



Town Council
Friday, June 26, 2020
ON-LINE MEETING

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

WORKSESSION CALLED TO ORDER - 8:00 AM

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

1. Town Council Retreat Agenda, Sheryl Trent, SBrand Consulting
2. Strategic Plan Road Map
3. 2017 Strategic Plan Staff Report
4. 2017 Strategic Plan
5. 2017 Strategic Plan Completed Items
6. 2017 Strategic Plan Outstanding Items

ADJOURN - 5:00 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

Strategic Plan Retreat



Friday, June 26th

8:00 am – 5:00 pm

Frost Creek

1094 Frost Creek Drive, Eagle CO 81631

Purpose of the Retreat: Together as a team, to craft a Strategic Plan aligned with the Vision and Mission, with Areas of Focus and Goals that are prioritized.

7:30 Breakfast will be available

8:00 Welcome and Purpose

8:05 Agenda for the Retreat

8:15 Ground Rules

8:20 Introductions

8:30 Roles and Governance

8:55 The Strategic Road Map

9:00 Building on Success: Accomplishments from Previous Strategic Plans

9:30 Break

9:45 Current Strategic Plan

What we Like

What we Don't Like

10:00 Revisit the Mission/Values/Business Values (Areas of Focus)

10:15 Vision for the Future of Eagle

10:45 Break

11:00 Vision Continued – Let's Add Some Details

12:00 Lunch Break

12:30 Areas of Focus: Big Picture

1:00 Major Objectives (Goals) with Outcomes

20 year/5 year/2 year

2:00 Break

2:15 Objectives (Goals) *Continued* with SWOT and Ladder

- Strengths/Weaknesses/Opportunities/Threats
- Unintended Consequences
- Challenges/Solutions

3:00 Break

3:15 What is MOST IMPORTANT?

3:45 What do we do now? (Budget/Staffing/Resources/CIP)

4:00 Review of our Work

4:15 Agreements and Next Steps

4:45 Wrap up and Close

What is a Strategic Plan?

A Strategic Plan is a Road Map that takes you from where you are today to where you want to be in the future.

Action Steps are everything that goes into the trip: what vehicle to take, who to take with you, when you are going to leave, and how to fund the trip.

VISION
Dream Destination

MEASURE THE PROGRESS

Return on Investment
Key Performance Indicators



Action Steps



Dream Destination

INTEGRATE THE PLAN

Budget Plans



Completing SMART Objectives along the way will accomplish your Goals and get you closer to your Dream Destination.

Objectives



COMMUNICATE YOUR PLAN

Outreach Strategic Map



GAS STATIONS

Successes - Celebrate!
Lessons Learned
Map the next 90 Days



RECALIBRATE GPS: ANNUALLY

Review full Plan, reaffirm Mission
and Vision
Create new GPS



Strategies are the Route you take – you'll choose the best Route based on information such as construction, or weather.

Strategies



Your Priorities are your Steering Wheel – they will take you in the right direction every time.

Priorities



Goals are major milestones along the way. Mile Markers along your Road on the way to your Dream Destination.

Goals



Values are the Compass by which you make decisions.

Values



The Mission is the purpose, the reason you exist. Since it doesn't change over time, think of your Mission as your Guiding Star, where you can always look for guidance.

Mission





To: Mayor and Town Council

From: Brandy Reitter, Town Manager

Date: June 26, 2020

Agenda Item: Strategic Plan Status Update

REQUEST:

Staff requests that the Town Council review the status of the 2017 Strategic Plan.

BACKGROUND:

Staff presented the first draft of this report in June of 2018 that included all the priorities and objectives approved by the BOT in 2017. The last time the Board reviewed the update was on December 10, 2020. The BOT gave staff permission to consolidate unnecessary and redundant action items. Those items are crossed out. Progress is being made on the remaining items. Due to the amount of time and resources staff spent on COVID-19, most of the priorities in 2020 have been delayed. The Town Council will receive reports on progress quarterly or upon request. Updates are attached to this memo.

ANALYSIS:

Instructions for reviewing the report are included below:

- Everything in bold indicates a change from the prior report.
- Items highlighted in green are complete and will be removed on the next report.
- The completed items are in a separate report to track.
- Items highlighted in yellow are in progress or are scheduled.
- Updates on each item are listed in the Update column.
- Items that are not highlighted haven't started or there is no change in status from the last report.

Significant changes from last report:

- Successful Home Rule election in April.

- Elevate Eagle comprehensive plan is 95% completed.
- LBWTP is 64% completed.
- The municipal broadband meet-me-center was successfully installed, and town received a grant to extend infrastructure down Chambers Avenue.
- New downtown revitalization vision is completed.
- Wastewater, Grand Avenue Corridor Plan, Community Survey RFPs developed and are ready for publication.

Major Projects Outside of the Strategic Plan:

- Red Mountain Ranch
- Brush Creek Road extension

Strategic Plan statistics:

Staff is tracking 35 strategic plan outcomes. Out of 35, approximately 7 are complete and 18 are in progress. There are 10 items that have not started or do not have an update from the last report. There are 16 that staff deleted and consolidated.

BUDGET / STAFF IMPACT:

There is no impact to budget or staff with this report.

COMMUNITY ENGAGEMENT:

- None required.

STRATEGIC PLAN ALIGNMENT/STANDARDS ACHIEVED:

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

An update on the strategic plan illustrates how the organization is accomplishing all the business values and strategic objectives that were identified by the BOT in 2017.

RECOMMENDED ACTION OR PROPOSED MOTION:

Action by the Town Council is not required.

ATTACHMENTS:

- Quarterly report

ABOUT THE TOWN OF EAGLE

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

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

The Town's Organization - Established in 1887, incorporated in 1905, the town of Eagle became the County seat in 1921. The Town is a council-manager form of government led by a 7-member board of trustees elected for four-year terms. The trustees appoint the Town Manager, Town Attorney, and Municipal Court Judge. The Town has a staff of approximately 40 dedicated employees with an average longevity of 10 years. Eagle provides a full range of services including: police protection, water and wastewater services, street and parks maintenance, community and economic development, and events planning. Fire service is provided by the Greater Eagle Fire Protection District.

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

PURPOSE OF THE TOWN'S STRATEGIC PLAN

This Strategic Plan (the Plan) has been prepared for the citizens of Eagle by the employees of the Town in collaboration with the Board of Trustees. It establishes a common language and proposes strategies designed to ensure a bright future for Eagle. Specifically, this Plan creates the following outcomes:

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

It is important to emphasize that this Strategic Plan does not approve or communicate final policy decisions on specific issues or objectives. Rather, it provides a framework for an ongoing dialogue about maintaining and enhancing quality of life in Eagle. Each of the Major Objectives in this Plan will require additional

collaboration by the Town's staff, advice from experts, and input from the community before the Trustees make final policy or investment decisions. Outreach efforts on the River Park project, and upcoming outreach on the new water treatment plant are examples. The Town will provide ample opportunities for citizens to be engaged in the dialogue as specific issues are addressed.

ELEMENTS OF THE STRATEGIC PLAN

Foundation – The Town's Mission and Behavioral Values establish a foundation for meeting the needs of the community, and defining how the employees of the Town will conduct business.

Business Values – The Town's Business Values describe specific commitments to protect the interests of the residents and businesses in Eagle, for example reliable and cost-effective services, economic development, sound financial management, and transparency. These values provide the framework for identifying more explicit standards and for engaging with the community on important issues.

Standards - To provide consistent value to the community, and to be transparent in its decision making and communications, it is essential that the Town develop and comply with standards. A standard is simply a rule, a level of quality, or an achievement that is considered acceptable or desirable. The Town's standards drive its activities, decisions, and proposed investments, whether they are internal policies or regulations. They also provide a mechanism for having a more meaningful dialogue with the community and empowering the Town's staff to enhance quality of life in Eagle.

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

FOUNDATION

MISSION

Maintain and enhance quality of life for everyone in our community

STAFF BEHAVIORAL VALUES

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

Integrity

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

Respect

We thoughtfully consider each other's differences and opinions.

Commitment

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

Responsibility

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

Collaboration

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

Leadership

We are proactive in advancing the interests of our communities

BUSINESS VALUES

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



The following narrative provides more information on the Town's Business Values and articulates some of the Town's specific standards.

Sound Planning: The foundation for providing reliable services and quality of life is planning. The Town's planning process is based on having a long-term view, identifying key standards, taking advantage of significant opportunities and mitigating risks. Specifically, The Town focuses on adequate resources, reliable infrastructure, compliance with regulations, and a local economy that supports high quality of life for Eagle residents. Infrastructure planning must ensure that the Town's roads, parks, water system, and wastewater facilities are proactively maintained and when necessary modernized. Economic planning must adhere to specific standards that enhance and maintain quality of life for everyone in the community. Finally, planning is about creating a better future, which often requires a willingness to change. The Town is working to create a culture of continuous improvement where change is not only viewed as the norm, but essential for providing exceptional value to the community.

Appropriate Investment: Providing reliable services requires funding that covers today's financial needs and supports investments in the Town's vision for the future. The Town must also invest in a highly effective, motivated, and well-trained workforce. Securing community support for adequate funding requires that Town's leadership and staff are trusted, that standards driving investment are clear, and that investment proposals are compelling. These investments must strike a balance between creating value for the community and the cost burden placed on residents and businesses. For these reasons, the Town pursues public participation in the decision-making process, which includes building strong relationships with elected officials, community leaders, and the public.

Reliable and Cost-Effective Services: A key responsibility for the Town is to provide essential services, whether it be reliable water and sewer services, trash and recycling services, or support with respect to permitting, zoning, planning, and other basic needs. The Town is committed to delivering potable water service that is highly reliable, high quality, meets all regulatory standards, and is responsive to customer-reported problems. Meeting the needs of customers also requires that the Town adopt standards of service that make it easy for people to do business with the Town. This means going the extra mile to make sure that customers know where to find requested information, and ensuring that employees have the knowledge to

resolve a customer's problem. Finally, Eagle is a small town, so residents should receive consistent service with a personal touch, ideally where people come to trust individual Town employees to address their needs.

Protecting Public Health, Safety, and the Environment: Whether it is providing reliable water and sewer services that protect people and the environment, or providing highly responsive police service, the Town is committed to protecting the well-being of its people and the community. This means supporting dynamic and diverse neighborhoods, maintaining a strong framework for business opportunities, being good stewards of the environment and addressing the problem of greenhouse gasses. These values drive a comprehensive land-use and development code that guides smart and safe development.

Sound Finances and Increasing Efficiency: The Town's financial capabilities and standards ensure that it has the financial strength and resources to provide the reliable and high-quality services that residents expect. These resources, which come from the Town's ongoing revenue sources, include local and county sales taxes, property taxes, utility franchise taxes, lodging and occupation taxes, water service bills, new customer water tap fees, and fees for licensing, permitting, planning, and zoning. The Town's finances must be resilient to economic downturns, cover the full cost of operations, provide adequate funding to maintain financial reserves, and support capital investment. These financial practices and reserves are necessary for earning favorable credit ratings for bond funds, which gives the Town access to low-cost financing for infrastructure improvements. Combined with aggressively pursuing grant funding and improving efficiency, the Town's financial practices help keep fees for service low while allowing for investments in services, human resources, and infrastructure.

Economic Development: Eagle's economy is the engine for quality of life. Simply stated, Eagle is a place to live, work, raise a family, and retire. It is a place that attracts outdoor adventurers and tourists, allows businesses to grow, and offers travelers a friendly place to stop and purchase goods and services. Eagle is fortunate to have a variety of natural and developed assets, including its location on Interstate 70, proximity to world class ski resorts and the regional airport, and access to multiple outdoor activities, including hiking, mountain biking, fishing, river rafting, kayaking, snowmobiling, and hunting. These assets are strong in comparison to many other communities, which gives Eagle a leg-up in determining its future. The economic impacts of visitors and economic development efforts by the Town, should align with the Town's vision and produce benefits for the residents in terms of amenities, special events, activities, jobs, wages, infrastructure, and revenue for the Town. In short, economic development activities and growth should align with the Town's mission of enhancing quality of life for everyone in the community. Development activities must also consider the desire to maintain an authentic small-town feel, where people know their community leaders and government officials, and it's easy to get around Eagle, whether you are walking, biking, or driving.

Transparency and Community Engagement: By providing easy access to information and timely responses to customer inquiries, the Town creates an environment that fosters public trust and allows Eagle's residents and business owners to understand the Town's values, priorities and Strategic Plans. The Town is committed to maintaining an ongoing, meaningful, and substantive dialogue with the community that is based on clearly defined standards and compelling arguments for proposed policies and investments. Eagle's population is not homogeneous, rather an eclectic combination of people and communities, whether these communities are based on location, age, income, or spoken language. Therefore, the staff and Trustees need to listen and understand community needs from a variety of perspectives. People from different communities need to feel they are being heard and feel connected to both the Town and people from other communities within Eagle. This involves embracing our common bond of being residents of Eagle while also valuing our differences. This transparent approach facilitates long-term and mutually beneficial relationships, ultimately leading to better policy decisions and levels of service that meet the needs of the community.

PURSUING OPPORTUNITIES AND MITIGATING RISKS

The Town of Eagle engages in planning, makes capital investments, and provides essential services designed to sustain a vibrant economy and high quality of life. Consequently, the Town must not only take advantage of opportunities, but analyze and mitigate significant risks, whether these risks relate to the economy, the reliability of essential services, the natural environment, public health, or public-safety. Properly addressing these risks, and pursuing opportunities to improve the community, requires that the Town maintain a robust planning process and recommend prudent policies and investments. The following Major Objectives address these opportunities and risks and are aligned with the Town's Business Values and key standards. They provide the basis for further collaboration and ultimately policy decisions by the Town's Trustees.

MAJOR OBJECTIVES

Using Major Objectives to Describe the Future – Eagle's Strategic Plan employs several criteria for assessing future challenges and opportunities. These criteria include the following:

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

Based on the criteria above, the Town has developed a series of Major Objectives.

LIST OF MAJOR OBJECTIVES

The following Major Objectives describe the issues, discussions, and decisions likely to come before Eagle's Trustees within a 5-year planning horizon. As stated above, they do not represent final decisions by the staff or Trustees, rather they provide enough detail for the Town's staff to continue clarifying the issues, collaborating with experts, and leading a community dialogue. Each Major Objective lists key Business Values and standards, and is designed to align with the Town's mission statement, which is to *maintain and enhance quality of life for everyone in Eagle*. These objectives and associated activities may have implications well beyond the planning horizon, consistent with the need to have a long-term view. In summary, Eagle is a great place to live, work, raise a family, retire, and a great place to visit. The following Major Objectives address these fundamental realities in an integrated manner.

1. Develop a Long-Term Vision for Eagle
2. Enhance the Financial Health of the Town
3. Build Lower Basin Water Treatment Plant, Enhance Water Management
4. Develop River Park Project, Maximize Economic Benefits
5. Stimulate Economic Vitality, Development
6. Invest in Public Safety to Respond to Evolving Community Needs
7. Implement Priority Infrastructure Improvements
8. Improve Housing Availability and Affordability
9. Continue Investing in Outdoor Activities, Recreation, and Open Space
10. Address Essential Planning and Land-Use Challenges
11. Enhance the Town's Communications, Build Eagle's Brand
12. Initiate and Maintain a Community Building Effort
13. Improve Town Organization, Culture, and Workforce Effectiveness
14. Consider Implementing Home Rule

Major Objective No. 1: Develop a Long-Term Vision for Eagle

<i>Applicable Business Values</i>	• Mission – Maintain and Enhance Quality of Life for Everyone in Our Community • All Business Values
<i>Most Relevant Standards</i>	• A great place to live, work, raise a family, and retire • An economy that provides opportunities for a diverse population of all ages • Transportation system that facilitates pedestrian, bicycle and vehicular movements throughout the Town, making it easy to get around Eagle at any time of the day • Total population that supports a sustainable economy, is consistent with Eagle's geography, and maintains a small-town feel • High quality infrastructure that encourages beneficial growth and development • Events and amenities that attract visitors and enhance quality of life for Eagle's residents
<i>Background</i>	Eagle is a community with a variety of natural and developed assets, including its location on Interstate 70, proximity to world-class ski resorts and the regional airport, and access to multiple outdoor activities. These assets are strong in comparison to many other communities, which means that the Town has a clear advantage in determining future quality of life.
<i>Challenge/ Opportunity</i>	Even though Eagle's assets are strong, the Town needs to have a vision for the future and a plan for realizing this future. This vision, or vivid description of the future, is the basis for sound planning, policy decisions, and investments. More specifically, it will inform the process of working through and making final policy decisions related to the Major Objectives in this Strategic Plan.
<i>Solution</i>	Continue to collaborate with staff, Trustees, and the community to develop and maintain a vivid description of Eagle 15 years from now that addresses the following key issues: • Population and demographics – Approximately 10,000 people 15 years from now • Community culture – How we treat each other and work together to build our future • Economic vitality, community amenities, and availability of jobs • Quality of infrastructure, especially water, wastewater, and transportation • Look and feel of the Town, and ease of transportation • Housing availability and affordability • Quality of the Town's services, support, and communications • Community Engagement - Relationship between the Town and the various communities in Eagle
<i>Timing</i>	The Strategic Planning process will result in a draft vision statement. Elements of this vision should be shared and discussed during the ongoing dialogue with the community on the objectives in the Strategic Plan, with more formal reviews and updates occurring every two years.
<i>Staff Contacts</i>	Town Manager, Town Engineer

Major Objective No. 2: Enhance the Financial Health of the Town

<i>Applicable Business Values</i>	• Sound Planning and Appropriate Investment • Reliable and Cost-Effective Services • Sound Finances and Increasing Efficiency
<i>Most Relevant Standards</i>	• Revenues that fully fund operations costs, reserve funding, and needed capital investments • Investments that create compelling value for residents and businesses • Finances that are resilient to economic downturns • Strong credit ratings for bond funds, facilitating low financing costs • 20% reserve for general fund and adequate reserves for enterprise funds • Accurate and timely financial/budget reports • Documented financial standards, policies, and procedures
<i>Background</i>	The ability to provide high levels of service and invest appropriately in future quality of life hinges on the staff and Trustees being stewards of the Town's financial resources. These resources, which come from the Town's ongoing revenue sources, include local and county sales taxes, water service bills, new customer water tap fees, and fees for licensing, permitting, planning, and zoning.
<i>Challenge/Opportunity</i>	The challenge for the Town is to ensure that its financial management is sound and that current revenues reflect 100% of the revenue entitled to the Town under current regulations and policies. This should include developing strategies to increase revenue that are not burdensome to residents and taxpayers. These revenues can in turn be used to create compelling value for the community.
<i>Solution</i>	• Benchmark current revenue given the Town's size and economy • Update out-of-date fees and revenue sources • Raise water-service Tap Fees to reflect the cost of replacing shared system infrastructure • Assess current lodging revenues and determine lost revenue opportunities • Develop a stronger relationship with Eagle's state sales tax representative to more proactively address issues with reporting and revenues • Develop ROI/revenue reports that analyze the benefits of economic development initiatives • Provide quarterly financial/budget reports to the Trustees and monthly reports to managers • Continue to perform and enhance training for financial staff and department managers • Review, enhance, and document financial standards, policies, and procedures • Develop a grant-funding strategy and aggressively pursuing grant funding in conjunction with Eagle's infrastructure needs and economic development plans
<i>Timing</i>	Lost opportunities mean lost revenue that can never be recovered. Addressing revenue issues should be a high priority. • Review, enhance, and document financial standards by October 1, 2017 • Complete assessment items noted above and define specific corrective actions, including implementation milestones, by December 1, 2017
<i>Staff Contacts</i>	Finance, Town Manager, Town Clerk

Major Objective No 3: Build Lower Basin Water Treatment Plant, Enhance Water Management

<i>Applicable Business Values</i>	• Sound Planning and Appropriate Investment • Reliable and Cost-Effective Services • Protect Public Health, Safety, and the Environment
<i>Most Relevant Standards</i>	• Provide reliable water supply and water service, and safe, high-quality water • Provide adequate public facilities to support beneficial growth • Infrastructure that attracts desired economic development
<i>Background</i>	The Town receives its water from the upper Brush Creek water plant. Peak usage occurs in the summer months when outdoor watering greatly increases potable water demand. This outdoor water use has a large positive visual impact on both residential and commercial neighborhoods, which is especially important given the increase in our summertime events and activities in Eagle.
<i>Challenge/ Opportunity</i>	The Town faces the following challenges related to its water supply: • The Town's water supply is limited by Brush Creek water rights and the peak capacity of the current water plant (which purifies the water to meet drinking water standards) • Peak demands in the summer are approaching the maximum capacity of the plant, even with 90% of customers complying with odd-even day watering restrictions • Given that Eagle has only one water treatment plant, there is no water-supply redundancy or treatment plant redundancy, which increases water supply and service reliability risks • Brush Creek could be compromised due to a wildfire contaminating the water, mudslides that could block the Creeks' flow, or other events in the watershed that could impact water quality or flows • Brush Creek flows could be severely curtailed by low snowpack during any given year and in general due to climate change. Eagle has no significant water storage to buffer yearly snowpack variations • Growth of Eagle cannot be supported by the current water plant without imposing significant additional water restrictions and growth control. • The Town needs to review water-system management practices, including current levels of water-use efficiency and opportunities to increase efficiency (conservation) • Current Tap Fees (new connection fees) are too low, and don't cover a new customer's fair share of the Town's wholesale water infrastructure costs, and reservation of treatment plant capacity • Current water bills are not easy to read and billing system needs improvement
<i>Solution</i>	Build the Lower Basin Water Treatment Plant which provides the following benefits: • Allows the Town to utilize new legal and physical water rights on the Eagle River, plus provides emergency access to flow in the Eagle River • Provides water supply redundancy, and water-supply capacity to support beneficial growth • Increases water supply and water service reliability – Significantly reduces water-supply risks • Allows the Town to increase flows in Brush Creek, providing environmental benefits Address other water system issues, including the following: • Review water management practices against industry best practices, and recommended changes • Upgrade billing system, enhance water bills, and implement automated meters if indicated
<i>Timing</i>	• Both construction and financing costs are projected to increase if the water-plant project is delayed. • Complete all water system planning and outreach tasks by December 2017 • Complete new Lower Basin Water Treatment Plant by June 2020

Major Objective No 3: Build Lower Basin Water Treatment Plant, Enhance Water Management

Staff Contacts *Public Works Director, Town Engineer, Finance Administration*

Major Objective No. 4: Develop River Park Project, Maximize Economic Benefits

<i>Applicable Business Values</i>	• Sound Planning and Appropriate Investment • Economic Development • Protect Public Health and the Environment
<i>Most Relevant Standards</i>	• Economic development that benefits all of Eagle's communities • Enhance the look, feel, and experience of Eagle • Maximize the economic benefits of investments in infrastructure, amenities, and events • Design and construct the River Park to support world-class competitive whitewater events
<i>Background</i>	The Eagle River Park plan envisions a new amenity both in and along the river. The Park will be located immediately east of the Eagle County Fairgrounds. The plan includes river features to attract boaters, kayakers, and tubers, and a riverfront park that includes a gathering area, access to the water, trails, and a river-front beach area. The project incorporates the latest thinking in whitewater park design. Phase 1 includes in-stream and riverbank improvements, riverside park development, and trail connections. The Park will create a visual draw for people driving by on I-70, attract major competitive whitewater events, and provide a recreational amenity for residents of Eagle and surrounding communities.
<i>Challenge/ Opportunity</i>	The primary challenge is for the Town to ensure that the River Park project stays on schedule and within budget. Beyond initial construction issues, it is important that plans for economic development associated with the Eagle River Park are defined and being pursued. Eagle should get the most out of its investment in the project in terms of benefits for residents, businesses, and revenue for the Town.
<i>Solution</i>	• Complete project on schedule and within budget • Collaborate with whitewater experts to ensure that the Park has the features, seating, and amenities to support major whitewater competitions • Create a specific economic development plan associated with the River Park. Include both entrepreneurial and retail business elements, and recruiting process for competitive events • Coordinate economic planning with the Eagle River Corridor Plan
<i>Timing</i>	• Complete River Park economic development plan by the summer of 2018 • Complete River Park Construction by Fall 2018.
<i>Staff Contacts</i>	<i>Town Manager, Consultant, Community Development Director</i>

Major Objective No. 5: Stimulate Economic Vitality, Development

<i>Applicable Business Values</i>	• Sound Planning and Appropriate Investment • Economic Development • Sound Finances and Increasing Efficiency
<i>Most Relevant Standards</i>	• Economic development plans align with Eagle’s vision for the future • Economic development that benefits all of Eagle’s communities • Enhance the look, feel, and experience of Eagle • Transportation system that facilitates pedestrian, bicycle, and vehicular movements throughout the Town, making it easy to get around Eagle at any time of the day • Small town feel, and a great place to raise a family • High-quality events that are aligned with Eagle’s values and infrastructure capabilities
<i>Background</i>	Eagle’s economy is the engine for quality of life. The economic impacts of visitors, and economic development efforts by the Town, should produce benefits for the residents of Eagle in terms of amenities, jobs, wages, infrastructure, and revenue for the Town.
<i>Challenge/ Opportunity</i>	To date, Eagle has not developed a clearly defined plan to stimulate economic development that is aligned with the Town’s assets, brand, and the values of the community. This increases the risk that the community is missing opportunities to enhance the experience of visiting and being a resident of Eagle, or allowing development to occur that does not enhance quality of life or degrades the local environment.
<i>Solution</i>	Initiate an ongoing process that addresses economic vitality and development. This process will include ongoing collaboration between the Town’s staff and Trustees, seeking advice from the Chamber of Commerce and other experts, and facilitating a meaningful dialogue with the community on specific activities and plans. This Major Objective will entertain a variety of opportunities that are expressed in the following goals or tasks. • Seek advice from the Economic Developers Council of Colorado • Take better advantage of the I-70 traffic corridor from an economic and Town revenue perspective ○ Establish Eagle as “The place to stop” west of Vail Pass ○ Encourage visitors to go Downtown and further south (Eagle Ranch) ○ Improve way-finding signage and advertising • Continue to advance Eagle as a government, business, and recreational hub for the region, including providing affordable lodging • Evaluate and enhance marketing for special events and Eagle as a destination, and continue to strive to attract better brands to support events • Analyze threats to current assets, events, and economic development plans, and the various ramifications of economic development and growth • Maximize/optimize economic activity and revenues from current events and visitors, especially associated with the new River Park • Coordinate economic planning with the Eagle River Corridor Plan • Identify and recruit businesses that fulfill regional needs and are consistent with Eagle’s brand, visitors, and lifestyle – Find out which businesses are interested in Eagle • Develop clear plan for enhancing the Downtown experience for residents, and therefore visitors • Ensure that infrastructure, parking, and housing plans support planned economic development • Develop a mechanism for reporting on progress and engaging in periodic community outreach
<i>Timing</i>	Develop a more detailed list of economic development activities and milestones by December 31, 2017.
<i>Staff Contacts</i>	Town Manager, Special Events Coordinator, Finance Director

Major Objective No. 6: Invest in Public Safety to Respond to Evolving Community Needs

<i>Applicable Business Values</i>	• Sound Planning and Appropriate Investment • Public Safety • Transparency and Community Engagement
<i>Most Relevant Standards</i>	• Fully fund the costs of police services • Valuing human life, and recognizing that police powers come from the people • Fair, ethical, and honest execution of our duties • Being sensitive to diversity, providing equal protection under the law • Creating partnerships in the community to enhance cooperation and increase safety • Being a part of the community and further community policing perspectives • Continuous improvement in safety, services, and police behaviors • Physical and moral courage • Ensure that the Department complies with all Colorado Post standards
<i>Background</i>	Eagle is an appealing Town with an eclectic combination of neighborhoods, offering a unique quality of life for residents and visitors. The Eagle Police Department strives to protect this lifestyle by maintaining high standards for public safety and community involvement. Lower crime rates correlate with members of the community working in close partnership with the Police Department, including reporting suspicious activities, aiding in crime prevention, and supporting community networking and education programs. This focus on community involvement is a critical element of Eagle's police and public-safety strategy.
<i>Challenge/Opportunity</i>	The public image of law enforcement is as diverse and complex as the communities it serves. Due to the impact and visibility of police activities, it is a highly-scrutinized profession, placing tough demands on both officers and leadership. This is the context in which the Town addresses important public-safety issues, for example in recruiting and retaining qualified officers, investing in training and new equipment, advocating for new positions and resources, and ultimately meeting the evolving needs of Eagle.
<i>Solution</i>	Eagle's police force must respond to the public-safety needs of the community as it continues to grow and evolve. This will include taking the following actions. • Focus on retention of qualified staff by instituting competitive pay and benefits, and investing in housing options and transitional housing • Invest in new positions to increase safety and efficiency • Expand current space, or combine fire and police services in a new building • Continue enhancing community networking through modern strategies of patrol, community meetings, and technology • Increase focus on youth programs with special attention on safety, technologies, and social issues such as marijuana use • Continue to research and implement innovative solutions to improve efficiency, service, safety, and community relations • Remain committed to a Town Police Department with a Chief of Police
<i>Timing</i>	• Align the timing of specific initiatives with Eagle's evolving needs and growth
<i>Staff Contacts</i>	<i>Police Chief, Records Supervisor, Sergeants</i>

Major Objective No. 7: Implement Priority Infrastructure Improvements

<i>Applicable Business Values</i>	• Sound Planning and Appropriate Investment • Economic Development • Reliable and Cost-Effective Services • Protect Public Health, Safety, and the Environment
<i>Most Relevant Standards</i>	• Infrastructure investments that support approved economic development plans • Transportation system that facilitates pedestrian, bicycle, and vehicular movements throughout the Town, making it easy to get around Eagle at any time of the day • Provide ample parking, especially for businesses and specific events venues • Proactive maintenance and modernization of critical infrastructure • Balance infrastructure investment needs with the cost burden placed on residents and tax payers
<i>Background</i>	The Town's infrastructure is the foundation for high quality of life and a strong economy. Businesses considering a move to Eagle will be looking at the quality of the infrastructure, its capacity to support a reasonable amount of growth, and the Town's plans for enhancing the infrastructure.
<i>Challenge/ Opportunity</i>	The challenge is to Implement priority infrastructure improvements without creating an undue burden on residents and tax payers
<i>Solution</i>	• Develop a Capital Improvement Plan with appropriate cycles • Build new Lower Basin Water Treatment Plant, as outlined in Major Objective #3 • Implement the Grand Avenue (Highway 6) Corridor Plan • Appropriately implement other infrastructure priorities including a broadband system, Capitol Street improvements, and the Brush Creek Road Extension • Plan and implement Infrastructure as needed to support economic development initiatives, and the parking to support current and future special events • Develop resources to aggressively seek grant funding
<i>Timing</i>	• Timing of infrastructure improvements should be aligned with economic development plans and the most pressing infrastructure needs • Develop Capital Improvement Plan by December 2018
<i>Staff Contacts</i>	Town Engineer, Public Works Director

Major Objective No. 8: Improve Housing Availability and Affordability

<i>Applicable Business Values</i>	• Sound Planning and Appropriate Investment • Economic Development • Protect the Environment
<i>Most Relevant Standards</i>	• Zoning and housing plans that align with Eagle’s vision and economic development plans • Housing that supports a diverse population, including all ages, ethnicities and income groups • Housing that provides a wide range of housing types in walkable neighborhoods
<i>Background</i>	The availability and affordability of housing is a central issue in determining the character of a community, including who can afford to live in the community, and quality of life and its authenticity. It directly contributes to the success and sustainability of businesses in Eagle, and effects the ability of government to attract high-quality employees. Finally, cost of housing determines whether the local economy provides the resources for people to live comfortably.
<i>Challenge/ Opportunity</i>	The cost of housing in Colorado is 56% higher than the national average, and Eagle is no exception when it comes to high housing costs. The following housing challenges apply to Eagle: • Given Eagle’s size and location, construction costs for new dwellings is high, and it is difficult for developers to profit from more affordable housing. • The high cost of housing and low availability of housing means that it is difficult for businesses and the government to recruit employees. • Housing costs and availability will represent a significant concern for business or entrepreneurs who might consider locating in Eagle. • It is difficult for people who have grown up in Eagle to remain in Eagle. • Given Eagle’s assets and location, a certain number of people will want to live in Eagle even if the housing is expensive. Allowing growth to be dictated by people who already have the resources to move to Eagle without needing to be employed by a local business will naturally shift the population toward people who work from home, or older retired people. • Eagle will likely reach build-out in the next 15 years, at which point the options available to change the housing mix will be severely limited.
<i>Solution</i>	• Become an active participant in the county-wide conversation about housing, and work actively with Eagle County on efforts to provide affordable housing • Assess current housing prices and availability, its impacts on the community, and future trends if there is no intervention • Develop a specific vision for future housing that is aligned with Eagle’s vision, desired population mix in 15 years, and economic development plans • Explore zoning and other methods to create a more balanced and affordable housing mix that supports young people and young families • Coordinate Efforts with Eagle River Corridor Plan
<i>Timing</i>	• Complete vision or plan for Eagle’s housing mix at build-out by December 31, 2018
<i>Staff Contacts</i>	Community Development Director, Town Manager

Major Objective No. 9: Continue Investing in Outdoor Activities, Recreation, and Open Space

<i>Applicable Business Values</i>	• Sound Planning and Appropriate Investment • Economic Development • Protect Public Health and the Environment
<i>Most Relevant Standards</i>	• Appropriately invest in open space and recreation opportunities • Actively manage the Town's open space lands using sound land stewardship practices • Provide for outdoor recreation while preserving and enhancing native flora and fauna populations • Market and promote the town to target audiences, promoting the Town as a summer destination • Preserve and enhance access to Town, State, BLM, and Forest Service public lands • Enhance the look, feel, and experience of Eagle and its environment • Design and develop parks and open space for uses that serve the people in Eagle • Provide lodging which fit people's budget and preferences, including hotels and camping. • Grow the open space and recreation business over time, increasing staffing and responsibilities • Increase usability of recreation and open space for all of Eagle residents.
<i>Background</i>	The Town of Eagle has found its place in the tourism driven economy of the Greater Eagle River Valley as a destination for biking, hunting, fishing and other recreational activities. These activities support the Town's mission to enhance the quality of life for everyone in our community, as well as promoting the town and its businesses to tourism. Resources have been allocated to support and enhance Eagle's recreational offerings. However, plans need to continually evolve in response to changing uses, new opportunities, and environmental concerns.
<i>Challenge/ Opportunity</i>	Not all residents use the town's recreational spaces, or participate in outdoor activities on a regular basis. However, the availability of these amenities arguably contributes to the quality of life for all residents. Unfortunately, return-on-investment for open spaces and amenities is not always easy to quantify, so the Town needs to carefully assess the benefits of proposed projects and investments. Since the costs for developed amenities has exceeded revenue in recent years, the Town should seek new funding sources.
<i>Solution</i>	• Develop/update an open space plan that addresses the open space standards noted above • Actively apply for Great Outdoors Colorado (GOCO) and other open space related grants • Assess current lodging revenues and determine if there are lost revenue opportunities • Educate citizens and school children about the open space recreation opportunities that exist in their backyard through increased public outreach • Further coordinate outdoor recreation, tourism, and events marketing to increase visitation
<i>Timing</i>	• Update open space plan by December 31, 2017 • Apply for two outdoor recreation and natural resources management grants (at a minimum) by March 31, 2018. • Complete lodging revenue assessment by December 1, 2017. • Develop open space focused citizen outreach plan by January 31, 2018.
<i>Staff Contacts</i>	Open Space Coordinator, Special Events Coordinator

Major Objective No. 10: Address Essential Planning and Land-Use Challenges

<i>Applicable Business Values</i>	• Sound Planning and Appropriate Investment • Economic Development • Protect Public Health, Safety, and the Environment
<i>Most Relevant Standards</i>	• Support a small-town look and feel for Eagle • Maintain standards that support new development while managing risks to the Town • Maintain land-use codes that are current with new development, engineering, regulatory, and technology standards • Transportation system that facilitates pedestrian, bicycle, and vehicular movements throughout the Town, making it easy to get around Eagle at any time of the day • Park and open space system that provides for recreational needs and protects sensitive landscapes • Meeting key water quality, habitat improvement, and wildlife standards • Housing that provides a wide range of housing types in walkable neighborhoods
<i>Background</i>	Planning is an essential component of managing any city, town, or community. The challenge is to determine the appropriate level of planning given the community's economy and government resources. Poor planning, or the lack of planning, can lead to negative outcomes in terms of inadequate infrastructure, degraded public services, or negative impacts on the environment.
<i>Challenge/Opportunity</i>	Planning can be a messy process, and the most creative plans often come from a willingness to be flexible in the face of unique or difficult challenges. The Town needs to strike a balance between the need for comprehensive planning, meeting key planning standards, and addressing specific initiatives, opportunities and problems.
<i>Solution</i>	• Analyze land-use regulations as compared with the Comprehensive Community Plan • Complete a major overhaul of the land-use and development codes • Continue working the Eagle River Corridor Plan • Review current zoning to make sure that it's consistent with Eagle's vision and economic development plans • Highlight key planning standards in planning documents and investment proposals • Prioritize planning needs as they relate to the specific opportunities associated with the Major Objectives in this Strategic Plan • Continue to support specific initiatives and opportunities by developing sub-area plans • Assess and address the human resources to maintain needed planning activities
<i>Timing</i>	• Identify, document, and share key planning standards by December 1, 2017 • Continue to develop sub-area plans consistent with needed timing of specific initiatives • Assess needed human resources for planning and make recommendations by Jan 2018 • Complete overhaul of the land-use codes by December 2019
<i>Staff Contacts</i>	Community Development Director, Town Manager

Major Objective No. 11: Enhance the Town's Communications, Build Eagle's Brand

<i>Applicable Business Values</i>	• Sound Planning and Appropriate Investment • Economic Development • Transparency and Community Engagement
<i>Most Relevant Standards</i>	• Be proactive in communications, getting ahead of important community issues • Engage in an ongoing dialogue with the community about strategies, plans, and pending decisions • Provide information that is brief, relevant, and emphasizes the Town's Business Values • Emphasize motivations and relevant standards in communications and investment proposals • Build strong ongoing relationships with community leaders (influencers) • Provide ample access for the public to provide input on major strategies and policy decisions
<i>Background</i>	The essential competencies for any municipality are to provide essential services and to ensure that the community is investing appropriately in future quality of life for its residents. Appropriate investment requires that the staff of the municipality is trusted and is leading a meaningful dialogue with the community on important issues and policy decisions.
<i>Challenge/ Opportunity</i>	Historically, the Town of Eagle has had limited resources for systematically engaging with the community. However, as Eagle approaches its critical mass of population and build-out over the next 15 years, it will be important to ensure that policy decisions and investments are aligned with community desires and that key economic development initiatives are supported with effective communications.
<i>Solution</i>	• Clarify and adopt key standards for both internal communications and community outreach • Assess the quality of the Town's customer service, and develop clear standards of service • Conduct community outreach on the new Lower Basin Water Treatment Plant, using the Town Strategic Plan as the context • Develop a written communication vehicle specifically designed to build stronger relationships with community leaders and influencers, for example "Eagle Today." • Ensure that the staff's work on the Major Objectives in this Strategic Plan includes outreach and collaboration with the community prior to final policy decisions by the Trustees • Improve tactical communications, specifically developing a professional response to questions from the community on current or more controversial issues • Ensure that communications demonstrate the Town's commitment to fulfill the promises embodied in the Town's Mission Statement and Business Values. • Clarify the brand of Eagle to the outside world, and align marketing communications with this brand and high-priority economic development initiatives • Strengthen the Town's outreach function, including the hiring of a dedicated outreach professional
<i>Timing</i>	Near-term communication priorities include outreach on the new Lower Basin Water Treatment Plant, the River Park project, and building stronger relationships with community leaders. More detailed milestones for enhancing communications will be developed December 31, 2017
<i>Staff Contacts</i>	<i>Town Clerk, Special Events Coordinator</i>

Major Objective No. 12: Initiate and Maintain a Community Building Effort

<i>Applicable Business Values</i>	• Sound Planning and Appropriate Investment • Protect Public Health, Safety, and the Environment • Transparency and Community Engagement
<i>Most Relevant Standards</i>	• Understand the needs of people in all of Eagle's communities • Enhance the connection that people have with the community and the Town's staff and Trustees • Embrace the differences between the various communities and people who live in Eagle
<i>Background</i>	The essential competencies for any municipality are to provide essential services and to ensure that the community is investing appropriately in future quality of life for its residents. Appropriate investment requires that the staff of the Town is trusted, is listening to its residents, and is leading a meaningful dialogue with the community on important issues and policy decisions.
<i>Challenge/ Opportunity</i>	A specific challenge related to supporting the community is for the Town's staff and Trustees to recognize that Eagle's population is not homogeneous, rather an eclectic combination of people and communities. The staff and Trustees need to listen and understand community needs from a variety of sources. People from different communities need to feel they are being heard by the Town, and feel connected to people from different communities. This involves accepting our common bond as residents of Eagle while also embracing our differences.
<i>Solution</i>	• Implement an ongoing community building effort that brings people together from different communities in Eagle to discuss their needs and aspirations for Eagle • Assess and address the need to provide more information in Spanish • Address specific areas of concern, including feelings that Eagle's neighborhoods and communities are disconnected and isolated • Use this Strategic Plan and the Major Objectives in this plan to facilitate discussions about the future of Eagle, making this part of the community-building process • Enlist Eagle's Police Department to be part of the community building process, and to better understand the needs of people in various communities • Document inputs from people in the various communities to develop a stronger understanding of their values, concerns, and, specific needs • Integrate public feedback into the ongoing process of planning and policy decisions • Conduct periodic Community Survey
<i>Timing</i>	The process of community building can be integrated with all outreach efforts, so it begins with the outreach on the new water plant, and continues with the ongoing outreach on key objectives of the Strategic Plan.
<i>Staff Contacts</i>	Town Manager

Major Objective No. 13: Improve Town Organization, Culture, and Workforce Effectiveness

<i>Applicable Business Values</i>	• Sound Planning and Appropriate Investment • Sound Finances and Increasing Efficiency • Reliable and Cost-Effective Services
<i>Most Relevant Standards</i>	• Highly effective workforce - Be an Employer of Choice • Adequate human resources to support the Town's operations and Major Objectives • Maintain positive employee/employer relations • Offer competitive compensation and benefits • Provide for professional development and growth • Encourage collaboration in a collegial and welcoming environment
<i>Background</i>	The Town is a relatively small organization with employees taking on multiple responsibilities. This means that the staff needs to be highly competent, empowered, motivated, and collaborative. To meet its objectives and realize its vision, the Town needs to hire, train, and maintain a highly productive workforce.
<i>Challenge/Opportunity</i>	The Town needs better information and better plans related to optimizing its workforce, specifically with respect to the following issues: job functions/descriptions, organizational culture, optimum staffing, appropriate training, and internal communications. All these issues affect employee performance.
<i>Solution</i>	Enhance the Town's workforce and organizational effectiveness by taking the following actions: • Identify and elevate standards to enhance organizational culture, morale, and performance • Establish and implement clear standards for external customer service, internal customer service, and communication between employees • Empower selected members of the staff to take ownership of the Strategic Plan Major Objectives, and make all employees aware of their role in supporting strategic-planning efforts • Assess current employee tasks, productivity, goals, and priorities • Evaluate salary and benefits, and make needed adjustments • Strengthen the human resources function and information, including pay grades, job descriptions, employee manual, training, and professional development • Develop three-year staffing plan that addresses current shortages and key competencies • Develop a compensation and benefits strategy that attracts and retains high-quality employees • Align benefits and working conditions to be attractive to younger employees • Define and adhere to procedures for addressing under-performing employees • Integrate Strategic Plan Behavioral Values into the employee review process
<i>Timing</i>	• Identify customer service and other key standards by November 1, 2017 • Provide a detailed workforce plan that includes key milestones by January 15, 2018 • Complete the major elements of the workforce plan by July 1, 2019
<i>Staff Contacts</i>	Human Resources Manager, Mayor

Major Objective No. 14: Encourage Implementing Home Rule

<i>Applicable Business Values</i>	• Sound Planning and Appropriate Investment • Economic Development • Transparency and Community Engagement
<i>Most Relevant Standards</i>	• All Business Values
<i>Background</i>	Of the nation's 50 states, Colorado is one of 30 recognized as a Home Rule State, having amended its constitution to grant municipalities the ability to exercise local control of their individual governments. Home rule allows for greater flexibility in municipal government, including local elections, organizational structure, and municipal courts.
<i>Challenge/Opportunity</i>	Adopting Home Rule is an involved process and requires an initiative from its citizens. This process should not be initiated unless there is a compelling argument for making this change.
<i>Solution</i>	The Town's staff and Trustees will commence an education effort and process for receiving community input, making it clear that the Town is open to Home Rule. If citizens believe Home Rule will be beneficial to Eagle, the Town will hold a Home Rule process election.
<i>Timing</i>	• Complete Home Rule Education by December 31, 2020 • Hold Home Rule process election by April 20, 2021 (if applicable) • Prepare Home Rule Charter and hold an election
<i>Staff Contacts</i>	<i>Citizens of Eagle</i>

CONCLUDING REMARKS

The execution of this plan will begin by assigning each of the Major Objectives to a Trustee or staff champion. The champion is not responsible for finding all the answers or performing all the work. But they are responsible for facilitating ongoing collaboration and decision making. This should include internal collaboration with the staff and Trustees, soliciting advice from experts, and ensuring that the appropriate public outreach is completed before the Trustees make final policy decisions. The financial implications of implementing the Major Objectives will be reflected in specific policy proposals, discussions with the community during outreach efforts, and included in the Town's operating and capital budgets. In addition, as important policy issues come before the Trustees, the supporting information provided by the staff will reference the relevant Major Objective from this Strategic Plan.

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

Town of Eagle Strategic Plan Update - As of 6/16/19 COMPLETED

Major Obj.	Department	Project	Description	Prioritized	Funded	Status	Update
Sound Planning & Appropriate Investment							
9	Open Space	GOCO grants for open space	Actively apply for GOCO grants for open space projects.	2017	N/A	Completed	
3	Water	Water system management review	Review of best practices for infrastructure planning, utility billing, and SOPs.	2017	N/A	Completed	
10	Community Development	Assessment of land use regulations	Analyze land use regulations compared to community plan.	2017	N/A	Completed	
7	Town-wide	Capital Improvement Plan (CIP)	Develop a CIP with appropriate cycles.	2017	N/A	Completed	
Reliable & Cost Effective Services							
3	Finance	Upgrade billing system	Upgrade utility billing functions and readability of the bills.	2017	N/A	Completed	
13	Human Resources	Employee review process	Incorporate strategic plan values in employee review process.	2017	N/A	Completed	
10	Community Development	Maintain planning activities	Assess and address human resources to maintain planning activities.	2017	Yes	Completed	
13	Human Resources	Organizational effectiveness	Identify and elevate standards to enhance culture, morale and performance.	2017	N/A	Completed	
13	Administration	Customer service standards	Develop customer services standards across the organization.	2017	N/A	Completed	
13	Human Resources	Compensation analysis	Evaluate salary and benefits.	2017	N/A	Completed	
13	Administration	Empower employees	Encourage staff to take ownership of strategic plan and bring awareness of the plan to all employees.	2017	N/A	Completed	
13	Administration	Employee productivity assessment	Assess current employee tasks, productivity, goals and priorities.	2017	N/A	Completed	
Economic Development							
4	Community Development	River Park construction	Construct the River Park with white water features, public restrooms, and the Upland Park.	2015	Yes	Completed	
5	Administration	Downtown Development Plan	Create a plan for the revitalization of downtown to improve the experience for the community and	2017	Yes	Completed	
10	Community Development	Eagle River Corridor Implementation	Execute the plan.	2017	N/A	Completed	
5	Administration	Seek advisement from Economic Developers Council of Colorado	Seek advisement from regional economic development partners to assist the town with our efforts.	2017	N/A	Completed	
4	Community Development	River Park collaborations	Work with boater community to ensure features support goals.	2015	N/A	Completed	
Sound Finances and Increase Efficiency							
2	Finance	Benchmark revenues	Develop sale tax comparison reports and measure actuals over budget.	2017	N/A	Completed	
2	Finance	Update out-of-date fees	Update ordinances and fee schedules to reflect the cost of service.	2017	N/A	Completed	
2	Finance	Sales tax representative relationship	Build a stronger relationship with Eagle's sales tax representative.	2017	N/A	Completed	
2	Finance	Raise water tap fees	Increase tap fees to cover the cost of service.	2017	N/A	Completed	
2	Finance	Financial QRT updates	Provide quarterly updates on budget and reports to the BOT and staff.	2017	N/A	Completed	
2	Finance	Training for finance staff & managers	Provide training for finance and staff on financial systems and procedures.	2017	N/A	Completed	
2	Finance	Grant funding strategy	Develop grant strategy for infrastructure and economic development.	2017	N/A	Completed	

Protecting Public Health, Safety, and the Environment							
6	Police	Invest in new positions	Fund new positions that increase safety and efficiencies.	2017	No	Completed	
6	Police	Focus on staff retention	Institute competitive pay and benefits and invest in housing options.	2017	Yes	Completed	
Transparency and Community Engagement							
1	Board of Trustees	Finalize vision statement	Finalize vision statement for incorporation in the strategic plan.	2017	N/A	Completed	
11	Administration	Strengthen outreach	Hire a dedicated public outreach professional.	2017	Yes	Completed	
11	Administration	Communication standards	Develop standards for internal and external communications and outreach.	2017	N/A	Completed	
11	Administration	Customer service standards	Develop standards for customer service.	2017	N/A	Completed	
3	Administration	LBWTP outreach	Conduct community outreach	2017	N/A	Completed	
14	Administration	Home Rule	Complete Home Rule election education	2017	Yes	In progress	
11	Administration	Building stronger community relationships	Develop written communication vehicle to build stronger relationships with community leaders.	2017	N/A	Completed	
11	Administration	Proactive communication	Develop professional responses ahead of questions on controversial issues.	2017	Yes	Completed	
12	Administration	Bring diverse communities together	Implement ongoing community building effort to discuss their needs and aspirations for Eagle.	2017	Yes	Completed	
12	Administration	Spanish translations	Provide information in Spanish.	2017	N/A	Completed	
11	Administration	Strategic plan communication	Town and community collaborations on objectives before final policy decisions.	2017	N/A	Completed	
11	Administration	Commitment to strategic plan	Ensure communications demonstrate commitment to fulfill promises in mission statement and business values.	2017	N/A	Completed	
14	Administration	Home Rule	Hold Home Rule election	2017	Yes	Completed	

Town of Eagle Strategic Plan Update - As of 6/16/19

Major Obj.	Department	Project	Description	Prioritized	Funded	Status	Update	
Sound Planning & Appropriate Investment								
7	Administration	Seek grant funding	Identify grants that support town initiatives.	2017	N/A	Completed	Town received a broadband, COVID and branding grants. Due to COVID it will be a while before grants will be available from partners.	
8	Community Development	County-wide housing strategies	Participate in county-wide affordable housing strategies.	2017	N/A	In progress	Eagle County is presenting a West Eagle action plan to the BoCC in February prior to issuing an RFP to develop the property.	
3	Water	LBWTP	LBWTP to be constructed by September 2020.	2007	Yes	In progress	Project is 50% completed. Staff will present change orders and comprehensive update in January of 2020.	
9	Open Space	Open space plan	Develop an open space plan that addresses standards.	2017	Yes	Not started	This project was carried over to 2020.	
10	Community Development	Rewrite Land Use Code	Complete overhaul of land use code and update to community plan.	2017	N/A	In progress	Re-starting Elevate Eagle in July.	
14	Administration	Home Rule	Facilitate community discussion on Home Rule process that might result in a possible election in 2020.	2017	N/A	Completed	Charter approved at April 2020 election.	
8	Community Development	Improve affordable housing	Assess current housing prices and availability, impacts and trends.	2017	N/A	Not started		
7	Community Development	Grand Avenue Hwy 6 Corridor Plan	Develop a strategy for the corridor that is coordinated with other areas of town.	2015	Yes	In progress	Staff is drafting the RFP and will present it for feedback to the BOT in January.	
8	Community Development	Vision for affordable housing	Develop a vision that aligns with Eagle for housing along with economic development plans.	2017	N/A	Not started		
8	Community Development	Zoning for affordable housing	Update zoning methods to create a balance of affordable housing for young people and families.	2017	N/A	Not started		
8	Community Development	Coordinated housing and river-corridor planning	Coordinate housing with existing plans.	2017	N/A	Not started		
10	Community Development	Review of zoning for economic development	Review zoning so the it is consistent with Eagle's vision for economic development.	2017	N/A	Not started		
10	Community Development	Support for sub-area plans	Develop opportunities to support sub-area plans.	2017	N/A	In progress	Selected consultant to develop plan and will begin in July.	
Reliable & Cost Effective Services								
13	Human Resources	Strengthen human resources function	Improve communicaton, pay grades, job descriptions, employee handbook, training, and professional development.	2017	N/A	Completed	In 2020, we will implement at new managers professional development program with Employers Council.	
13	Human Resources	Three-year staffing plan	Develop staffing plan that addresses shortages and competencies.	2017	N/A	Completed	Developed staffing plan for PW, PD and Com Dev.	
7	Public Works & Administration	Implement other infrastructure priorities	Consider the implementation of broadband, Capitol Street improvements and the Brush Creek Road Extensions.	2017	N/A	In progress	Broadband has been installed at town hall. Staff is working with CDOT, Eagle County and Haymeadow on the design of the Brush Creek Rd. extension. Paving upgrades made to Capitol Street in Eagle Ranch.	
13	Human Resources	Compensation benefits strategy	Develop strategy that attracts and retains high-quality employees.	2017	N/A	In progress		
13	Human Resources	Attract younger employees	Align benefits and working conditions to be attractive to younger employees.	2017	N/A	Not Started		
13	Human Resources	Improve under performance	Define and adhere to procedures for addressing under-performing employees.	2017	N/A	Not Started		

Economic Development								
5	Marketing & Events	I-70 as an economic driver	Take advantage of I-70 corridor as an economic driver for Eagle.	2017	N/A	Ongoing	Working with a developer, staff supported the construction of warehouse property at the end of Chambers that resulted in retaining QuietKat and welcoming 3 new businesses to Eagle.	
5	Administration	Eagle as an economic development hub	Develop support for businesses, government, recreation and affordable lodging.	2017	N/A	In progress	Town is supporting the newly created Downtown Business Association and potential DDA. Staff partnered with businesses to conduct a follow up Innovation Summit event in March of 2020.	
5	Marketing & Events	Enhance marketing and events	Evaluate and enhance marketing and events so that Eagle attracts more talent and elevates the status of existing events.	2017	Yes	Scheduled	Due to COVID, this action item has been modified.	
9	Marketing & Events	Coordinate marketing efforts	Coordinate outdoor recreation, tourism, and events-marketing to increase visitation.	2017	N/A	In progress		
5	Administration	SWOT for economic development growth	Analyze threats to assets, events, and plans for economic development and growth.	2017	N/A	Not started		
5	Administration	Maximize economic activity from the River Park	Utilitize the River Park to increase revenues and visitors to the area.	2015	N/A	Not started		
5	Community Development	Coordinate economic development planning with Eagle River Corridor Plan	Coordinate existing efforts with economic development planning.	2017	N/A	In progress	The Eagle River Corridor plan has been incorporated into the Red Mountain Ranch annexation, Elevate Eagle, and the Downtown Assessment.	
5	Administration	Infrastructure planning that supports economic development	Create a plan for parking and housing to support planned economic development.	2017	N/A	Not started		
4	Community Development	River Park economic development plan	Develop an economic development plan associated specifically for the River Park.	2017	No	Not started		
4	Community Development	Coordinated Eagle River Corridor and Economic Development Plan	Enhance the utilization of the River Park by coordinating the economic development strategy with the corridor plan.	2017	No	Not started		
5	Administration	Public out reach for economic development progress	Develop a mechanism to report out to the community on economic development progress.	2017	N/A	Not started		
7	Public Works	Economic development infrastructure	Implement infrastructure that supports economic development and special events.	2017	N/A	Not started		
11	Marketing & Events	Eagle's branding	Clarify the brand and align with high-priority economic development initiatives.	2017	N/A	Completed	Completed the brand refresh utilizing a tourism grant.	
Sound Finances and Increase Efficiency								
2, 9	Finance, Marketing & Events	Lodging tax assessment	An assesment of revenues to see where there are opportunities.	2017	N/A	In progress	Passed an STR ordinance and will implement program in 2021, and the Council will review lodging tax in November.	
2	Finance	ROI for economic development initiatives	Analyze benefits of economic development initiatives.	2017	N/A	Not started		
10	Community Development	Support planning needs	Prioritize planning needs as they relate to specific opportunities associated with the strategic plan.	2017	Yes	In progress	The department is fully staffed and this process has started.	
Protecting Public Health, Safety, and the Environment								

12	Police	Inclusion of PD in community-building strategies	Enlist Eagle's PD to be part of the community building process, and to better understand the needs of people in various communities.	2017	N/A	In progress	PD played a lead in providing Hope Center access valley-wide - wrote and received grant funding for \$266K to support correspondent and peer response model in the Eagle River Valley (About \$39K goes to law enforcement entities for counseling after utilizing EAP services). PD has board members on Immigrant Alliance, Bright Future, Speak Up Reach Out and Mountain Youth. PD continues to make use of Citizen Advisory Board. PD continues to network with professional organizations. PD continues to work with community programs (to include in-house programs for community networking). PD actively develops or participates in community networking and events (Empty Bowls, Shop With A Cop, Coffee With a Cop, Tip A Cop, National Night Out, Etc.)	
6	Police	Public safety facility	Expand space for a combined fire and police services building.	2017	Yes	In progress	Implemented public safety impact fee for future facilities. Dedicated land in Haymeadow too small for combined facility. PD will be assessing potential shared building in a future development.	
6	Police	Enhance community networking	Develop modern strategies for patrol, community meetings and use of technology.	2017	Yes	In progress	Ordered vehicles with full technology packages. Implemented Mobile Data Terminals that is consistent with other agencies. Migrated to new records management software (all Eagle County agencies will have access to data). Implemented Brazos system with plans to increase capacity through technology updates. Performance and EIS software to be implemented. All sworn members attended various training. Several youth-focused, school programs and community/public safety impact meetings.	
6	Police	Focus on youth programs	Develop safety programs, technology and address social issues such as marijuana use.	2017	N/A	In progress	Member of the Eagle River Youth Coalition, focusing on vaping and tobacco use to reflect the county's policies. We were able to get our SRO in the schools in 2019 after staffing up in 2018. PD is also an active member in the Law Enforcement Immigration Alliance that helps with youth and other initiatives. PD working on collective initiatives on topics such as bullying, suicide and impaired driving. In-house training and brochures for dangerous apps and marijuana.	
Transparency and Community Engagement								
14	Administration	Home Rule	Complete Home Rule election education	2017	Yes	Completed		
12	Administration	Connect neighborhoods and communities	Connect Eagle so that residents don't feel disconnected and isolated.	2017	N/A	Completed	Staff's outreach considers all neighborhoods.	
6	Town-Wide	Support innovative solutions	Develop solutions that improve efficiency, service safety, and community relations.	2017	N/A	Ongoing	Completed website and have several technology solutions planned in 2020. Phase one of THOR was completed.	
12	Community Development	Use of strategic plan in community building	Use plan and objectives to facilitate discussions about future Eagle, making this part of the community building process.	2017	N/A	In progress		
9	Marketing & Events, Open Space	Open space outreach	Educate children about open space opportunities in their backyard.	2017	N/A	Not started		
10	Community Development	Planning standards	Highlight key planning standards in planning documents and development proposals.	2017	N/A	Not started		

12	Community Development	Increase understanding of community needs	Document inputs from people in various communities to develop a stronger understanding of their values, concerns and needs.	2017	Yes	Scheduled	Input will be solicited through the comprehensive plan update.	
14	Administration	Home Rule	Prepare Home Rule Charter and hold election	2017	Yes	Completed		
12	Community Development	Community Survey	Conduct community survey	2017	No	In progress	RFP is completed and will be published this summer.	
12	Marketing & Events	Inegrate public feedback	Include feedback on initiatives in the planning and policy process.	2017	N/A	In progress		