

2025 Town of Estes Park Strategic Plan

Progress Report

November

KEY OUTCOME AREAS	Party Responsible	On Track	Behind Schedule	Hold/ Tabled	Done*	% Complete	Comments
EXCEPTIONAL COMMUNITY SERVICES - Estes Park is an exceptionally vibrant, diverse, inclusive, and active mountain community in which to live, work, and play, with housing available for all segments in our community.							
Increase utilization of "Access Granted" program for senior community that will allow participants to share home access codes and emergency contact information so that first responders will not have to damage anything if they need to do an emergency welfare check.	Ian Stewart	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	100%	Multiple presentations have been given and have been well attended. Process in place to continue to make these presentations in the future.
Track progress towards metrics of success established for childcare in 2024.	Jason Damweber	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	100%	Metrics developed; tracking in progress and ongoing.
Develop a master plan for Town Parks and Open Space, in cooperation with the Recreation District and Estes Valley Land Trust. Include chapters on water-conscious landscaping and pocket parks.	David Greear	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	50%	The Town Board approved a professional services contract with Design Workshop at the April 8 Town Board meeting. Projected completion is scheduled for April 2026.
Formalize an annexation policy with Larimer County. (2024 CARRYOVER)	Steve Careccia	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	99%	A draft annexation policy will be considered for adoption by the Town Board at their December 9 meeting.
Continue rewriting the Estes Park Development Code with participation from elected/appointed officials, stakeholders, and residents. (Multi-Year Objective)	Steve Careccia	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	35%	The consultant has completed 2 of 3 scheduled study sessions before the Town Board, seeking direction on the development review process and regulations, architectural design guidelines, and housing typologies (scheduled for December 9 study session).
Replace ADA non-compliant signs in Town Hall.	Paul Fetherston	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	90%	Design services were secured through a competitive process and were completed in October. Production and installation of Town Hall signage is scheduled for late January 2026.
Develop a digital accessibility transition plan as required by state law.	Kate Miller	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	100%	The digital accessibility plan was completed in 2024 and will be continually updated each year to reflect the Town's progress in this area.
Promote utilization of "Reachwell" app for non-English speaking community alerts (NoCo Alerts & EP Alerts).	Ian Stewart	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	100%	Completed. As with "Access Granted" this program will require ongoing community messaging and presentations.
Expand the greenhouse footprint and production capacity to service expanding planting demands on public properties. (2023 CARRYOVER)	Greg Muhonen	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	100%	Construction on the greenhouse was completed on March 20, 2025.
Continue to work with the Fine Arts Guild to evaluate the feasibility of a performing arts center in Stanley Park. (2024 CARRYOVER)	Rob Hinkle	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	100%	Staff and the Fine Arts Guild of the Rockies worked with Design Concepts to review the Master Plan and the feasibility of a performing arts center. Encore will be meeting with the Museum about the possibility of partnering with the Museum on their possible future expansion. The Board approved a performing arts center as an add-alternate to the Stanley Park Master Plan, contingent on the execution of an agreement between the Town and the Fine Arts Guild of the Rockies by the end of 2025. The Fine Arts Guild has found a new opportunity and will not be signing an agreement with the Town.
Complete Museum Annex addition.	Paul Fetherston	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	50%	The contract was awarded by the Town Board during its August 26 regular meeting. Construction, which has been underway since early October, has been delayed by challenges. Substantial completion originally estimated in mid to late December is now anticipated sometime in January 2026.

GOVERNMENTAL SERVICES AND INTERNAL SUPPORT - We provide high-quality support for all municipal services.

Implement 2024 Organizational Culture Action Plan.	Travis Machalek	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	90%	2025 Organizational Culture Action Plan implementation underway.
Revise Employee Success & Development Form and Process for 2025 based on feedback received in 2024.	Jackie Williamson	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	100%	Completed and rolled out revised form in December 2024. 2025 ESD reviews were completed in April.
Propose and implement approved recommendations from the Town employee benefit package review conducted in 2024.	Jackie Williamson	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	100%	Data collected and analysis completed. Staff identified the Town is lagging behind in its basic life insurance provided. Additional research and cost analysis will be performed in 2026 to determine if the Town can increase the benefit.
Investigate translation of the volunteer form into other languages to solicit a diverse applicant pool.	Kate Miller	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	100%	A link to a Spanish version of the application, as well as Policy 207 and the waiver have been posted to the page.
Implement new Human Resources Information System/Payroll.	Jackie Williamson	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	50%	A vendor has been identified in September and contract negotiations have begun. Implementation will begin in December or early January 2026 and will take 6 to 9 months for full implementation

2025 Town of Estes Park Strategic Plan

Progress Report

November

KEY OUTCOME AREAS	Party Responsible	On Track	Behind Schedule	Hold/Tabled	Done*	% Complete	Comments	
Add process improvement goals to the Employee Success and Development program to reinforce the value.	Jackie Williamson	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	100%	Item added to the 2026 ESD form.	
File all new employee records electronically starting in 2025.	Jackie Williamson	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	100%	All current paper records have been digitized and electronic records returned to the Town. HR staff are working on organizing the electronic files and placing them into Laserfiche. All files for new employees starting in 2025 have been digital.	
Evaluate the development of a searchable public GIS portal to enhance access to available property records.	Jackie Williamson	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	10%	Staff to complete evaluation in December.	
Continue evaluation of permanent Financial records for digitization.	Tammy Zimmerman	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	100%	Finance staff organized financial records while preparing for the office's temporary relocation during the Finance Office Remodel project. Records were sent for digitization and the team continues to evaluate which records get sent to digitize. Other records are awaiting their retention deadline for destruction and kept in the Finance storage closet. New accounting records will start being maintained in the new Tyler ERP.	
Replace Town firewalls and associated software for increased web protection.	Paul Fetherston	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	100%	Complete.	
Implement additional security measures to better protect the Town against cyber threats.	Paul Fetherston	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	100%	Additional security measures (Sophos MDR, Duo MFA) implemented; secured Excess Cyber Security coverage through our insurance provider; this is an ongoing effort.	
Complete building life cycle audits for Town Hall and the Visitor Center.	Paul Fetherston	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	100%	Audits of the Town Hall and Visitor Center have been completed with the data being analyzed for purposes of influencing potential FY 2026 CIP requests.	
Remodel the public restrooms in Town Hall.	Paul Fetherston	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	100%	Restrooms were reopened to the public on April 17, 2025	
Replace florescent lighting with LED lights in the Street Shop.	Paul Fetherston	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	100%	Complete.	
Refresh the Human Resources Strategic Plan and share next steps with the Town Board. (2024 CARRYOVER)	Jackie Williamson	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	100%	Presented the final revised plan for 2025/2026 to Town Board on June 10, 2025.	
Install Phase 1 & 2 Town Hall Variable Refrigerant Flow cooling units. (2022 CARRYOVER)	Paul Fetherston	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	100%	Town Hall VRF replacement has been completed and the VRF system is operational with exception of Finance area. The Finance installation has been completed as a part of the remodel project and is set to be inspected in the next few weeks.	
Start design efforts and pursue land acquisition necessary to relocate the Police Department out of Town Hall. (2024 CARRYOVER)	Paul Fetherston	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	100%	Pre-design assessment including reviewing operational needs, square footage and site analysis has been completed and presented to the Town Board during its June 24, 2025 Study Session and Executive Session. Staff continues to work on the next phase of this project.	

OUTSTANDING GUEST SERVICES - We are a preferred Colorado mountain destination providing an exceptional guest experience.								
Develop a guiding philosophy for events that includes consideration of impact on businesses and the community.	Rob Hinkle	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	90%	Management Analyst Simpson has begun working on this project with the Events team. A survey was completed and was presented at the Town Board Study Session on November 25th. A draft of an events guiding philosophy will be presented December 9th to the Board for approval.	
Add Breakaway Roping as a women's competitive event at the Rooftop Rodeo.	Rob Hinkle	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	100%	Breakaway Roping took place at the 2025 Rooftop Rodeo	
Utilize Laserfiche to automate event processes such as event orders, vendor inquiries and forms, and check request forms.	Rob Hinkle	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	100%	Our new website now has links to Laserfiche forms for outside organizations to complete submissions for Vendors, Sponsorships, Performance opportunities, as well as to our permit application process through Laserfiche. This has helped reduce the number of inquiries we receive, helping to reduce the workload. Check requests forms are completed.	
Evaluate and implement better tracking metrics for the Town's outdoor festivals.	Rob Hinkle	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	100%	We will continue to use survey results from Event Survey and Town Survey. Additionally, we will begin using Visit Estes Park's Placer Ai to gather data on festival attendees.	
Ensure the availability of an Official Visitor Guide mailing program.	Rob Hinkle	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	100%	Mailing program is in place and being utilized. The Town has taken on this program.	
Collaborate with the Rocky Mountain Conservancy to provide on-site education opportunities at the Estes Park Visitor Center.	Rob Hinkle	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	100%	The Rocky Mountain Conservancy will be providing on-site pop up educational opportunities inside and outside the Visitor Center throughout the summer.	

2025 Town of Estes Park Strategic Plan

Progress Report

November

KEY OUTCOME AREAS		Party Responsible	On Track	Behind Schedule	Hold/Tabled	Done*	% Complete	Comments
	Enhance the visitor experience in the Visitor Center through Estes Park imagery and artifacts. (2024 CARRYOVER)	Rob Hinkle	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	100%	The Visitor Center produced a Vintage Estes Park Tourism video for the Visitor Center containing various clips from the 1940's-70's. This ties into the vintage tourism brochures we enlarged and framed in the lobby. This also ties into the the Landmarks and Legends trail on Estes Park Discovery Trails using Bandwango. This trail (tour) uses vintage images with current landmarks to learn about the town's rich past. Also, the Visitor Center has dedicated space for the promotion of Town events that can be interchanged throughout the year.
	Explore interactive exhibit for the Estes Park Visitor Center.	Rob Hinkle	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	100%	We have a proposal for an elk education concept/design for Elk Awareness at the Visitor Center from Studio Tectonic (a company based out of Boulder). They design and plan interactive exhibits for visitor centers, museums and other installations around the country.
PUBLIC SAFETY, HEALTH, AND ENVIRONMENT - Estes Park is a safe place to live, work, and visit within our extraordinary natural environment.								
	Explore the feasibility of solar panels and battery storage on the proposed new Police Department building.	Paul Fetherston	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	100%	Staff has explored the feasibility of renewable energy options for a new Police facility, including solar and battery storage, and determined that these elements could indeed be feasible. The most significant considerations will be the high upfront costs for panels and the battery (or batteries) required for power storage, and the current unknowns when it comes to the reliability of battery storage technology and maintenance requirements. We intend to look further into the possibility of including these and other sustainable features during the facility design stage, which we hope will begin in 2026. Currently, funding is only in place for assessment and not design. Any design work will include a more detailed feasibility assessment of incorporating solar panels into the new facility.
	Evaluate the feasibility of plug-in hybrid vehicles for use in the Police Department.	Paul Fetherston	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	100%	Currently, the Town purchases hybrid vehicles for police patrol vehicles. Each year a police vehicle is purchased, options related to viable sustainable options such as hybrid and plug-in hybrid are considered. It will also be a factor considered in designing the infrastructure necessary for a new police facility.
	Replace hedge trimmers, leaf blowers, and line trimmers powered with internal combustion engines with battery operated tools to comply with state standards for municipal governments.	David Greear	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	100%	Parks acquired battery powered equipment including 4 weed whips with edger and tiller adapters, 2 chainsaws, 1 pole saw, 3 backpack blowers, 4 handheld blowers, and a chop saw. The state mandates Parks operate battery powered handheld equipment from June 1 through August 1 on a yearly basis. This criteria has been met as of June 1, 2025.
	Partner with Larimer County to utilize grant funds to develop a Climate Action Plan specific to Estes Park.	Jason Damweber	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	100%	Staff participated in an interview process for the County's grant funded position responsible for developing Climate Action Plan in January 2025; a candidate was selected just prior to learning that the grant funding was in jeopardy after the transition in administration at the Federal level. After several months in limbo, the County decided to pivot to a contracted services model with the International Council for Environmental Initiatives (ICLEI). The County entered into an agreement with ICLEI in late spring. The plan now is to work with ICLEI and the County to conduct a Greenhouse Gas Emissions inventory and develop a Climate Action Plan. This work is expected to begin in late 2025 and conclude in late 2026. This partnership is executed and the work is underway.
	Collaborate with Drive Clean Colorado to accelerate equitable adoption of clean transportation options.	David Greear (DK)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	90%	Manager Klein continues to virtually attend monthly meetings with Larimer County Climate Smart Future Ready for scheduling electric vehicle events during Bond Park scheduled events.
	Increase interagency operability by collaborating with public safety partners on radio channel sharing authorizations.	Ian Stewart	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	100%	Radio 800MHz talkgroups have expanded from 3 banks of 16 channels to 16 banks of 16 channels. We have also added 11 banks of 16 VHF channels. All achieved through collaboration with Fire/Law/EMS/Emergency Management partners.
	Implement Phase 3 of the Security Camera project to address the needs of the Event Center and the associated parking area. (2022 CARRYOVER)	Paul Fetherston	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	100%	The installation and programming of the security cameras at the Events Center and Museum Annex was completed in August.
	Acquire dual-band radios for Police Department supervisors to assure emergency communications during critical incidents and disasters.	Ian Stewart	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	100%	PD Supervisors and Command Staff have dual band (800MHz and VHF) packset radios operational.
ROBUST ECONOMY - We have a diverse, healthy, year-round economy.								

2025 Town of Estes Park Strategic Plan

Progress Report

November

KEY OUTCOME AREAS		Party Responsible	On Track	Behind Schedule	Hold/Tabled	Done*	% Complete	Comments
Work with the Estes Chamber of Commerce and Downtown businesses to evaluate implementation options for the Downtown Plan. (2024 CARRYOVER)	Travis Machalek	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	25%	The Estes Chamber of Commerce is working with Downtown Colorado Inc. to explore implementation options for the Downtown Plan. Engagement with the Downtown business community has begun. A survey has been completed by the Chamber.
Implement a new software module from SAFEbuilt to allow electronic submittal of development applications and automated workflow processing.	Steve Careccia	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	100%	Module has gone live.
TOWN FINANCIAL HEALTH - We will maintain a strong and sustainable financial condition, balancing expenditures with available revenues, including adequate cash reserves for future needs and unanticipated emergencies.								
Complete the implementation of the Enterprise Resource Planning (ERP) system by the end of 2025.	Tammy Zimmerman	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	95%	Implementation is fully underway with the full Go Live scheduled for January 5, 2026. As of December 2025, all ERP modules and user permissions are set-up. Currently, Finance is conducting end user training for all departments and modules. We have two project management consultants that are ensuring that balances for purchase orders, project budgets and operating 2025 revised budgets and 2026 adopted budgets are imported into the Tyler ERP. Coordination with the IT department has established a workflow for help desk tickets and a separate webpage on the employee intranet has been created. Detailed procedure manuals have been written and put on that page.
Finalize a set of general budget policies to help guide budget development in the future.	Tammy Zimmerman	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	75%	Drafting of budget policies is underway with the completion of the audit and finalization of the 2026 budget. The Executive Budget Team met in November to go over issues or suggestions for the next budget cycle and narrowed what should be incorporated into the formal budget guidelines.
TRANSPORTATION - We have safe, efficient, and well-maintained multimodal transportation systems for pedestrians, cyclists, motorists, and transit riders.								
Complete Phase 1 (design) of the US34 and SH7 trail reconstruction projects.	David Greear (TW)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	70%	Staff received 30% design plans on 7/25 for the CO 7 trail. Final design is anticipated to be complete in December 2025.
Complete the rehabilitation of West Elkhorn Avenue from Moraine Avenue to Far View Drive. (2024 CARRYOVER)	David Greear (TW)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	100%	Project was completed on 5/14/2025.
Complete the reconstruction of Matthew Circle.	David Greear (TW)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	100%	This project was completed in October 2025
Complete the reconstruction of Steamer Parkway	David Greear (TW)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	100%	This project was completed in September 2025.
Complete the Cleave Street Improvements Project. (2024 CARRYOVER)	Greg Muhonen	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	99%	The roadway was opened to the public on June 24, 2025. The Notice of Substantial Completion was sent to ABC Asphalt along with a punch list of 25 tasks to be completed prior to final completion and project acceptance. Two items remain. Sealing of the roadway is expected to be complete by the second week of November. The state electrical inspector has completed/passed inspection of the heated drain pan. Operational training for the heating system has occurred.
Begin evaluating traffic flow and business impacts upon completion of the Downtown Estes Loop.	David Greear	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	100%	Findings are complete and were presented at the November 12th Study Session.
Seek funding and create an implementation timeline for the year-one recommendations from the Transit Development Plan. (2024 CARRYOVER)	David Greear (DK)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	100%	The following items from the Plan have already been implemented in 2025: Implemented expanded route schedules for daily service for the Blue, Brown, Silver and Gold routes throughout September and on weekends in October. Implemented live tracking of transit vehicles through the use of QR codes and website portal. Made route adjustments to the Red Route and Brown Routes to facilitate right turns out of the visitor center, improving safety. This progress completes the year one initiatives. For 2026, we have applied for a grant to acquire a small van to establish a pilot microtransit program for next season.
Collaborate with RTD and the newly created GoNoCo34 Transportation Management Organization to enhance regional transit connectivity options.	David Greear (DK)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	90%	Manager Klein continues to represent the Town as Board member (Treasurer) at monthly meetings of the Transportation Management Organization.

2025 Town of Estes Park Strategic Plan

Progress Report

November

KEY OUTCOME AREAS		Party Responsible	On Track	Behind Schedule	Hold/Tabled	Done*	% Complete	Comments
Select specific recommendations from the 2045 Multimodal Transportation Plan for budgeting and implementation in 2026. (2024 CARRYOVER)	David Greear (TW)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	100%	Town Board voted to adopt the 2045 Multimodal Transportation Plan (MTP) and the 2030 Transit Development Plan (TDP) at their meeting on June 24. The recommended 2026 Strategic Plan Objectives 1.A.1, 3.A.1, and 3.B.1 launch implementation of this plan.	
Seek grant funding for a corridor study that identifies needed multimodal transportation improvements on US34 (Big Thompson Avenue) between Wonderview Avenue and Steamer Drive.	Greg Muhonen (JB)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	100%	This corridor study is no longer needed since the needed improvements are included in the 2045 Multimodal Transportation Plan which was adopted by the Town Board on June 24, 2025.	
Identify funding and a timeline to design and construct a 3-level parking structure at the Big Horn parking lot. (Multi-year Objective)	David Greear (DK)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	10%	The Town Board approved funding for the design at the April 22 meeting and the design kickoff meeting with the consultant occurred in May. Design is currently on pause as the Town evaluates a proposed development collaboration with Whimsadoodle Inc. and the Estes Park Housing Authority.	
Evaluate the pros and cons of beginning to plan for implementation of Phase 4 of the Downtown Parking Management Plan prior to implementing Phase 3.	David Greear (DK)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	90%	Most of this information was presented to the Town Board early in 2025 during the discussions about financing the proposed Big Horn Parking Structure. Staff will summarize the pros, cons, and considerations of beginning Phase 4 of the Downtown Parking Management Plan prior to implementing Phase 3 for the Town Board's information.	
Design the Community Drive Multi-Use Trail (east side of Community Drive between Manford Avenue and US36). If funded through a Safe Routes to School (SRTS) or other grant funding source, advertise for construction in Q4 2025.	David Greear (TW)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	90%	The SRTS grant application for construction funding was denied. Currently working in-house for the design which is at 90%. Staff anticipates contracting the curb work in 2026 and complete sidewalk installation with an in-house crews in 2026.	
Develop, fund, and implement a public trail maintenance program. (2022 CARRYOVER)	David Greear (TW)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	90%	Trail maintenance funding was approved by voters in April 2024. PW Engineering staff has mostly completed the Trail Maintenance Policy and need the balance of 2025 to complete inspection of all the trails. Still making minor adjustments on the inspection ratings piece. Estimated completion in December of 2025	
Complete the street rehabilitation of 1st Street, 2nd Street, 3rd Street, North Court, and South Court and provide ADA compliant pedestrian facilities following the water main and service installation project. (2024 CARRYOVER)	David Greear (TW)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	60%	Sidewalk construction and paving of 3rd Street, North and South Courts was completed in June 2025. Due to funding constraints and other resurfacing priorities, staff has delayed roadway and sidewalk work on 2nd Street until 2026 and 1st Street in a subsequent year.	
Utilize SB267 grant funds to design transit & parking improvements in the Visitor Center Parking Lot. (2023 CARRYOVER)	David Greear (TW)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	60%	A survey was sent to the public in October of 2026 with two alternatives. Staff presented the survey results at Town Board which strongly supported Alternative A. Staff is meeting with the consultant to kick off final design of Alternative A with an anticipated completion date in early 2026.	
Complete design of the Fall River Trail Final Segment and advertise for construction to commence in Q4 2025.	David Greear (TW)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	95%	Design was completed in July 2025. The state cut a portion of the MMOF grant funds assigned to this project. We successfully applied and acquired CMAQ funds to fill that gap, but this approach may result in a one-year delay on the construction timeline while the revised Intergovernmental Agreements (IGAs) are processed based on the changes to MMOF and CMAQ amounts. The Town has not yet received revised IGAs from CDOT.	

UTILITY INFRASTRUCTURE - We have reliable, efficient, and up-to-date utility infrastructure serving our community and customers.

Update the Water Master Plan. (2023 CARRYOVER)	Reuben Bergsten	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	95%	Staff will finish by the end of this year with presentation early 2026. Staff estimates that a new treatment water plant (excluding supporting infrastructure and distribution system needs) will cost \$15 to \$27M for every million gallons per day plant capacity, totaling \$45 to \$108 M.
Complete a Zero-Emission Transit Fleet Transition Plan. (2024 CARRYOVER)	David Greear (DK)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	100%	The Grant Agreement was executed in October 2024 and a third party consultant has been selected to conduct the study. The consultant contract was signed January 15, 2025. Completion of the Plan is anticipated by Q3 2025. This Plan will cover only the Town's Transit Fleet - not the entire Town fleet. Manager Klein held a data stakeholder meeting in February. The Town Board adopted the Zero Emission Transition Plan for Transit at the August 26th Town Board meeting.
Develop, fund, and implement a stormwater drainage system maintenance program. (2023 CARRYOVER)	David Greear (TW)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	100%	Public Works completed Policy 899 (Stormwater Drainage System Maintenance) in October of 2025. The Town has purchased a vacuum truck and the use of CCTV inspection services is under evaluation. Development of systematic, proactive annual maintenance actions is a dynamic ongoing process that will be refined annually.
Complete construction of Trailblazer Broadband system for customers in the electric service area. (Multi-year Objective)	Reuben Bergsten	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	90%	Our resubmitted BEAD applications were preliminarily awarded. We've completed 90% of the build based on customer count. The remaining 10% of customers are the highest-cost construction and lowest revenue density

2025 Town of Estes Park Strategic Plan

Progress Report

November

KEY OUTCOME AREAS	Party Responsible	On Track	Behind Schedule	Hold/Tabled	Done*	% Complete	Comments
Use the Water Master Plan results to generate options for achieving reliable year-round operation of at least one water treatment plant.	Reuben Bergsten	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	100%	Options are now included in the draft master plan.
Develop an enforcement process for customers who do not comply with water administrative regulations.	Reuben Bergsten	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	100%	We have developed a enforcement process. Our 2026 implementation objective will require Board confirmation of approach and legal support to develop new ordinances.
Initiate construction of the Mall Road Looping project.	Reuben Bergsten	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	90%	Advertising is contingent on a pending Supplemental Budget Appropriation to free up funds for this project. We need a Town Board action to acquire an easement for this project. Design work is complete.
Develop a schedule and prioritization of projects to maximize the use of 1A funds in the areas west of town with the highest wildfire risk.	Reuben Bergsten	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	100%	Schedule and prioritization of projects has been completed and integrated into the Power and Communication Division's CIP.
Complete at least one stormwater CIP project from the list included in the Stormwater Drainage System Maintenance Policy.	David Greear (TW)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	100%	Staff completed the installation a new inlet and 24" diameter stormwater pipe on Old Ranger Road on 11/26/2025. Currently working on design/construction of the Performance Park Bridge Replacement over Fall River with anticipated completion in June 2026. The construction contract for the Performance Park Bridge was approved by the Town Board on September 23, 2025.
Establish a process to verify applicant-provided information that would determine these applicants as eligible for participation in a low-cost Trailblazer program	Reuben Bergsten	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	100%	Staff has established a documented process. Our 2026 objective is to find outside funding to cover installation costs.

* for multi-year projects, DONE refers to the portion of the project planned for the current year.