team member.
- Navigated partnerships with federal, state and local agencies, nonprofit and for-profit industry leaders.

COLORADO OUTDOOR RECREATION RESOURCE PARTNERSHIP

Co-Chair and Member • 2011 - 2018

- Coordinated education sessions and networking events for 50+ partner organizations and agencies.
- Collaborated on creative solutions to industry challenges with state, federal and local agencies, local and national nonprofits, and for-profit outdoor recreation industry leaders.

EDUCATION

THE JOHN MARSHALL LAW SCHOOL (NOW UNIVERSITY OF ILLINOIS CHICAGO LAW SCHOOL) - CHICAGO, ILLINOIS
J.D. • May 2009

Activities / Awards:

President, Environmental Law Society, 2008-2009 • National Honors Moot Court Competitor, 2008-2009
CALI Awards: Family Law, Spring 2009; Entertainment Law, Summer 2008

WESTERN ILLINOIS UNIVERSITY - MACOMB, ILLINOIS

Bachelor of Science in Recreation, Park and Tourism Administration • December 2005

Honors / Activities:

Honors Scholar: RPTA and Pre-Law • Illinois Centennial Honors College, Graduate
Service Chair, Student Honors Association

LICENSES AND ASSOCIATIONS

Colorado State Bar Admission • October 2009

Certified Park and Recreation Professional • 2013 - 2019

Colorado Park and Recreation Association, Legislative Committee Member • 2010 - 2019

National Recreation and Park Association, Member • 2010 - 2019

Colorado Outdoor Recreation Resource Partnership (CORRP), Member & Co-Chair • 2011 - 2018

MELISSA DARUNA

March 10, 2026

Town Council and Mayor
Town of Eagle

Dear Mr. Mayor and Town Council Members

I am honored to be considered for the Town Manager position at the Town of Eagle. With over 17 years of experience in the public and nonprofit sectors, I bring a deep commitment to community service, organizational excellence and collaborative leadership. My professional journey has been rooted in empowering teams, advancing creative policies that support progress, and fostering partnerships that drive meaningful impact in local communities.

Over the last three years at the Town of Eagle, I have supported new and innovative positions and cross-functional departments including: events, communications, marketing, economic development, housing, sustainability and information technology. By empowering our staff and thinking critically about our opportunities, we have created programs and services from scratch that meet the needs of our community and the goals of the 2020 Strategic Plan. Additionally, I have served as a special project manager for the Town overseeing the rebuild of the Eagle pool, the planning of the Eagle Skate Park, the design of upcoming Nogal Park renovation and the rebuild of the Brush Creek Playground. I have advised the Council on policy measures, presented complex issues to the Council and the public, and implemented a multitude of community engagement initiatives. I have served as the Acting Town Manager and now Interim Town Manager, ensuring smooth and consistent day-to-day operations and services to the community.

As Executive Director of Keep It Colorado, I led a statewide coalition of over 300 conservation members, secured \$4.4 million in grant support and spearheaded Colorado's first statewide conservation roadmap for private lands. My ability to turn vision into strategy and action has been a cornerstone of my leadership. I take pride in doing this through the lens of community need and with a strong focus on collaboration and partnership.

After finishing law school I quickly realized my desire for purpose-driven work that served communities and families. I began at Ken-Caryl Ranch Metropolitan District in an entry level role and left after just over 9 years as their District Manager. I was grateful for an opportunity to grow and focus on community service and local government while still harnessing legal education. I was able to work on local and state policy, negotiate partnerships, and strategically implement the level of service the community desired.

When my family was evaluating moving to the valley in 2022, Eagle immediately felt like the right fit because it is a strong, close-knit community. I am proud to work for the Town and eager to continue serving in a new capacity where I can play a greater role in its future. I recognize the exciting opportunities in front of us and understand the hard work that goes into making those opportunities a reality. I genuinely enjoy working with a community and elected officials to solve problems and develop common-sense policy that enhances our quality of life. I look forward to the next chapter in Eagle's rich history and hope to provide progressive leadership to you, the staff and the community.

Thank you for your consideration,

Melissa Daruna

INTERVIEW QUESTIONS

Town Manager
Town Council Interview
April 07, 2026

Candidate: _____ Council member Name: _____

For Brief Public Interview, suggest limiting to top 3-5 questions

1. Briefly (5 min. max.) tell us why you desire to be the Town Manager in Eagle.

2. Articulate what you believe is the ideal Town Council/Manager relationship.

3. What do you believe is the biggest challenge for our town, and what is your plan to change this challenge into an opportunity?

4. What steps would you take to ensure employee satisfaction in the workplace?

5. 2-part question:
 - a. What are your strongest areas of expertise?
 - b. What is your area for improvement?

6. Any follow up Council Questions? (keep consistent for all candidates)

7. Final formal question - Why should The Town of Eagle hire you?

➤ **Do you have any questions for us, or any closing comments?**



EVALUATION - CONFIDENTIAL

Council member Name: _____ Candidate _____

Date Evaluated: _____

SCORING: Rate the candidates based on resume and cover letter review, preliminary screening, then tally the score. Include any comments in the "Comments" space below.

1 = Poor 2 = Fair 3 = Acceptable 4 = Good 5 = Excellent

A. Appropriate experience pertaining to the position
Score _____

B. Meets the minimum and desired qualifications
Score _____

C. Overall fit for the position
Score _____

Total Score: _____ (15 possible)

Pros: _____

Cons: _____

Comments: _____

Town Manager Requirements - Minimum: Bachelor's Degree in public administration, business administration or a closely related field. Minimum 7-10 years commensurate experience in public administration or a field closely related to a multi-service business organization or municipal government including a minimum of 5 years of managing an exempt level staff of 5-10 direct reports. Experience as an assistant executive in a larger municipality will be considered as will a diverse record of education and experience that demonstrates the ability to meet necessary requirements of the position. Preferred: Master's degree in related field is highly preferred.

Letter of Recommendation

Larry Pardee Eagle, Colorado. March 13, 2026

Mayor Bryan Woods Eagle Town Council,
Town of Eagle 200 Broadway Eagle, CO 81631.

Dear Mayor Woods and Members of the Eagle Town Council,

I am writing to express my strong and unequivocal support for Melissa Daruna to be selected as the next Town Manager for the Town of Eagle. Having observed her leadership, professionalism, and commitment to our community during her tenure as Assistant Town Manager and now as Acting Town Manager, I believe she is uniquely qualified to guide Eagle with the stability, foresight, and organizational strength this moment requires.

Melissa has demonstrated exceptional leadership during a period of growth and transition for our town. She brings a steady, grounded presence that reassures staff, partners, and residents alike. Her ability to maintain continuity while thoughtfully advancing new initiatives is a rare combination—and one that is essential for a community experiencing the kind of growth and opportunity Eagle now faces.

Her approach to growth management is particularly noteworthy. Melissa understands that Eagle's future depends on balancing responsible development with the preservation of our community character, natural assets, and small-town identity. She consistently evaluates decisions through the lens of long-term sustainability, fiscal responsibility, and community values. This strategic mindset ensures that progress never comes at the expense of what makes Eagle special.

Equally important is the organizational culture Melissa has helped create and cultivate. She leads with respect, transparency, and collaboration—qualities that have strengthened internal operations and improved communication across departments. Staff respond to her leadership because she empowers them, listens to them, and sets clear expectations rooted in professionalism and shared purpose. A healthy internal culture is the backbone of effective local government, and Melissa has proven she can nurture and sustain it.

Melissa's leadership style is inclusive and thoughtful. She engages stakeholders with sincerity, seeks out diverse perspectives, and makes decisions grounded in data, community priorities, and practical experience. She has earned the trust of staff, community partners, and residents through her integrity and her unwavering commitment to public service.

At a time when stability and continuity are vital, Melissa has already shown she can lead effectively in the role. She brings not only the technical expertise required of a Town Manager, but also the emotional intelligence, strategic vision, and deep understanding of Eagle that will serve our community well into the future.

For these reasons, I strongly encourage the Town Council to appoint Melissa Daruna as Eagle's next Town Manager. I am confident she will continue to serve our community with distinction and will provide the steady, capable leadership Eagle deserves.

Thank you for your consideration and for your service to our town.

Larry Pardee



To: Mayor Woods, Town Council, and Planning & Zoning Commission
From: Melissa Daruna, Interim Town Manager and the Community Development Department
Date: April 7, 2026
Agenda Item: Joint Work Session – Development Review Process

REQUEST:

To provide the Town Council and Planning and Zoning Commission an overview of the development review processes, determine near-term actionable steps for changes and improvements and identify specific topics to incorporate into the strategic planning retreat.

BACKGROUND: General Process Overview

Application Types and Process

The common approval processes reviewed by staff within the land use and development code (LUDC) include development plans (administrative, minor, and major), subdivisions, and planned unit development (PUD) amendments. This staff memo is written with those approval processes in mind as they tend to reveal the most challenges for applicants and staff. There are additional processes, including but not limited to, use reviews (administrative, administrative minor, conditional, etc.), variances, lot line adjustments, and amendments to the LUDC and comprehensive plan which are not covered comprehensively below but which staff are happy to answer questions about.

At a high level, each application goes through the process depicted below:



1. Pre-submittal Conference (pre-application meeting): This first step in the process provides the applicant an opportunity to discuss their project idea with staff, ask questions and for staff to recommend the appropriate application type (or types) to facilitate that proposal.
2. Application Submittal and Completeness Review: Next, the applicant submits the required application materials to the Planning Department. Planning then shares these materials with the Public Works team. Staff deem the application “complete” if it includes all the necessary materials to be adequately reviewed. The completeness requirements vary for differ types of applications. Staff aim to have an application deemed complete within 10 business days of receiving materials, during which time staff will communicate with the applicant about any missing information or clarification needed.

3. Application Review and Action: Once an application is complete, it is sent out on referral, meaning it is sent out for comments and review by internal and external agencies. Internal referral agencies include Public Works, Sustainability, Economic Development, and the Building departments. We currently send applications to various external agencies based on the nature and location of the proposed project. External agencies can include but are not limited to Greater Eagle Fire Protection District, Eagle County Paramedic Services, Eagle County (Health and Human Services, GIS, Community Development, etc.), Holy Cross Energy, and the Eagle County School District.

Referral periods can vary based on the complexity of the project, the volume of applications currently being reviewed, and the use of contracted review services. During the review period, external agencies and internal staff analyze how the project compares to the regulations and policies applicable to their agency. The planning staff reviews the project against the standards detailed in the LUDC, Title 4 of the Town's Municipal Code. Building staff review against the Town's building code and Public Works engineers review against the Town's standards for public infrastructure, as applicable. Comments from referring departments and agencies are compiled into a report that is returned to the applicant.

Applicants then review the comments and incorporate any necessary changes into their application materials before resubmitting them to staff. Upon resubmittal, materials are only sent to referral agencies who provided comments during the first round to verify their comments were addressed. Most applications that come through the Town of Eagle go through two to three rounds of review, with larger or more complex projects potentially going through additional rounds. Applications that are more complete, clear, aligned with the code and responsive to comments generally move through the review process more quickly.

4. Scheduling and Notice of Public Hearing: Once staff has identified that the majority, if not all, referral comments have been adequately addressed, the application is then either decided upon, for administrative applications, or it is scheduled for public hearings. Public hearings, as well as some administrative items, require public noticing as detailed in [Table 4.17-2 of the LUDC](#). Notices are required to be posted a minimum of 15 days prior to public hearing, or a minimum of 10 days prior to an administrative decision.
5. Review and Decision-Making: For administrative reviews, staff drafts a notice of decision for the applicant. For public hearings, staff prepares a staff report for the Planning and Zoning Commission and a staff memo for Town Council detailing background information on the application, how it addresses the applicable LUDC standards, previous approvals if necessary, the goals and policies included in the Comprehensive Plan, and compliance with other subarea or corridor plans. The memo or report also includes a staff recommendation based on the evaluation. Staff also prepare a presentation to review the project and a resolution for the formal action taken by P&Z or Council. The Planning & Zoning Commission and Council can approve, table, continue, or deny the application. Depending on the application type, Planning & Zoning may be the final decision, or their recommendation is then taken to Town Council.
6. Post-decision Actions: While post-decision requirements vary by project type, there are several common next steps that apply to most land use approvals before a building permit can be issued.
 - Notice of Land Use Decision, which includes all conditions of approval and any applicable validity or expiration of timeframes, issued by the Community Development Director.

- Conditions of approval generally need to be met by the applicant before submitting a building permit application.
- Building permit review – This is a separate process to review compliance with the adopted building codes and verify that the proposed construction matches the approved plans.
- Fee payment – Prior to a building permit being issued, code requires all applicable fees to be paid which can include any remaining land use fees.

Development Plans: There are three types: administrative development plans, minor development plans, and major development plans. All development plans follow the review process outlined in Figure 1; however, the level of review and final decision-making authority varies based on the scale and potential impacts of the proposal.

- Administrative development plans: reviewed by staff and decided by the Community Development Director.
- Minor development plans: reviewed by staff, decided by the Planning & Zoning Commission.
- Major development plans: reviewed by staff, recommendation made by the Planning & Zoning Commission, final decision by Town Council.

The level of decision-making authority is determined by the thresholds outlined in Table 4.17-5. These thresholds are intended to align the review process with the anticipated impact of a proposed development.

Type of Development	Administrative Development Plan (Director)[2]	Minor Development Plan (Planning & Zoning Commission)	Major Development Plan (Town Council)
Residential	A maximum of 4 dwelling units unless exempt by Section 4.17.080 C.2.b	New construction, renovation, or additions to residential structures that require design review	Planned Unit Development
Nonresidential	Renovation or addition that requires additional parking	<ul style="list-style-type: none"> • Construction of any new building • Renovation or addition that requires design review 	Planned Unit Development
Mixed-Use	Up to 24 new dwelling units or up to 50,000 square feet non-residential gross floor area	More than 24 new dwelling units or more than 50,000 square feet non-residential gross floor area	Planned Unit Development
All Development	n/a	n/a	See Section 4.17.080 C.3.b
Parking as a Principal Use, or Parking Structure	Up to 25 vehicle spaces	26 or more spaces	Parking structure

Use reviews: Use reviews are completed by Planning staff and are based upon the Primary Use Table, Table 4.09-1 or the Accessory Use Table, Table 4.09-2, both found in [Section 4.09.030](#). For uses that are allowed within a zone district, there are five types of reviews: Permitted, Minor Review (no notice), Administrative Review, Conditional Use, and Special Use. All uses are required to meet the standards found in [Section 4.09.040](#) – Standards applicable to all uses, in addition to any use-specific standards which are denoted in the use tables.

Conditional and Special Uses are reviewed at a higher threshold than administrative use reviews as the potential impacts to the Town and to neighboring properties are greater. The table below denotes generally the noticing requirements, standards that must be met to be approved, and the body which makes the final decision. Further details of Conditional Uses can be found in [Section 4.17.080.B.](#), and Special Uses in Section 4.17.080.E.

Subdivisions: A subdivision is the legal process used to divide land into separate parcels or to combine existing parcels into one. Subdivisions create the lots that homes, businesses, and other development are built on. Without going through the subdivision process, new lots generally cannot be legally created, sold, or developed.

In the LUDC, subdivisions include:

- Lot Line Adjustments / Lot Consolidations – Minor changes that shift or combine existing property lines without creating new lots. These are reviewed and decided by staff but go before Town Council on Consent Agenda.
- Condominium / Townhouse subdivisions – a way to divide property by units or shared ownership interests. Condominium and townhouse subdivisions allow multiple homes to be created on a single piece of land while still clearly defining ownership, access, and maintenance responsibilities. These are reviewed and decided by staff but go before Town Council on Consent Agenda.
- Subdivision Design Variances – Requests to modify certain subdivision design standards, which are reviewed by Town Council.
- Minor Subdivisions – Small-scale divisions of land that meet specific criteria. These are reviewed and decided on by staff, they do not go on Council’s consent agenda.
- Major Subdivisions – Larger or more complex divisions of land that proceed through multiple stages, such as sketch plans, preliminary plans, and final plats.

Recap of ReCode

ReCode, the Town’s updated Land Use and Development Code, was adopted and became effective in the fall of 2023. As staff have begun implementing it, a number of challenges and growing pains have emerged. While these issues are important to acknowledge and address, it is also important to understand what ReCode replaced, why it was undertaken, and the benefits it was intended to achieve.

The Town’s original Land Use and Development Code was adopted in 1976. Under that Code, any development that did not conform was considered legal nonconforming. Over the following decades, the Code was amended numerous times in response to changing conditions, policies, and development pressures. While well-intended, these incremental changes resulted in internal inconsistencies, conflicting provisions, lengthy and cumbersome sections, and varying interpretations by staff, legal counsel, and appointed and elected officials over time.

ReCode was developed through a multi-year process grounded in the Town’s Comprehensive Plan, reflecting extensive public engagement and a desire for a more modern, clear, and predictable development framework. A key principle discussed during adoption was that ReCode would function as a living document—one that would require ongoing evaluation, refinement, and adjustment as it was applied to real-world projects.

As is common with the implementation of a new development code, particularly one intended to address long-standing structural issues, unanticipated challenges have surfaced as ReCode is applied to actual development proposals. These challenges are part of the evolution from policy to practice. In many cases, these challenges have prompted staff to identify procedural clarifications, coordination improvements, and administrative efficiencies that support consistent application of the Code as written, while improving the clarity and predictability of the review process.

ANALYSIS: Process and Code Pinch Points

Code & Process Contradictions:

As currently written, there are several places where the development review process written in code does not align with or contradicts the Town's historical practices creating challenges and inconsistencies for staff and applicants alike.

From a staffing perspective, these inconsistencies significantly increase staff workload. Additional time is required to research Code provisions, reconcile conflicting processes, consult with legal counsel, and explain procedural changes to applicants. This added effort reduces overall review efficiency, slows project timelines, and limits staff's capacity to focus on substantive review of proposals and implementation of broader planning priorities.

Addressing these issues will require focused attention on targeted Code amendments that clarify procedures and better align them with the Town's adopted goals and operational realities. While staff continue to manage these challenges on an application-by-application basis within the bounds of the Code, additional time and capacity are needed to proactively review, prioritize, and implement necessary amendments. Doing so will reduce staff burden, improve predictability for applicants, and ensure public resources are used efficiently while maintaining consistent and defensible code administration.

Developer Experience and Collaboration:

Eagle's development environment is somewhat unique in that many applicants are also community members—people who live locally and are personally invested in the Town's long-term success. At the same time, a portion of applicants have limited or no prior development experience. Applications from less experienced applicants often require additional staff time for education, explanation of procedural steps, and clarification of code requirements. In these cases, staff frequently recommend that applicants engage qualified professionals, such as planners, architects, engineers, or land use attorneys, to help navigate the process.

While staff is committed to providing clear guidance and customer service to all applicants, this additional education and coordination can significantly extend preapplication discussions and formal review timelines once an application is submitted. These extended time commitments are especially impactful during periods when overall application volume is high and staff workload exceeds existing capacity.

What we hear from the development community:

Staff consistently hear frustration from developers and applicants regarding development review timeframes, uncertainty about the level of detail required for complete submittals, and the overall length of time required to move a project from application to public hearing. Applicants often describe the process as unpredictable, particularly when multiple rounds of review are required, which can increase project costs and create uncertainty—especially for smaller or locally funded projects that are less able to absorb delays.

Additional concerns frequently arise later in the process, most often during building permit review, when applicants become aware of additional costs such as use taxes, Plant Investment Fees (PIF), and External Energy Offset Program (EEOP) fees. These costs commonly arise during remodels, additions, renovations, or changes of use, particularly when no recent land use approval preceded the building permit application. While these fees are not new and are fundamental to the Town's ability to fund infrastructure and

services, applicants are sometimes caught off guard when they were not anticipated or clearly understood during early project planning.

In February, a group of local developers, builders, real estate professionals, and community stakeholders met with an outside consultant to discuss challenges and opportunities related to the Town's development review process and Land Use and Development Code. While the meeting notes and feedback are still in draft form, they largely reinforce themes staff hear through day-to-day interactions and help identify areas where system-level improvements could meaningfully improve predictability and efficiency. Key themes raised include:

- Ensuring adequate staff capacity, particularly in Community Development, Building, and Public Works leadership roles.
- Reducing administrative workload so staff can focus more fully on substantive technical review.
- Improving the use of outside plan review consultants, including clearer expectations for timelines, greater consistency in feedback, and stronger coordination with Town staff.
- Establishing clearer expectations for development review timelines and processes, and identifying opportunities to improve predictability and reduce review durations where feasible.
- Addressing code inconsistencies, ambiguity, and misalignment with the Town's adopted vision that contribute to confusion and extended review cycles for both applicants and staff.
- Fostering a more collaborative and transparent working relationship between the Town and applicants, while maintaining clear roles, expectations, and regulatory boundaries.

Opportunities to Improve:

1. Implementation of Tyler Technologies Permitting Software.

One of the most significant opportunities for meaningful improvement lies in the implementation of the Tyler Technologies permitting software which is scheduled to begin this year. While implementation will take time and will likely involve a period of adjustment as staff and applicants adapt to a new system, the long-term benefits are expected to substantially improve both internal workflows and the applicant experience. Key outcomes of the Tyler Technologies implementation include:

- More effective organization and management of land use and building permit applications, including tracking review periods, referral agency participation, approval timelines, and correspondence with applicants.
- Consolidated, property-based development activity (permits, approvals, code compliance, etc.)
- Increased access to information for property owners, applicants, and community members.

2. Standardizing Review Period Timeframes in an Administrative Manual.

Standardized staff review timeframes within an Administrative Manual or development process guide could improve predictability and set clearer expectations for applicants, while retaining necessary flexibility for staff.

3. Clarifying When Reviews Begin: Completeness vs. Substantial Completeness.

Defining when formal review begins by clearly distinguishing between completeness and substantial completeness could increase clarity and applicant turnaround.

- *Completeness* can generally be understood as an application that includes all required materials.
- *Substantial completeness* would mean those materials contain sufficient detail to allow for a meaningful technical review.

A complete application that lacks necessary detail can result in lengthy initial comment letters and extended review cycles, whereas a substantially complete application may require a higher upfront threshold but typically results in fewer initial comments and faster applicant turnaround. Clarifying this distinction could improve review efficiency while reinforcing expectations for application quality.

4. Strategic Use of Third-Party Review Assistance

Staff currently use third-party reviews to assist with land use applications and could utilize additional external support from additional reviewers and firms. It is worth noting that the development community has expressed concern about the higher costs associated with external reviewers, particularly if it does not result in a faster process, as well as a lack of engagement by staff in the project review. Clear expectations upfront about the opportunity to utilize a third-party reviewer and the level of engagement staff will or will not have in the process will help.

As applications volume increases, time dedication to application review results in less capacity for other critical responsibilities, including comprehensive plan, sub area plan, and development code amendments. Thoughtful use of third-party assistance could help balance workloads while maintaining oversight and consistency.

5. Establishing a Development Application Submittal Calendar.

A development application submittal calendar could operate independently or in coordination with codified review periods. As an interim or complementary measure, a calendar could establish predictable deadlines for application submittal, completeness review, and initial referral.

A submittal calendar would provide greater certainty for applicants and allow staff to better plan workloads. Currently, applications can be submitted or resubmitted at any time, and multiple submissions within short periods create capacity challenges and uncertainty around review timelines. A calendar-based approach would mitigate this issue and could be integrated with TylerTech functionality.

6. Reimagining DRC and Pre-Application Meetings.

Reimagining Development Review Committee (DRC) and pre-application meetings to improve coordination could reduce later review cycles. For larger projects, DRC meetings could be structured to include applicants and key referral agencies together, allowing comments to be discussed prior to resubmittal. This approach could improve comment resolution, shorten subsequent review rounds, and help projects advance more efficiently.

Similarly, pre-application meetings could be expanded or supplemented to include referral agencies so applicants have a clearer understanding of submittal expectations upfront. While this approach may increase early project time and cost, it has the potential to significantly reduce delays and uncertainty later in the process. Coordination with referral agencies would be required to ensure feasibility.

7. Development of Clear, User-Friendly Guidance Materials.

Staff are actively working on several guidance documents intended to better equip developers, residents, and prospective business owners with clear information about development pathways. These include:

- Checklists for both Planning and Building for all types of application/permit submittals
- Updated or newly created application checklists to support substantially complete submittals

- An Administrative Manual explaining development review processes in plain language, separate from the legal text of the LUDC

These materials are intended to evolve over time as the Code is amended and as staff receives feedback on clarity and usability.

NEXT STEPS:

Some of the opportunities for improvement are already underway while others may require additional prioritization, direction, capacity, or funding to begin. Staff welcomes a discussion during the work session and recognizes that we may not solidify answers or priorities until the strategic planning retreat. The goal of this work session is to provide more detailed information and begin the conversation.

Finally, we also invite our new Town Council members and Planning and Zoning Commissioners to [learn more about the Community Development team here](#).

COMMUNITY INPUT:

As this is a work session between staff and decision makers, no formal outreach effort has occurred.

BUDGET / STAFF IMPACT:

Budget impacts will be based on existing budgeted funds and new or revised priorities that come from the strategic planning process.

STRATEGIC PLAN ALIGNMENT/STANDARDS ACHIEVED:

The overarching goal of this work session and outcomes from the strategic planning session will support the following major objective within the Town's Strategic Plan:

- *Improve Community Responsive Services.* Outcomes from this work session and strategic planning priorities will support the Town's goal of being responsive to the community through thoughtful growth and development.

RECOMMENDED ACTION OR PROPOSED MOTION:

There is no formal motion or action at this time as this is a work session.

ATTACHMENTS:

None.