

2019 Work Plan

Issue (1): **Updating the Unified Development Code (UDC)***
Objective: Amendments to all sections of the UDC deemed by the Board of Trustees (BOT) to be in need of updating to achieve the Board's Vision and Goals for Erie.
Engagement: Level 3: Involve interested parties.
Deliverables:

1. Process for BOT to identify UDC sections (Zoning Districts; Use Regulations; Dimensional Standards; Subdivision Standards, Design and Improvements; Development and Design Standards; Review and Approval Procedures; Review and decision-Making Entities; Nonconformities; Enforcement; Definitions; Regulations for Oil and Gas Operations) on which to focus in 2019. Q1
2. Public Engagement Plan (PEP). Q1
3. Execute all stages of PEP. Q3
4. Adopted amendments to identified sections. Q4

Time Budget: Regular Meeting: 2 hours. Study Session: 4 hours
Resources: Existing staffing and budget
Team Lead: Fred Starr
***Town Administrator specific Performance Goal**

Issue (2): **Economic Development. Small business growth/updating business incentives.**
Objective: Promote entrepreneurship, small business growth and development by providing the critical funding, oversight and support needed to successfully do business in the Town of Erie.
Engagement: Level 3: Involve interested parties.
Deliverables:

1. Establish Baseline SWAT and inventory business resources (guide update) Q1
2. Define goals and objectives for the small business outreach/assistance program Q1
3. Create action plan to target limited resources to areas that will have greatest impact. Key priorities and/or related issues include Historic Old Town (Issue #9) and Capital Grants Program, Long-term Plan for I-25, (Issue #16), Housing Diversity/Attainable Housing (Issue #27), Nine-Mile development, Four Corners development. Q2
4. Develop program evaluation criteria, execute plan and monitor progress Q2-Q4

Time Budget: Regular Meeting: 1 hour. Study Session: 4 hour
Resources: Finance Staff, Planning Staff, Public Works, URA Special Council, ED Lead Team
Team Lead: Ben Pratt

Issue (3): **Community engagement, effective communications and transparency policy***
Objective: Develop for Board consideration a policy and supporting materials to guide the Town's approach to community engagement on all issues (understanding some issues do not benefit from community engagement, while others benefit from or even require significant engagement), as well as the Town's approach to fostering effective communications while promoting process transparency and easy access to public information.
Engagement: Level 3: Involve interested parties.
Deliverables:

1. Draft policies and supporting materials for Board consideration Q1
2. Training for identified staff, advisory Board members and interested Trustees Q2/Q3
3. Execute Policy Q2/Q3

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Time Budget: Regular Meeting: 1 hour. Study Session: 2 hours
Resources: Existing staffing. Potential budget request depending on level of training.
Team Lead: Malcolm Fleming
***Town Administrator specific Performance Goal**

Issue (4): **Citizen engagement/communication methods on hot topics***
Objective: Develop engagement and communications plans for Board consideration and then execute those plans for the topics covered in the deliverables.
Engagement: Level 4: Collaborate with interested parties.
Deliverables:

1. Engagement and communications plans for the topics listed below. Q1
 - a. Oil and Gas applications and regulatory actions
 - b. Nine Mile Development
 - c. Old Town Development/Redevelopment
 - d. I-25 Development
 - e. Broadband
 - f. Moffat Street Bridge
 - g. Northridge Tot Lot & HOA Issues
 - h. Town Owned Property (Purple House)
 - i. Other?
2. Execution of Policy Q2/Q3

Time Budget: Regular Meeting: 2 hours. Study Session: 1 hour.
Resources: Existing staffing.
Team Lead: Malcolm Fleming
***Town Administrator specific Performance Goal**

Issue (5): **Parks Funding for Maintenance & Capital Projects.**
Objective: Identify long-term capital and maintenance needs for parks, recreation, trails & open space, establishing priorities and identifying funding sources.
Engagement: Level 5: Empower interested parties and/or the electorate with decision making authority (through ballot or other measures).
Deliverables:

1. Develop a community engagement and communications plan reflecting the deliverables listed below. Q1
2. Hire consultant to assist Q1
3. Use information from the LOS/impact fee study. Q1
4. Ask questions and use data from citizen survey Q2/Q3
5. Using the 2016 PROST Plan, develop 5-year and 10-year Desired Parks Capital Improvements Plans. Q2
6. Based on 2 above, and on current and likely funding sources, develop a fiscally constrained 5-year CIP to use as the baseline. Q3
7. Evaluate the feasibility and community support for alternative funding sources for Board approved Capital Improvements for which there is not funding in the fiscally constrained 5-year CIP. Q4/and 2020
8. Prepare action plan for asking voters to approve ballot measure providing funding for identified projects. 2020

Time Budget: Regular Meeting: 2 hours. Study Session: 3 hours
Resources: Existing staffing and budget.
Team Lead: Farrell Buller

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Issue (6): **Transportation downtown, Highways 7, 52, 36, I-25 and CDOT interchange**
Objective: Remain active or lead efforts to improve transportation in Erie and on systems that lead to or from Erie.
Engagement: Level 3: Involve interested parties.
Deliverables:

1. Develop Downtown Erie Multi-Modal Transportation Plan Q1-Q4
2. Participate in Highway 7 Coalition All Qs
3. Participate in Highway 52 Coalition All Qs
4. Become a member and participate in Commuting Solutions (Hwy 36) All Qs
5. Establish and maintain working relationships with CDOT, RTD, DRCOG, Boulder and Weld Counties transportation leadership, and all regional partners. By Q3, then ongoing.

Time Budget: Regular Meeting: 1 hour. Study Session: 1 hour
Resources: Public Works and Planning Staff, Town Administrator and selected Trustees
Team Lead: Todd Fessenden

Issue (7): **Open Space, Trails and Acquisition**
Objective: Develop and execute a plan to successfully acquire properties on the Town's candidate Open Space, Trails and acquisition list.
Engagement: Level 3: Involve interested parties.
Deliverables:

1. Update acquisition list Q1
2. Identify and implement best practices for securing voluntary acquisition of target properties. Q2
3. Identify funding needed to maintain adequate capability to acquire properties when they become available. Q2/Q3
4. Evaluate adequacy of revenue sources and, if necessary, present to BOT a summary of options feasibility, pros, cons and recommended action. Q3
5. Execute BOT approved action plan. Q4 and 2020

Time Budget: Regular Meeting: 1 hour. Study Session: 0 hours
Resources: Parks and Open Space and Finance Staff
Team Lead: Farrell Buller

Issue (8): **Old Town development related issues, including parking resolution**
Objective: Establish an implementation plan for the Downtown Redevelopment Framework document, and prioritize critical public infrastructure needs.
Engagement: Level 4: Collaborate with interested parties.
Deliverables:

1. Prioritize goals, objectives and critical needs of Old Town Q2
2. Create an action plan, including communications and community engagement plans, and budget to achieve goals Q3
3. Establish impact analysis of goals and objectives Q3
4. Implement action plan and monitor progress Q4/Q1 2020

Time Budget: Regular Meeting: 1 hour. Study Session: 1 hour
Resources: Public Works and Planning Staff, Town Administrator and selected Trustees
Team Lead: Ben Pratt
See Also Issue: 2, 9, 14

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Issue (9): Streets funding for maintenance and capital projects

Objective: Identify sustainable revenue streams to bring all streets up to a Remaining Service Life (RSL) of 15 and keep all roads in that condition going forward.

Engagement: Level 3: Involve interested parties.

Deliverables:

1. Finalize 5-year Streets CIP and determine revenue needs Q2
2. Evaluate potential revenue source options Q2/Q3
3. Present to BOT a summary of options feasibility, pros, cons and recommended action, including communications and community engagement plan. Q3
4. Execute BOT approved action plan. Q4 and 2020

Time Budget: Regular Meeting: 1 hour. Study Session: 1 hour

Resources: Public Works and Planning Staff, Town Administrator and selected Trustees

Team Lead: Todd Fessenden

Issue (10): Provide Active Harmer Training and 1st Amendment Auditor Training

Objective: Train the Board of Trustees in the areas of Active Harmer and 1st Amendment Auditors situations in order to enhance their safety and ability to respond effectively.

Engagement: Level 3: Involve interested parties. Board of Trustees, Town Administrator, Town Attorney, Town Clerk and Town employees who comprise the Leadership Team.

Deliverables:

1. Provide Active Harmer Training followed immediately by a short drill. Q1
2. Provide 1st Amendment Auditors training. Q1

Note: Both of these segments could be completed easily in one executive session. For security reasons, we would not want the public present.

Time Budget: Study Session: 2 hours maximum; probably closer to 1.5 hours

Resources: Identified Erie PD members and Leadership Team (audience)

Team Lead: Chief Stewart

Issue (11): Annual Budget.

Objective: Prepare and present 2020-2021 Biennial budget to Board for their approval.

Engagement: Level 3: Involve interested parties.

Deliverables:

1. Preliminary forecast Q2
2. Recommended 2020 Capital Budget and 2020-2024 CIP Q2
3. Recommended 2020-2021 Biennial Budget and 2020 Work Plan Q3/Q4

Time Budget: Regular Meeting: 1 hour. Study Session: 4 hours.

Resources: Existing staffing and budget.

Team Lead: Steve Felten

Issue (12): Staffing Plan*

Objective: Determine staffing needs amongst each division based on current workload, future projects and planned growth. Determine which new positions (if needed) make the most sense and have the biggest impact on the division.

Engagement: Level 3: Involve interested parties. Work with division directors, and front line managers and Town Administrator.

Deliverables:

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1. Review the long-term comprehensive staff plan (all potential positions needed to serve 65,000) for relevance.
2. Provide a complete job needs analysis for any newly identified new position needs. Q2
3. Provide cost analysis for each newly requested positions. Q3
4. Prepare a 5-year staffing projections Q3
5. Incorporate projections into the Budget long-range financial forecast Q3

Time Budget: Regular Meeting: 0 hours. Study Session: 1 hour

Resources: Existing staffing and budget.

Team Lead: Alicia Melendez

*Town Administrator specific Performance Goal

Issue (13): Granicus/Legistar Enhancements

Objective: Standardized format for agenda items and increased functionality of the Granicus platform.

Engagement: Level 3: Involve interested parties.

Deliverables:

1. Staff training (re-training) on agenda memo formats and required information. Q1
2. iLegislate installation and training for all BOT and interested staff. Q1
3. Interactive demonstration on available enhancements to Granicus: VoteCast, eComment, SpeakUp. Q1
4. Implementation and training on VoteCast and eComment. Q2
5. Assess SpeakUp and other software ability to integrate and/or enhance the Town's current citizen engagement

Time Budget: Regular Meeting: 0 hours. Study Session: ½ hours

Resources: Existing staffing, Granicus, and budget.

Team Lead: Amy Teetzel

Issue (14): Capital Improvement Plan (CIP) for 2020-2024

Objective: Present capital needs of the Town over the next five years, seeking direction/prioritization from the Board where appropriate.

Engagement: Level 4: Collaborate with interested parties.

Deliverables:

1. Review Capital Plans for all infrastructure/facilities and equipment Q1
2. Develop communications and community engagement plan
3. Develop CIP presentation format Q2
4. Compile and present CIP to Board Q2

Time Budget: Regular Meeting: 2 hours. Study Session: 4 hours

Resources: Existing staffing and budget.

Team Lead: Steve Felten

Issue (15): Broadband and Small Cell.

Objective: Identify the preferred approach to enhancing broadband access and competitive pricing, and update the Town's Code provisions relating to cell tower technology.

Engagement: Level 4: Collaborate with interested parties. Consultant with expertise in broadband options to lead evaluation of options with interested residents and business leaders

Deliverables:

1. Develop communications and community engagement plan

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	2. Draft and issue RFP for consulting services Q1
	3. Engage consultant(s) Q2
	4. Present recommended Code changes to address Cell technology issues Q2
	5. Coordinate and oversee consultant work with residents and businesses Q2/Q3
	6. Present evaluation of options and recommendations to BOT Q3
Time Budget:	Regular Meeting: 2 hours. Study Session: 4-8 hours
Resources:	Consultants with relevant experience, Planning and Economic Development staff, IT, outside counsel. Budget availability?
Team Lead:	Kendra Carberry

Issue (16):	Long-term Plan for I-25 Property.
Objective:	Prepare a more detail development plan for the I-25 property that can be used by both the Town and prospective developers to guide land-use decisions.
Engagement:	Level 4: <u>Collaborate with</u> interested parties. Board of Trustees, Consultant with expertise in Large-scale mixed-use development, Town Staff (TA, EcoDev, PW, Planning, Parks/Open Space)
Deliverables:	1. Develop communications and community engagement plan Q1 2. Identify preferred approach, development goals and objectives for site Q2 3. Plan for capital improvements needed to support objectives Q2 4. Refined concept plan of development objectives to be used by Town to guide and facilitate objectives Q2 5. Approved Concept plan Q3 6. Develop and secure BOT approval of proposed Comprehensive Plan amendment, Erie Gateway Overlay District and amendments to PROST Master Plan. Q4
Time Budget:	Regular Meeting: 1 hour. Study Session: 4 hours
Resources:	Planning Staff, Economic Development, Consultant with Experience in Large Scale Retail and Mixed-use Development. Budget availability?
Team Lead:	Fred Starr

Issue (17):	2019 Citizen Survey
Objective:	Compile anonymous survey results from Erie citizens to help us shape the future of Erie by assessing the 8 facets of community livability. The survey will also help to: monitor trends in resident opinion; measure government performance; assess support for local policies; inform budget use; land use; strategic planning decisions; communicate with residents; and benchmark service ratings.
Engagement:	Level 2: <u>Consult with</u> interested parties.
Deliverables:	1. Enter into consulting services contract agreement. Q1 2. BoT to confirm survey materials. Q1 3. Survey Cards mailed Q2 4. Share Final Report Q2 5. Incorporate survey results in to budget proposals and other work products Q3
Time Budget:	Regular Meeting: 2 hours. Study Session: 2 hours.
Resources:	Existing staffing, NCS, and budget.
Team Lead:	Amber Luttrell

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Issue (18): Water/Wastewater Infrastructure

Objective: Lead large infrastructure projects in a manner that respects the environment, promotes public health and safety and is fiscally responsible.

Engagement: Level 3: Involve interested parties.

Deliverables:

1. Actively begin pre-construction efforts for redundant water supply Q1
2. Water and Wastewater Plant Expansion Cost Estimates and Grants Q3
3. Establish AWWA M36 Water Loss Control Program Q4
4. Continue to pursue Windy Gap Firming and NISP Program Optimization Q1-4

Time Budget: Regular Meeting: 1 hour. Study Session: 1 hours

Resources: Existing staff, budget and consultants. Northern Water Staff. Paul Zilis

Team Lead: Todd Fessenden

Issue (19): Comcast Franchise renewal (previously part of Broadband issue)

Objective: Updated agreement that serves the interests of Erie residents, businesses and the Town, and reflects the latest provisions advantageous to the Town that have been adopted by other Colorado local governments.

Engagement: Level 2: Consult with interested parties.

Deliverables:

1. Review most recent agreement adopted by other local governments. Q1
2. Review negotiating strategy with BOT. Q2
3. Negotiate with Comcast. Q2
4. Present proposed agreement to BOT for consideration. Q3

Time Budget: Regular Meeting: 1 hour. Study Session: 1 hour.

Resources: Town Attorney and Town Administrator

Team Lead: Kendra Carberry

Issue (20): Various Sustainability Initiatives

Objective: Pursue a variety of high level sustainability initiatives that reduce the Town's carbon footprint and add value to Erie residents from a lifestyle and economic perspective.

Engagement: Level 4: Collaborate with interested parties.

Deliverables:

1. Develop communications and community engagement plan Q1
2. Sustainability Master Plan Q1-4
3. Hydro Turbine Design at WTF Q3
4. Recycle Program Evaluation Q 2 -4
5. Water Conservation Program Staff Evaluation Q3
6. Single Hauler Trash, Recycling and Composting Evaluation, Community Engagement and Action Plan Q2-Q4
7. Present recommendations to BOT Q4

Time Budget: Regular Meeting: 3 hour. Study Session: 3 hour

Resources: Existing staffing and budget, Sustainability Committee

Team Lead: Todd Fessenden

Issue (21): Clarifying Board priorities and fostering constructive conflict

Objective: Ensure the Board top priorities are clear, there is an adopted action plan to achieve those top priorities, and the Board adopts and adheres to a clear governance policy

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and/or guidelines to foster constructive conflict around ideas with the intent being informed decision making on the best solution/approach on each issue.

Engagement: Level 1: Inform interested parties.

Deliverables:

1. Board retreat to develop 2019 Work Plan Q1
2. Draft Board governance policies and supporting materials for Board consideration Q2
3. Execute Policy Q2/Q3

Time Budget: Regular Meeting: 1 hour. Study Session: 2 hours

Resources: Board interest in respectful and constructive teamwork that serves the community effectively.

Team Lead: Malcolm Fleming

Issue (22): **Town Hall Expansion**

Objective: Evaluate alternatives and update long-term needs assessment for expansion/renovation of Town Hall, update projected cost and develop financing plan.

Engagement: Level 5: Empower interested parties and/or the electorate with decision making authority (through ballot or other measures).

Deliverables:

1. Track costs associated with keeping building operating
2. Review results of 5-year staffing plan Q3
3. Review study that led to the recommendation Q4
4. Develop a community engagement and communications plan reflecting the deliverables listed below. Q1 2020

Time Budget: Regular Meeting: 1 Hour. Study Session: 2 hours

Resources: Existing staffing, Projects and Sustainability Manager and budget.

Team Lead: Steve Felten

Issue (23): **2019 Work Plan Quarterly Status Report w Time Utilization & Reprioritization.**

Objective: For the Town Administrator to give a quarterly report on the status/progress on the issues the 2019 Work Plan, and for the Board of Trustees to consider, if necessary, updating the priority, time allotment, and schedule for each issue.

Engagement: Level 1: Inform interested parties.

Deliverables:

1. Town Administrator presentation on current status on issues of note followed by Board questions, discussion and direction, if necessary, to update the schedule, time allotments, and/or project/issue priorities to ensure issues are evenly distributed during the remainder of the year and highest priorities come first. Q1, Q2, Q3, and Q4

Time Budget: Regular Meeting: 4 hours. Study Session: 0 hours

Resources: Current staff and budgeted resources.

Team Lead: Malcolm Fleming

Issue (24): **Organizational Health. Evaluate organizational structure.***

Objective: City Administrator to work with senior leadership team to identify key issues of concerns and then implement updated organizational structure to resolve those concerns. Send out employee opinion survey through Employers Council and compare

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to survey results from 2017. Develop “marketing” plan to gain a large employee participation rate. Share survey results, develop action plan to address issues of concern and execute that action plan.

Engagement: Level 4: Collaborate with interested parties, division directors, and front line managers and Town Administrator and possible Marketing and Communications Manager.

Deliverables:

1. Make any changes to Organizational Structure Q1
2. Send out Employee Opinion Survey Q3
3. Present survey results to staff and BOT Q4
4. Develop action plan to address issues identified in survey. Q1 2020

Time Budget: Regular Meeting: 0 hour. Study Session: .1 hours

Resources: Employers Counsel, current staff, budget.

Team Lead: Alicia Melendez

*Town Administrator specific Performance Goal

Issue (25): **Resolving remaining oil and gas operator agreements**

Objective: To work through oil and gas operational items within the Town of Erie limits

Engagement: Level 3: Involve interested parties.

Deliverables:

1. Create website page that notifies citizens of current oil and gas operations with in the Town. Q1
2. Update Chapter 12 of Unified Development Code. Q2
3. Finalize plan and/or agreement with key operators. Q2
4. Provide recommendation as needed to industry trends and policy. Q3-Q4

Time Budget: Regular Meeting: 5 hours. Study Session: 5 hours

Resources: Existing staff, budget and consultants.

Team Lead: Farrell Buller

Issue (26): **Preventative Asset Management, Especially for CIP Cost Control**

Objective: Develop robust Computerized Maintenance Systems to extend the life of infrastructure and maintain Town infrastructure in a sustainable manner.

Engagement: Level 3: Involve interested parties. Multi-department stakeholders.

Deliverables:

1. Look at Risk of Failure and Consequence of Failure Approaches Q2
2. Evaluate existing CMMS systems Q2
3. Determine gaps in existing systems Q2
4. Identify an enterprise CMMS system Q3

Time Budget: Regular Meeting: 0 hour. Study Session: 0 hours

Resources: Existing staff, budget and consultants. GIS team.

Team Lead: Todd Fessenden

Issue (27): **Housing Diversity/attainable housing**

Objective: Explore options and opportunities for partnerships to bring attainable housing opportunities to Erie. Identify any regulations or guidelines that may need to be amended to facilitate objective.

Engagement: Level 4: Collaborate with interested parties, Board of Trustees, Existing Affordable Housing groups

Deliverables:

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1. Define attainable housing Q 2
2. Evaluate alternative solutions Q 3
3. Investigate related issues (i.e. transportation) Q 4
4. Gain Board support/approval Q1 2020

Time Budget: Regular Meeting: 1 hour. Study Session: 2 hours

Resources: Finance, current staff, consultants

Team Lead: Fred Starr

Issue (28): **2020 Work Plan Development (Incorporate into Budget Process).**

Objective: As the Board did on January 13, 2019, the Board will participate in a process to identify and rank the top issues/projects the Board wants to focus on for 2020. Incorporating this into the 2020 budget process will ensure that the budget includes the resources needed to adequately address the Board's priorities for the year.

Engagement: Level 3: Involve interested parties.

Deliverables:

1. Review and Revise Preliminary 2020 Work Plan
 - A. List all the issues/projects the Board and staff believe are important to address in 2020. Q3
 - B. Clarify each issue/project so the desired outcome is clear. Q3
 - C. Q&A and Advocacy. Q3
 - D. Prioritize using a "dot exercise". Q3
2. Time Allocation and Scheduling. Q3
3. Specify level of Community Engagement. Q3
4. Identify Town Administrator Performance Goals. Q4

Time Budget: Regular Meeting: 4 hours. Study Session: 0 hours

Resources: Current staff and budgeted resources.

Team Lead: Malcolm Fleming

Issue (29): **Place making**

Objective: Develop a strategy of creating or enhancing the Town of Erie's community assets to improve overall attractiveness and livability; creating quality places that are active, unique locations, interesting, visually attractive, often with public art and creative activities; that are also people-friendly, safe, and walkable with mixed uses; that have good building dimensions relative to the street, and quality façades; that are often alluring with pizzazz!

Engagement: Level 4: Collaborate with interested parties.

Deliverables:

1. Define what place making means for the Town of Erie. Q1
2. Establish Goals and Objectives of a place making program. Q2
3. Develop Action Plan to achieve goals. Q3
4. Implement plan and monitor progress. Q4

Time Budget: Regular Meeting: 0 hour. Study Session: 0 hours

Resources: Existing staff and budgeted resources

Team Lead: Ben Pratt

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Issue (30):	Governance Guide and Town Vision, Mission and Values (VMVs)*
Objective:	Work with the Mayor and Board to develop guidelines and/or rules of procedure/conduct to help facilitate productive meetings, and work with the Mayor, Board and Town staff to develop Vision, Mission and Values to guide everyone's work.
Engagement:	Level 2: <u>Consult</u> with interested parties.
Deliverables:	1. Review with the Board governance guides other communities use. Q2 2. Mark up those guides to reflect the Board's interests. Q2 3. Incorporate Trustee's comments and suggestions into a final draft and bring that final document to the Board for formal consideration in a regular meeting. Q2 4. Review with the Board and Town staff the value of VMVs and examples of VMVs adopted and used by other communities and facilitate review discussion on elements that participants would like to see for Erie. Q2 5. Mark up VMVs to reflect the Board's and staff's interests and then review the proposed Erie VMV for comment through multiple venues (survey, study session, scheduled and drop in meetings). Q3 6. Incorporate comments and suggestions into a final draft and bring that final document to the Board for formal consideration in a regular meeting. Q4
Time Budget:	Regular Meeting: 1 hours. Study Session: 4 hours
Resources:	Current staff and budgeted resources.
Team Lead:	Malcolm Fleming
*Town Administrator specific Performance Goal	

Issue (31):	Adoption of Historic Preservation Master Plan
Objective:	To adopt a Historic Preservation Master Plan that aligns with the Board of Trustees' vision, and is both logistically and legally sound.
Engagement:	Level 3: <u>Involve</u> interested parties. Engage History Colorado for advice, engage Historic Preservation Advisory Board, Kendra Carberry's review, and seek adoption from Board of Trustees
Deliverables:	1. Evaluate the accepted 2017 Historic Preservation Master Plan for legal and logistical conflicts. Q1 2. Reach out to Mark Rodman of History Colorado to gain an understanding of what is standard for Historic Preservation Master Plans. Q1 3. Work with Historic Preservation Advisory Board to go through legal concerns and edits. Q2 4. Develop a plan for how to Historic Preservation Master Plan will be applied, and the logistics of the plan. Q2 4. Board of Trustees adopt revised Historic Preservation Advisory Board. Q3
Time Budget:	Regular Meeting: 1 hour. Study Session: 1 hour
Resources:	Existing staffing and budget.
Team Lead:	Jessica Koenig

Issue (32):	Utility Rate Study
Objective:	Review of water, wastewater and storm drainage fees as required by Code (every 5 years) and our bond covenants.
Engagement:	Level 2: <u>Involve</u> interested parties.
Deliverables:	

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	1. Formal rate study report by consultants Q2
	2. Recommendations for rate/fee changes from staff. Q3
	3. Adopt and implement new rates for 2020. Q4
Time Budget:	Regular Meeting: 2 hours. Study Session: 2@2 hours each (Specific timeline TBD)
Resources:	Consultants. Possibly PR assistance. Existing staffing and budget.
Team Lead:	Steve Felten

Issue (33):	Development Review Process
Objective:	Evaluate the current development review process to identify opportunities for adjustments/improvements that would speed up the process without lessening the quality of development.
Engagement:	Level 4: <u>Collaborate</u> with Development review team (Planning Staff, Engineering Staff, Internal and External reviewers), development community.
Deliverables:	1. Findings of existing processes identifying areas for improvement if found: Q1 2. Recommendation for changes needed to address findings Q2 3. May require UDC amendments; to coincide with Issue #1 4. Evaluation tool used to encourage feedback from customers Q2
Time Budget:	None required of Trustees unless code amendments are required. Then part of Issue 1
Resources:	Consultants. Possibly PR assistance. Existing staffing and budget.
Team Lead:	Fred Starr

Issue (34):	Airport Development
Objective:	Develop a long term airport plan which considers the adequacy of infrastructure, long term management and potential for airport to be an economic driver.
Engagement:	Level 3: <u>Involve</u> interested parties.
Deliverables:	1. Work with Airport Manager to consider various long term approaches for management and FBO building improvements. Q2 2. Continue progress on Snow Removal Equipment Building Q1 -4 3. Look at marketing and economic developments related to the Airport Q3 4. Look at potential funding sources for Airport improvements Q 1- 4
Time Budget:	Regular Meeting: 0 hour. Study Session: 0 hours
Resources:	Existing staff, budget and consultants. Economic Development, Airport Manager
Team Lead:	Todd Fessenden

Issue (35):	2045 Comprehensive Plan for Erie
Objective:	The purpose of this project is to identify the impacts on the Town of Erie that are the result of a build-out population which is projected to occur by 2045. The project would identify the resources needed by each department and inter-relationships between departments required to meet citizen expectations while maintaining identified essential service levels.
Engagement:	Level 4: <u>Collaborate</u> with interested parties. Level All City Departments
Deliverables:	1. Departmental Business Plans to identify business operations and services. Q4 2. Evaluation of existing municipal infrastructure. Q4 3. Cost of Service analysis. Q1 2020
Time Budget:	Regular Meeting: 0 hour. Study Session: 0 hours

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Resources: Existing staff, budget and consultants.

Team Lead: Fred Starr

Issue (36): **Program Budget (review of Objectives & Key Performance Indicators)**

Objective: Work at a staff level to develop Program Objectives and Key Performance Indicators to use for consideration as part of the 2020 budget process.

Engagement: Level 2: Consult with interested parties.

Deliverables:

1. TA and Finance Director to lead senior leadership team in development of proposed program structure and key performance indicators around which to structure future budgets. Q4
2. Develop Program Budget and Key Performance Indicators for 2021 Budget Q1 2020.

Time Budget: Regular Meeting: 0 hours. Study Session: 0 hours

Resources: Current staff and budgeted resources.

Team Lead: Malcolm Fleming

Issue (37): **Meetings with Boards and Commissions**

Objective: To educate voluntary board and commission members on running a meeting, taking minutes, the implications of Colorado Open Records Act and the Open Meetings Law, and ensure they are receiving the support and resources they need to be effective.

Engagement: Level 1: Involve Boards & Commissions, staff liaisons, and Malcolm Fleming.

Deliverables:

1. Create an alternating schedule of quarterly meetings with the voluntary boards and commissions. Q1
2. Set up educational study sessions with each voluntary board and commission to address meeting flow, Colorado Open Records Act, and Open Meetings Law. Q2
3. Attend one regular meeting of each board and commission. Q2
4. Compile voluntary board and commission feedback to present to the Board of Trustees. Q3

Time Budget: Regular Meeting: 1 hour. Study Session: 0 hour (voluntary board and commission time budget is not accounted for)

Resources: Existing staffing and budget.

Team Lead: Jessica Koenig

Issue (38): **Home Rule**

Objective: To become a home rule municipality to create solutions that fit Erie's needs, respond quickly to a rapidly changing environment, and gain greater flexibility and freedom.

Engagement: Level 5: Empower interested parties

Deliverables:

1. Monitor State Statutory/Regulatory Process
2. Bring in trainer (Sam Light) Q4

2020

1. Preparation in anticipation of home rule election and process.
 - a. Create a timeline
 - b. Election Cost Estimates
 - c. Election form and process development
2. Initiate home rule process

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- a. Board of Trustees adopt an ordinance to initiate home rule process
- 3. Election to elect charter commission
 - a. Board of Trustees call an election within 30 days after adoption of ordinance, election must be held in 120 days
 - b. Publish first notice of election at least 60 days before election
 - c. Within 30 days of first notice of election, nomination and consent to serve statements are due to Town Clerk.
 - d. After filing of submissions, publish second notice of election with the names of nominated candidates.
- 4. Charter Commission
 - a. Board of Trustees call first meeting of the charter commission with a resolution following the conclusion of the election.
 - b. First meeting of charter commission will be held with 20 days of certification of election results.
 - c. Charter Commission must have at least one public hearing while writing the charter.
 - d. Charter commission may utilize staff and counsel as well as conduct interviews while preparing the charter.
 - e. Charter commission must submit a proposed charter to the Board of Trustees within 180 days after the election.
- 5. Election to adopt proposed charter
 - a. Board of Trustees call for election within 30 days after submission of proposed charter.
 - b. Publish notice of election of charter with the full text of home rule charter.
 - c. Within 60 days after submission, the Board of Trustees sets the ballot title for the proposed charter.
 - d. Election on the charter must be held not less than 30 days, nor more than 185 days after the publication of the notice of election
- 6. After adoption of proposed charter
 - a. Once approved, file a certified copy of the adopted charter with the secretary of state and the town clerk within 20 days after the election approving the proposed charter.
 - b. If adopted charter is contested, the proceedings must be commenced within 45 days after the election approving the proposed charter.

Time Budget: Regular Meeting: 1 hour. Study Session: 4 hours

Resources: Depending on the timeline, the budgetary needs will be within \$70,000 to \$80,000 to cover the election for just the Charter Commission. I estimate the election to adopt the proposed charter will require a significantly higher budget due to the need to publish the full text of the home rule charter. The likelihood of coordinating for the Charter Commission election is 50/50 (which would lower costs), whereas the likelihood for coordinating the election for the Charter is low. Election judges will be needed as well as vendor to provide ballots and scanners. If it is a polling place election as opposed to a mail ballot, the costs will also be significantly higher. The demand on staff will also be high. An intern/temp may be needed to assist the Town Clerk's Office to address the daily needs of the office. Multi-department stakeholders' assistance will be needed, the demand will be high on all parties involved.

Team Lead: Jessica Koenig

2019 Work Plan

Issue (39): **Proclamations for various issues**
Objective: To standardize and simplify the process of scheduling proclamations.
Engagement: Level 2: Consult with interested parties, Board of Trustees
Deliverables: 1. Creation of an annual proclamation calendar. Q1
 2. Seek feedback from Trustees on requested proclamations. Q1
 3. Plan standard and requested proclamations in anticipation of meeting dates. Q2
 4. Create a process for the request of unanticipated proclamations on a by-need basis. Q3
Time Budget: Regular Meeting: 0 hours. Study Session: 1/2 hour
Resources: Existing staffing and budgeting
Team Lead: Jessica Koenig

Issue (40): **Liquor License Applications**
Objective: To effectively manage liquor license applications, improve available information, and standardize the process while working with Economic Development to ensure the process is new business friendly.
Engagement: Level 3: Consult with interested parties, Board of Trustees, involve Economic Development, and work with Communications and Marketing.
Deliverables: 1. Seek clarification from the Board of Trustees to ensure the team is clear on what changes they would like to see, if any. Q1
 2. Check in with Economic Development to go over the liquor license application process, and see where improvement is needed to make the process business friendly. Q1
 3. Create a new local liquor license application. Q2
 4. Create a robust liquor license webpage with all necessary information. Q2
 5. Create an online presence for the Liquor License Authority. Q3
 6. Present improvements to the Board of Trustees? Q3
Time Budget: Regular Meeting: 0 hours. Study Session: 1/2 hour
Resources: Existing staffing and budgeting
Team Lead: Jessica Koenig

Issue (41): **Board of Trustee Reports (average hours per year)**
Objective: Trustees provide reports on meetings, events and/or issues they have participated on since the prior BOT meeting. Typically 30 minutes per BOT meeting
Engagement: Level 1: Involve interested parties
Deliverables:
Time Budget: Regular Meetings: 12 hours; Study Session: 0 hours
Resources:
Team Lead: Trustees

Issue (42): **Public Comment (average hours per year)**
Objective: Provide the public time to comment on items they wish to bring to the attention of the Board, typically items not on the agenda or designated by a Public Hearing.
Engagement: Level 1: Involve interested parties
Deliverables:
Time Budget: Regular Meetings: 6 hours; Study Session: 0 hours
Resources:
Team Lead:

2019 Work Plan

Issue (43):	Development Application (average hours per year)
Objective:	Based on historic trends and projected development activity for 2019, the Board of Trustees will average 2 – 3 Land Development applications per month. Each application may take 0.5 hours including presentation time and discussion time. Occasionally, an item may take more hearing time depending on Public Interest and discussion.
Engagement:	Level 1: <u>Involve</u> interested parties
Deliverables:	
Time Budget:	Regular Meeting: 20 hours. Study Session: 4 hours
Resources:	
Team Lead:	Fred Starr
Issue (44):	Executive Sessions (average hours per year)
Objective:	Time reserved for items that require advice of legal counsel and may not be discussed in a public forum.
Engagement:	Level 1: <u>Involve</u> interested parties
Deliverables:	
Time Budget:	Regular Meeting: 15 hours
Resources:	
Team Lead:	Kendra Carberry
Issue (45):	Department Reports (average hours per year)
Objective:	Staff Reports provided in agenda packet that update the Board and public on projects or other items of interest.
Engagement:	Level 1: <u>Involve</u> interested parties
Deliverables:	
Time Budget:	Regular Meeting: 0 hours; Study Session 0 hours
Resources:	
Team Lead:	Fred Starr
Issue (46):	Building Permit efficiencies and processing times.
Objective:	Evaluate the current building permit department to understand how permits are processed and identify opportunities for adjustments/improvements that would speed up the process without lessening the quality of review. Adopt 2015 Building Code and associated fee schedule.
Engagement:	Level 1: <u>Involve</u> interested parties, Building department staff, will seek input from a cross-section of building permit applicants
Deliverables:	1. Findings of existing processes identifying areas for improvement if found: Q1 2. Recommendation for changes needed to address findings Q2 3. Recommendation for amendments need to adopt 2015 UBC 4. Evaluation tool used to encourage feedback from customers Q2
Time Budget:	Regular Meeting: 0.5 hour. Study Session: 1 hour
Resources:	Outside Code Consultant to evaluate 2015 UBC for local adoption.
Team Lead:	Fred Starr
Issue (47):	Contingency – 25%

2019 Work Plan

Objective: Time allocated in overall annual meeting time allotment for managing routine and unanticipated issues.

Engagement:

Deliverables:

Time Budget: Regular Meeting: 24 hours; Study Session: 18 hours

Resources:

Team Lead:
