

## 2020 Work Plan Issue Descriptions

1. **Economic development: vision, plan, SB incentives, deregulation and partnerships:** Advocate and adopt policies, procedures and programs that make Erie a great environment to start, expand and attract business. Job creation and tax revenue diversification are key pillars to this strategy. We will introduce new incentive programs through the Town of Erie URA that (upon adoption of a home rule charter) could later expand throughout the town. Work with economic development partners to expand small business development programs, amenities and financing tools to support the local entrepreneurial ecosystem while simultaneously working with developers to reduce barriers of development. Our goal is to introduce incentive programs policies for approval by the Town of Erie URA by the end of June beginning of July, and launch the actual incentives (after building out the operation protocols with town staff by the end of September (Q3).
2. **Street Maintenance Action Plan:** Develop a plan to bring all roads up to a Remaining Service Life (RSL) of at least 15 years, and a funding strategy for future planned streets and street improvements (some of which are developer responsibilities and some are Town responsibilities). To accomplish this staff will (1) Finalize Tischler Bise Report; (2) Gather input from neighboring municipalities and Loveland for comparison purposes; (3) Perform a Street Scan and convert the data to Pavement Condition Index (PCI); (4) present options and recommendations to the Board on Timing of Funding Methods and Approach (vote vs. fee). Steps 1-4 will be complete in 2020 and resulting Board decisions implemented 2021 through 2026.
3. **Town Center/Old Town action plan:** Implement the Goals and Objectives of the Town Center Planned Development Guide and Regulations. The Erie Town Center PD encourages an urban pattern of design for the area generally located at the NW and SW corners of Erie Parkway and County Line road as well as the area along the south side of Erie Parkway from Briggs St to Powers St. The Town Center PD creates a separate process for both land subdivision and site plan review which will assure compliance with the Goals and Objectives of the plan, while facilitating a quicker review and approval timeframe. The Erie Town Center Plan, also recognizes the unique qualities of Old Town Erie and is designed to complement existing and development within the Old Town area.
4. **Traffic Planning and Mitigation:** This issue involves continuously improving transit, traffic and safety of travel in Erie. This is an ongoing effort and includes these steps in 2020:
  - Establish necessary footprint for BRT at 9 Mile (COMPLETE)
  - Initiate Signal Design for CR7 & Obtain Right of Way (UNDERWAY)
  - Complete Median Study (COMPLETE)
  - Complete Study at 111th and Arapahoe Establish Budget for 2021 (UNDERWAY)
  - Bid Signal at CR7 and Erie Parkway
  - Monitor progress of CDOT I-25 Interchange
  - Participate in SH7 Coalition
  - Participate in NATA and SPC
5. **Building Permit Efficiencies:** The objective of this work item is to continually evaluate the processes and procedures employed by the Building department in the accepting, reviewing and issuing building permits within the Town. This includes evaluating the interdependencies between the building department and other departments that are part of the building permit process to identify opportunities to improve the overall permit process. We have retained consultants to build on staff work already completed to improve workflow and apply a LEAN/SOLVE analysis to implement a streamlined and optimum process. This work item also includes making sure Town building codes

are current and in general conformance with surrounding jurisdictions. This Work Item is also dependent on and will be coordinated with the results of Work Item #6 (Online Permitting System).

6. **Online Permitting System:** The Town currently uses the Energov (Tyler) suite of software which is used by various department for their individual needs. This program was originally designed to be used by the Building, Planning, Engineering and Finance Departments. It was to be used by each department to improve their internal business processes while providing integration between departments at key points of interdependency. Unfortunately, the software is not delivering the results we had anticipated, does not provide customer support and does not provide a Public Portal for customer interaction and information. Thus, we need to replace the system. This work item will involve evaluating other software solutions to meet these original goals. This project will be executed in conjunction with item #5 (Building Permit Efficiencies), and will not be complete until 2021.
7. **UDC Changes:** The Unified Development Code (UDC) comprise the zoning and subdivision regulations and processes used by the Town to implement the goals and objectives of the Town for development. The purpose of this Work Item is to seek input from key stakeholders, including elected officials, commissions, developers and staff and then re-write the entire Unified Development Code. The revised UDC will create a document that is easy to read and understand, provides flexibility/creativity in land development patterns, identifies architectural standards desired by the Town and incorporates previous amendments into a single document.
8. **Prep for 2021 Comprehensive Plan Update:** The Comprehensive Plan is adopted by the Town and outlines the community's vision and goals for future annexation and land-use within the planning area of the Town. The comprehensive Plan was last adopted in 2015. The objective of this Work Item is to identify the scope of the update to current comprehensive plan for the purpose of identifying a possible budget request and timing of the update.
9. **Erie Community Park, Clayton Park, Disc Golf Course Construction:** *Erie Community Park Final Phase Master Plan Approval and Construction Documentation...* on March 10 the Board adopted the park master plan for the final 12 acres of the exiting Erie Community Park. The master plan, which is based on extensive community engagement, is a balance between passive and active recreation uses including extensive amenities. Staff is now working to produce design and construction documents, and anticipates construction bids by the end of this year with construction in 2021. *Clayton Park* is a seven-acre neighborhood park in the Erie Highlands neighborhood. The park includes two baseball fields with dirt infields, a multi-use turf field, loop trail, playground with zip line and hill slide, basketball court and shade shelter. This project is under construction and will be completed this fall. *Disc Golf*. This is a two-part project: the first part was completed on February 11, when the Board adopted the disc golf master plan. Staff and the design consultant are now finalizing the construction documents for the course and will post a construction RFP this summer. The 18-basket course will be located in the Coal Creek Open Space area, east of Coal Creek and Old Town.
10. **Oil and gas updated policy regulations:** The goal of this task is to prepare UDC Chapter 12 updates for Board consideration, and to provide timely, relevant, and easy to access information on oil and gas activities in Erie, and of interest to Erie residents.
11. **Capital Projects (other than streets) action plan:** This is an ongoing effort to continuously improve and expand Town infrastructure to meet the needs of residents and businesses. For 2020, the projects include:
  - Engage Design Consultants for Boulder Creek Well Project (UNDERWAY)

- Finalize Water, Re Use, Collections Master Plans and Wastewater Utility Plan (COMPLETE)
- Finalize 208 Plan and Shores at Plum Creek Agreement (UNDERWAY)
- Complete NWRP Expansion Design and Begin Construction (COMPLETE – stalled at CDPHE)
- Connect ReUse to 1.0 MG ReUse Tank (Design Underway)
- Complete WTF Expansion & Hydroturbine Project
- Implement Various Projects per Master Plans
- Complete Erie Parkway & CR7 Signal Project

**12. Home Rule charter commission/election:** The goals of this task are to (1) conduct community engagement on Home Rule to improve understanding of the issue so (a) voters can make informed decisions on a November 2020 ballot measure on whether to pursue Home Rule, and (b) interested parties will petition to be elected to a Charter Commission, and (2) if voters do approve conducting a Charter election, staff has an effective plan and is well prepared to support the Charter Commission in its work. **Note: based on the pandemic and budget constraints, the Board decided to defer this project to 2021.**

**13. Single Hauler Trash, Recycling and Composting:** Analyze current Town recycling programs, evaluate single-hauler options and “right size” Erie’s recycling and composting goals.

- Q1-Q2 - Launch and Manage ReTRAC Waste Hauler Ordinance (COMPLETE)
- Q2-Q3 – Optimize and refine current Recycle Center operations, review code 6-6-9 and propose modifications.
- Q3 - Research & Propose Long-term Waste Management/Diversion Strategies (UNDERWAY)
- Q3 – Analyze solutions and general strategies, priorities and targets set for waste, recycling and composting in the Sustainability Master Plan
- Q4 – Provide recommendation on single hauler code and program for Board consideration

**14. Recreational biking opportunities:** The goal is to Increase overall bike-ability and bike safety throughout community for all level of riders. This objective will be met in 2020 by (1) implementing improvements identified in the Erie Singletrack Maintenance Plan and by creating ongoing budget for future maintenance needs; (2) creating a clear marketing campaign that encourages biking to Town events and providing secure bike storage system as part of the event set up; (3) installing trail wayfinding signage per the masterplan, including rules and safety regulations at Erie Singletrack; (4) incorporating a new asphalt pump track amenity with the Erie Community Park Final Phase construction plans.

**15. Focused public transit advocacy:** Advocate for better public transit service for Erie by coordinating with RTD, DRCOG, CDOT, Boulder and Weld Counties, NATA and Commuting Solutions, and others to (1) preserve existing bus service in Erie (the JUMP, L/LX and LXS routes); (2) increase the number of routes and service frequency to better serve the growing Town; (3) maintain pressure on RTD to extend North Metro commuter rail service to the Town’s I-25 property, and (4) explore with surrounding jurisdictions the possibility of a new transportation district or other alternatives to RTD to improve transit service in the area. This is an ongoing effort and, given the current pandemic budget impact on RTD, CDOT and others, will likely not see much visible progress in 2020, but we will keep advocating in multiple ways and venues for better transit in Erie!

**16. Town events strategic plan:** The goal of this task is to provide a strategic plan for events in Erie. Identifying which events the Town will continue to operate, when the Town should financially support other organizations’ events, what the expectations of others’ events are if the Town supports them financially, under what conditions the Town will “approve” and support events desired by outside organizations.

**17. Affordable housing:** Join and work with the Boulder County Affordable Housing Consortium (Boulder County, Boulder, Jamestown, Lafayette, Louisville, Longmont, Lyons, Nederland and Superior), with Weld County, and with developers to expand access to diverse housing. Specific actions include, (1) adopting a resolution to formally join the BoCo AHC, (2) adopting an IGA with Weld County to participate in Weld's CDBG program and submitting a grant application, (3) identifying and fixing provisions in the UDC and Town fees that make it difficult/impossible to construct attainable housing in Erie.

**18. Sustainability Master Plan Actions:** Implement Sustainability Master Plan Goals, which are ongoing and evolving:

- Q1 - Release and Choose Request for Bid on 7 EV Charging Stations (manage adjoined RAQC Grant) (COMPLETE)
- Q1 - Create a Robust Communications and Outreach Strategy for S-Plan Implementation (Erie.Earth partnership) (COMLPETE)
- Q1-Q2 - Design and Launch Erie.Earth (Earth Week 50 Anniversary) (COMPLETE)
- Q3 -4 - Manage and Complete Construction on 7 EV Changing Stations (UNDERWAY)
- Q2-Q3 -Coordinate EE Benchmarking and Create Long-term Strategy for Town Facilities & Community (UNDERWAY)
- Q3 - Launch SolSmart and "Erie Shines" Solar Group-buy Campaign (COMPLETE)
- Q4 - Will determine goals based on progress and completion of Q1-Q3's and adjust as needed
- All Q's – Manage update of the Water Efficiency and Drought Management Plans (UNDERWAY)
- All Q's – Staff liaison to SAB, CWW Board, RCAB, RSDN, ES, KICP, SBP (PiE), Wasteshed Regional Group (DRCOG)

**19. Service Provider Right of Way Maintenance:** The goal of this task is to ensure Infrastructure Installed in ROW (cable, gas, etc) is maintained. Staff will collaborate to establish process for Engineering, Parks and Public Works Staff to report such issues to the appropriate agency and then follow through to ensure repairs are completed. This process is underway and being led/tracked by IT.

**20. Broadband Options:** In 2017, the Town commissioned Vantage Point Solutions to complete a Broadband Assessment and Feasibility Study to explore municipal broadband networks and detail options to improve broadband connectivity in the Town. That Study identified multiple options, but recommended against building a full Fiber-to-to-Home Network serving all residents. In 2018 Town voters approved a referendum allowing the Town to pursue various broadband initiatives. Staff will review the conclusions of the Study with the Board and ask the Board to clarify what options the Board wants to pursue.

**21. Move to coordinated elections:** Staff anticipated this action would be incorporated into a proposed Home Rule Charter. With the Board deciding to defer pursuing Home Rule until 2021, this effort should also be deferred to be pursued with Home Rule.

**22. Implement Downtown Improvements action plan:** At the April 28<sup>th</sup> BoT meeting, staff presented the comprehensive Old Town Infrastructure Audit. Next, we will be building a comprehensive community engagement strategy to determine the prioritization of the improvements outlined by that audit as well as the recommendations from the Parking & Circulation study, the Downtown Redevelopment Framework, and the Coal Creek Park master plan. Once the Board approves the engagement strategy, staff will begin outreach by the beginning of July. Based on the results of the engagement, staff will develop a proposed financing and phasing plan for Board consideration.

- 23. Parks and Transportation Long-term Funding Plan:** We will be completing the study with Tischler Bise and determine the current deficit and long term need to keep up with the safety, maintenance, and quality for streets and parks long term. This project identifies funding strategies and project phasing to be included in the 5-year Capital Improvements Plan and beyond.
- 24. COVID-19 Response:** Coordinate all actions required to maintain critical functions throughout the pandemic, ensure staff and customer safety, adhere to State and County Public Health Orders, ensure consistent application of those orders throughout the Town, and minimize the negative economic impact of the pandemic and associated social distancing orders. This has and will continue to include creating Pandemic Response plans that address staffing, redundancy, supplies and redeployment of staff to maintain functions during short staffing, collaborating and coordinating with State, County and local representatives; evaluating dynamic factors (including the economic impact on the Town and on Erie businesses) and developing, implementing and monitoring new policies, procedures, processes and programs.
- 25. Financial Downturn Analysis, Plan Development and Implementation:** Ongoing monitoring of the budgetary impact of the pandemic and social distancing orders, reflecting appropriate updates to the 2020 forecast and assessing impacts on the 2021 budget. Develop responses to changing fiscal conditions, and provide updated recommendations to the Board as and when appropriate.
- 26. Nine Mile Implementation:** The Nine-mile project is well positioned to move forward expeditiously in coordination with Evergreen Development Company and the City of Lafayette. Once Lowe's closes on their portion of the Nine-mile site, it will trigger the Nine Mile Metro District to issue bonds and a domino effect of development will commence. We will be working in close coordination with Tebo Properties and the City of Lafayette as they work through their site planning process to develop the west side of 287.
- 27. I-25 Development Plan B:** Staff is working with the Town of Erie URA attorney to map out a plan B option for the I-25 development. There is still significant interest in the site. Accordingly, we are developing a strategy to finance the infrastructure expansion to serve the site. This includes pursuing smaller Urban Renewal Planning Areas (unlikely), and meeting with master developers who may be interested in public private partnerships. This is ongoing project and staff will provide regular updates to the Board.
- 28. Impact Fee Study:** Pursuant to the Town Municipal Code, a formal study of the Town's impact fees is required at least every 5 years. The Town has 4 impact fees subject to a required study – parks improvement, public facilities, storm drainage and transportation. This project is partially dependent on completing project #23, Parks and Transportation Long-term Funding Plan. The storm drainage impact fee is being addressed in the utility rate study – project #38.
- 29. Development Review and Building Permit Fees Update:** We are evaluating the fees charged by the planning department for processing land-use applications and the building department for issuing building permits to assure they are reasonable and competitive. These fees do not include fees such as Impact Fees, Water and Waste Water fees, etc.
- 30. Comcast Franchise Agreement:** The Town and Attorney Ken Fellman are in ongoing negotiations with Comcast to finalize an agreement. There are two significant issues still outstanding, one related to implementing the new FCC order dealing with franchise fees, and one related to how staff is going to address issues identified in the technical report on the cable system infrastructure.

- 31. 2020 Work Plan Update with New Board:** There are numerous issues competing for the Board of Trustees' and staff's attention. Unless the Board prioritizes which issues to focus on, the magnitude of the work will undermine the Board's and staff's ability to accomplish the highest priorities. The annual Work Plan is a critical tool consisting of a summary list of the top issues/projects the Board wants to focus on during the year and a more detailed description of the objective for each project and the "deliverables" the Board expects to achieve for each issue. Staff will work during the retreat with the new Board to update the 2020 to reflect the new Board's priorities, as well as the most recent economic environment and the fiscal impact it is having on the Town.
- 32. Economic Development Partnership Coordination:** The Economic Development Lead Team was our first attempt at better coordination between our local economic development partners. We will continue working to strengthen the roles our economic development partners play and services they provide to Erie businesses. These partners include the Erie Chamber, Erie Economic Development Council, CoSolve Erie, UpState Colorado, and the Small Business Development Center. The Town has asked all partners to implement clear accountability measures to demonstrate a return on investment and organizational sustainability. The new quarterly economic development reports are staff's first attempt in illustrating our partners updates and contributions throughout the year. The quarterly reports will highlight events, programs and services being offered to businesses (or the development of new tools to be offered) during that quarter. Key metrics to consider are: Number of new members (if applicable), number of businesses assisted, number of members total, any new events, or updates of services provided or being developed by partners.
- 33. 5-Year staffing plan:** The goal is to identify and prioritize staffing needs amongst each division based on current workload, future projects, planned growth, and skills required to serve the growing Town. Determine which new positions (if needed) make the most sense and have the biggest impact on the division. This plan will assist Administration and Board of Trustees in understanding and budgeting for required staffing from a Town wide perspective.
- 34. IT Network Penetration and Network Security Analysis:** Staff has contracted with CISA to complete a Cyber Hygiene Vulnerability Scan, Risk and Vulnerability Assessment, and Remote Penetration Tests.
- 35. Police Department (PD) Staffing:** Over the last seven years, and like most other police departments, the Erie PD has only been fully staffed with police officers for a two-week period in July 2016. This area continues to be one where frequent recruiting and hiring processes are administered. HR is totally committed to helping the Erie PD achieve the authorized number of 41. The Erie PD currently has 36 officers and has conducted six processes thus far this year. Since the Coronavirus Pandemic, the selection process has been streamlined and the Erie PD is one of the few agencies which continues to attempt to hire officers. During each process, social distancing, masking and constant sanitizing have become the new norm. As of this week, there are seven applicants in various stages of the police hiring process with the goal to be fully staffed by summer 2020. While getting and maintaining a full roster of sworn officers, Erie PD has not have any problems filling and retaining non-sworn positions; all eight positions are filled.
- 36. New Board Training:** Conducting a variety of activities to assist the entire Board of Trustees in being successful in their role, identifying their priorities, and building relationships internally. Assisting the Board and staff to achieve optimum performance.
- 37. Long-Range Facilities Plan:** This task involves developing a Master Plan for Maintenance and Facility Expansion (as needed) for all Town major facilities required to serve the growing Town. To accomplish this the Facilities staff will be issuing--dependent upon on the current emergency

situation and in person meetings—an RFP for qualified firms to assist staff. We anticipate completing the Master Plan in 2021.

- 38. Utility Rate Study:** The Town Municipal Code requires a formal study of its utility rates, tap fees and water resource fees a minimum of every 5 years. The funds involved in this study are the Water Fund, Wastewater Fund, Storm Drainage Operating Fund and Storm Drainage Impact Fee Fund.
- 39. 5-Year Hazard Mitigation Plan w/Boulder County and Weld County:** Working in conjunction with the Town of Erie's Public Works, Planning, and Parks/Recreation Departments, along with the Office of Emergency Management from both Boulder County and Weld County, the 5 year plan for both counties is due to be completed in 2020 with a publish date in early 2021. The Hazard Mitigation Plan identifies hazards in the Town (floods, tornados, etc.) and identifies values at risk as well as mitigation projects to reduce or eliminate impacts. The Office of Emergency Management for both counties takes the lead on this project. Erie officials provide the data requested. This is a work in progress even though COVID-19 has slowed the process down a bit.
- 40. Pay Equity Study and Implementation:** In 2019, the State of Colorado passed the Colorado Equal Pay for Equal Work Act. One of the primary intents of this act is to ensure pay equity between genders for all employers in Colorado. The law goes into effect on January 1, 2021. Further, the law provides that an employer who acts in good faith may reduce potential damages in equal pay lawsuits. Completion of a thorough and comprehensive pay audit of the workforce, with the specific goal of identifying and remedying unlawful pay disparities, is specific evidence of an employer's good faith. With this in mind, the Town engaged Graves Consulting to conduct such an analysis of the Town's current workforce to demonstrate that good faith and to identify any potential pay inequities and provide recommendations for potential remedies. The final report was given to the Town on May 8th. It concludes, "Overall, the Town does not appear to have any significant pay equity concerns" and, "In summary, the Town has done a great job of managing pay equity across all categories."
- 41. Erie Small Business Emergency Relief Grant Program:** This program was introduced on April 6<sup>th</sup> 2020 in response to the COVID-19 state of emergency order. We distributed \$300k to 43 different businesses in the 4 weeks following the launch of the program. The goal of the program is to provide relief to businesses impacted by the pandemic by providing bridge funding prior to businesses receiving federal and state resources. As we continue to monitor the impacts of COVID-19 and the state of emergency on the economy, we will continue to monitor whether a second round of similar funding may be required.
- 42. Enabling virtual meetings (equip & software upgrades, training):** This required a lot of work in a short period of time to create virtual conference rooms, test systems, produce on-screen slides to provide a professional image, train staff and Boards on this new process, and update information to help the public understand the meetings are now conducted virtually and how to use the call-in function. Thanks to amazing teamwork, Erie was among the first, if not the first local government in Colorado (and perhaps the nation) to have virtual Board and Planning Commission meetings, including public hearings in which the public could comment. While we could consider this issue "complete", we are still looking at refinements and improvements.
- 43. Erie PD wants/needs (SRO needs/options):** Currently, the Erie PD staffs four full-time School Resource Officers (SROs), all of which work in the SVVSD. Two are assigned to Erie HS, one to Soaring Heights and one to Erie Middle School. The SVVSD pays a portion for every SRO (anywhere from 100% salary and benefits year round, to 75% salary and benefits for nine months, to 50% salary for nine months excluding salary and benefits). With this squad of four SROs, a sergeant was needed

and approved to directly supervise this work group and to liaison with the SVVSD. This position is totally funded by the Town. There have been discussions regarding fielding a SRO for Meadowlark which is in the BVSD. Currently, the BVSD does not pay any portion of a salary or benefits for SROs in their school district. Staff recommends for now not fielding a SRO at Meadowlark until the BVSD can bring a minimum of 50% salary for at least nine months. This would ensure there is some parity between SVVSF and BVSD.

- 44. Historic Preservation Advisory Board master plan:** This is a rollover from the 2019 Work Plan, and has been completed with the Board of Trustees action on March 24, 2020 to adopt the Historic Preservation Master Plan.
- 45. Agenda Packet Requirements:** Implement an Administrative Policy and protocols to ensure all items on the Board of Trustees' meeting agendas are complete, consistently formatted, and completed in a timely manner. This action was essentially complete on January 29, 2020 when the Town Administrator adopted and implemented the Board of Trustees Agenda Item Policy. That policy outlines the content and style requirements for agenda items and presentations to the Board, and timelines for completing the various steps in preparing agenda items. Training for staff who prepare and present agenda items is ongoing, as are refinements to the procedures.
- 46. URA Legal Representation.** This action was complete with the Board's appointment of Corey Hoffman as the TOEURA's Attorney. Hoffman is a partner in Town Attorney Kendra Carberry's law firm. Having attorney's in the same firm representing the Town on general legal matters and on urban renewal matters streamlines coordination and results in better representation. Prior to Hoffman's appointment, the Town engaged two different firms and TOEURA/Board meeting logistics were challenging and coordination was sometimes inconsistent.
- 47. Municipal Election.** Conduct the April 2020 Municipal Election in accord with all laws and requirements.