Town of Eureka, Montana

STRATEGIC PLAN 2016-2021

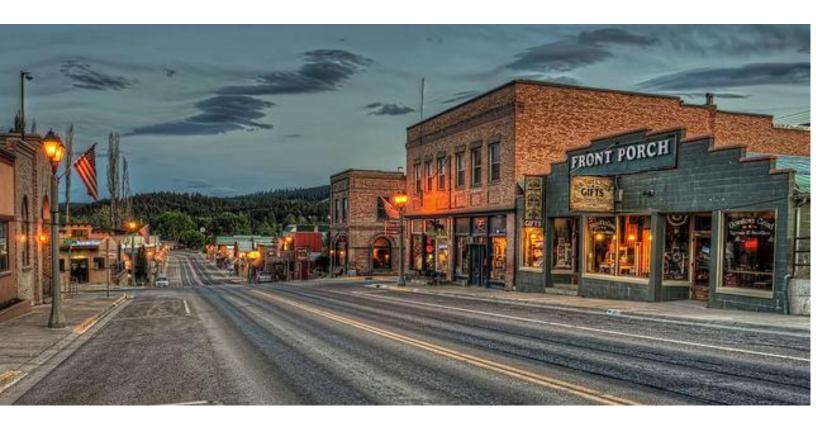


Figure 1: Town of Eureka gives our thanks to Jack Dewitt for the great photo of our beautiful downtown

The Town of Eureka Council unanimously approved the Eureka Strategic Plan on July 11th, 2016. A Strategic Plan defines where our Town is going, how we are going get there, and how the Council will work together to measure success over time. It ensures the most effective use of the organization's limited resources by focusing those resources on key priorities.

The Eureka Council Strategic Plan was developed over a four-month period that included public meetings involving the Town Council, Town Staff, and other citizens of Eureka. It is the framework by which the Town will provide services and programs over the next five years to all members of our community

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- ✓ Parks, Sidewalks, and Signage
- ✓ Community Aesthetics
- ✓ Ordinances and Policies
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This plan was prepared by:

Rural Economic Designs, LLC Principal Tracy McIntyre PO Box 361 Eureka, MT 59917 406.291.1416 The Town of Eureka Council and Mayor, along with members of the staff dedicated their personal time to partake in Strategic Action Planning. The key of the strategic planning effort was to build leadership skills, team development, and set tangible tasks for the next 5 years.

Goals of Strategic Planning

- Learn to communicate and work together as Council and Community
- Build Trust and Council Unity
- Set Common Goals and work as a Team to
 Success
- Move Forward with Projects
- Remember who the Council works for... The residents of the Community
- Make Eureka Better
- Set Realistic and Achievable Goals with tangible tasks and assignments

Council and Staff 2016:

- ✓ Mayor: LeeAnn Schermerhorn
- ✓ Council President: Jennifer Hannay
- ✓ Councilor: Rosalie Adauto
- ✓ Councilor: Bill Savage
- ✓ Councilor: Kevin Jefferies
- ✓ Town Clerk: Lisa Flynn
- ✓ Public Works Director: Roger Butler
- ✓ Chief of Police: Ian Jeffcock
- ✓ Town Engineer: Winston Dyer
- ✓ Town Attorney: Clif Hayden
- ✓ Town Consultant: Tracy McIntyre

Ground Rules for Council and Staff

- ✓ Be respectful
- ✓ Don't Personalize Issues
- ✓ Be Engaged and Knowledgeable
- ✓ Speak for yourself
- ✓ Don't generalize comments

Effective Meetings

The Town of Eureka recognizes that effective meetings are key to success. The Council, Mayor and Staff designed the following diagram to show preference for meetings and what they would prefer didn't happen in their meetings. This diagram outlines what they will strive for to create effective meetings.

I **LIKE** Meetings That....

- ✓ End with accomplishments
- ✓ Have an agenda and control
- ✓ People are well prepared for
- ✓ Are well ran and business is taken care of
- ✓ People leave feeling good
- ✓ Are based on facts not personal opinions
- ✓ People leave as friends
- ✓ Resolve issues
- ✓ Solutions are found
- ✓ Sincere gestures are made
- ✓ Progress towards Goals are made

I **DISLIKE** Meetings That...

- ✓ People are disrespectful in
- ✓ Rehash previous discussions and decisions
- ✓ Have multiple conversations happening at once
- ✓ Are full of disruptive behavior
- ✓ People misuse for personal agendas
- ✓ Are focused on negatives instead of positive solutions
- ✓ Are not attended by the Public
- ✓ People make personal attacks on individuals
- ✓ Are uncomfortable for Council and Public

COUNCIL COMMITTEES

The Town of Eureka Council conducts work through three areas:

- Council Meetings
- Work Sessions
- Committee Meetings

Each Committee is assigned with tasks to gain information, seek input from the public, and to share information gathered with the Council during Meetings and Work sessions.

2016 -2017 Committees

Finance Committee:

- ✓ Mayor Schermerhorn
- ✓ Councilor Savage

Union Committee:

- ✓ Mayor Schermerhorn
- ✓ Councilor Jefferies

Streets & Lighting Committee:

- ✓ Councilor Adauto
- ✓ Councilor Jefferies

Police Committee:

- ✓ Councilor Savage
- ✓ Councilor Jefferies

Water and Sewer Committee:

- ✓ Councilor Hannay
- ✓ Councilor Adauto

Parks Committee:

- ✓ Councilor Hannay
- ✓ Councilor Adauto

Animal Control and Dispatch have one member of the Council who represents the Town.

- ✓ Councilor Adauto: Animal Control
- ✓ Mayor Schermerhorn: Dispatch Board

Council Job Descriptions

The Town of Eureka Council, Mayor and Staff Members incorporated into their Strategic Action Plan and Leadership Development ideal traits and activities for a Council member.

Traits of a Councilor

- ✓ Loyal to the Community and those they serve
- ✓ Listen to and be a Voice for the Community
- ✓ Part of the Team and respectfully state opinions even in heat of the discussion
- ✓ Respectful of Community Opinion, even when in disagreement
- ✓ Fair and Honest
- ✓ Willingness to be Actively Engaged
- ✓ Have the Interest of the Community at Heart
- ✓ Giving of time and knowledge
- ✓ Willingness to learn and go beyond comfort zone
- ✓ Acknowledge personality differences and learn to work with them
- ✓ Ability to represent the community professionally

Activities of a Councilor

- ✓ Follow Ordinances and State Laws
- ✓ Work with Mayor to find solutions
- ✓ Work towards goals and participate
- ✓ Be informed with facts
- ✓ Focus on the Business of the Community
- ✓ Communicate with Citizens
- ✓ Ask Questions
- ✓ Listen and Learn from other members of the Council, Staff, and Consultants
- ✓ Be Organized
- ✓ Give Recognition as Needed
- ✓ Maintain Perspective
- ✓ Understand roles of Staff and hierarchy of the Town
- ✓ Be involved in committee meetings and work sessions

Council and Staff Improvements

During the Strategic Action Planning a number of items were identified that would improve the inner workings of the Town Council and Staff. The Council created a sub-plan that will focus on items that improve the overall Council and takes in consideration of new Council Members and Mayors being

elected.



Figure 2 Town Council Strategic Planning



Figure 3: Town Clerk and Council at Strategic Session

- 1. Develop Orientation for Council Members
- 2. Create Council Procedures
 - a. Outline how to Operate as a Council
- 3. All Council Members and Mayor keep files on Computer and transfer Laptop to new Councilor with information on it
- 4. Make Effective Meeting, Expectations and Job Descriptions as signs for Council Chambers
- 5. Include Staff Job descriptions in orientation and all new Councilors take a Tour of the Town with staffers
- 6. Continue and Improve Communication between Staff, Council and Mayor through reports and meetings
- 7. Develop more interaction with the public by utilizing Social Media and revising website
 - a. Include sections on website for budget, roles and responsibilities, agendas and minutes
- 8. Incorporate Department Heads in Budgeting year round
- 9. Research and determine Pros and Cons of utilizing contractors
- 10. Councilors and Staff dress in "Business Casual" with uniforms and/or Town of Eureka clothing for Police and Public Works
- Provide Customer Service Training annually for Council and Staff
- 12. Utilize electronic communication to share information only; all discussions during working sessions, committee meetings, and Council meetings
- 13. Expand Training Opportunities for Council including legal, leadership, conflict management
- 14. Finalize and Update as needed job descriptions for staff, personnel handbooks and engage staff and Council in process
- 15. Council and Staff visit other communities to learn best practices and how others are handling obstacles

<u>VIŚION</u>

The Eureka Town Council created a vision of a community that has good streets and aesthetics while also ensuring that the infrastructure of storm water, wastewater, and water were well maintained and updated. Building on strong community, Eureka is a place that is safe, active, and prosperous.

The Vision is for a healthy and vibrant community that has strong leadership and economic opportunities for all ages. With good housing, schools, and civic engagement the Town of Eureka will strive to continue to be a place to live, work, and play.

Strategic Action Plan

The remainder of this document is dedicated to the strategic action planning completed by the Town of Eureka during three consecutive working sessions. The Town of Eureka focused on:

- ✓ Infrastructure
- ✓ Parks, Sidewalks, and Signage
- ✓ Community Aesthetics
- ✓ Ordinances and Policies
- √ Community Engagement
- ✓ Emergency Services & Safety
- ✓ Council Activities

Each of the topics were discussed and tangible project items were listed with measurable outcomes, responsible party, and timeline for accomplishment.

The Town identified Community Partners to engage throughout the implementation process of the plan including, but not limited to:

- ✓ Business Owners
- ✓ Eureka Area Chamber of Commerce
- ✓ Engineering Consultant
- ✓ Town Attorney
- ✓ Technical Assistance Providers
- ✓ Utility Corporations
- ✓ Lincoln County
- ✓ Town of Rexford
- ✓ State of Montana (various departments)

This document should be reviewed in conjugation with the Town of Eureka's Capital Improvement Plan prepared by the Town Engineer The Dyer Group, LLC. The Capital Improvement Plan will contain detailed information on the community's characteristics, social-economics, transportation, housing, education, health care, local government structure, and infrastructure. Within the Capital Improvement Plan are also cost estimates identifying funding sources and availability of budget.

Town of Eureka Infrastructure

Infrastructure	Desired Outcome	Responsible	Timeframe for
Project	<u>Desired Outcome</u>	Party and Partner	Accomplishment
<u>110ject</u>		Opportunity	<u>recomprismment</u>
Tobacco Road-	Engineer a Plan	Street & Lighting	Initial meeting with County
Pinkham Corner	that incorporates a	Committee	6/30/16
Upgrade	pedestrian trail,	Committee	o, jo, 10
o por une	safety features and	Lincoln County	Design by 6/30/17
	wider corner	,	8 1 19 1
		Town Engineer	Construction (based on
		O O	funding) Summer 2017-2018
Clif Avenue	Explore	Street and Lighting	Planning to begin FY 2017
Improvements	alternatives for	Committee	
	upgrades and fixing		Construction/Improvements
	the street	Business Owners	to begin FY 2018/2019
	Identify where	Town Engineer	
	property		
	boundaries are		
	Engago the		
	Engage the business owners		
	business owners		
	Design a parking		
	lot and Street that		
	are clearly defined		
3 rd Street Drainage	Upgrade 3 rd Street	Town Engineer	Complete Summer of 2017
	with culverts and	J	,
	storm drain	Street and Lighting	
	improvements	Committee	
		Public Works	
Public Works	Engage State	Public Works	Power Wash and Paint FY
Building	Historical		2017
	Preservation Office	Town Engineer (or	, , , , , , , , , , , , , , , , , , ,
	D 347 1 1	hire Architecture)	Planning process to begin
	Power Wash and	Mayor	FY 2017 with completion of
	Paint	Mayor	Plan by July 2018
	Identify Structural		
	stability & Develop		
	remodel plan		
	Temoder plan		

Town of Eureka Infrastructure Continued

Infrastructure	Desired	Responsible Party	Timeframe for
Project	Outcome	and Partner	<u>Accomplishment</u>
, <u> </u>		<u>Opportunity</u>	•
Wastewater System Upgrades and Expansion	Commitment to Midvale finalized Service Potential and Existing Business for Economic Growth Expansion to Midvale Residents Expansion to all of the US Highway 93 Corridor Expansion to Lincoln County Fairgrounds Replacement and maintenance of	Public Works Water and Sewer Committee Mayor Town Engineer Project Development/Funding Consultant	Set priority list of replacement lines and maintenance schedule by 6/30/16 Apply for funding for Phase 2B FY 2016-2017 Construction of Highway 93 Corridor, Fairgrounds and Midvale FY 2018-2019
	current lines		
Purchase Midvale Water System	Complete the Commitment to Midvale Residents Decrease rates for Midvale Residents One Community- One rate	Mayor Water and Sewer Committee Midvale Water District Board Town Attorney & Bond Council Project Development/Funding Consultant State Revolving Loan Fund	Complete Purchase 9/30/2016 One Community-One Rate 10/30/2016

Town of Eureka Infrastructure Continued

<u>Infrastructure</u>	Desired	Responsible Party	Timeframe for
<u>Project</u>	<u>Outcome</u>	and Partner	<u>Accomplishment</u>
		Opportunity	
Water System	Replacement of all	Public Works	Identify who has meters
Upgrades	water meters	Town Clerks	and who doesn't 6/15/16
	All users have	Town Clerks	Create options and
	working water	Town Engineer	identify potential partners
	meters	0	(Lincoln Electric); develop
		Mayor	replacement/installation
	Replacement and		of Meters plan 1/30/17
	maintenance of current lines	Water and Sewer	Diago Motor Droiset in EV
	current lines	Committee	Place Meter Project in FY 2018 Budget
			2010 Budget
			Replacement/Installation
			begins FY 2018
			Set priority list for replacement lines and
			maintenance schedule
			6/30/17
Water Filtration	Meet DEQ	Town Engineer	Completion of
Upgrade	mandate	411.6	construction and
	Install purchased	All Council & Mayor	implementation of new
	Install purchased system in new	Public Works	filtration system 10/30/16
	filtration building	Tuble Works	Project Closeout 12/30/16
		Project	,
		Development/Funding	
		Consultant	
		Town Attorney &	
		Bond Council	
		-	
		Funding Agency	
		partners	

Town of Eureka Parks, Sidewalks, and Signage

Darles Cidoryalles	Desired Outcome	Dognongible Danty	Timeframe for
Parks, Sidewalks,	Desired Outcome	Responsible Party	<u>Timeframe for</u>
<u>& Signage Project</u>		and Partner	<u>Accomplishment</u>
		<u>Opportunity</u>	
Memorial Park	Safer playground	Park Committee	Have design/plan
Upgrades	Equipment		completed 5/30/16
		Lions Club and	
	New Park Benches	other Civic	Identify and secure
	and Tables	Organization	funding FY 2016/2017
		0	3 , ,
		Parent Groups	Construction Summer of
		Turent Groups	2017
		Public Works	201/
Riverside Park	Dodosion for multi	Park Committee	Have design/plan
	Redesign for multi-	Park Committee	Have design/plan
Upgrades	use facility including	T 1 A	completed 3/31/2017
	camping, farmers'	Eureka Area	
	markets, community	Chamber of	Identify and secure
	events etc.	Commerce	funding FY 2017/2018
	Installed	Sunburst	Construction Summer of
	Bandstand/Gazebo	Foundation	2018
	Better flow of traffic	Bicycle Groups	
	(pedestrian and		
	vehicular)	Lions Club and	
	,	other Civic	
	Improved Services	Organizations	
	for Campers of all	O 1 garrizations	
	kinds		
Eureka Riverwalk	Clear definition of	Mayor	Engagement of all players
Luicka Kiveiwalk	roles and	iviayoi	
		Divorusalla	by 5/30/16
	responsibilities for	Riverwalk	Danalastian of
	maintenance and	Foundation	Resolution of ownership
	improvements		and MOU's in place for
		Town Attorney	maintenance and
	Clear definition of		improvements 7/1/2017
	ownership	Lincoln County	
Street Signage	All streets are	Public Works	Ongoing as money within
	marked and visible		budget allows;
		Street & Sidewalks	Identify annual budget in
		Committee	FY 2017 and begin
			replacement
			replacement

Town of Eureka Parks, Sidewalks, and Signage Continued

Parks, Sidewalks, & Signage Project	Desired Outcome	Responsible Party and Partner Opportunity	Timeframe for Accomplishment
Community Wide Sidewalk Replacement/Upgrades	Involve Town Judge & Police to utilize those needing to meet Community Service Residents are aware and participating in the Town's match fund for improvements Identified all ownership and Town improve maintenance and snow removal on theirs Education outreach on responsibilities of property owners	Public Works Town Judge Town Police County Sheriffs Montana Dept. of Transportation Private Landowners Civic organizations & School groups	Updated form for matching funds applications and on-line by 9/30/16 Development of Enforcement of Sidewalk Ordinance and fines associated for private owners' FY 2017 Enforcement on going
Tree and Landscaping	Landscape completed around new Town Hall Replacement Plan and implementation for Trees in Parks including Riverwalk	Parks Committee Eureka Tree Board & DNRC Forester Eureka Riverwalk Foundation Mayor Private Businesses Public Works	Initial meeting with DNRC Forester to design plan 7/1/16 Tree replacement/Health Plan completed 7/1/17 Implementation on going Landscape at Town Hall completed Summer 2017

Town of Eureka Community Aesthetics

Community Aesthetics	Desired Outcome	<u>Responsible</u>	Timeframe for
<u>Projects</u>		Party and	<u>Accomplishment</u>
		<u>Partner</u> <u>Opportunity</u>	
Mainstreet Program	Beatification of Town of Eureka Improved accessibility and function Economic Growth and vitality Improved Wayfinding Signage	Eureka Area Chamber of Commerce All Council Public Business Owners & Residents	Chamber of Commerce will be the lead entity dependent on their timeline
Chamber Visitor Information Center	Visitor Information Center located within the New Town Hall	Eureka Area Chamber of Commerce Mayor Town Attorney	Agreement 4/30/16 In location 7/1/16
Old Town Hall Building & Land	Sale of property for business/economic growth	Mayor Real Estate Agent	No set timeline

Town of Eureka Ordinances and Policies

Ordinances and Policies Projects	Desired Outcome	Responsible Party and Partner Opportunity	<u>Timeframe for</u> <u>Accomplishment</u>
Commercial Sign Permits	Enforcement policy in place including fines for non-compliance Revision of current process for sign permit that is fair and consistent Businesses are aware of Ordinance and compliant Coordinated policy with MT Dept. of Transportation Enhanced Overall Community Appearance	Mayor Town Clerks MT Dept. of Transportation	Revision of sign permit process 7/1/16 Enforcement ongoing
Park Use Policy	Identify and post rules of Parks Set process for event/user including fees, permit process, and expectations of use Identify Overnight access and restroom use in Riverside Park	Park Committee Town Clerk	Preliminary Park Use Policy August 2016

Town of Eureka Ordinances and Policies Continued

Ordinances and	Desired Outcome	Responsible	Timeframe for
<u>Policies Projects</u>		Party and	<u>Accomplishment</u>
		<u>Partner</u>	
G: D I	D : 1 :	Opportunity	C 1 . 1 TV
Street Opening Bond	Review and revise	All Council	Completed FY 2017
	permit process and		
	associated fees	Public Works	
	Identify	Town Attorney	
	enforcement and		
	implement	Local Contractors	
Community Room	Identify types of	Town Clerk	Completed May 2016
Usage Policy	usage and		
	associated fees (if	Mayor	
	any)		
		MMIA Insurance	
	Application		
	Process for users		
	and approval		
Nuisance Ordinance	Updated Nuisance	All Council	Completed by July 2016
	Ordinance that		
	outlines	Town Attorney	
	enforcement		
		Town Police Chief	
All Ordinance Review	Review and update	All Council	ongoing
	all ordinances		

Town of Eureka Community Engagement

Community	Desired Outcome	Responsible Party	Timeframe for
Engagement	Desired outcome	and Partner	<u>Accomplishment</u>
<u>Projects</u>		<u>Opportunity</u>	
Exploration of Alternative Funding	Resort Tax Pros and Cons: Community- Based Committee Recommendation	Finance Committee Lincoln County Community-Based Study Committee Project Development/Funding Consultant Town Attorney and Bond Council	Development of Committee July 2016 On Ballot (if recommended) June 2017
Communications with Public	Updated and utilized Town website with minutes, agendas and how Town operates included Consistent Posting on website and social media venues Utilization of the Kiosk at Memorial Park and Informational Bulletin Board at Town Hall Website includes a "meet the staff & council" with job descriptions Website is linked to other community pages	All Staff and Council Town Clerk as Point of Contact Website Developer/IT Consultant Assigned staff for ongoing updates and blog development	Ongoing Website Overhaul completed 7/1/16 Training of Clerks on website and social media 7/1/16 Development of "Town Happenings" Blog is done 7/1/16 and ongoing

Town of Eureka Emergency Services and Safety

Emergency Services	Desired Outcome	Responsible Party and Partner	Timeframe for
and Safety Projects		Opportunity	<u>Accomplishment</u>
Localized Emergency Plan	Engagement of Partners and County with educational outreach to public on what to do in Emergency Identify Key players in community to serve a role Coordination with County Identify Communication Plan during Emergency	Lincoln County Emergency Services Local Emergency Service Providers Police and Law Enforcement officials US Customs and Border Patrol Utility Companies Medical Providers Media	Top Priority First working session for the Town to begin development of process 5/30/16
		Members of the Public	
Traffic Controls	Key intersections of Town Streets and Highway 93 are reviewed and redesigned for safety Controlled speeding on Town Streets Specifically Central and around Schools Parking along 93 is reviewed and redesigned to address line of site and safety concerns Access of Emergency Vehicles onto Highway 93	Mayor MT Dept. of Transportation Town Police Lincoln County Project Development/Funding Consultant	Set first meeting with MDOT 4/16/2017 Ongoing enforcement Majority of this project is dependent on MDOT schedule and recommendations

Town of Eureka Council Activities

Council Activities Projects	Desired Outcome	Responsible Party and Partner Opportunity	<u>Timeframe for</u> <u>Accomplishment</u>
Funding	Define Costs associated with Project Utilize working sessions to learn about funding mechanisms for Towns Prioritize Capital Improvement Plan and identify funding sources (locally, State and Federal)	Council All Staff Project Development/Funding Consultant	Ongoing
Council Meetings	Meet Open Meeting Laws and participate in Council Trainings Identify changes the Community would like to see and if legal and realistic implement	Council Town Clerks	Ongoing
Storm Drain Plan	Updated and enhanced Storm Drain Plan that includes all of Town as well as prioritized with cost estimates	Town Engineer Public Works Water and Sewer Committee	Completed by December 2016 with Budget Items in FY 2018 Budget.
Visit Similar Sized Communities	Learn how other communities operate their Towns	All Council	FY 2017 and 2018

Town of Eureka Council Activities Continued

Council Activities	Desired Outcome	Responsible Party	Timeframe for
<u>Projects</u>		<u>and Partner</u> <u>Opportunity</u>	<u>Accomplishment</u>
Town Budget	Review and Identify equipment and other needs for each department Prioritize between CIP and non-CIP items Incorporate trainings for Staff and Council into the budget annually FY 2017 Budget include landscaping costs Include in all future budgets Town Hall Maintenance and Cleaning costs Review ability to hire Town Manager in FY 2018	Finance Committee Town Clerk Police Chief Public Works Director All Council for approval	Annual process begins April through July/August
Water and Sewer Liens	Understand the legal capacity to implement a lien on property Develop an ordinance or policy to implement a lien process that includes enforcement and collections	Mayor Town Attorney Town Clerk Public Works	Recommendation to Council September 2016

In Summary:

Overall, the Town of Eureka Council, Mayor and Staff are engaged and want to continue the tradition of working towards a better Eureka for future generations. The Town is focused on providing safety and infrastructure for economic and community vitality. During the Strategic Planning process, the Council learned communication and leadership skills. They identified and prioritized projects with timeframes and responsibilities assigned, and each Council pledged to continue to be engaged.

Items to Explore Further:

- ✓ Localize Growth Policy Plan
- ✓ Upgrade to facilities to improve energy efficiency
 - Solar Power
 - Heat Source Pumps
- ✓ 20 Acres on Orthop Lake Road Options
 - Sell for Income
 - Invest into RV or Recreational Park area
 - Low to Moderate
 Income Housing

Projects to Support

- ✓ Enhancement of Transportation Systems
- ✓ Housing Projects/Efforts
- ✓ Chamber and Economic Development organizations
- ✓ Recreation Programs/Project for Youth

Throughout the planning process many items were discussed and placed into two categories of support and/or to explore further. These topics were placed in these categories mainly for two reasons.

- They were not within the responsibility or role of a Town Council
- 2) There was not enough information gathered at the time of planning to incorporate into action items

Public Engagement

The Town of Eureka Council encourages public involvement year round. Public is invited to participate during Council Meetings and Working Sessions through Public Comment periods. Public is also engaged during specific projects and the Town has and will continue to set advisory committees as legally allowed when needed. Throughout the year the Town also hosts a variety of public meetings specifically to gain insight directly from residents, landowners and businesses.

For more information, request agenda time, to comment on this plan or activities of the Council please contact the Town Clerk at 406.297.2123. Written Comments can also be sent to PO Box 313 Eureka, MT 59917.