

2025 Town of Estes Park Strategic Plan								
Progress Report								
April								
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 contract 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	90%	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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	6%	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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	15%	A second Town Board Study Session was held on April 22. Staff will collaborate with the County on a draft IGA framework and start forming an internal annexation policy for further Board review.
	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"/>	5%	Consultant and staff have completed public engagement plan. First community open house is scheduled for June 25.
	Replace ADA non-compliant signs in Town Hall.	Paul Fetherston	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	5%	Planned replacement to coincide with Central Reception/Finance Department remodel contingent on available project funding. Design services have been secured through a competitive process and are underway.
	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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	95%	Working with Design Concepts to review the Master Plan and the feasibility of a performing arts center. Initial costs for relocation were presented to the Town Board on April 9 and the Town Board directed staff to continue with this effort. Encore will be meeting with the Museum about the possibility of partnering with the Museum on their possible future expansion. The Board will discuss next steps at the June 10 Board Meeting.
	Complete Museum Annex addition.	Paul Fetherston	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	10%	Design Team was provided with notes and comments to begin working on 90% design set; preliminary construction costs came in significantly over budget (\$584,000 versus \$461,000 budget); working with Project Team and Museum Staff to determine next steps and conduct value engineering
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"/>	10%	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. ESD reviews will be completed by the end of April.
	Propose and implement approved recommendations from the Town employee benefit package review conducted in 2024.	Jackie Williamson	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	10%	Data collected and analysis to be completed in Q2.
	Investigate translation of the volunteer form into other languages to solicit a diverse applicant pool.	Kate Miller	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	0%	To begin by Q2 of 2025.
	Implement new Human Resources Information System/Payroll.	Jackie Williamson	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	15%	The Request for Proposals (RFP) for a new HRIS system has been issued.
	Add process improvement goals to the Employee Success and Development program to reinforce the value.	Jackie Williamson	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	0%	To begin by Q4 of 2025.

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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"/>	5%	Will be working with Management Analyst Simpson on some reasearch.
	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%	We will be offering Breakaway Roping 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	35%	Started developing vendor inquiry and check request forms.
	Evaluate and implement better tracking metrics for the Town's outdoor festivals.	Rob Hinkle	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	10%	Investigating companies and methods appropriate for our festivals.
	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. 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%	RMC will be providing on-site pop up educational opportunities inside and outside the Visitor Center throughout the summer.
	Enhance the visitor experience in the Visitor Center through Estes Park imagery and artifacts. (2024 CARRYOVER)	Rob Hinkle	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	80%	Met with Rebecca from Visit Estes Park and with Mikaela from EP Museum. Both are enthusiastic and supportive of the project. Discussed potential "Then and Now" style imagery & the process for obtaining permission to use images from Museum library. Discussions also held with the Rocky Mountain Conservancy about potential projects to enhance the visitor experience. There is funding for an immersive walking tour to encourage exploration of downtown that is in the VEP 2025 budget. This ties into the Then & Now imagery.
	Explore interactive exhibit for the Estes Park Visitor Center.	Rob Hinkle	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	10%	Started initial discussions with the Rocky Mountain Conservancy about interactive exhibits inside and outside the Visitor Center.

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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. Renewable energy options for a new police facility will be explored once the project goes to design. 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	30%	Parks acquired eight electric tools to test capability and durability. Remaining electric tool purchases are expected to be completed by Q3 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	10%	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 is in the process of entering into an agreement with ICLEI, which would in turn assist the Town with conducting a Greenhouse Gas Emissions inventory and developing a Climate Action Plan. This work is expected to begin in late 2025 and conclude in late 2026.
	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"/>	25%	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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	25%	A vendor and equipment have been selected and contracts are in the process of being executed for installation in both properties by June 30, 2025
	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.								
	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"/>	5%	Director DePasquale and TA Machalek are reviewing the offerings of Downtown Colorado Inc. (DCI). Engagement with the Downtown business community will take place in the fall.
	Implement a new software module from SAFEbuilt to allow electronic submittal of development applications and automated workflow processing.	Steve Careccia	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	70%	Module has been built. Internally testing now. Next step will be external testing.
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.								

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TRANSPORTATION - We have safe, efficient, and well-maintained multimodal transportation systems for pedestrians, cyclists, motorists, and transit riders.

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	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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	5%	The SRTS grant application for construction funding was denied. Continued effort on in-house design will resume in Q3/Q4 of 2025 with the goal of having shovel-ready plans in-hand for the next grant opportunity for construction funding.
	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"/>	35%	Trail maintenance funding was approved by voters in April 2024. PW Engineering staff has developed an outline of the future Trail Maintenance Program (TMP). We will need the balance of 2025 to progress on this incrementally while prioritizing more impactful projects that are already in various states of forward progress. We propose internal monthly meetings to help keep this effort in our top of mind awareness. 1A sales tax funds are expected to be the revenue source for implementing the maintenance recommendations developed by this effort.
	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 checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	60%	Sidewalk construction and paving of 3rd Street, North and South Courts will be complete in the summer of 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"/>	30%	Project is on temporary hold. Due to an error on the part of CDOT staff, grant funding was cut off at the 30% mark on 12/31/24. They have assured us that the grant will be re-established within 90 days from 1/30/25. Once funding is re-established, the 30% plans will be presented to TAB and design will resume.
	Complete design of the Fall River Trail Final Segment and advertise for construction to commence in Q4 2025.	David Greear (TW)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	80%	Design consultant expected to deliver final plans and bid documents in Q3 2025. Design change order needed for soldier pile retaining wall system.
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"/>	85%	Mid-year 2025 completion, draft demand projections completed. Staff met with County and Town Planning in March to discuss future development in the Estes Valley. 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 capacity, so future demand projections are critical to responsible management of our water treatment investments.
	Complete a Zero-Emission Transit Fleet Transition Plan. (2024 CARRYOVER)	Greg Muhonen (DK)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	50%	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.
	Develop, fund, and implement a stormwater drainage system maintenance program. (2023 CARRYOVER)	David Greear (GM)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	45%	A Town Board study session is scheduled for July 25 to discuss options for resolving drainage issues along roadways (ie retrofitting streets with concrete curb and gutter, eliminating or upsizing driveway culverts, etc). This has been postponed until the new Stormwater Engineer started on April 28, 2025, and will inform this planning effort which will guide future stormwater infrastructure design and construction grant funding requests.
	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%	The preliminarily awarded BEAD grants are pending federal funding. The state has submitted paperwork to NTIA who extended their review for an additional 90 days. The completion of build out is fiscally constrained. We've completed 90% of the build based on customer count. The remaining 10% of customers are the highest-cost construction and lowest density/revenue.
	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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	5%	Mid-year 2025 start with some brainstorming in progress.
	Develop an enforcement process for customers who do not comply with water administrative regulations.	Reuben Bergsten	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	0%	Start Q2 2025.
	Initiate construction of the Mall Road Looping project.	Reuben Bergsten	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	0%	Start Q3 2025, Design work is in progress.
	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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	25%	Draft mapping of proposed projects.
	Complete at least one stormwater CIP project from the list included in the Stormwater Drainage System Maintenance Policy.	David Greear (GM)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	25%	Staff plans to install a new inlet and 24" diameter stormwater pipe on Old Ranger Road in Q2, with roadway patching to be completed in Q3 2025.

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	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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	20%	Initiated converstations with Crossroads and the School.
	* for multi-year projects, DONE refers to the portion of the project planned for the current year.							