TOWN BOARD WORK SESSION

February 8, 2021 - 5:30 PM
Town Board Chambers, 301 Walnut Street, Windsor, CO 80550
Please click this URL to join. https://windsorgov.zoom.us/j/97813650497
OR join by telephone at (888) 788-0099 or (877) 853-5247
Webinar ID: 978 1365 0497

***GOAL* of this Work Session is to have the Town Board receive information on topics of Town business from the Town Manager, Town Attorney and Town staff in order to exchange ideas and opinions regarding these topics.**

Members of the Public in attendance virtually are asked to be recognized by the Mayor before participating in any discussions of the Town Board

AGENDA

1. Town Board/Manager/Attorney Monthly Meeting
2. Fire District Impact Fees - S. Hale, Town Manager
3. Future Meetings Agenda

The Town of Windsor will make reasonable accommodations for access to Town services, programs, and activities and will make special communication arrangements for persons with disabilities. Please call (970) 674-2400 by noon on the Thursday prior to the meeting to make arrangements.

MEMORANDUM

Date: February 8, 2021
To: Mayor and Town Board
Via: Shane Hale, Town Manager
From: Shane Hale, Town Manager
Re: Fire District Impact Fees
Item #: 2.

Background / Discussion:

Windsor Severance Fire Rescue Board of Directors has passed Resolution 2021-02 which authorizes WSFR to begin to collect impact fees for the fire district.
Impact fees have been recognized as a legal process for towns, cities, and counties since 2001. Fire Districts were not legally recognized as an entity that was eligible to collect these funds until June 2016. The WSFD is now pursuing this option and is requesting that the Town of Windsor collect these fees on their behalf, which is required by statute.

ATTACHMENTS:

- Letter to Windsor
- Resolution 2021-02
- Impact Fee Report
- District Map
- Impact Fee Presentation

WINDSOR SEVERANCE FIRE RESCUE
100 N. 7th Street • Windsor • Colorado • 80550
970-686-2626

January 22, 2021

Town Manager Hale,

Windsor Severance Fire Rescue Board of Directors has passed Resolution 2021-02 which authorizes WSFR to begin to collect impact fees for the fire district. As you and your Board are keenly aware of the value of the utilization of impact fees to your community, the fire district has realized the need to consider the same for long-term sustainability. While the increase in assessed value has certainly created additional financial revenue for WSFR, the consideration of engaging impact fees helps create opportunities within our funding mechanisms to help offset needs caused by growth in the 100 square miles in which we provide emergency services.

Impact fees have been recognized as a legal process for towns, cities, and counties since 2001. Fire Districts were not legally recognized as an entity that was eligible to collect these funds until June 2016. Many fire agencies have engaged in the process and been collecting fees for the last 3 or 4 years. WSFR Governing Board believes this is the right thing to do for the fire district and would like to engage with the Town of Windsor to collect these fees on our behalf, which is required by statute. This is essentially a pass-through process and utilizing the respective town or county is the only way for the District to collect impact fees.

WSFR has identified our 10-year capital plan and our respective needs and the concerns for our ability to fund those needs given economic uncertainties with oil and gas, Covid-19 related impacts, and any potential changes to non-residential assessment taxing rates, which is rumored to being a high priority initiative by some in the state which will create significant challenges.

As we worked through the election to increase our mill rate in November 2019 and the budget stabilization (De-Gallagher) election of 2020, we heard residents ask us about impact fee collection and when we responded we do not collect impact fees at this time, there was a unified concern by citizens that we were not collecting fees. The WSFR Board has been contemplating impact fees for a few years but most recently have taken the necessary steps to engage with a consultant to complete the nexus study and review the implications of what an impact fee would do for WSFR's long-term needs.

The Board has considered the current operational needs, the long-term capital projects, and most critically, the likelihood of an additional station as growth creates a demand as the driving factors to implement these fees. Given the fact WSFR has had to finance the current station 4 project, there are concerns of funding for a future station 5 and the additional apparatus that would be needed. The projections are that WSFR could realistically expect to see $600-$700k a year in impact fees based on historical data and

future growth models, which could have a significant offset in construction and apparatus purchases in the future.

You may notice in the impact fee plan that there is a provision for sprinklers in lieu of fee. To clarify this, there is a significant benefit to having homes and businesses that would not have been required to have fire sprinklers installed per the code. If there is a chance for WSFR to incentivize that and have a home or business that would not have had the added safety benefit of fire sprinklers being installed, we certainly have a mutual interest to do so. We realize the cost of incentivizing the fire sprinklers are not an even cost at our current rates but felt strongly about creating this option to possibly create an opportunity for a business or homeowner to be encouraged to consider this as a way to enhance the health and safety at their location. There are other potential cost offsets that could be realized by the reduction of construction costs that could come into play to even further offset costs to make this consideration more cost effective.

I have attached a few documents that I feel may be valuable to make it into your board packet to best prepare the Mayor and Town Board members and staff. I hope it all makes sense and everyone is able to navigate what they are reviewing in preparation for the meeting.

We will have a PowerPoint presentation for your board that will go over the details of the fire districts rational, some finance considerations, as well as a presentation by the consultant who developed the fee structure. I will likely have a Fire District board member as well as myself to answer any questions by you or your Board. If you have any questions in advance of the meeting, please do not hesitate to call me.

Kris Kazian
Fire Chief

RESOLUTION NO. 2021 - 02

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE WINDSOR-SEVERANCE FIRE PROTECTION DISTRICT ESTABLISHING AN IMPACT FEE SCHEDULE

WHEREAS, the Windsor-Severance Fire Protection District (the "District") is a special district and political subdivision of the State of Colorado, organized and existing pursuant to Title 32 of the Colorado Revised Statutes; and

WHEREAS, the District is permitted to assess an impact fee pursuant to Sec. 32-1-1002(1)(d.5) and Sec. 29-20-104.5, C.R.S.; and

WHEREAS, the District's Board of Directors (the "Board") contracted with BBC Research and Consulting to perform an impact fee study, which was completed and reduced to a written report on January 12, 2021 ("Impact Fee Report"); and

WHEREAS, the Board believes that it is in the best interests of the District to adopt an impact fee schedule based on the impact fee study to ensure that new development pays for its impact on the future capital facility needs of the District.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE WINDSOR-SEVERANCE FIRE PROTECTION DISTRICT THAT:

1. **Impact Fee Schedule.** The Board hereby adopts the following impact fee schedule based on the findings of the Impact Fee Report, attached to this Resolution as **Exhibit A**. Terms used in this Resolution which are defined in the Impact Fee Report shall have the same meaning as set forth in the Impact Fee Report.

   Fee Schedule:

• Single Family Residential	$693.00 Per Dwelling Unit
• Multifamily Residential	$272.00 Per Dwelling Unit
• Commercial	$00.35 Per Square Foot
• Industrial	$00.35 Per Square Foot

2. **Exemptions.** The following development projects shall be exempted from paying the District's impact fee:

   - Construction of any project which qualifies as affordable housing
   - Construction of any projects by governmental entities with a demonstrated public benefit

   In addition, development projects which voluntarily install sprinkler systems consistent with current fire code recommendations, as confirmed by the District, shall qualify for a 75% impact fee reduction.

3. **Intergovernmental Agreement.** To effectuate the efficient collection of the approved impact fees, the Board directs staff to work with the respective counties and municipalities to negotiate and execute an Intergovernmental Agreement ("IGA") with each county and municipality for the collection of the approved impact fees. Such IGA shall be in substantially the same form as set forth in the attached **Exhibit B**.

4. **Effective Date.** This Resolution shall become effective immediately upon passage.

5. **Severability.** If any section, paragraph, clause or provision of this Resolution shall for any reason be held to be invalid or unenforceable, the invalidity or unenforceability of such section, paragraph, clause or provision shall not affect any of the remaining provisions of this Resolution.

ADOPTED AND APPROVED this 14 day of January, 2021.

WINDSOR-SEVERANCE
FIRE PROTECTION DISTRICT

President

ATTEST:

Secretary

EXHIBIT A
(Impact Fee Report)

EXHIBIT B
(Form Impact Fee IGA)

Windsor Severance Fire Rescue Impact Fee Study

FINAL REPORT

Final Report

January 12th, 2021

Windsor Severance Fire Rescue Impact Fee Study

Prepared for:
Windsor Severance Fire Rescue
100 N 7th St
Windsor, CO 80550

Prepared by:
BBC Research & Consulting
1999 Broadway, Suite 2200
Denver, Colorado 80202-9750
303.321.2547 fax 303.399.0448
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BBC RESEARCH & CONSULTING

SECTION I.
Introduction

Windsor Severance Fire Rescue (WSFR, or the District) provides fire rescue services in Larimer and Weld counties, serving the towns of Windsor, Severance, and the surrounding communities, as shown in Figure I-1. WSFR services a population of more than 40,000 residents in a total area of 100 square miles and responds to approximately 3,600 calls per year. Because of a heightened interest in development, the District is considering implementing *development impact fees* as part of a larger strategy to ensure that future development pays its own way and existing residents and services are not financially burdened by new growth.

Many Colorado communities impose development impact fees for expansion of public infrastructure. Some cities have entire suites of fees with separate charges for multiple infrastructure categories (e.g., streets, parks, and fire protection). Colorado statute and a series of United States Supreme Court decisions dictate the amounts that communities can charge in impact fees and how they can devise, impose, and spend them. Because of those requirements, WSFR retained BBC Research & Consulting (BBC) to conduct a feasibility assessment and prepare a report documenting the calculation of appropriate fees for its services. This report documents BBC's analysis and recommendations for implementing an impact fee system that would recover the proportional capital costs associated with new development.

A. Impact Fee Requirements

Although there is no universally accepted definition of impact fees, most feasibility assessments focus on:

- *One-time application*, meaning that fees are a one-time payment for new development;
- *Restricted use*, meaning that fees are only applicable to infrastructure expansion projects.
- *New development*, meaning that fees are only applicable to new development and not improvements to existing developments; and
- *Proportionality requirements*, meaning that fees must be limited to the proportionate share of the capital costs associated with providing services to the new development.

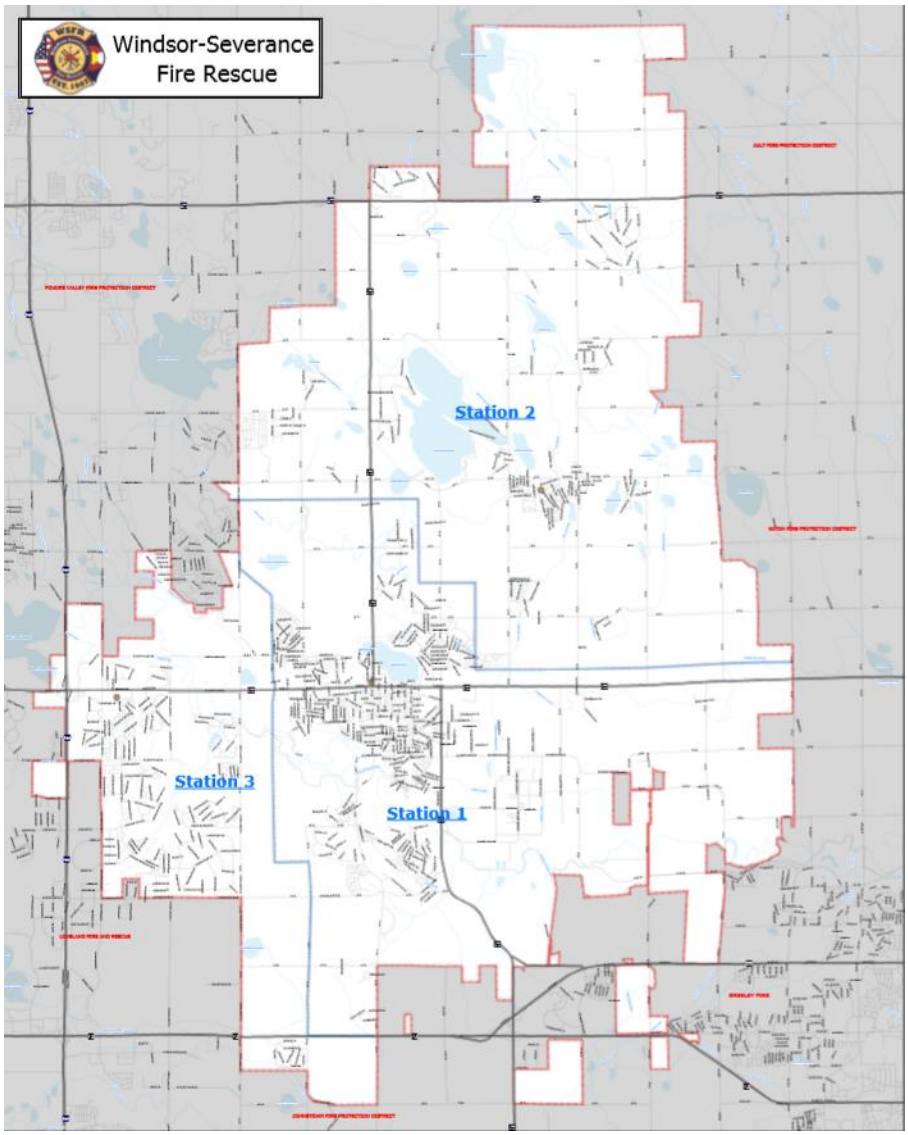
For example, Juergensmeyer and Thomas (2008) describe impact fees as:

> *"Fees collected through a set schedule or formula, spelled out in a local ordinance …. fees are levied only against new development projects as a condition of permit approval to fund infrastructure needed to serve the proposed development. Impact fees are calculated to cover the proportionate share of the capital costs for that infrastructure…"*[1]

[1] Juergensmeyer, Julian C., and Thomas E. Roberts. Land Use Planning and Development Regulatory Law. St. Paul, MN: WestGroup, 2003; and ImpactFees.com, Duncan Associates, 20 February 2008.

Figure I-1.
WSFR boundaries

Source:
WSFR.



1. Colorado requirements. Consistent with Juergensmeyer and Thomas's (2008) description of impact fees, Colorado law specifies the following requirements for impact fees:

- Impact fees are a one-time payment levied on new development;
- Funds can only be used for capital infrastructure projects:
  - Applicable projects must have a five-year life.
  - No funds can be diverted for operations, maintenance, repair, or facility replacement.
- Impact fee revenue must be segregated from other revenue and used for the purposes for which it was collected;
- Fees must be imposed on all forms of development and cannot be limited to one type of land use;
- Impact fee revenue must be used for capital infrastructure expansion. No funds can be used for correcting existing system deficiencies; and

- There must be a reasonable expectation of benefit by the fee payer.

2. Supreme Court decisions. Impact fees must also be in accordance with a series of United States Supreme Court rulings. The two most notable court decisions that speak to impact fee requirements are often referred to as *Nollan* and *Dolan*.[2] Guidance from those decisions requires that there be an "essential nexus" between the fee and the state's interest. In *Dolan v. City of Tigard* (1994), the Supreme Court held that, in addition to an "essential nexus," there must be "rough proportionality" between the proposed fee and the impacts that the fee is intended to mitigate. In *Dolan,* the Court further ruled that "rough proportionality" need not be derived with mathematical exactitude but must demonstrate some relationship to the specific impact of the project:

> *"We think a term such as 'rough proportionality' best encapsulates what we hold to be the requirements of the Fifth Amendment. No precise mathematical calculation is required, but the city must make some sort of individualized determination that the required dedication is related both in nature and extent to the impact of the proposed development."*[3]

Over the past two decades since *Dolan*, many communities have imposed impact fees, resulting in a broad set of common practices when considering how best to reflect judicial and statutory requirements in designing new fees.

B. Fee Applicability

As noted above, communities can only use impact fee revenue to cover the costs of any necessary expansion of public infrastructure that is needed to serve new development. In addition, fee amounts can only be set in a manner that is proportional to the cost of such infrastructure expansion.

1. Public infrastructure. *Public or capital infrastructure* is the physical component of public services. Under Colorado statute, the definition of *infrastructure* can include all equipment that has at least a five-year lifetime. It does not include personnel or any elements of service costs, even in circumstances where new staff is required to operate new facilities. Public infrastructure generally includes buildings, facilities, parking, lighting, ball fields, or other support facilities. Capital infrastructure generally includes streets, parks, administrative facilities, specialized fire or police buildings, and recreational facilities.

2. Nature of infrastructure investments. Not all capital infrastructure costs are associated with community growth or with the expansion of facility capacity. Most communities make many infrastructure investments not because of growth pressures but for the repair and replacement of existing facilities, and it is not allowable to account for such investments as part of impact fee calculations. For example, communities often make infrastructure investments related to:

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2 *Nollan v. California Coastal Commission*, 483 U.S. 82; 1987 and Dolan v. City of Tigard (1994) 114S.Ct. 2309.

3 *Dolan v. City of Tigard* (1994) 114S.Ct. 2309

- *Repair and replacement of existing facilities*, such as annual building maintenance or replacing a roof;
- *Betterment of existing facilities*, such as introducing new services or improving existing infrastructure without increasing service capacity; and
- *Facilities expansions*, such as expanding an existing building to accommodate growing personnel requirements.

C. Capital Standards

In designing impact fees, communities must determine the appropriate capital standards applicable to each category of infrastructure. Facility standards, such as library space or recreation facilities per household, can vary widely between communities. Whereas some states have legislation that describes such criteria with great specificity, other states—like Colorado—use more general standards.

1. Replacement value approach. Typically, determining capital standards involves estimating the replacement value of specific capital facilities and the qualified equipment necessary for each category of infrastructure. For example, a city of 2,500 homes with a 20,000 square foot recreation center that has a replacement value of $5 million would have a recreation center standard of 8 square feet per housing unit (i.e., 20,000 square feet/2,500 homes = 8 square feet per home) and a replacement value of $250 per square foot (i.e., $5 million/20,000 square feet = $250 per square foot). Thus, each existing residence would have an embedded recreational investment of $2,000 per home (i.e., $250 x 8 square feet = $2,000 per home), representing the community's recreational facility standard, which is what a developer could be charged for recreational facilities for each new unit.

If capital standards are defined using a replacement value approach, then calculations of those standards must account for any debt that applies against the relevant infrastructure. Because current residents are already responsible for that debt, it would be duplicative and inappropriate to charge developers impact fees that also include that debt.

2. Plan-based approach. Sometimes, communities use a *plan-based approach* to set capital standards, which relies on capital improvement plans or other specific plans for each department. A plan-based approach requires forecasts of households and commercial growth and detailed data on capital expansion plans. Plan-based approaches must focus on expansion-related projects or the expansion portion of projects rather than betterment or replacement projects.

D. Other Considerations

Over time, some consensus has emerged on how best to ensure that impact fees comply with state statutes and court rulings. Many of the factors that communities must consider in designing fees appropriately are described above, but BBC also presents other considerations that communities must make.

- **Allocation by land use**. The courts have indicated that all forms of development that have facility impacts—that is, residential, industrial, and commercial developments— must pay their fair share of expansion costs. If one type of development is exempted from fees, then

fees may not be sufficient to cover the cost of needed expansion that results from new development.

- **Use specificity**. Impact fee calculations vary between different forms and sizes of residential development and different uses of commercial buildings and how they impact demand for public services. When compelling evidence is available that the forms, sizes, or uses of particular types of development will result in substantially different demands for public services, then communities' impact fees should reflect that information.
- **Redevelopment**. The application of impact fees raises questions about how to deal with the redevelopment of existing properties. The redevelopment of a residence—even if it involves full scraping—does not lead to an increase in service demands, because it is still one residential unit with no implications for service delivery costs or capital needs. In contrast, the redevelopment of a larger lot into multiple homes would be assessed an impact fee based on the net number of new residential units, because there would be clear implications for service delivery and capital needs. Commercial redevelopment would be subject to the same considerations.
- **Waivers**. Communities should not waive fees unless the funds are reimbursed from other sources such as the general fund or other contributions by the developer to system expansion that exceed the calculated fees.
- **Timing.** Fees should be assessed at the time that building permits are issued.
- **Updates**. Impact fee calculations should be updated periodically. Most communities update their fees every two or three years.
- **Fee design costs.** The cost of fee design studies can be recovered through impact fees and used to reimburse communities' general funds.

SECTION II.
Impact Fee Derivation

As described in Section I, there are several types of information that communities must consider to appropriately set their development impact fees, including determining capital standards. BBC used data from various sources to make appropriate considerations in developing WSFR's development impact fees.

- **Capital standards.** BBC used WSFR's current investment in facilities as the basis for determining capital standards for its new fees. We obtained that information directly from the District. The valuation included estimates of investments in furniture, fixtures, and durable equipment. Calculations of capital standards must account for any debt that exists in connection with relevant infrastructure.
- **Land use allocation**. It is important for communities to determine how impact fees should be allocated according to land use so that all forms of development pay their fair share of expansion costs. Although WSFR does not maintain a database of relevant land use, data from the Larimer and Weld County Assessor's Offices indicates that the majority of current development is for residential purposes (63.9% single family residential, 4.0% multifamily residential, 20.7% commercial, and 11.4% industrial and other non-residential). BBC allocated WSFR's new development impact fees accordingly, because future development in the region is not expected to differ substantially from land use.
- **Use specificity.** To the extent possible, impact fees should reflect the degree to which different forms, sizes, and uses of particular types of development will result in different demand for public services. However, there is no compelling evidence that suggests that larger homes create more demand for public services than smaller homes. In addition, WSFR has modest expectations for commercial growth, and there is uncertainty about the nature of future commercial development. As a result, BBC treated all residential units equally and all commercial units equally as the they relate to public service demand.
- **Fee design costs**: The cost of fee design studies can be recovered through impact fees, so BBC has included the cost of this report in the fee calculations.
- **Proportionality:** By using WSFR's current investment in facilities to derive capital standards and then setting fee rates to replace the current standards of facility investment, BBC has ensured that proportionality has been reasonably and fairly derived. New growth is simply replicating its proportional share of an existing facility standard. Existing standards will be the standards to which new growth will be held accountable.

A. WSFR Budget Overview

Property tax revenues for WSFR are collected through the District's 7.75 property tax mill in Larimer and Weld counties across the geographic area. A millage rate is the tax rate used to calculate local property taxes and represents the amount per every $1,000 of a property's assessed value that a community would charge. The 2020 WSFR Budget indicates the District will collect revenues of approximately $12.4 million this year, the vast majority of which is tax-related revenue from property taxes and specific ownership taxes. After interfund transfers for

pension funds, bond repayment, and capital fund, WSFR projects operating expenses of $8.6 million, most of which is allocated to personnel costs, including salaries, benefits, and volunteer incentives. However, WSFR also funds capital purchases through its operating budget. As discussed in Section I, capital investments are generally used for repair and replacement, betterment of facilities and service standards, and facilities expansion.

Additional property tax and specific ownership tax revenue that funds WSFR's operating budget will continue to be dedicated to ongoing District expenses and will not likely be sufficient to fund the required level of growth-related capital expansion. If WSFR chooses to establish impact fees of the type presented in this report, it would retain an independent and equitable source of revenue for capital expenditures required to serve new growth. With impact fees, new development pays their equitable share of new infrastructure and existing taxpayers will not be responsible for subsidizing growth. In addition, WSFR's capital and operating funds can be reserved for other, non-growth-related uses.

B. Impact Fee Calculations

BBC's methodology for calculating WSFR's impact fee includes the following tasks:

1. Quantify the infrastructure investment needed to maintain current level of service;
2. Develop estimates of WSFR's current land use pattern; and
3. Calculate the fire protection infrastructure costs per unit of development (per household or per square foot of commercial development).

1. Infrastructure investment. A conservative method of establishing WSFR's current level of service for fire protection is to quantify its financial investment in infrastructure and capital equipment. Specifically, WSFR has five types of capital infrastructure-related spending that should be included in a calculation of current infrastructure investment:

- Land and buildings, including three fire stations;
- Major apparatus, such as fire engines and specialized vehicles;
- A variety of lifesaving and fire-fighting apparatus;
- Business property, such as furniture, computers, and related durable assets; and
- The cost of this impact fee study.

WSFR currently has $1,125,236 in outstanding debt service on a bond used to fund the development of the district's fire stations. Thus, equity in the stations is 88 percent of their replacement value. WSFR holds no additional debt, so its equity in its remaining assets is 100 percent of their replacement value. Figure II-1 presents WSFR's current infrastructure and the value eligible to be included in impact fee calculations. As shown in the last row of Figure II-1, the total replacement value of WSFR's current infrastructure is approximately $16.1 million.

Figure II-1.
WSFR's Current Assets

Type of Capital Infrastructure	Total Replacement Value	Portion to Include in Impact Fees [1]	Allocated Replacement Value [2]
Buildings and Land			
100 7th St, Windsor, CO 80550	$5,034,659	88%	$4,435,937
7790 Rea Pkwy, Windsor, CO 80550	$2,081,059	88%	$1,833,579
9 Timber Ridge Pkwy, Severance, CO 80550	$2,346,405	88%	$2,067,370
121 6th St, Windsor, CO 80550 (Museum)	$762,570	0%	$0
Vehicles			
1987 Freightliner Tanker	$100,000	100%	$100,000
1941 International Antique	$15,000	0%	$0
1999 Ford Brush Vehicle	$80,000	0%	$0
1999 Freightliner Pumper	$225,000	100%	$225,000
2000 Ford Brush Vehicle	$80,000	0%	$0
2000 Spartan Pumper	$400,000	100%	$400,000
2005 Chevrolet First Responder	$20,000	100%	$20,000
2004 Pace Trailer	$2,000	100%	$2,000
2005 Sutphen Pumper	$500,000	100%	$500,000
2006 Enterprise Trailer	-	100%	$0
2007 Chevrolet Silverado	ACV	100%	$0
1925 Reo Antique	$35,000	0%	$0
2009 Spartan Rescue Hvy	$510,000	100%	$510,000
2003 Ford First Responder	$10,000	100%	$10,000
2000 IFS Tote Mule Chem Foam Trailer	$10,000	100%	$10,000
2011 SVI Pumper	$525,000	100%	$525,000
2012 Ford First Responder	$37,663	100%	$37,663
2012 Spartan Pumper	$525,000	100%	$525,000
2012 Ford Brush Vehicle	$90,000	0%	$0
2013 Wells Cargo Trailer	$9,664	100%	$9,664
1951 Ford Antique	$6,400	0%	$0
2014 Ford Expedition	ACV	100%	$0
2015 Echo Trailer	-	100%	$0
2015 Dodge Amb ALS	$165,000	100%	$165,000
2015 Dodge Amb ALS	$165,000	100%	$165,000
2015 Ford Transit Connect XLT	ACV	100%	$0
2018 Spartan Pumper	$550,000	100%	$550,000
2019 Ford First Responder	$40,800	100%	$40,800
2018 Ram Brush Vehicle	$162,900	0%	$0
2019 Chevrolet First Responder	$30,000	100%	$30,000
2019 Chevrolet First Responder	$30,000	100%	$30,000
2020 Ford First Responder	$40,000	100%	$40,000
2020 Pierce Water Tender	$425,000	100%	$425,000
2020 Pierce Ladder Truck	$1,400,000	100%	$1,400,000
Fire Equipment and Business Property			
Communication & IT	$614,430	100%	$614,430
Fire Equipment	$1,152,121	100%	$1,152,121
Station and Office Equipment	$275,000	100%	$275,000
Fee Study			
Cost of study	$10,000	100%	$10,000
Total Value of Fire Infrastructure for Fee Calculation			**$16,108,565**

Notes:

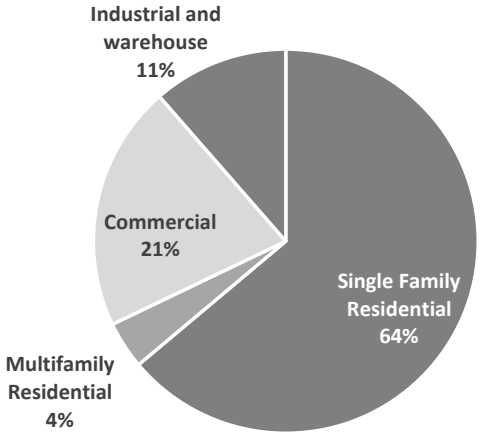
(1) Reflects WSFR's equity in each piece of capital infrastructure net of any outstanding debt service obligation.
(2) Total replacement value x Portion to include in impact fees = Allocated replacement value.

Source:

WSFR and BBC Research & Consulting.

2. Current land use. BBC used WSFR's current distribution of development as a basis for allocating certain infrastructure expansion costs over different types of land uses, which is consistent with the Colorado Municipal League's recommendation that cost allocation be based on measures of land use. Figure II-2 presents the distribution of residential and non-residential building square footage, based on data from the Weld County Assessor and the Larimer County Assessor. As shown in Figure II-2, 64 percent of development in the region is single family residential, 4 percent is multi-family residential, 21 percent is commercial, and 11 percent is industrial/other non-residential.

Figure II-2.
Distribution of Residential and Non-Residential Square Footage, 2020



Source:

WSFR and BBC Research & Consulting.

3. Impact fee calculation. Figure II-3 uses WSFR's current service standards and infrastructure replication costs to determine appropriate household, commercial, and other non-residential fees. BBC used WSFR's existing land use pattern as a proxy for the assignment of costs to particular types of development. Figure II-3 presents fee calculations for each relevant type of development. The value of total fire infrastructure is presented in the top row of Figure II-3 (and is identical to the last row of Figure II-1).

- The first step in calculating impact fees was to allocate the total value proportionally to each type of development, based on WSFR's existing land use pattern. Thus, BBC allocated $10.3 million to single family residential development (or, 63.9%), $644,000 to multifamily residential development (or, 4.0%), $3.3 million to commercial development (or, 20.7%), and $1.8 million to industrial and other non-residential development (or, 11.4%).

- Next, BBC allocated infrastructure value for each type of development to each unit of existing development within that category—that is, each dwelling unit for residential development and each square foot for commercial, industrial, and other non-residential development—to determine the relevant burden of each unit of existing development on current infrastructure.

The result of allocating costs in the manner described above resulted in full cost-recovery impact fees, which, as shown in the last three rows of Figure II-3 are $693 per single family residential dwelling unit, $272 per multifamily residential dwelling unit, and $0.35 per square foot of commercial, industrial, and other non-residential development. WSFR can choose to charge less than those amounts but it must apply discounts uniformly to all land use categories.

Figure II-3.
Full Cost Recovery Impact Fees for WSFR

Source:
WSFR and BBC Research & Consulting.

Calculation of Impact Fees	
Value of Fire Infrastructure	$16,108,565
Current Land Use Distribution	
Single family residential	63.9%
Multifamily residential	4.0%
Commercial	20.7%
Industrial	11.4%
Costs by Land Use Category	
Single family residential	$10,289,307
Multifamily residential	$643,666
Commercial	$3,337,682
Industrial	$1,837,910
Existing Development	
Single family residential (in dwelling units)	14,850
Multifamily residential (in dwelling units)	2,368
Commercial (in square feet)	9,492,055
Industrial (in square feet)	5,226,845
Impact Fee by Land Use	
Single family residential (per dwelling unit)	**$693**
Multifamily residential (per dwelling unit)	**$272**
Commercial (per square foot)	**$0.35**
Industrial (per square foot)	**$0.35**

4. Sprinklers in lieu of fees. The presence of sprinkler systems can reduce the service burden on a fire district, while also preventing loss of both property and life. All commercial buildings within the District are required to have a fully automatic fire sprinkler system if the square footage exceeds 5,000 square feet. Full sprinkler requirements are outlined in Chapter 9 of the 2018 International Fire Code. Fire districts may choose to waive or reduce impact fees for those residential or commercial developments who voluntarily install sprinkler systems.

Nationwide, the average cost per sprinklered square foot is $1.61. Thus, the average cost of voluntary sprinkler installation will often outweigh the value of impact fees. While the presence of sprinklers within a development does not eliminate the need for a response from the District in the event of an emergency, it helps to offset the impacts of the feepayer's development

activity. In addition, sprinkler systems reduce property loss by up to 70 percent and reduce the chance of death by up to 80 percent.

WSFR will offer waived or reduced impact fees for those developments that voluntarily install a sprinkler system. The reduction of impact fees should serve to incentivize residential and commercial developers to consider the installation of sprinkler systems when it is not required.

BBC recommends that WSFR reduce impact fees by a percentage commensurate to the reduced service costs when a sprinkler system is voluntarily installed. For example, if WSFR implemented a 75 percent fee reduction, the impact fee for a residential property would be reduced to $173 per single family dwelling unit and $68 per multifamily dwelling unit, and the fee for a commercial or industrial property would be reduced to $0.09 per square foot. Because the presence of sprinklers does not completely eliminate the need for the District to respond to a call for a service, BBC recommends that the fee not be eliminated in its entirety.

WSFR may choose whether to waive or reduce the calculated impact fees for those developments that voluntarily install a sprinkler system. Should the District choose to reduce the fees, this fee reduction must be applied uniformly across all development types. In addition, developers must install sprinklers across the entire development, rather than on selected properties.

SECTION III.
Summary and Recommendations

The development impact fees of $693 per single family residential dwelling unit, $272 per multifamily residential dwelling unit, and $0.35 per square foot of commercial, industrial, and other non-residential development that BBC recommends for WSFR's consideration represent maximum defensible amounts, and we recognize that the District may choose not to adopt fees as high as the maximum defensible amounts. BBC also offers the following recommendations:

- WSFR should maintain its impact fee fund separate and apart from its general fund and make withdrawals from the former only to pay for growth-related infrastructure.
- WSFR should adhere to a written policy governing its expenditure of monies from its impact fee fund. WSFR should be prohibited from paying for operational expenses with impact fees, including the repair and replacement of existing infrastructure not necessitated by growth. In cases when WSFR expects new infrastructure to partially replace existing capacity and to partially serve new growth, cost sharing between its general fund (or capital fund) and its impact fee fund should be allowed on a proportional basis as determined by the District's board.
- WSFR's impact fees should be updated periodically as it invests in additional infrastructure beyond what is listed in this report or the District's population or inventory of commercial square footage changes substantially.
- WSFR's fees should be updated annually based on established inflation indices, such as the Consumer Price Index or the Engineering News Record.

Windsor-Severance Fire Rescue

AULT FIRE PROTECTION DISTRICT

POUDRE VALLEY FIRE PROTECTION DISTRICT

EATON FIRE PROTECTION DISTRICT

LOVELAND FIRE AND RESCUE

GREELEY FIRE

JOHNSTOWN FIRE PROTECTION DISTRICT

WSFR IMPACT FEE PROPOSAL

A Little Bit About WSFR

- Established 1902
- Serve 100 Square miles
  - South of Hwy 34
  - East to Hwy 29
  - North of Hwy 14
  - West of I-25
- Accredited by Commission on Fire Accreditation International (CFAI) since 2018
- Approved Resolution 2021-02 approving Impact Fees for WSFR

Mission and Values

- *Providing Professional Service and Compassionate Care From Our Family To Yours*

Readiness • Excellence

Courage • Respect

History of Impact Fees

Municipalities have been able to collect Impact Fees since 2001 (or earlier in certain locations).

The Town of Windsor has been collecting Impact Fees since 2012.

Colorado Legislative Council Staff

HB16-1088

FINAL FISCAL NOTE

FISCAL IMPACT: ☒ State ☒ Local ☐ Statutory Public Entity ☒ Conditional ☐ No Fiscal Impact

Drafting Number: LLS 16-0490
Prime Sponsor(s): Rep. Dore
Sen. Roberts

Date: June 14, 2016
Bill Status: Signed into Law
Fiscal Analyst: Josh Abram (303-866-3561)

BILL TOPIC: FIRE PROTECTION DIST IMPACT FEE ON NEW DEVELOPMENT

Fiscal Impact Summary	FY 2016-2017	FY 2017-2018
State Revenue		
State Expenditures	Potential increase.	
Appropriation Required: None.		
Future Year Impacts: Ongoing potential increase in state expenditures.		

Summary of Legislation

This bill authorizes a local government to impose an impact fee on new construction to fund fire and emergency services provided by that local government. Prior to issuing a development permit, the local government is required to:

- confer with any fire and emergency services provider that will provide services to the new development, and with the owner or developer to assess and determine if an impact fee or other similar development charge is required; and
- enter into an intergovernmental agreement defining such fees or development charges and the details of collection and remittance.

A local government may not charge an impact fee or similar development charge on an individual landowner to fund any capital facility used for fire, rescue, and emergency services if the landowner is already required to pay an impact fee or development charge for another capital facility used to provide a similar service, or if the landowner has voluntarily contributed money for such a capital facility.

State Expenditures

Conditional upon the actions of local governments, the bill increases state expenditures for impact fees and other development charges paid to local governments. Because the bill allows additional impact fees, some construction or improvements managed by a state agency will be subject to fees should local governments choose to charge them. For example, the Department of Natural Resources manages a variety of new construction and improvement projects, particularly in the Division of Parks and Wildlife, the Colorado Oil and Gas Conservation Commission, and the State Lands Board, which obtains revenue in part from oil and gas leases on state lands.

Local Government Impact

The bill is expected to increase fee revenue for local governments that choose to implement impact fees. The bill authorizes fees for local governments to offset the cost of providing fire and other emergency services to the areas within their jurisdiction, including areas under construction or development. The fiscal note assumes this permissive authority will be used by some local governments, increasing fee revenue for those governments. Since the number, location, and amount of impact fees or other development charges is unknown, no estimate is made on local government revenue or expenditures.

Effective Date

The Governor signed the bill into law and it took effect on June 8, 2016.

State and Local Government Contacts

Counties	Law
Local Affairs	Municipalities
Natural Resources	Office Of Information Technology
Public Health	Public Safety
Regulatory Agencies	Special District Association

Research Note Available

An LCS Research Note for HB16-1088 is available online and through the iLegislate app. Research notes provide additional policy and background information about the bill and summarize action taken by the General Assembly concerning the bill.

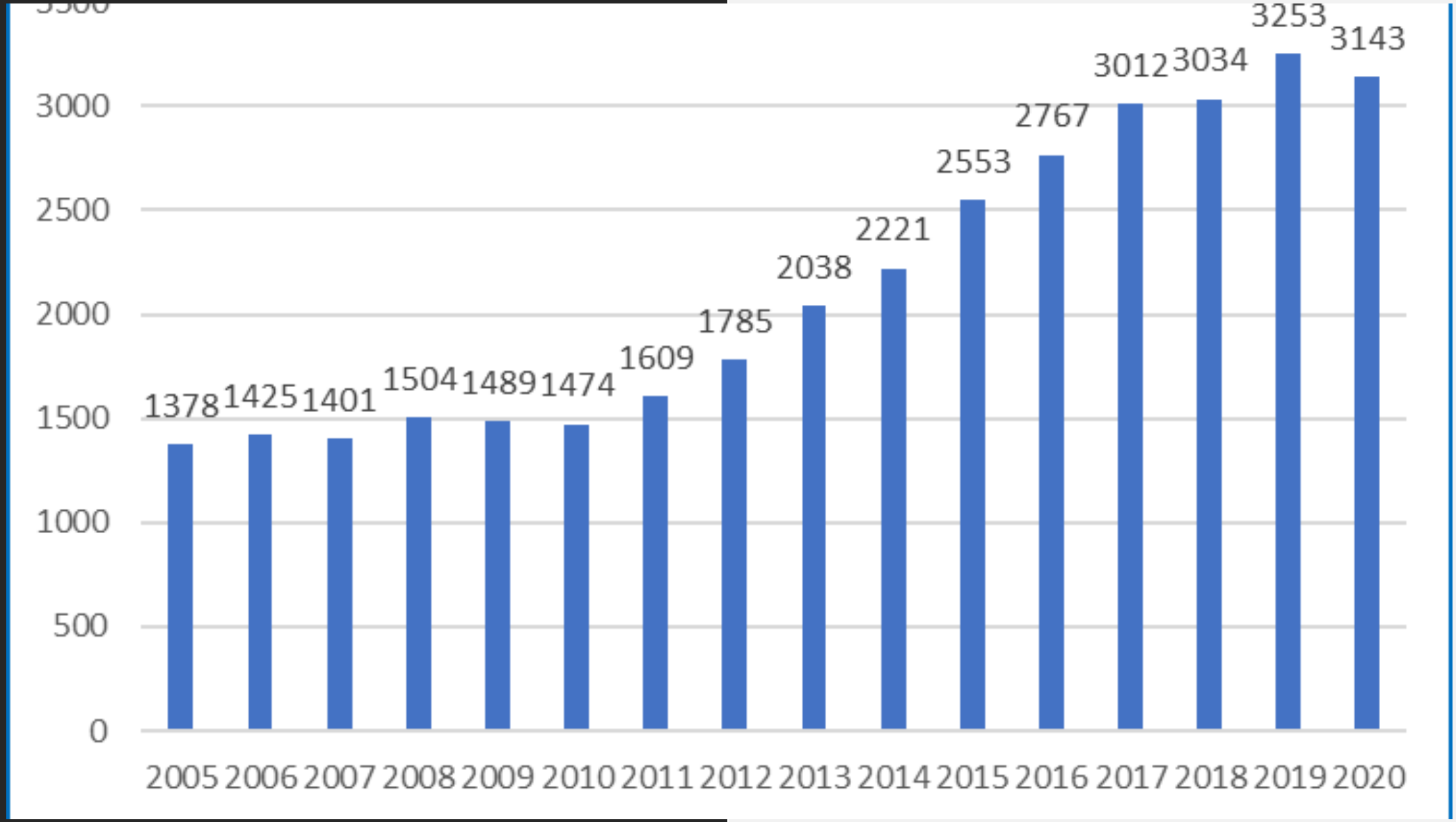
EFFECTIVE JUNE 8, 2016

Purpose of Impact Fees For WSFR

Offset the costs of capital purchases related to new growth

Reallocate operational revenue currently being allocated to capital expenses

Historical WSFR Calls For Service



By 2030 we will be over 5,000+ calls annually

Windsor Severance Fire Rescue

IMPACT FEE STUDY

- January 14, 2021

- **Presented by**
- Stephanie Ayers, Associate
- Kevin Williams, Managing Director

1999 Broadway, Suite 2200
Denver, Colorado 80202
(303) 321-2547

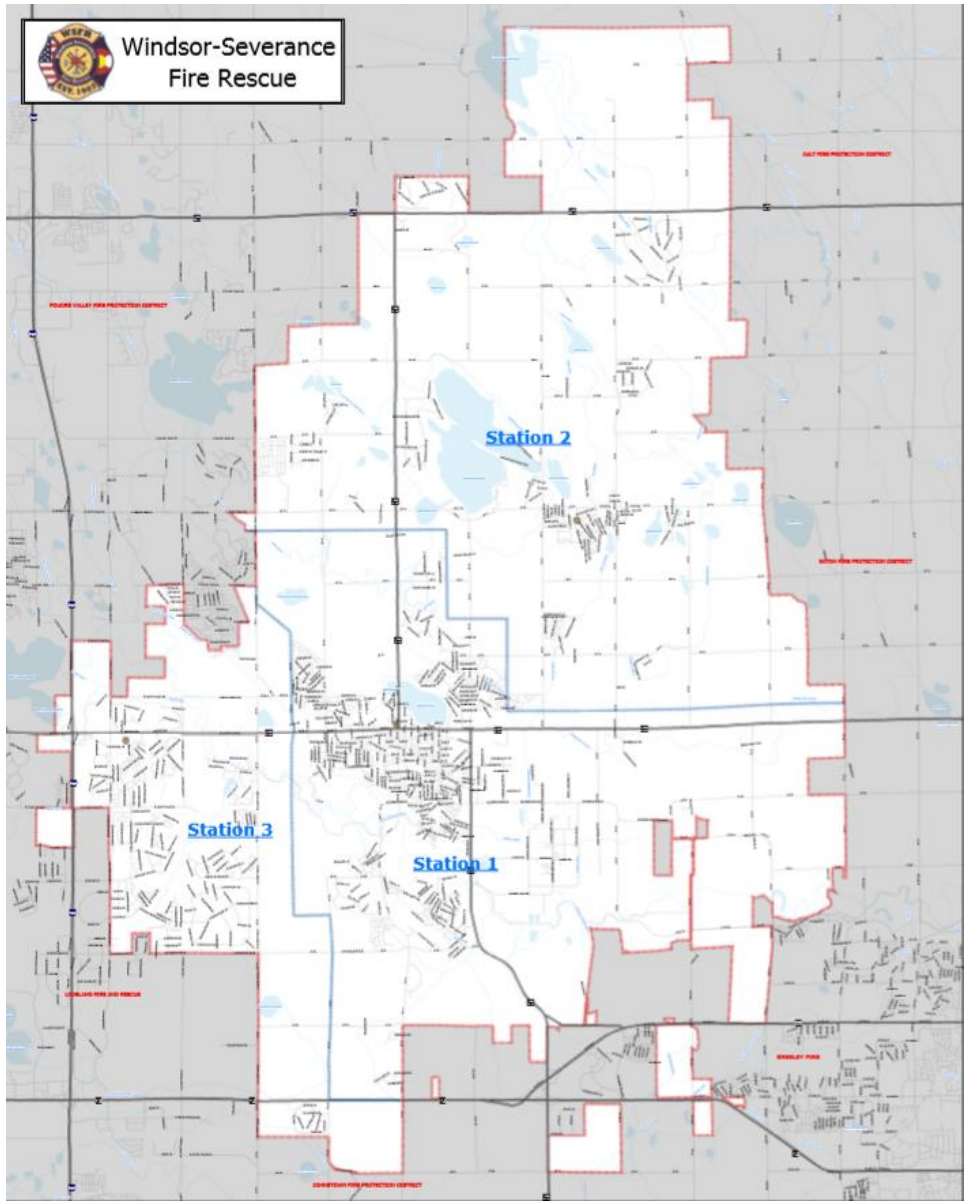
BBC RESEARCH & CONSULTING

Topics

- Project background
- Overview of impact fees
- Impact fee calculations
- Recommendations

Project Background

- Calculate proportional and defensible impact fees to levy on new development
- Assure that new growth pays its own way and contributes to the fiscal health of the District
- WSFR
  - Service population: over 40,000
  - Service area: 100 square miles
  - Average annual calls for service: 3,600



Definition of Impact Fees

Although there is no universally accepted definition of impact fees, most studies emphasize:

- One-time use
- Application to new development
- Design requirements for proportionality
- Restricted use for infrastructure expansion purposes only

"Fees collected formally through a set schedule, or formula, spelled out in a local ordinance… fees are levied only against new development projects as a condition of permit approval to support infrastructure needed to serve the proposed development. They are calculated to cover a proportionate share of the capital cost for that infrastructure."

-International City Management Association

Legal Basis for Impact Fees

- Colorado Statute
- CRS 29-20-102 to 104.5 (SB 15)

- One time charge on new development
- Growth-related capital infrastructure projects only
  - Directly related to new development
  - No repair, maintenance, or replacement
  - 5-year life
- Cannot be used for correction of existing system deficiencies
- Fee revenues must be segregated from other general revenue
- Applied against all land use types
- Reasonable expectation of benefit by the taxpayer

Krupp v. Breckenridge Sanitation District (2001)

Nollan v. California Coastal Commission (1987)

Dolan v. City of Tigard (1994)

Three Types of Capital Projects

AKA public or capital infrastructure investments

Not all capital costs are related to new development; impact fees can only cover those associated with serving new growth.

- ✖ **Repair and Replacement of facilities** (e.g., the standard expense of maintaining existing facilities or replacing a roof).
- ✖ **Betterment of facilities**, or implementation of new services (e.g., adding better facilities at a recreation center)
- ✔ **Expansion of facilities** to accommodate new development (e.g., expanding an existing road to handle new vehicle trips)

Fee Design Considerations

Basic components to fee design

- *Capital standards*
- *Land use allocation*
- *Use specificity*
- *Fee design costs*
- *Proportionality*

Impact Fee Methodology—

Current Service Standard ("Capital Buy-in")

- Based on per unit implied capital investment of current land uses

Advantages

- Legally secure
- Highest standard of fairness
- Comparatively simple data requirements

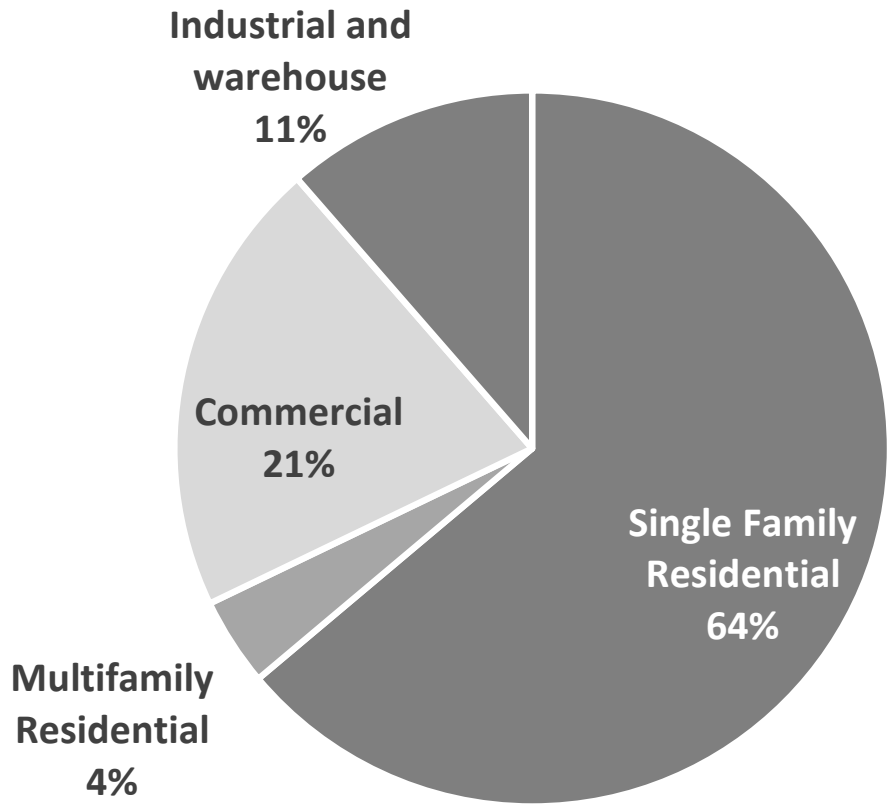
Disadvantages

- Based on replication of current facilities
- Not directly connected to future capital

Capital Infrastructure Analysis

Type of Capital Infrastructure	Total Replacement Value	Portion to Include in Impact Fees [1]	Allocated Replacement Value [2]
Buildings and Land			
100 7th St, Windsor, CO 80550	$5,034,659	88%	$4,435,937
7790 Rea Pkwy, Windsor, CO 80550	$2,081,059	88%	$1,833,579
9 Timber Ridge Pkwy, Severance, CO 80550	$2,346,405	88%	$2,067,370
121 6th St, Windsor, CO 80550 (Museum)	$762,570	0%	$0
Vehicles			
Antique vehicles and brush trucks	$469,300	0%	$0
Vehicles	$5,720,127	100%	$5,720,127
Fire Equipment and Business Property			
Communication & IT	$614,430	100%	$614,430
Fire Equipment	$1,152,121	100%	$1,152,121
Station and Office Equipment	$275,000	100%	$275,000
Fee Study			
Cost of study	$10,000	100%	$10,000
Total Value of Fire Infrastructure for Fee Calculation			**$16,108,565**

Land Use Distribution



Fee Calculation

- Capital infrastructure projects distributed by land use distribution
- Cost by land use category allocated to number of new residential units or new non-residential square feet

Calculation of Impact Fees	
Value of Fire Infrastructure	$16,108,565
Current Land Use Distribution	
Single family residential	63.9%
Multifamily residential	4.0%
Commercial	20.7%
Industrial	11.4%
Costs by Land Use Category	
Single family residential	$10,289,307
Multifamily residential	$643,666
Commercial	$3,337,682
Industrial	$1,837,910
Existing Development	
Single family residential (in dwelling units)	14,850
Multifamily residential (in dwelling units)	2,368
Commercial (in square feet)	9,492,055
Industrial (in square feet)	5,226,845
Impact Fee by Land Use	
Single family residential (per dwelling unit)	**$693**
Multifamily residential (per dwelling unit)	**$272**
Commercial (per square foot)	**$0.35**
Industrial (per square foot)	**$0.35**

Fee Summary

Single Family Residential

$693

per dwelling unit

Multi Family Residential

$272

per dwelling unit

Non-residential

$350

per 1,000 sq.ft.

Sprinklers in Lieu of Fees

- WSFR has incentivize voluntary sprinkler installation by waiving or reducing fees in lieu of charging impact fees
- WSFR values the installation of sprinklers as they can greatly reduce the potential for loss of life and property loss, however it does not eliminate the need for a response from the District.
- Average cost of sprinkler installation ($1.61/sq ft) outweighs the cost of the fees.
- Developers must install sprinklers across the entire development, rather than on selected properties.

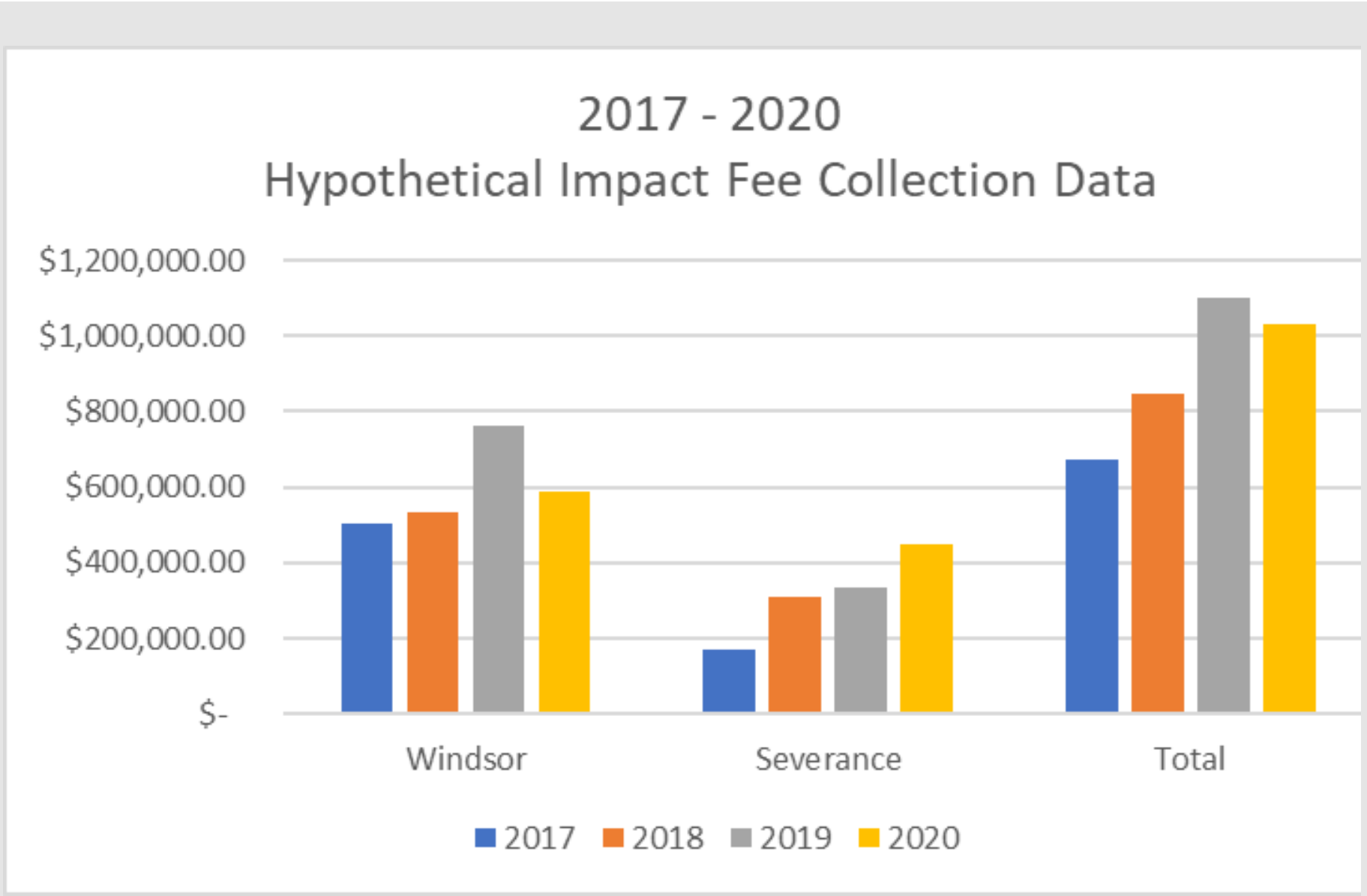
Summary and Recommendations

- The District should adhere to a written policy governing its expenditure of monies from the Impact Fee Fund.
- The District should maintain the Impact Fee Fund separate and apart from the General Fund, withdrawn only to pay for growth-related infrastructure.
- The fees calculated in this study should be updated periodically as the District invests in additional fire protection infrastructure.
- The fees should be updated annually based on established inflation indices.

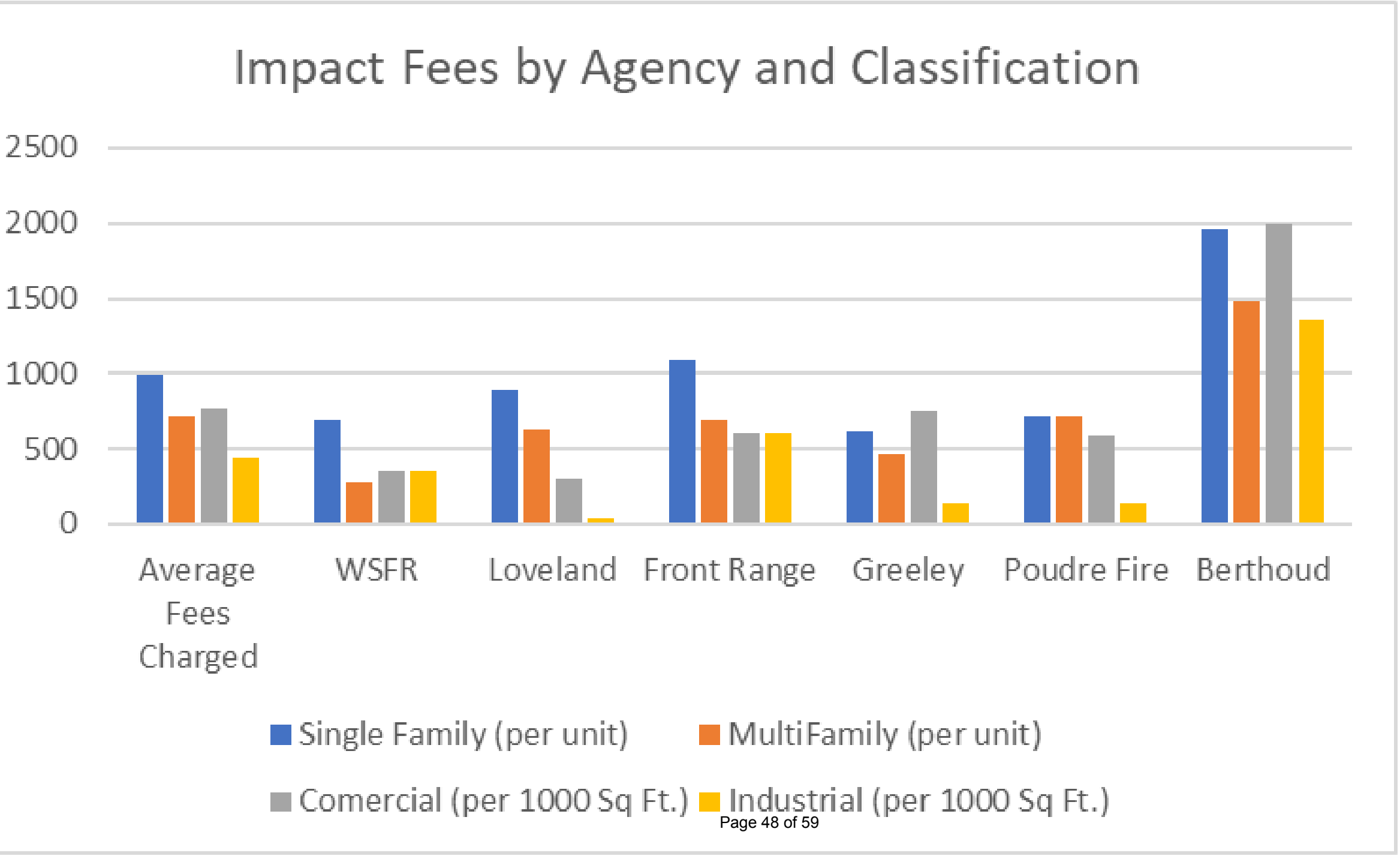
A Look at WSFR By The Numbers

Assumptions for Retrospective Impact Fee Modeling

- WSFR hypothetically started collecting fees on January 1, 2017
- Rates collected are the rates we are proposing in 2021
  - This would likely have not been the case but not able to determine what the actual costs would have been without further costs to WSFR
- Unable to account for all of commercial/industrial project square foot calculations so revenue estimates are likely underestimated
- Forecasts into the future are a combination of historical averages and information provided to WSFR from the Town of Severance and Town of Windsor


2017 - 2020
Hypothetical Impact Fee Collection Data
$1,200,000.00
$1,000,000.00
$800,000.00
$600,000.00
$400,000.00
$200,000.00
$-
Windsor
Severance
Total
2017
2018
2019
2020

~$3.7M Revenue

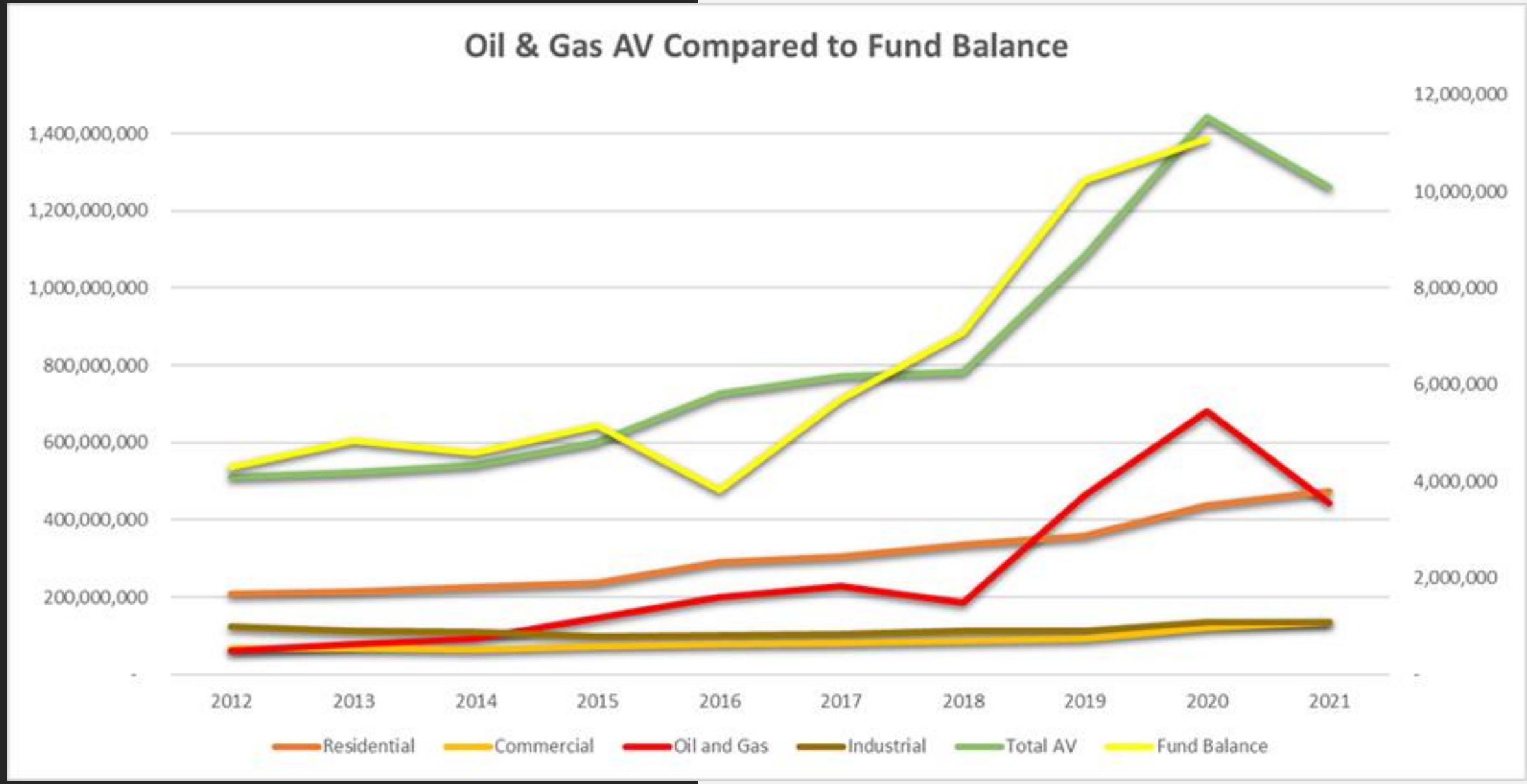

Impact Fees by Agency and Classification
2500
2000
1500
1000
500
0
Average Fees Charged
WSFR
Loveland
Front Range
Greeley
Poudre Fire
Berthoud
Single Family (per unit)
MultiFamily (per unit)
Comercial (per 1000 Sq Ft.)
Industrial (per 1000 Sq Ft.)

WSFR 10 Year Projection Tool

Projected	2023		2024		2025		2026		2027		2028		2029	
	Market Value	Growth Rate	Market Value	Growth Rate	Market Value	Growth Rate	Market Value	Growth Rate	Market Value	Growth Rate	Market Value	Growth Rate	Market Value	Growth Rate
Residential	7,586,713,172	5.0%	7,966,048,830	5.0%	8,364,351,272	5.0%	8,866,212,348	6.0%	9,220,860,842	4.0%	9,681,903,884	5.0%	10,165,999,079	5.0%
Commercial	503,300,974	5.0%	513,366,993	2.0%	539,035,343	5.0%	576,767,817	7.0%	605,606,208	5.0%	635,886,518	5.0%	667,680,844	5.0%
Vacant Land	128,421,258	5.0%	136,126,533	6.0%	138,168,431	1.5%	142,313,484	3.0%	145,159,754	2.0%	148,788,748	2.5%	153,252,410	3.0%
Oil and Gas	233,183,537	0.0%	268,161,067	15.0%	308,385,228	15.0%	354,643,012	15.0%	407,839,463	15.0%	469,015,383	15.0%	539,367,690	15.0%
Industrial	498,456,588	2.0%	500,948,871	0.5%	503,453,616	0.5%	505,970,884	0.5%	508,500,738	0.5%	511,043,242	0.5%	513,598,458	0.5%
Agriculture	49,706,812	2.5%	50,949,482	2.5%	52,223,219	2.5%	53,528,800	2.5%	54,867,020	2.5%	56,238,695	2.5%	57,644,663	2.5%
Minerals	2,065,356	0.0%	2,065,356	0.0%	2,065,356	0.0%	2,065,356	0.0%	2,065,356	0.0%	2,065,356	0.0%	2,065,356	0.0%
State Accessed	82,056,116	2.5%	84,107,519	2.5%	86,210,207	2.5%	88,365,462	2.5%	90,574,599	2.5%	92,838,964	2.5%	95,159,938	2.5%
Total	**9,083,903,813**		**9,521,774,653**		**9,993,892,672**		**10,589,867,163**		**11,035,473,980**		**11,597,780,790**		**12,194,768,438**	

Projected	1	2022		2023		2024		2025		2026		2027		2028		2029	
	Rate	Assessed Value	Rate	Assessed Value	Rate	Assessed Value	Rate	Assessed Value	Rate	Assessed Value	Rate	Assessed Value	Rate	Assessed Value	Rate	Assessed Value	Rate
Residential	7.15%	516,619,040	7.15%	542,449,992	7.15%	569,572,491	7.15%	598,051,116	7.15%	633,934,183	7.15%	659,291,550	7.15%	692,256,128	7.15%	726,868,934	7.15%
Commercial	29%	139,006,936	29%	145,957,282	29%	148,876,428	29%	156,320,249	29%	167,262,667	29%	175,625,800	29%	184,407,090	29%	193,627,445	29%
Vacant Land	29%	35,468,728	29%	37,242,165	29%	39,476,695	29%	40,068,845	29%	41,270,910	29%	42,096,329	29%	43,148,737	29%	44,443,199	29%
Oil and Gas	74%	172,945,234	74%	172,945,234	74%	198,887,019	74%	228,720,072	74%	263,028,082	74%	302,482,295	74%	347,854,639	74%	400,032,835	74%
Industrial	29%	141,718,050	29%	144,552,411	29%	145,275,173	29%	146,001,549	29%	146,731,556	29%	147,465,214	29%	148,202,540	29%	148,943,553	29%
Agriculture	29%	14,063,391	29%	14,414,975	29%	14,775,350	29%	15,144,734	29%	15,523,352	29%	15,911,436	29%	16,309,222	29%	16,716,952	29%
Minerals	29%	598,953	29%	598,953	29%	598,953	29%	598,953	29%	598,953	29%	598,953	29%	598,953	29%	598,953	29%
State Assessed	29%	23,215,877	29%	23,796,274	29%	24,391,180	29%	25,000,960	29%	25,625,984	29%	26,266,634	29%	26,923,299	29%	27,596,382	29%
Total		**1,043,636,208**		**1,081,957,286**		**1,141,853,289**		**1,209,906,478**		**1,293,975,688**		**1,369,738,211**		**1,459,700,608**		**1,558,828,253**	

Projected	1	2022		2023		2024		2025		2026		2027		2028		2029	
	Mill Rate	Revenue	Mill Rate	Revenue	Mill Rate	Revenue	Mill Rate	Revenue	Mill Rate	Revenue	Mill Rate	Revenue	Mill Rate	Revenue	Mill Rate	Revenue	Mill Rate
Residential	7.750	4,003,798	7.750	4,475,212	8.250	4,698,973	8.250	4,933,922	8.250	5,546,924	8.750	5,768,801	8.750	6,057,241	8.750	6,360,103	8.750
Commercial		1,077,304		1,204,148		1,228,231		1,289,642		1,463,548		1,536,726		1,613,562		1,694,240	
Vacant Land		274,883		307,248		325,683		330,568		361,120		368,343		377,551		388,878	
Oil and Gas		1,340,326		1,426,798		1,640,818		1,886,941		2,301,496		2,646,720		3,043,728		3,500,287	
Industrial		1,098,315		1,192,557		1,198,520		1,204,513		1,283,901		1,290,321		1,296,772		1,303,256	
Agriculture		108,991		118,924		121,897		124,944		135,829		139,225		142,706		146,273	
Minerals		4,642		4,941		4,941		4,941		5,241		5,241		5,241		5,241	
State Assessed		179,923		196,319		201,227		206,258		224,227		229,833		235,579		241,468	
Total		**8,088,181**		**8,926,148**		**9,420,290**		**9,981,728**		**11,322,287**		**11,985,209**		**12,772,380**		**13,639,747**	


Oil & Gas AV Compared to Fund Balance
1,400,000,000
1,200,000,000
1,000,000,000
800,000,000
600,000,000
400,000,000
200,000,000
-
12,000,000
10,000,000
8,000,000
6,000,000
4,000,000
2,000,000
-
2012
2013
2014
2015
2016
2017
2018
2019
2020
2021
Residential
Commercial
Oil and Gas
Industrial
Total AV
Fund Balance

2021 and Beyond

- Windsor and Severance are understandably hesitant to estimate permit predictions too aggressively after the largest years of building permits in their recent history

- Assuming 75% of the 4-year average (2017-2020)
  - Estimate $684,500 annually in impact fees going forward for WSFR

Capital Fund Needs 2021-2030

- $4,000,000 in apparatus replacement
- $5,750,000 in Station 4 debt service
- $1,500,000 in replacement equipment and projects
- $2,000,000 station renovation, repairs and land acquisition

$13,250,000+ in capital expenses in next 10 years

WSFR Capital Fund balance is currently $6.2M

- Expect about $10M more contributed to capital over next 10 years

Not Enough Left To Fund Station 5

Considerations for Station 5

- Likely to be needed in next 5 – 10 years
- Construction costs likely to be near the same as station 4 at $8M
- Will need additional apparatus - in excess of $1 – 1.5M+ in costs
- Personnel costs for this station would be expected to be over $1M annually
- None of the costs are in our projection or capital model at this time

Station 4 –Construction costs estimated costs $8M

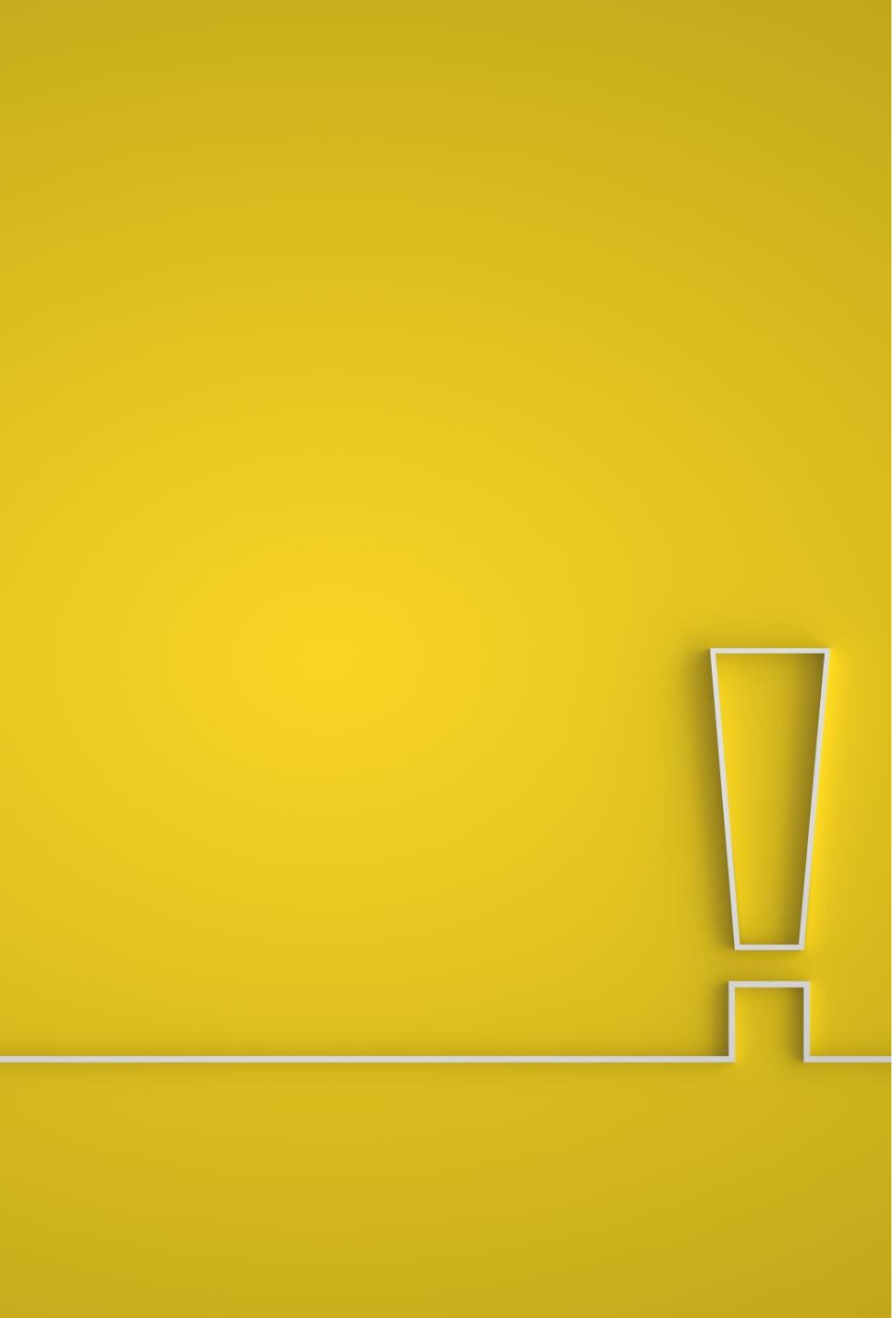
Decision Points For WSFR

Our decision for future planning is primarily predicated on response times and effective response force

The minimum number of firefighters and equipment that must reach a specific emergency incident location within a maximum prescribed travel [driving] time.

Location of development/growth will impact the needs of WSFR

The frequency and the types of emergency incidents will dictate response needs - additional stations or companies



What WSFR Requests from the Town Board

- Appreciation of how Impact Fees create reallocation of funds within our operating budget for operating costs and allows WSFR bandwidth in our operation and mission.
- The law authorizes Fire Districts to implement Impact Fees, however it does not give us the authority to collect them directly. The collection is done through the Town, City, or County that issues the permits.
  - Enter into an IGA with WSFR to collect the Impact Fees on behalf of the fire district and your community's fire and EMS response needs.
- Provide any feedback or concerns with the Fire District collecting Impact Fees.

QUESTIONS?

MEMORANDUM

Date: February 8, 2021
To: Mayor and Town Board
Via: Shane Hale, Town Manager
From: Karen Frawley, Town Clerk
Re: Future Meeting Agenda
Item #: 3.

ATTACHMENTS:

- Future Meetings Agenda

FUTURE TOWN BOARD MEETINGS

February 22, 2021 6:00 p.m.	Town Board Work Session Eastman Park Drive Corridor Plan
February 22, 2021 7:00 p.m.	Town Board Regular Meeting
March 1, 2021 6:00 p.m.	Town Board Work Session COGCC Rule Making Update Jacoby Farm Halfway House Grant Update
March 8, 2021 6:00 p.m.	Town Board Work Session Board-Manager-Attorney Monthly Meeting Public Art Commission Proposal
March 8, 2021 7:00 p.m.	Town Board Regular Meeting
March 15, 2021 6:00 p.m.	Town Board Work Session Windsor Water Resources Overview
March 22, 2021 6:00 p.m.	Town Board Work Session Broadband and Allo
March 22, 2021 7:00 p.m.	Town Board Regular Meeting
April 5, 2021 6:00 p.m.	Town Board Work Session Wastewater Treatment Plant Expansion Discussion Financing Options
April 12, 2021 6:00 p.m.	Town Board Work Session Board-Manager-Attorney Monthly Meeting
April 12, 2021 6:00 p.m.	Town Board Regular Meeting
April 19, 2021 6:00 p.m.	Town Board Work Session Sewer Plant Site Visit and Bio Solid Project Update
April 26, 2021 6:00 p.m.	Town Board Work Session
April 26, 2021 7:00 p.m.	Town Board Regular Meeting

May 3, 2021 6:00 p.m.	Town Board Work Session
May 10, 2021 6:00 p.m.	Town Board Work Session Board-Manager-Attorney Monthly Meeting
May 10, 2021 7:00 p.m.	Town Board Regular Meeting
May 17, 2021 6:00 p.m.	Town Board Work Session
May 24, 2021 6:00 p.m.	Town Board Work Session
May 24, 2021 7:00 p.m.	Town Board Regular Meeting

Future Work Session Topics

- Joint Meeting with Town of Windsor, Town of Severance, Fire District and School District – Tentative for Spring of 2021
- PBB
- Telecom Code (February)
- Comprehensive Plan Review
- Regional Water Treatment Plant Site
- Park Fee Study
- Proportional services and amenities for planned population
- Economic development/retail needs based on population levels (following retail assessment)
- Code Amendments for Reimbursements