

Eagle County Strategic Plan - Policy Agenda - 2015/2016 Action Items

Goal: Eagle County is Financially Sound

ACTION	LEAD	STATUS UPDATE (end of 4Q 2015)	PROJECTED DATE - BoCC POLICY DIRECTION
Address the Structural Budget Deficit	County Manager/Finance	Completed 2016 budget and in so doing, substantially reduced the structural deficit in the General Fund. In addition, the long-term structural deficit in the Road and Bridge Fund was eliminated in the 2016 budget. All other funds are continuing to be evaluated on a long-term basis.	October 2016
Address Emergency Communications Needs and Ongoing Sustainability	Deputy County Manager/Emergency Management	The BoCC provided direction at work session on October 13, 2015 to fund capital needs of the 800 MHz radio system through static user fees, lean operating expenditures and utilization of fund balance over the coming years. Regarding the E911 Authority Board, BoCC direction was provided to implement an increase to the monthly 911 surcharge from \$1.25 per line to \$1.75 per line. Staff is completing the necessary steps to implement this increase. Through these strategies, the 10-year model for emergency communications is sustainable based on current projections and assumptions.	Complete - October 2015
Complete County Services Inventory	Deputy County Manager/Finance	Staff is planning to commence with the development of the services inventory in February. A complete inventory of major service businesses and associated activities that support those businesses will be completed in advance of formal 2017 budget development activities. The service inventory will help inform level of service analysis and budget recommendations. The service inventory will serve as a tool to improve alignment between limited resources, Eagle County Strategic Plan and service priorities, and statutory requirements from the State of Colorado.	May 2016 (service inventory, fiscal model and level of service overview and direction)
Pursue U.S. 6 and Edwards Spur Road Improvements	Community Development	Partnered with the Edwards Metropolitan District (EMD) for a Transportation Maintenance Study for West Edwards. Presented transportation alternatives for West Edwards to BoCC and the EMD in December 2015. The study is anticipated to be completed in January 2016. Staff will seek feedback on the West Edwards Transportation alternatives from the Edwards Master Plan Committee by March 2016. The BoCC and EMD shall select the preferred West Edwards vision in April 2016.	April 2016 (BoCC and EMD selection of preferred West Edwards Vision)
Complete Edwards County Campus Plan	County Manager/Public Works	Staff is in discussions with potential partners on a shared-use facility concept. This exploration is in the early stages and staff will provide updates as feasibility is assessed. The BoCC appropriated	TBD

		\$500,000 from the Capital Improvement Fund for the construction of a future facility. This amount brings the total appropriated to date to \$1.5 million.	
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Eagle County Strategic Plan - Policy Agenda - 2015/2016 Action Items

Goal: Eagle County is a Great Place to Live for All

ACTION	LEAD	STATUS UPDATE (end of 4Q 2015)	PROJECTED DATE - BoCC POLICY DIRECTION
Engage the Hispanic Community	Communications	<p>A two-pronged approach has been identified to ensure Eagle County is promoting authentic engagement. We will partner across the county and the community to build on past successes, leverage existing expertise and test new approaches for being inclusive of all county residents.</p> <p>Internal - Build capacity for being a culturally aware organization</p> <ul style="list-style-type: none"> ● Cultural awareness training will be offered through Eagle County University in 2016. (Human Resources) ● In process of determining the ethnic baseline of existing employees across offices and departments. Next steps include confirming positions that truly require bilingual skills and potential methods for a pay differential to acknowledge these language skills. (Human Resources) ● Establish a process by which county offices and departments can access translation services as needs arise (Communications). <p>External - Develop relationships with our Hispanic community members</p> <ul style="list-style-type: none"> ● In process of identifying an internal ambassador/cultural broker and developing a pilot test centered around the West Edwards neighborhood enhancement plan - see action item below. (Human Services, Community Development) ● In process of identifying the continuum of community coordinators / connectors / promotoras / navigators already in place. (Human Services, Public Health) ● In process of determining ethnic baseline of existing commissioner-appointed boards. (Communications) 	Ongoing - Ambassador/Cultural Broker discussion scheduled for January 2016
Advocate for Affordable Health Care	Board of County Commissioners	A coalition of county commissioners and state legislators from Eagle, Garfield, Summit, Pitkin, Routt, Gunnison, Lake and Grand counties are working on legislation to address the increasing	Ongoing (Legislative Meetings, Regular

		costs of health care. Concepts for bills have been identified and drafting of bill language is in process. Bill concepts address pricing transparency, actual costs in different parts of the state and how group and individual plans are structured. Eagle County will prepare to take official County support positions on these bills and will advocate for passage.	Meetings, etc.)
Lessen Health Disparities Through Environmental Justice	Public and Environmental Health/Community Development	Staff is in progress toward creation of junk and rubbish ordinance draft. Staff will present this draft along with alternatives and options regarding code enforcement activities in work session in March. Through the Plan4Health Grant, a consultant is to be hired to dissect the Eagle County Comprehensive Plan Policies to inform where our land use policies successfully incorporate "Healthy Eating and Active Living Principles," areas where the comprehensive plan policies may be lacking, and/or areas where the policies could be better clarified. The second part of the Plan4Health Grant will hire a consultant to develop a toolbox/framework to increase effective community engagement across municipal and non-profit boundaries.	March 2016 (work session)
Complete the Eagle Valley Trail Plan	ECO Transit and Trails/Deputy County Manager	Three consulting teams are currently working on five segments of unbuilt trail including Dotsero, Eagle to Horn Ranch, Horn Ranch to Edwards, Eagle Vail and Minturn. Contractual obligations are to deliver draft preliminary plans and draft cost estimates by the end of February 2016. Associated right of way (ROW) acquisition work is also underway with 5 federal, state and local agencies and 15 private owners. This ROW work will be ongoing through 2016 with estimated costs of acquisition available by the end of February 2016. Following up on our "16 in 2016" trail project nomination to Governor Hickenlooper, the targeted concept paper grant application for Town of Eagle to Horn Ranch is due on March 8 2016 and decisions will be made on selected "full application" invitees in April 2016. Additionally, staff is exploring local funding sources and collaborating with local trail advocacy groups (January 25 Trails Committee meeting).	March/April 2016 (preliminary design and cost estimates)
Expand Early Childhood Development Opportunities	Human Services	Human Services participated in Eagle County Early Childhood Council meetings, received the group's recommendations for 2016 budget, and delivered recommendations. Stakeholder recommendations were further prioritized and included (\$207,500) in the County's 2016 Budget. Corresponding RFPs/legal agreements will be developed and released. Priorities include quality coaching, leadership and parent training, and a comprehensive plan focusing on, but not limited to, "strategy, cost estimates, funding mechanisms" as cited in the County's Strategic Plan. In particular, Human Services will work to attract national experts in the early childhood development field as consultants for this critical "strategy" work. Executive leadership is also in conversation with the Eagle County School District to ensure that consultancy around early childhood strategies and planning does not become a duplication of expenditures. In addition, Human Services executive leadership met with the BoCC in December 2015 regarding recommendations for participants in the	May 2016 (completion of early childhood strategy)

		“Community Conversations” around early childhood development. Human Services received notice that the Early Head Start non-competitive grant award is renewed for 2016.	
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Goal: Eagle County Protects the Natural Environment

ACTION	LEAD	STATUS UPDATE (end of 4Q 2015)	PROJECTED DATE - BoCC POLICY DIRECTION
Implement and Update Environmental Policy	Public and Environmental Health	Established internal working groups to identify environmental aspects and impacts associated with County operations. Metrics are being developed to show continual improvement in subject areas in order to establish a new county-wide goal. This goal will be presented for BoCC consideration around Earth Day (April).	March 2016 (present draft policy)
Engage Community to Develop Climate Action Plan	Public and Environmental Health	Staff has drafted a service agreement with Walking Mountains, who will take the lead with Climate Action Plan facilitation and development. Speakers for Community Seminars have been identified and dates are being coordinated.	February 2016 (Walking Mountains contract)
Increase Waste Diversion and Recycling	Public Works/Public and Environmental Health	With the hiring of a new Public Works Director, meetings with Walking Mountains will be scheduled to discuss deliverables under a service agreement. Also, community composting operations including a pilot program will be discussed and explored.	TBD.

Eagle County Strategic Plan - Policy Agenda - 2015/2016 Action Items

Goal: Eagle County Promotes a Diverse and Resilient Economy

ACTION	LEAD	STATUS UPDATE (end of 4Q 2015)	PROJECTED DATE - BoCC POLICY DIRECTION
Determine County Economic Development Policy and Plan	County Manager	Staff is in the process of developing scopes of work with the Vail Valley Partnership (Eagle River Valley) and the Basalt Chamber of Commerce (Roaring Fork Valley) for economic development services in 2016. Part of this scope of services will include updating the Eagle County Economic Development Plan.	February/March 2016 (contracts with Vail Valley Partnership and Basalt Chamber of Commerce)
Complete Affordable Housing Report with Options to Increase Units	Community Development	The Housing Department has been working with the Housing Action Team, other jurisdictions and private developers on an ongoing basis. Housing identified short term housing options in October 2015. Housing evaluated the existing Housing Guidelines to evaluate possible options in November 2015. Housing Department is to complete an inventory of vacant land (that may be appropriate for affordable housing) in January 2016. Housing and Planning are participating with the Eagle Vail Metro District to bring five to six vacant residential accommodations back on-line. These residential accommodations once served as housing for firefighters at the now defunct Eagle Vail Fire Station. Housing to participate in the BoCC's Community Conversations series specific to workforce housing. Housing to review options/feasibility for Eagle Ranch Apartments and strategies for long-term housing options with BoCC in April 2016.	April 2016 (work session to discuss options)

Eagle County Strategic Plan - Policy Agenda - 2015/2016 Action Items

Goal: Eagle County is a High Performing Organization

ACTION	LEAD	STATUS UPDATE (end of 4Q 2015)	PROJECTED DATE - BoCC POLICY DIRECTION
Strategic Plan: Development, Institutionalization	County Manager	The BoCC adopted the Eagle County Strategic Plan on October 6, 2015. Staff has been working on policy and management action items and their status is reflected in this quarterly update. The quarterly update will serve as a venue for ongoing tracking, prioritization and discussion of strategies. Staff is working on draft outcome metrics that help gauge progress on Strategic Plan goals and objectives. Staff is also preparing to work on engaging staff across the organization on how to improve employee integration into Strategic Plan development, evaluation, communication and training. The Vail Daily published a Valley Voices article on the Eagle County Strategic Plan on January 14, 2016. Staff is supporting BoCC Community Conversations, which will focus on key priority items in the Strategic Plan.	Ongoing (quarterly updates)

Eagle County Strategic Plan - 2015/2016 Management Action Items

Goal: Eagle County is Financially Sound

ACTION	LEAD	STATUS UPDATE (end of 4Q 2015)	PROJECTED DATE - BoCC POLICY DIRECTION
Adopt Total Compensation Policy	Human Resources	The Total Rewards Study was implemented in 2016. The BoCC approved the compensation philosophy as a part of the study. Employment Guidelines were also implemented in 2015, which outline compensation procedures. Overall, compensation is in line with market averages for positions in comparable organizations.	Complete - September 2015
Plan Systems Maintenance for County Facilities/Buildings	Public Works	A meeting will be scheduled in 1Q 2016 to define scope and desired deliverables in order to develop an RFP for consultant services.	TBD
Internal Health Care Cost Containment	Human Resources	A benefit RFP process was undertaken in 2015 and resulted in dental and vision network discounts as well as a \$12,500 wellness contribution by CNIC. Patient Care provides cost transparency data used to educate employees about the cost of care and incent them to elect lower cost options. It was rolled out to employees at the Benefit Fair October 15, 2015 and a flyer was sent to employees on December 14, 2015. The 2016 communication strategy includes regular reminders as well as sharing information on cost avoidance and incentives paid. The wellness challenge program was also expanded, resulting in 421 employees and spouses enrolled. 256 met their goal of increased activity. Phase 2 of the program continues through March 2016.	Quarterly updates throughout 2016

Eagle County Strategic Plan - 2015/2016 Management Action Items

Goal: Eagle County is a Great Place to Live for All

ACTION	LEAD	STATUS UPDATE (end of 4Q 2015)	PROJECTED DATE - BoCC POLICY DIRECTION
Adopt Building Code Updates	Community Development	<p>Since October 2015, the Chief Building Official has been reviewing 2015 International Building Code documents to determine what aspects of the 2015 International Codes are to be codified into the Eagle County Building Resolution; this task is to be completed early January 2016. The Chief Building Official and the Planning Director shall generate red-mark prints of the Building Resolution with the proposed new 2015 code language no later than February 1, 2016. The 30-calendar day public referral period for the draft proposed Building Resolution amendments will commence on February 2, 2016. Public hearings with the Eagle County Planning Commission and the Roaring Fork Valley Regional Planning Commission shall occur respectively on March 16th and 17th, 2016. The Board of County Commissioner's adoption hearing for the updated Building Resolution is anticipated to occur on April 5, 2016</p>	April 2016 (adoption hearing)
Complete West Edwards Neighborhood Enhancement Plan, Phase 1	Community Development	<p>A multi-department team is in process of refining the action plan. The scope of this plan will address quality of life issues in West Edwards (<i>recent survey completed by Catholic Charities in October 2015</i>):</p> <ol style="list-style-type: none"> 1) Address physical attributes and aesthetic concerns and the lack of social gathering/social engagement infrastructure that are integral to building community pride and creating a strong Sense of Place, including; <ol style="list-style-type: none"> a. A lack of adequate lighting and night-time safety b. A lack of uniformity and quality in site design, structural design and landscaping c. A lack of public spaces and recreational amenities d. Traffic and pedestrian safety and circulation features 	January 2016 (Neighborhood Ambassador)

		<p>2) Recommendations aimed at Environmental Justice (protection) and Social Equity (i.e.: public water system; zoning violations, recreational opportunities)</p> <p>3) Include in the 2015 Edwards Area Community Plan a recommendation that undeveloped lands in West Edwards be combined together to expand existing uses or improve development options.</p>	
Update Edwards Area Community Plan	Community Development	A final staff draft has been completed; this will be presented to the Eagle County Planning Commission (ECPC) in early February. If ECPC approves, this will initiate the 30-day public referral of the draft document. The ECPC's public hearing adoption process commences promptly upon completion of the public referral period. Based on past subarea master plan hearing adoption processes, staff anticipates that the ECPC will hold at least six public hearings before formally adopting.	May/June 2016
Adopt Healthy Community Index/Regulations/Policy for Development	Community Development	A draft HCI regulation has been prepared. This in turn informed the need to amend additional overlapping sections of the Eagle County Land Use Regulations, which are in varying stages of preparation. Staff anticipates initiating the public referral process for the various amendments by March 1, 2016	June/July 2016 (public hearings commencing with BoCC)
Determine Approach to Code Enforcement/Compliance	Deputy County Manager/Community Development	A task force has compiled code enforcement metrics from the past several years, conducted survey work of comparable counties to learn about their approaches to code enforcement, and assembled standard operating procedures. A legal review has been completed of current Eagle County Land Use Regulations and Colorado Revised Statutes to assess existing and potential new approaches for code enforcement with an eye toward strategies that encourage voluntary compliance by landowners and ensure equity in enforcement of regulations. Staff is exploring the possibility of developing a junk/rubbish ordinance. Staff will present comprehensive information to the BoCC in work session, provide recommendations and receive direction on next steps.	March 2016 (presentation, recommendations and direction)

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Goal: Eagle County Protects the Natural Environment

ACTION	LEAD	STATUS UPDATE (end of 4Q 2015)	PROJECTED DATE - BoCC POLICY DIRECTION
Western Slope Water Advocacy	County Attorney	The County Attorney's Office and contracted water attorneys continue to take an active role in multiple cases in water court to protect the quality and quantity of water resources in key basins and watersheds. Staff continues to actively monitor potential legislation, water court cases and other related activities that may have any impact on water in Eagle County. Staff will continue to update the BoCC and seek policy direction regarding water cases and issues in regular and executive session meetings.	Ongoing (Attorney Updates and Executive Sessions)

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Goal: Eagle County Promotes a Diverse and Resilient Economy

ACTION	LEAD	STATUS UPDATE (end of 4Q 2015)	PROJECTED DATE - BoCC POLICY DIRECTION
Air Service Retention/Expansion	Airport	All pre-existing air service routes were continued into the 2015-16 winter season. Negotiations are underway for the summer 2016 Houston service and the potential for new Allegiant Airlines service to Oakland and American Airlines service to Charlotte for winter 2016-17.	Winter 2016-17

Eagle County Strategic Plan - 2015/2016 Management Action Items

Goal: Eagle County is a High Performing Organization

ACTION	LEAD	STATUS UPDATE (end of 4Q 2015)	PROJECTED DATE - BoCC POLICY DIRECTION
County Organization: Assessment Report	County Manager	In July 2015, the County Manager implemented a new organizational structure for departments reporting to the County Manager's Office. Since that time, key hires have been made in key leadership positions in ECO Transit and Trails, Human Services and Public Works. Several re-organizations are being pursued at the department level to support operational effectiveness.	Complete
Customer Service: Process, Performance Audit	Deputy County Manager	Staff is assessing potential internal and external resource options to assist with implementing this effort. Staff has secured training resources from the Alliance for Innovation regarding strategies and approaches to transition from efforts focused on customer service to customer satisfaction. An early action item will be identifying baseline data (if available) and current approaches. Effective assessment instrument deployment, metric development and other tasks will follow.	July 2016 (options for scope, purpose, process, etc.)
Core Values: Definition, Institutionalization	County Manager/Human Resources	Core Values approved in conjunction with Strategic Plan. Incorporate into 2016 Employee Handbook, recruiting and onboarding process, organizational development offerings and performance evaluation tool. Staff is exploring how to better integrate and support these values across the organization with employee feedback and ideas.	April 2016
Department Plan with Outcome Based and Other Metrics	Deputy County Manager/Information Technology	Staff work is in process on Phase 1 of this effort, which is focused on developing outcome metrics related to Strategic Plan Goals and Objectives. The goal of Phase 1 is to develop an online dashboard that helps gauge the county's progress towards achieving these defined goals and objectives. This will	March 2016 (draft outcome metric presentation and

		<p>be similar to Fort Collins Community Performance Measurement Dashboard. Phase 2 of this effort will focus on improving and developing key operational indicators and metrics for all county departments. These indicators will be utilized to help inform management decisions and recommendations.</p>	<p>discussion for community dashboard)</p>
<p>Department Organization/Program Performance Audit</p>	<p>Deputy County Manager</p>	<p>Staff is assessing potential internal and external resource options to assist with implementing this effort. An overall strategy related to business process improvement is under development, which will inform efforts aimed at continuous improvement, productivity, cost effectiveness, customer satisfaction and employee team satisfaction. The service inventory policy action item under “Eagle County is Financially Sound” will help assess and prioritize service businesses and levels of service. Business process improvement efforts have been executed in Human Services with significant success. Restructuring efforts are underway in Human Services and Public Health to improve processes, accountability and effectiveness.</p>	<p>April 2016 (efficiency assessment process and direction)</p>