



EAGLE COUNTY STRATEGIC PLAN

Adopted October 2015

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Strategic Planning Model for Eagle County

Value-based principles that describe the preferred future in 15 years

VISION

Destination
"You Have Arrived"

Principles that define the responsibility of county government and frame primary services

MISSION

Vehicle
"The Right Bus"

Personal values that define performance standards and expectations for employees

CORE VALUES

Fuel
"The Right People"

Strategic goals that focus outcome-based objectives and potential actions for 5 years

PLAN

Map
"The Right Route"

Focus for one year – an action agenda for Board of County Commissioners (policy) and Staff (management and projects)

EXECUTION

Itinerary
"The Right Direction"

Eagle County Vision

Eagle County is made up of thriving communities for families^(A) and is home to a vibrant workforce^(B), with personal health and wellness achievable for all^(C). Our natural beauty^(D) is preserved through purposeful environmental stewardship^(E). We are an international year-round resort destination^(F) with a diverse, resilient economy^(G).

Eagle County Vision

PRINCIPLE A

THRIVING COMMUNITIES FOR FAMILIES

1. Quality early childhood development and enrichment opportunities for every child
2. Socio-economic and cultural diversity
3. All definitions of family
4. Attractive, family friendly neighborhoods with convenient access to amenities
5. Gathering places and events that encourage residents getting to know and enjoy each other
6. Sense of personal safety and security
7. Free or low cost family activities and events, including recreational/leisure and arts/culture

PRINCIPLE B

VIBRANT WORKFORCE

1. Workforce development and training for 21st century jobs
1. Diverse jobs with livable wages for residents
2. Range of quality housing choices: prices, types, locations, rental or ownership
3. Opportunities for first-time homebuyers
4. Mixed-income residential development
5. Residences and workplaces connected by transit options

Eagle County Vision

PRINCIPLE C

PERSONAL HEALTH AND WELLNESS FOR ALL

1. Accessible, affordable and quality medical and healthcare services for all
2. Prevention programs and services with a high rate of utilization
3. Full range of programs and services for the whole person: mental, physical, dental
4. Activities, events and programs that support and promote personal wellness
5. Equitable services and opportunities tailored to the needs of vulnerable populations
6. Natural and built environments that promote personal wellness

PRINCIPLE D

OUR NATURAL BEAUTY

1. Abundant clean water for our rivers, creeks and lakes
2. Green, healthy forests
3. Open space with community buffers
4. Clean air
5. Unobstructed vistas

Eagle County Vision

PRINCIPLE E

ENVIRONMENTAL STEWARDSHIP

1. Local and regional leadership on environmental issues
2. Use and promotion of solar and other renewable energy sources to protect our climate
3. Reduction, reuse and recycling of solid waste county wide
4. “Net Zero” energy use for County government
5. Reduction in our community’s greenhouse gas emissions
6. Accessible, useable transportation options including public transit, trails, alternative fuel vehicles
7. Healthy, interconnected and sustainable eco-systems

PRINCIPLE F

INTERNATIONAL YEAR-ROUND RESORT DESTINATION

1. Successful four-season venues, programs and experiences
2. International brand recognition
3. World-class competition and events regularly scheduled in Eagle County
4. Opportunities for residents to enjoy events and activities
5. Model of resort environmental stewardship
6. Successful ski resort corporation
7. Convenient, affordable air service with connections for international travel
8. Convenient and safe travel to and from DIA and the Front Range

Eagle County Vision

PRINCIPLE G

DIVERSE, RESILIENT ECONOMY

1. Strong tourism with returning visitors
2. Positive environment for innovators and entrepreneurs
3. World-class destination for medical, healthcare and wellness services
4. Expanded higher educational and degree programs
5. Home-based businesses and offices
6. Access to broadband for all
7. Green business economy
8. Farm and ranch based businesses with “farm to table” and local food production opportunities

Eagle County Mission

CREATING A BETTER EAGLE COUNTY FOR ALL

**Eagle County achieves the mission by
providing top quality county services⁽¹⁾
with excellent customer service⁽²⁾
in a financially sustainable manner⁽³⁾;
we partner with the community⁽⁴⁾
and engage our residents⁽⁵⁾.**

Eagle County Mission

PRINCIPLE 1

TOP QUALITY COUNTY SERVICES

1. Listening to community members to understand service needs
2. Adding value for customers
3. Providing timely, quality services
4. Developing an organizational culture that evaluates the quality of services and makes improvements
5. Applying "best practices" to Eagle County government
6. Maintaining County buildings, infrastructure and facilities in excellent condition
7. Hiring and retaining highly qualified County employees from diverse backgrounds
8. Measuring service and program outcomes

PRINCIPLE 2

EXCELLENT CUSTOMER SERVICE

1. Assuring county systems and processes are clear, fair and easy to access for all
2. Treating our customers with respect, acting in a friendly and courteous manner
3. Taking the time to explain decisions or actions, especially if the answer is "no"
4. Going the extra mile to help our customers
5. Providing customer friendly buildings and facilities
6. Providing County services in a culturally competent manner

Eagle County Mission

PRINCIPLE 3

FINANCIALLY SUSTAINABLE MANNER

1. Defining County services and service levels based on available resources and community demands
2. Using financial tools to forecast future revenues and expenditures in order to use taxpayer and other funds efficiently and effectively
3. Maintaining financial reserves consistent with County policies and national standards
4. Delivering County services in an efficient and cost effective manner
5. Leveraging County resources with outside funding streams for maximum community benefit
6. Providing competitive compensation and development opportunities for County employees
7. Developing and following County financial policies
8. Developing and maintaining transparent financial systems and reporting

PRINCIPLE 4

PARTNER WITH THE COMMUNITY

1. Identifying and connecting with strategic partners
2. Working with community partners to establish and align common visions and goals
3. Understanding the goals and needs of partners
4. Maintaining open, regular communications with partners
5. Resolving conflicts with partners in a timely manner
6. Leveraging County resources through partnerships and collaborative efforts
7. Working with partners to fill community gaps
8. Utilizing partners to engage hard-to-reach populations in order to assure services are culturally and socially appropriate

Eagle County Mission

PRINCIPAL 5

ENGAGE OUR RESIDENTS

1. Proactively communicating with Eagle County residents
2. Appropriately involving residents in the governance process
3. Effectively using boards, commissions and task forces to address community issues, and assuring diverse representation that reflects the community
4. Informing residents about the County's mission, goals, finances and services
5. Having a visible presence in the community
6. Engaging the residents in major projects, development of policies and plans, and planning the County's future
7. Participating in community events and meetings
8. Assuring non-English Speaking residents and other hard-to-reach populations have a voice in county planning, programming and evaluation

Eagle County Core Values

VALUE 1

CREATIVITY

1. Anticipating challenges and opportunities
2. Taking reasonable and calculated risks
3. Thinking creatively and taking innovative action
4. Accepting and learning from mistakes and setbacks
5. Looking for ways to improve the organization, the operational processes and work activities
6. Taking the initiative to reduce costs of service delivery
7. Anticipating challenges and opportunities

VALUE 2

RESPECT

1. Acting in an honest and ethical manner
2. Delivering on commitments and promises
3. Demonstrating integrity
4. Being attentive and an active listener when communicating with others
5. Presenting a positive image for Eagle County
6. Being prepared
7. Valuing others' time, contributions and expertise
8. Acting in a professional manner, consistent with professional standards
9. Treating others the way they would like to be treated

Eagle County Core Values

VALUE 3

ENGAGEMENT

1. Participating in community events and meetings
2. Maintaining a visible presence in the greater community
3. Assuring services are culturally and socially appropriate
4. Valuing the voice of community residents and organizations, and seeking their input whenever possible
5. Engaging residents in defining and evaluating services and programs
6. Working with partners to deliver services

VALUE 4

ACCOUNTABILITY

1. Defining areas of job responsibility with clearly defined expectations and standards
2. Taking ownership in service or products that you are providing
3. Regularly assessing systems to improve efficiency and effectiveness
4. Taking responsibility for decisions and actions
5. Holding self and others accountable for performance
6. Evaluating outcomes
7. Providing timely progress or status reports
8. Monitoring the performance of your employees
9. Making timely decisions within your areas of responsibility
10. Clearly delegating to others with defined expectations and standards
11. Providing thorough, accurate and complete work products and reports
12. Thinking about financial impacts
13. Operating in a publicly transparent manner

Eagle County Core Values

VALUE 5

TEAM

1. Knowing your role and responsibilities
2. Communicating in an open, honest and direct manner
3. Helping others to be successful and achieve their goals
4. Sharing resources for team success
5. Working together as a County Team – thinking beyond individual departments and work units
6. Appropriately involving others in decision-making
7. Actively participating on teams
8. Having fun

VALUE 6

EXCELLENCE

1. Going the extra mile to produce the best possible service or product
2. Defining performance standards, measures, and outcome-based benchmarks
3. Linking daily performance to Eagle County's vision, mission, goals, plans and core values
4. Evaluating performance and results
5. Maximizing the resources available
6. Achieving goals and producing quality results in a timely manner
7. Using data in making decisions and evaluating outcomes
8. Expanding skills and knowledge
9. Being flexible, adaptable and resilient
10. Knowing and applying best practices

Eagle County Core Values

VALUE 7

SERVICE

1. Knowing the customer and evaluating his/her needs and desires
2. Listening to and understanding the customer's concerns, expectations and issues
3. Engaging community in planning and evaluating services
4. Actively seeking and using feedback from customers
5. Treating customers in a courteous and consistent manner be nice
6. Providing a direct, timely response to customer inquiries
7. Striving to exceed customers' expectations
8. Demonstrating compassion for customers
9. Having a passion for public service

Eagle County Goals 2015 - 2020



EAGLE COUNTY IS FINANCIALLY SOUND



EAGLE COUNTY IS A GREAT PLACE TO LIVE FOR ALL



EAGLE COUNTY PROTECTS THE NATURAL ENVIRONMENT



EAGLE COUNTY PROMOTES A DIVERSE AND RESILIENT ECONOMY



EAGLE COUNTY IS A HIGH-PERFORMING ORGANIZATION

Goal 1



Eagle County is Financially Sound

OBJECTIVES

1. Define service levels based on available resources and community demands
2. Plan for facilities, infrastructure, staffing and maintenance within projected revenues
3. Deliver County services in the most cost effective and efficient manner possible
4. Enhance productivity and customer service through appropriate technology systems
5. Leverage County resources through grants, outside funding sources and partnerships

VALUE TO RESIDENTS

1. Service value for taxes and fees
2. County positioned for uncertain economic future
3. Maximized use of tax dollars through partnerships and grants
4. County services delivered in an efficient, cost effective manner
5. Well maintained County infrastructure and facilities

Goal 2



Eagle County is a Great Place to Live for All

OBJECTIVES

1. Increase access to affordable health care and preventative services
2. Expand early childhood development opportunities
3. Encourage more affordable housing choices, including types and price levels
4. Become a more inclusive county welcoming to all
5. Expand services and opportunities to meet the needs of vulnerable populations
6. Expand trail connectivity
7. Complete major traffic improvement projects
8. Actively pursue code and zoning violations that affect health, safety, wildlife, and/or the environment
9. Create communities with a sense of place
10. Connect communities through a variety of transportation systems

VALUE TO RESIDENTS

1. All residents feel welcome
2. Affordable and quality housing available to all
3. Early childhood development opportunities available to all
4. Trail system for recreation and community use
5. Diverse programs and support for vulnerable populations
6. Opportunities for healthy life styles and personal wellness
7. Well planned, inclusive communities with amenities for all
8. Choices of transportation modes

Goal 3



Eagle County Protects the Natural Environment

OBJECTIVES

1. Protect surface and ground water quality and quantity
2. Protect the forest
3. Concentrate development in populated areas guided by smart growth principles
4. Preserve community buffers and open spaces
5. Reduce greenhouse gas emissions in county government and our communities.
6. Achieve a community waste diversion goal of 30% by 2030

VALUE TO RESIDENTS

1. Protection of property values and quality of life
2. Response and action towards climate change
3. Protection of open spaces, forests, water quality and views
4. Opportunities to recycle and reuse

Goal 4



Eagle County Promotes a Diverse and Resilient Economy

OBJECTIVES

1. Increase the number of jobs with livable wages
2. Promote business expansion, retention and attraction
3. Expand commercial air service
4. Encourage competition and cost reductions in health care
5. Encourage opportunities for businesses identified in the County Economic Development plan
6. Support innovators and entrepreneurs
7. Advocate to decrease congestion on I-70
8. Evaluate County policies and practices to support business development

VALUE TO RESIDENTS

1. Job opportunities with livable wages
2. Positive climate for businesses
3. More affordable medical and healthcare services
4. More routes available in commercial air service
5. County welcoming to entrepreneurs
6. Reliable route to and from the Front Range for residents, commerce and visitors

Goal 5



Eagle County is a High-Performing Organization

OBJECTIVES

1. Recruit, retain, and develop a top quality County workforce that reflects community demographics
2. Require all supervisors, managers and directors have management skills to set targets, meet goals, manage staff, and measure performance
3. Provide outstanding customer service
4. Maintain competitive compensation based upon market and performance
5. Achieve strategic goals
6. Align the County organization with the mission and vision
7. Practice the core values
8. Require a high level of expertise among supervisors, managers and directors
9. Establish a culture of continuous improvement

VALUE TO RESIDENTS

1. Customer oriented County services: friendly and courteous
2. County services responsive to residents' needs
3. Highly motivated County workforce dedicated to serving the Eagle County community
4. County workforce that reflects the diversity in our communities
5. County employees accountable for decisions and actions

Eagle County Action Agenda 2015-2016

Policy and Management

Eagle County Policy Agenda 2015 – 2016 Action Items

GOAL 1



Eagle County is Financially Sound

ACTION: ADDRESS THE STRUCTURAL BUDGET DEFICIT

PRIORITY
<i>Policy</i>

Key Issues

Activities/Milestones

Time

Structural Budget Deficit	Evaluate budget options and alternatives	Ongoing
Service Demands exceed Revenues	Review/finalize Budget FY 2016 with County Manager	10/15
Balanced Budget	BoCC Presentation: Budget FY 2016	10/15
Financial Support of Community Non-Profits	BoCC Decision: Budget FY 2016 adoption	11/15
Capital Improvement Plan	Evaluate revenues and expenditures for budget FY 2017	6/16

Responsibility: County Manager/Finance

ACTION: ADDRESS EMERGENCY COMMUNICATIONS NEEDS AND ONGOING SUSTAINABILITY

PRIORITY
<i>Policy</i>

Key Issues

Activities/Milestones

Time

Funding Mechanism	Complete comprehensive report on financial status/projected costs	2/16
County Goals/Outcomes	800 MHz	
Different Goals among Partners	Vail Public Safety Communications Center (Dispatch) E911 Authority Board	
	BoCC Presentation/Decision: Direction	3/16
	Work with Emergency Communications Task Force to recommend next steps	3/16 – 6/16

Responsibility: Deputy County Manager/Emergency Management

ACTION:	COMPLETE COUNTY SERVICES INVENTORY	PRIORITY
		<i>Policy</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
County Services Definitions	Define scope and process for inventory development	1/16
Service Priorities	Complete County service inventory	3/16
Levels of Service	Refine inventory, prioritize County services	4/16
Service Gap Identification	BoCC Presentation: inventory overview	5/16
	Finalize County services inventory	6/16
	BoCC Decision: County services inventory adoption	7/16
Responsibility: Deputy County Manager/Finance		

ACTION:	PURSUE US 6 AND EDWARDS SPUR ROAD IMPROVEMENTS	PRIORITY
		<i>Policy</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
Funding Partner(s)	BoCC: Direction on County financial participation	6/16
County Funding	Develop agreement with partners	
Engineering/Design	Work with Edwards Community Authority	12/16
West Edwards Development	Coordinate with West Edwards Sub Area Plan	Ongoing
	Coordinate/Advocate with CDOT	Ongoing
		Ongoing
Responsibility: Planning/Engineering		

ACTION:	COMPLETE EDWARDS COUNTY CAMPUS PLAN	PRIORITY
		<i>Policy</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
Project Cost	Develop plan for occupancy, funding options	11/15
Determine Occupants: County Office, Community Agencies	BoCC Decision: Plan, funding mechanism	12/15
	Work with community partners	Ongoing
Responsibility: County Manager/Facilities Management		

GOAL 2



Eagle County is a Great Place to Live for All

ACTION: ADDRESS EARLY CHILDHOOD DEVELOPMENT NEEDS IN THE COMMUNITY

PRIORITY

Policy

Key Issues

Differing Visions, Goals and desired Outcomes among residents and providers
 Inadequate capacity for 2016
 Long Term Delivery Systems
 County Role
 Funding Mechanisms

Activities/Milestones

Prepare report on options
 BoCC Presentation: Direction on options (short term/long term)
 Develop Budget Proposal FY 2016
 Facilitate stakeholder meeting for Early Childhood Plan
 BoCC Decision: Budget FY 2016
 BoCC hold community seminar series to include early childhood development needs
 Prepare strategy, cost estimates, funding mechanisms
 BoCC Decision: Direction on long term
 Work with community partners and stakeholders

Time

8/15
 8/15
 10/15
 8/15
 11/15
 3/16
 3/16
 3/16
 3/16
 Ongoing

Responsibility: Human Services

ACTION: ENGAGE THE HISPANIC COMMUNITY

PRIORITY

Policy

Key Issues

Current Difficulty in Effectively Engaging This Community
 Approach for Outreach
 Action Plan

Activities/Milestones

Discuss BoCC goals and priorities in work sessions
 Engage other community/organization efforts in outreach; review outcomes
 Develop "Community Engagement Guide" (Public Health/Environment)
 Identify/evaluate "Best Practices" and standards
 Develop outreach for Eagle County
 Increase Hispanic participation on County boards and councils

Time

10/15
 10/15
 12/15
 12/15
 3/16
 Ongoing

Responsibility: Communications

ACTION: ADVOCATE FOR AFFORDABLE HEALTHCARE

PRIORITY
<i>Policy</i>

Key Issues

High Cost of Healthcare
Lack of Access

Activities/Milestones

Review requests from Mountain Family Health Center and other affordable healthcare providers
BoCC: Direction, Funding
Advocate for affordable healthcare
BoCC hold community seminar series to include the topic of affordable health care
Model competitive health cost reduction behaviors through the County self-insurance program

Time

10/15

11/15
Ongoing
4/15

Ongoing

Responsibility: Board of County Commissioners

ACTION: LESSEN HEALTH DISPARITIES THROUGH ENVIRONMENTAL JUSTICE

PRIORITY
<i>Policy</i>

Key Issues

Inequity for some populations
County Role
Standards
Relationship to Code Enforcement
Language Barrier
Culture Differences

Activities/Milestones

Deliver presentation to BoCC/staff on concepts of environmental justice and health equity
Proactively pursue code enforcement violations when impacting health, safety and the environment
Engage Spanish-speaking community in master planning
Add a Junk Ordinance to land use regulations
Adopt the American Planning Association’s Policy Guide Provisions related to Environmental Justice (Community Development)
Use Board of Health powers to address ‘junk yards’ when Junk Ordinance does not apply and health, safety or the environment is at risk
Obtain formal training around environmental justice (conference, etc.) (Community Development and other staff)

Time

9/15

9/15

11/15

1/16

1/16

6/16

6/16

Responsibility: Public Health/Environment/Planning

ACTION: COMPLETE THE EAGLE VALLEY TRAIL PLAN

PRIORITY
<i>Policy</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
Right of Way Challenges	Complete ROW Analysis	8/15
Working with Land Owners	Complete RFP trail design	8/15
Funding	BoCC Decision: Award design contract	9/15
Segments in Approved PUDs	Complete design documents	2/16
	BoCC hold community seminar series to include transportation challenges and opportunities	3/16
	BoCC Presentation: design, direction, funding options for construction	3/16
	Work with regional partners, land owners and funders	Ongoing

Responsibility: Deputy County Manager/ECO Trails Manager

GOAL 3	Eagle County Protects the Natural Environment
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ACTION:	IMPLEMENT AND UPDATE ENVIRONMENTAL POLICY	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="text-align: center; padding: 2px;">PRIORITY</td></tr> <tr><td style="text-align: center; padding: 2px;"><i>Policy</i></td></tr> </table>	PRIORITY	<i>Policy</i>
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<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>		
Goal Clarification	Identify goals, actions and budget for energy, waste, fuel and water reduction in 2016	11/15		
Climate Change	BoCC Decision: Funding for 2016	11/15		
Environmental	BoCC Presentation: Environmental Policy draft	3/16		
Sustainability	revision			
County Leadership	BoCC Decision: Policy Adoption, Short/Long Term Actions	4/16		
	BoCC Decision: Funding for Environmental Policy implementation	7/16		
Responsibility: Public Health/Environment				

ACTION:	ENGAGE COMMUNITY TO DEVELOP CLIMATE ACTION PLAN	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="text-align: center; padding: 2px;">PRIORITY</td></tr> <tr><td style="text-align: center; padding: 2px;"><i>Policy</i></td></tr> </table>	PRIORITY	<i>Policy</i>
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<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>		
Goal Setting	BoCC Presentation: Greenhouse gas inventory report	12/15		
Climate Change	Engage community partners for climate action plan development	12/15		
Environmental	Identify scope of work, funding partners and facilitator for climate action plan development	2/16		
Sustainability	BOCC hold community seminar series including the topic of climate change	4/16		
Community Engagement	BoCC Decision: Funding for projects identified in community climate action plan	12/16		
Responsibility: Public Health/Environment				

ACTION: INCREASE WASTE DIVERSION AND RECYCLING

PRIORITY
<i>Policy</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
Climate Changes	Finalize agreements for pilot community	12/15
Lack of Composting	compost operations	
Opportunities	BoCC: Execute contract	1/16
Community Awareness	Update the community waste diversion plan to include goals and strategies	6/16
	Leverage Waste Diversion Steering Committee to implement community plan	8/16

Responsibility: Public Works, Environmental Health and Sustainability

GOAL 4	Eagle County Promotes a Diverse and Resilient Economy
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ACTION:	DETERMINE COUNTY ECONOMIC DEVELOPMENT POLICY AND PLAN	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="text-align: center;">PRIORITY</td></tr> <tr><td style="text-align: center;"><i>Policy</i></td></tr> </table>	PRIORITY	<i>Policy</i>																					
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	Responsibility: County Manager																								

ACTION:	COMPLETE AFFORDABLE HOUSING REPORT WITH OPTIONS TO INCREASE UNITS	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="text-align: center;">PRIORITY</td></tr> <tr><td style="text-align: center;"><i>Policy</i></td></tr> </table>	PRIORITY	<i>Policy</i>												
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<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>														
County Role	Work with Housing Action Team	Ongoing														
Funding Mechanism	Identify short term housing options	10/15														
Lack of Affordable Housing	Evaluate options/review existing Housing Guidelines	11/15														
Cost Burdened Households in Eagle County	Work with other jurisdictions and private developers BoCC hold community seminar series to include the topic of workforce housing Identify strategies for long-term housing options	Ongoing 4/16 4/16														
	Responsibility: Housing/Planning															

GOAL 5



Eagle County is a High-Performing Organization

ACTION: STRATEGIC PLAN: DEVELOPMENT, INSTITUTIONALIZATION

PRIORITY
<i>Policy</i>

Key Issues

Activities/Milestones

Time

Vision	Finalize plan, establish priorities	7/15
Goals	BoCC Decision: Plan Adoption	10/15
Mission	Establish outcomes and metrics	1/16
Core Values		
Plan (5 year)		
Action Agenda 2015 – 2016		
Priorities		

Responsibility: County Manager

Eagle County Management Action Items 2015 – 2016

GOAL 1	Eagle County is Financially Sound
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ACTION:	ADOPT TOTAL COMPENSATION POLICY	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="text-align: center;">PRIORITY</td></tr> <tr><td style="text-align: center;"><i>Mgmt</i></td></tr> </table>	PRIORITY	<i>Mgmt</i>													
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ACTION:	PLAN SYSTEMS MAINTENANCE FOR COUNTY FACILITIES/BUILDINGS	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="text-align: center;">PRIORITY</td></tr> <tr><td style="text-align: center;"><i>Mgmt</i></td></tr> </table>	PRIORITY	<i>Mgmt</i>										
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ACTION: INTERNAL HEALTHCARE COST CONTAINMENT

PRIORITY

<i>Mgmt</i>

Key Issues

Activities/Milestones

Time

Change Management

Evaluate/meet with vendors

7/15

Health Care Direction

Finalize selection and plan design

8/15

Cost Controls

BoCC Decision: Vendor Selection, Plan Design

8/15

BoCC Decision: Budget FY 2016

11/15

Responsibility: Human Resources

GOAL 2



Eagle County is a Great Place to Live for All

ACTION: ADOPT BUILDING CODE UPDATES

PRIORITY
<i>Mgmt</i>

Key Issues

International Building
 International Residential
 Fuel/Gas
 Mechanical
 Plumbing
 Energy
 Fire

Activities/Milestones

Finalize code updates
 BoCC Decision Code Updates – Adoption

Time

1/16
 3/16

Responsibility: Planning

ACTION: COMPLETE WEST EDWARDS SUB AREA PLAN

PRIORITY
<i>Mgmt</i>

Key Issues

Environmental Justice
 Zoning Violations
 Code Enforcement
 Engagement of Property
 Owners
 Transportation
 Improvements

Activities/Milestones

Develop planning team
 Define scope/process for plan, including
 engagement of the Hispanic community and
 other neighbors; incorporation of
 environmental justice principles
 Conduct community meetings – ideas, desires,
 visions, issues
 Complete Sub Area Plan

Time

10/15
 11/15
 2/16
 6/16

Responsibility: Planning

ACTION:	UPDATE EDWARDS AREA COMMUNITY PLAN	PRIORITY
		<i>Mgmt</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	Planning Commission: Adoption	10/15 – 1/16
Responsibility: Planning		

ACTION:	ADOPT HEALTHY COMMUNITY INDEX/ REGULATIONS/POLICY FOR DEVELOPMENT	PRIORITY
		<i>Mgmt</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
Policy Framework	Planning Workshop Conduct Public Meetings BoCC: Public Hearing BoCC: Policy Adoption	12/15 3/16 6/16 6/16
Responsibility: Planning		

ACTION:	DETERMINE APPROACH TO CODE ENFORCEMENT/COMPLIANCE	PRIORITY
		<i>Mgmt</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
Equity Consistency Degree of Proactive vs. Complaint Driven	Review and evaluate code (legal framework); enforcement process; adjudication process Prepare an evaluation report siting problems, presenting options and enforcement criteria BoCC Presentation: Discussion, Direction	11/15 1/16 3/16
Responsibility: Deputy County Manager/Planning		

Management in Progress 2015 – 2016

	TIME
1. Ambulance Licensing: Updated Regulations	Completed
2. Affordable Housing Map: Development	9/15
3. Employment First Program: Implementation	1/16
4. MOU with Eagle Valley Humane Society	4/16
5. Workforce Innovation and Opportunity Action Implementation	4/16
6. Emergency Support Function 6: Operational Plans and Networks: Update	4/16
7. Lake Creek Village Apartments: Programming	5/16
8. CCAP Cliff Effect Pilot Project	6/17
9. Family Planning Clinic Expansion	3/16

Major Construction Projects 2015 – 2016

	TIME
1. Animal Services Facility Improvements: Floors, Cat Cages, Equipment Purchase	Completed
2. Bus Signage and Web Portal	Completed
3. Eagle Park and Ride Expansion	10/15
4. Bus Shelters	
Eagle	10/15
Avon	5/16
5. Lake Creek Village Apartments: Attic Venting and Insulation Project	12/15
	12/16
6. Castel Peak Senior Care Community	7/16
7. Freedom Park Transfer Station	9/16
8. Bridge Replacements	
Burns	12/16
Catamount	12/16
Red Dirt	9/17
9. Golden Eagle Senior Apartments: Second Egress Project	12/18

GOAL 3



Eagle County Protects the Natural Environment

ACTION: WESTERN SLOPE WATER ADVOCACY

PRIORITY
Mgmt

Key Issues

Non-Point Pollution
Colorado Water Plan

Activities/Milestones

BoCC Report: Threats and Actions
Monitor court filings, legislation and other actions impacting water

Time

TBD/
As Needed
Ongoing

Responsibility: County Attorney

Management in Progress 2015 – 2016

TIME
Completed
Completed
Completed
8/15
11/15
3/16
5/16
6/16
8/16
TBD
TBD
TBD
TBD
Ongoing

1. No Harm Wildfire Dataset and Website
2. Open Space Ranger
3. Water Lease Conveyed to Grand River LLC (Colorado River Ranch)
4. Source Water Protection Plan: Lake Creek Valley
5. Fairgrounds Gravel Pit – Old Castle Mining Plan and Final Settlement (BoCC)
6. Oil and Gas Regulations (BoCC)
7. Source Water Protection Plan: Town of Gypsum
8. Parking Standards: Adoption (BoCC)
9. Emma Farms Conservation Easement Acquisition
10. Red Dirt Creek Open Space: Public Awareness
11. State Bridge, Two Bridges and Dotsero Landing to BLM
12. Boneyard Open Space: Conservation Easement
13. Dowd Junction Forest Service Land Disposition: Negotiation with Potential Partners
14. Eagle River Corridor Plan (Town of Eagle): Participation

Major Construction Projects 2015 – 2016

		TIME
1.	Horn Ranch Open Space Access: Signage Improvements	Completed 12/15
2.	Spencer's Cabin Improvements and Public Use	Completed
3.	Duck Pond Restoration and Irrigation System	Completed
4.	Eagle River Preserve: Fencing and Parking Improvements	Completed
5.	Scale House Project	10/15
6.	Colorado River Ranch Schoolhouse Interpretation and Access Improvements	12/15
7.	Leadville Bus Barn Solar	12/15
8.	Glassier Ranch Trail System	TBD

GOAL 4	Eagle County Promotes a Diverse and Resilient Economy
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ACTION:	AIR SERVICE RETENTION/EXPANSION	PRIORITY
		<i>Mgmt</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
Timing	BoCC Decision: General Fund Support in Budget	10/15
Ballot Measure	FY 2016	
EGE: Direction	Meet with Air Lines – Discussion of Air Route	6/16
New Routes	BoCC Presentation/Decision: General Fund	
Route Expansion	Support and Ballot Measure	8/16
Funding	Work additional route (winter)	
	Work with EGE Air Alliance	TBD
		Ongoing
Responsibility: Airport		

Management in Progress 2015 – 2016	TIME
1. Airport Paid Parking: Implementation	Completed
2. Airport Minimum Standard: Rewrite	8/15
3. Airport Wildlife Hazard Mitigation Management Team	9/15
4. Fly Vail Website: Rebuild	10/15
5. Air Terminal Area Plan: Complete	11/15

Major Construction Projects 2015 – 2016	TIME
1. Airport Snow Removal Equipment Building Project	8/15
2. Automated Weather Observing System (AWOS) Project	9/15
3. Northside General Aviation Hangar Project	10/15
4. Airport Northside Water/Sewer Infrastructure Project	10/15
5. Airport Administrative Office Remodel Project	11/15
6. Air Carrier Apron Reconstruction Project	10/16

GOAL 5	 Eagle County is a High-Performing Organization
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ACTION:	COUNTY ORGANIZATION: ASSESSMENT REPORT	PRIORITY
		<i>Mgmt</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	Finalize organization structure and process	3/16
	BoCC Presentation: Report	3/16
	Review organization structure capacity, skills	Ongoing
	Make organization adjustments	Ongoing
Responsibility: County Manager		

ACTION:	CUSTOMER SERVICE: PROCESS, PERFORMANCE AUDIT	PRIORITY
		<i>Mgmt</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
Goals	Define scope, purposes and process	12/15
Purposes	Develop report with options, cost estimates	2/16
Process	BoCC Workshop: Direction, Funding	3/16
Funding		
Base Line Data		
Responsibility: Deputy County Manager		

ACTION:	CORE VALUES: DEFINITION, INSTITUTIONALIZATION	PRIORITY
		<i>Mgmt</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	Finalize core values	8/15
	BoCC Decision: Core Values Adoption	10/15
	Develop implementation plan including Performance Standards and Evaluation Process	1/16
Responsibility: County Manager/Human Resources		

ACTION:	DEPARTMENT PLAN WITH OUTCOME BASED AND OTHER METRICS	PRIORITY
		<i>Mgmt</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	Develop Department Plan	12/15
	Develop outcome based and other metrics for County services	1/16
	BoCC Presentation: Strategic Plan Quarterly Report	4/16
Responsibility: Deputy County Manager		

ACTION:	DEPARTMENTAL ORGANIZATION/PROGRAM PERFORMANCE AUDIT	PRIORITY
		<i>Mgmt</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
Services	Develop process for performance audits	12/15
Service Delivery	BoCC Presentation: Performance Audit Process and Direction	2/16
Cost of Service Delivery	Identify initial department	3/16
Service/Program	Initiate performance audit process	3/16
Outcomes		
Alternative Service		
Delivery Models		
Audit Process		
Organization Structure		
Staff Deployment		
Responsibility: Deputy County Manager		

Management in Progress 2015 – 2016

	TIME
1. ADP Upgrade/HRIS Payroll	Completed
2. ACA Compliance/Reporting	Completed
3. County Homepage	8/15
4. Medical, Dental, Vision Plan	8/15
5. Lean Projects: 2016	8/15
6. Self Service Library: Photos/Standardized Templates	12/15
7. Airport Customer Service Experience Plan	12/15
8. County Web Mapping Site: Update	1/16
9. Continuity of Operations Plan: Update	3/16
10. Emergency Operations Plan: Update	3/16
11. Onboarding/Updated Video: Revamp	4/16
12. Animal Licensing Program: Resolution (BoCC)	6/16
13. Open Eagle County Online Portal: Resolutions, Contracts	6/16
14. Public Assistance Programs: Business Process Redesign	6/16
15. Building Permit Tracking Software (EnerGov) Upgrade	12/16
16. Lean Permit/Plan Review Project Process: Streamline	12/16
17. Speed of Trust: Training Completion	12/16
18. Records Management Upgrades File Documents Digitizing/Recording+ Comprehensive Log	Ongoing
19. Shared Recording G Drive: Clean Up	Ongoing
20. ASE Certification Program for Technicians Re-Initiation	Ongoing
21. Security Technology Guidelines: Development	Ongoing
22. Work Order Software Technology Expansion	Ongoing
23. Lean Project: Employee Retention	12/15
24. Wellness Challenge: Expansion	Ongoing

Major Construction Projects 2015 – 2016

	TIME
1. East Beacon Communications Site: Construction	12/15
2. Integrated Control/Production Room for Eco TV 18	3/16
3. Tire Storage Area Expansion: Landfill	Ongoing