TOWN BOARD SPECIAL MEETING

September 21, 2020 - 5:30 PM
Town Board Chambers, 301 Walnut Street, Windsor, CO 80550 Zoom Meeting,
Click on the link https://windsorgov.zoom.us/j/98329452932 OR join by telephone at
(888) 788-0099 or (877) 853-5247 - Webinar ID:983 2945 2932

AGENDA

A. CALL TO ORDER

1. Roll Call

B. BOARD DISCUSSION ITEMS

1. Retail Redirect from Katy Press - S. Miller, Economic Development Director
2. Tanko Lighting Ownership and Audit - S. Hale, Town Manager
3. 7th Street Bridge Crossing - O. Herrera, Engineering Manager
4. Future Meetings Agenda

C. EXECUTIVE SESSION

1. An Executive Session Pursuant to C.R.S. §24-6-402 (4)(b) to Confer with the Town Attorney for the Purposes of Receiving Legal Advice on Specific Legal Questions Concerning the Exercise of SB 181 Powers in Relation to Oil and Gas Activity in a Particular Context (Ian McCargar, Town Attorney)

D. ADJOURN

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: September 21, 2020
To: Mayor and Town Board
Via: Shane Hale, Town Manager
From: Stacy Miller, Director of Economic Development
Re: Retail Redirect
Item #: B.1.

Background / Discussion:

In early 2020 Economic Development engaged Katy Press from KP Consulting & Associates for the final piece to our retail strategic plan.
The portion of the plan includes the Opportunity Area Visioning Process – Working with the study materials (Ricker Cunningham & KP analysis) from the five (5) target areas, KP Consulting & Associates shall define and implement a process to provide land use and development / redevelopment vision for each of the five (5) target areas in Windsor.

Since the initial study began, two new retail areas developed in Windsor. The new sports park project started at Diamond Valley and Great Western Industrial Park converted some land from residential to commercial on the south east corner of Hwy 257 and Eastman Park Drive. The consultant and working team decided to focus on this new area first because of how quickly this area was going to develop. The working team was made up of members from economic development, planning and engineering. It also included outreach and engagement from Town elected officials and property owners/stakeholders.

The pandemic has presented a pivot point in retailing that requires us to re-evaluate our retailing goals in Windsor. The future of retail is certainly going to be called into question for restaurants, leisure, and even needs based retail. There was already disruption in retailing from the cultural changes of consumers to the expansion of alternative shopping avenues. The outfall from the pandemic shutdowns are deepening, widening with an acceleration of those disruptions. With the added stress placed on retail, we need to be more timely than our previous approach allowed.

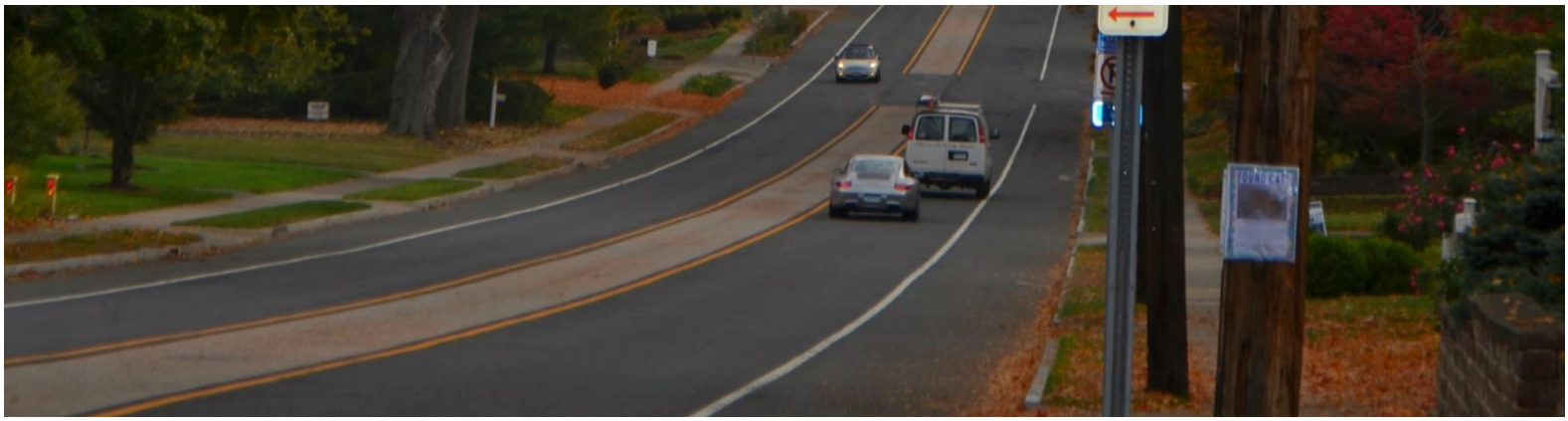
MEMORANDUM

Date: September 21, 2020
To: Mayor and Town Board
Via: Shane Hale, Town Manager
From: Shane Hale
Re: Tanko Lighting Ownership and Audit Proposal
Item #: B.2.

ATTACHMENTS:

- Windsor Feasibility Analysis Report
- Presentation

FEASIBILITY ANALYSIS REPORT OF STREETLIGHT SYSTEM OWNERSHIP TRANSFER, CONVERSION AND MAINTENANCE OPTIONS FOR THE TOWN OF WINDSOR, CO



Submitted by:

Jason Tanko
Chief Executive Officer
Tanko Streetlighting, Inc.
220 Bayshore Boulevard
San Francisco, CA 94124

Submitted to:

Shane Hale
Town Administrator
Town of Windsor
301 Walnut Street
Windsor, CO 80550

September 16, 2020

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EXECUTIVE SUMMARY

Introduction

Tanko Lighting was engaged by the Town of Windsor to develop a preliminary analysis of the Town's ownership and operational options related to the streetlight assets located within the Town. Currently, these assets are owned and maintained by the Town's two local utilities, Xcel Energy and Poudre Valley Rural Electric Association (REA). Given the high cost of electricity and maintenance associated with both utilities' ownership of the system, the Town requested that Tanko Lighting explore the impact of municipalizing these assets and the costs and benefits associated with ongoing direct ownership, operations, and maintenance of the streetlight system. If an ownership transfer is feasible, subsequent steps (such as an audit and data reconciliation) will confirm the fair market value of the streetlight system within the Town of Windsor.

Methodology

The Tanko Lighting project team conducted the following tasks to determine the analysis:

- Streetlight Inventory Analysis
- Rate Analysis
- Streetlight Ownership Transfer Analysis
- Light Emitting Diode (LED) Conversion Analysis
- Streetlight Maintenance Analysis
- Financing Analysis

Summary of Findings

The following options were evaluated for projected energy use and energy cost impacts:

- Option 1: Ownership Transfer from Xcel Energy and Poudre Valley REA to Town, LED Conversion, and Ongoing Maintenance:
    - Option 1 – Poudre Valley REA: Given that Poudre Valley REA is a nonprofit coop organization, our assumption is that the purchase may be simpler and less costly than with an investor-owned utility. Thus, we assume that the Town will shift ownership of its streetlights from Poudre Valley REA to the Town. The Town will convert the lights to LED and maintain the system itself. This option will cost the Town $397,652 and result in **53%** or **$32,911** savings annually and payoff in **15 years**. The Town will save an estimated total of **$558,924** over 20 years.
    - Option 1 – Xcel Energy: The Town will shift ownership of its streetlights from Xcel Energy. It will convert the lights to LED and maintain the system itself. The standalone streetlight poles will be transitioned to Town ownership in full, while the Town will only own the arm and fixture for all distribution pole-mounted streetlights. Option 1 will cost the Town $1,189,941 and result in **79%** or **$189,510** savings annually and payoff in **7 years**. The Town will save an estimated total of **$3,771,905** over 20 years.
- Option 2: Worst-Case Scenario: Ownership Transfer from Xcel Energy and Poudre Valley REA to Town (using conservative costs), LED Conversion, and Ongoing Maintenance:

    This option is a conservative estimate of ownership transfer cost, based on a worst-case scenario in which Xcel requires that all lights mounted on distribution poles be replaced with new, standalone poles. While the Town will see the same annual and 20-Year savings from Options 1 and 2, the total project cost will be different due to the increased cost of ownership transfer in Option 2's Worst Case Scenario. There is at least one precedent for such a scenario in Xcel's territory. While any such requirement is inconsistent with state and federal regulations related to utility poles, we are still including this as a scenario in our analysis to show that even a conservative approach to the feasibility of streetlight ownership is still advantageous to the Town.
    - Option 2 – Poudre Valley REA (Same as Option 1): Given that Poudre Valley REA is a nonprofit coop organization, our assumption is that the purchase may be simpler and less costly than with an investor-owned utility. Thus, we assume that the Town will shift ownership of its streetlights from Poudre Valley REA to the Town. It will convert the

lights to LED and maintain the system itself. This option will cost the Town $397,652 and result in **53%** or **$32,911** savings annually and payoff in **15 years**. The Town will save an estimated total of **$558,924** over 20 years.

  - Option 2 – Xcel Energy: This option is a conservative estimate of ownership transfer cost, based on a worst-case scenario in which Xcel requires that all lights mounted on distribution poles be replaced with new, standalone poles. Option 2 will cost the Town $1,720,947 and result in **79%** or **$189,510** savings annually and payoff in **10 years**. The Town will save an estimated total of **$3,771,905** over 20 years.

- Option 3: Utility Ownership, Utility-Sponsored LED Conversion:
  - Option 3 with Poudre Valley REA: This option will cost the Town $0 upfront and result in **18%** or **$11,102** savings annually. The Town will save an estimated total of **$244,448** over 20 years. However, the time frame for utility-sponsored conversion is unknown, and no formal program is currently in place.
  - Option 3 with Xcel Energy: This option will cost the Town $0 upfront and result in **no** annual energy savings. Because the LED rates are higher, the Town will pay an additional **$2,880** annually, equaling a **1%** bill increase, or an additional**$63,409** over 20 years.

Recommendations

The project team recommends the following:

- Start with a comprehensive streetlight audit and utility inventory reconciliation.
- Move forward with Option 1: Town Ownership Transfer, LED Conversion, and Ongoing Maintenance.
- Schedule a meeting or call with Tanko Lighting to review options and next steps.

FEASIBILITY ANALYSIS REPORT

Project Background

Tanko Lighting was engaged by the Town of Windsor to develop a preliminary analysis of the Town's ownership and operational options related to the streetlight assets located within the Town. Currently, these assets are owned and maintained by the Town's local utilities, Xcel Energy and Poudre Valley REA. Given the high cost of electricity and maintenance associated with both utilities' ownership of the system, the Town requested that Tanko Lighting explore the impact of municipalizing these assets and the costs and benefits associated with ongoing direct ownership, operations, and maintenance of the streetlight system. If an ownership transfer is feasible, subsequent steps (such as an audit and data reconciliation) will confirm the fair market value of the streetlight system within the Town of Windsor.

Utilities will typically begin the streetlight purchase price negotiations based on an inflated value to intimidate a municipality from proceeding with system purchase, but the national industry standard upon which the system is valued is based on fair market value.

Based on the historic municipal streetlight system ownership transfer activity in Colorado, the purchase prices have been higher than what Tanko Lighting believes the systems are actually worth. Utilities have used such elements as disconnect costs and requiring the replacement of distribution poles to increase overall ownership transfer cost (See Option 2). Tanko Lighting believes this cost could be negotiated lower to reflect fair market value (Option 1).

Methodology

Tanko Lighting used the following methodology to complete this analysis:

- Inventory Analysis: Reviewed the Town's recent utility bills and utility inventories to determine the estimated current inventory.
- Rate Analysis: Analyzed the current electricity rates and the potential new rates to calculate the estimated impact of transitioning ownership of the system and converting to LED fixtures.
- Ownership Analysis: Evaluated previous municipal streetlight ownership transfers in the Town's utility territory and statewide history, including purchase price and depreciation of the assets.
    - Poudre Valley REA: Estimated to be $283,000 total, or approximately $500 per fixture.
    - Xcel Energy:
        - Option 1: Estimated to be $736,289 total, or approximately $540 per fixture.
        - Option 2: Estimated to be $1,267,296 total, or approximately $925 per fixture.
- LED Conversion Analysis: Developed budgetary estimates for the LED conversion costs based on average material, installation costs, and pricing in the Town's region.
- Maintenance Analysis: Estimated budget for the post-ownership transfer maintenance services based on the nationwide industry standard of services and average pricing in the region.
- Financing Analysis: Reviewed the financing options available to the Town and summarized in this report, including self-financing, and third party financing.

Options

The Town has three options regarding the ongoing operation of their streetlight system:

- Option 1: Ownership Transfer, LED Conversion, Ongoing Maintenance – The Town purchases the streetlight system from both Xcel Energy and Poudre Valley REA at a fair/negotiated ownership transfer price, converts the system to LED fixtures, and provides or outsources ongoing maintenance for the system. Further, the Town will:
    - Transfer to a new, municipal-owned electricity rate for the streetlight system
    - Eliminate the maintenance fees previously included in the Lighting Sales Public Street/Highway (SHL) and Lighting Security Light (SL) (Poudre Valley REA) and the Street Lighting Service (SL) rate (Xcel Energy).

  - Convert the existing system to energy efficient LED fixtures
  - Transfer to a (reduced) LED fixture electricity rate for the streetlight system
  - Maintain the system via Town staff or a qualified contractor
  - Have the option to employ smart systems management and explore third party attachments
- Option 2: Worst Case Scenario: Ownership Transfer, LED Conversion, Ongoing Maintenance (using conservative costs) – The Town purchases the streetlight system from Poudre Valley REA (at the same rate) and Xcel Energy at an increased, conservative ownership transfer price, converts the system to LED fixtures, and provides or outsources ongoing maintenance for the system. The differences between Option 1 and Option 2 are the price of ownership transfer. The increase in cost is due to a possible scenario in which Xcel Energy requires that all lights mounted on distribution poles be replaced with new standalone poles. Again, we believe this process to be negotiable. Further the Town will still:
  - Transfer to a new, municipal-owned electricity rate for the streetlight system
  - Eliminate the maintenance fees previously included in the Lighting Sales Public Street/Highway (SHL) and Lighting Security Light (SL) (Poudre Valley REA) and the Street Lighting Service (SL) rate (Xcel Energy)
  - Convert the existing system to energy efficient LED fixtures
  - Transfer to a (reduced) LED fixture electricity rate for the streetlight system
  - Maintain the system via Town staff or a qualified contractor
  - Have the option to employ smart systems management and explore third party attachments
- Option 3: Utility Sponsored LED Conversion, No Ownership Transfer – The Town enrolls in a Utility-sponsored LED Streetlight Conversion Program. No information regarding an official conversion program for either utility was available. We have used our existing knowledge of both utilities' tariff rates to estimate the outcome if a program was to become available.

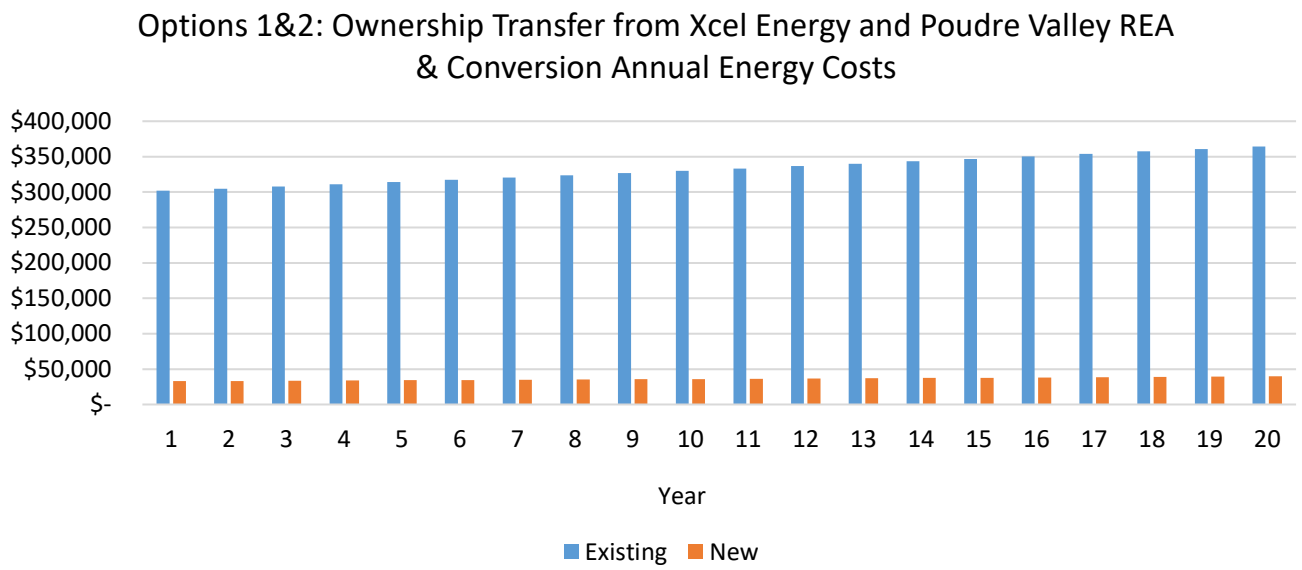
Results

Please find a comparison of the costs/benefits of all Options in the chart and graph below. **The costs and savings listed below are associated with the annual energy and maintenance charges only, and do not include the upfront cost to purchase the system and convert it to LED.** For detailed costs associated with the project (including projected return on investment), refer to Appendix A: Financial Analysis & Assumptions

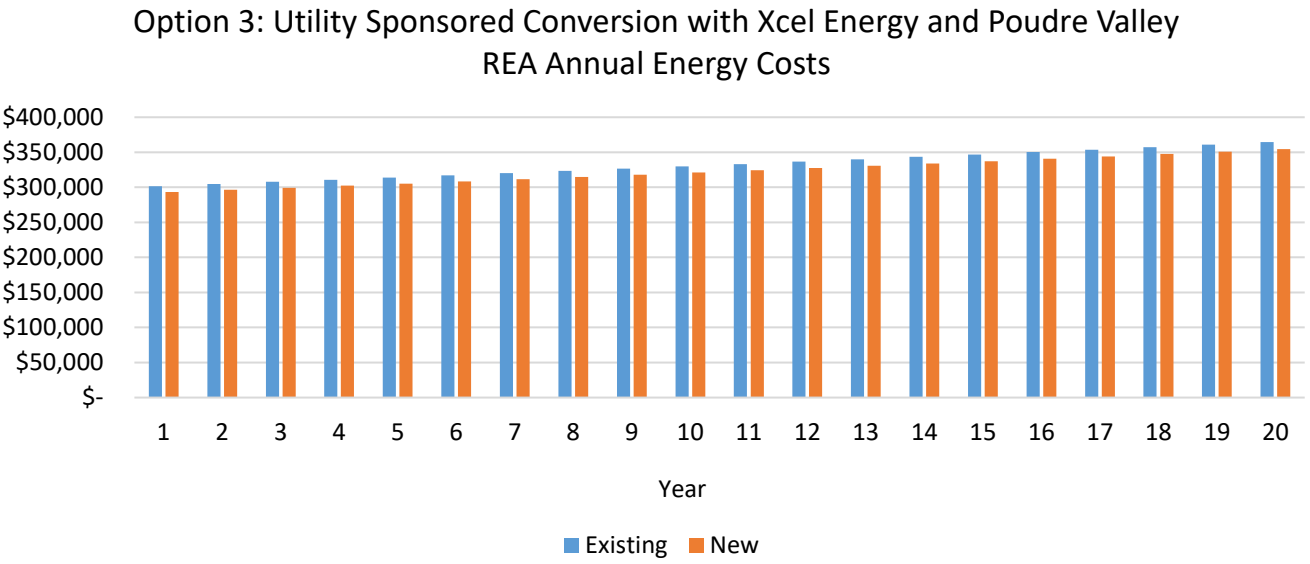
Option 1&2: Ownership Transfer, LED Conversion, Ongoing Maintenance*
Option 3: Utility-Sponsored LED Conversion, No Ownership Transfer*

		Existing Energy and Maintenance Cost	New Energy and Maintenance Cost	Savings	% Savings
Option 1&2 Poudre Valley REA**	Annual Energy + Maintenance	$62,477	$29,565	$32,911	53%
	20-Year Energy + Maintenance	$1,375,677	$816,753	$558,924	41%
Option 1&2 Xcel Energy**	Annual Energy + Maintenance	$239,257	$49,747	$189,510	79%
	20-Year Energy + Maintenance	$5,268,192	$1,496,287	$3,771,905	72%
Option 3 Poudre Valley REA	Annual Energy + Maintenance	$62,477	$51,375	$11,102	18%
	20-Year Energy + Maintenance	$1,375,677	$1,131,229	$244,448	18%
Option 3 Xcel Energy	Annual Energy + Maintenance	$239,257	$242,136	-$2,880	-1%
	20-Year Energy + Maintenance	$5,268,192	$5,331,601	-$63,409	-1%

*See Appendix A: Financial Analysis & Assumptions for detailed results.
** Estimated energy savings does not vary depending on purchase price



Option 1: The Annual Energy Costs chart represents the energy costs for the next 20 years for both the existing and converted streetlighting system. The blue bar represents the existing system (utility-owned) costs, and orange bar represents the municipal-owned, post-conversion system costs. The energy costs are the same for both Options 1 and 2. This graph represents the combined energy savings with Xcel Energy and Poudre Valley REA, regardless of the streetlight system buyout price.



Option 3: The Annual Energy Costs chart represents the energy costs for the next 20 years for both the existing and converted streetlighting system with continued Xcel Energy and Poudre Valley REA ownership. The blue bar represents the existing system costs, and orange bar represents the post-conversion system costs. This graph represents the combined energy savings with Xcel Energy and Poudre Valley REA.

Financing Options

The industry standard for financing municipal streetlight conversion projects is either public or private financing. While there are advantages and disadvantages to both, we suggest private financing. Some pros and cons of each include:

Public Financing:

- Interest rates are much lower than private
- Often requires voter approval
- Advertising and election costs
- Staff burden, particularly with reporting requirements
- Lengthy process
- Prepayment penalties
- Term may exceed rated equipment life
- Hidden fees
- More relevant for large and long-term projects

Private Financing:

- Interest rates subject to market at the time
- No need for voter approval
- Energy cost savings from the streetlight upgrade repay the financing
- No upfront costs
- Documentation is simpler, and the process is streamlined
- Staff burden is minimized
- No hidden fees or reporting requirements
- Rated equipment life matches the lease term

Municipalities can secure private financing through third party entities, which typically offer low-interest, financing that includes all costs related to the project, which are repaid through the project's savings. Some private financing options that are available to the municipality including local or national banks, manufacturer specific financing programs, and private companies. These financing options do not impact the Town's ability to borrow for other projects, as the streetlight ownership transfer and conversion will have its own positive cash flows. Tanko Lighting made a conservative estimate for the Town of Windsor that a loan, taking both ownership transfer and LED conversion costs into account, would entail a **4% rate over varying terms, depending on the option**.

	Financing Rate	Loan Period	Total Interest Paid
Option 1	4%	6 Years	$200,756
Option 2	4%	9 Years	$407,671

Recommendations & Conclusions

Tanko Lighting recommends that the Town:

1. Proceed with Option 1: Move forward with purchasing its streetlight system from Xcel Energy and Poudre Valley REA and converting the fixtures to LED (Option 1). This will allow the Town to have control over its lighting levels and maintenance of the system. This option, combining both Xcel Energy and Poudre Valley REA, also has the potential to save the Town an estimated 65% on its energy bills or approximately $4,330,829 over the next 20 years. While the Town could see savings with a potential Poudre Valley REA LED conversion program (Option 3), the benefits would be subject to future rate hikes and the Town would have limited control over its system. In addition, the Town would see an increase in annual costs with an Xcel Energy-sponsored conversion, as its posted rates for LED fixtures are higher than for the HPS fixtures (even with lower energy use).
   The main justifications for purchasing the utility-owned system (Option 1) are:
   1. Lower maintenance costs for the Town.
   2. Improved response time for repairs (The most common complaint voiced to Tanko Lighting by municipalities with utility-owned systems is that maintenance timelines are slow, and the infrastructure is not well maintained. While the utility will still play a role in the overall health of the system, the Town will be able to dispatch its maintenance contractor at the rate that it determines to address most of the issues).
   3. Control of the lighting levels and coverage throughout the Town's roadways. The Town can collaborate with its consultant to design a system that meets the community's needs.

   In a worst-case scenario, the Town would be forced to take Xcel Energy and Poudre Valley REA to court to shift the ownership of the streetlight system on the basis of eminent domain. This has been done in multiple other states. If this is required, Tanko Lighting can provide additional support (as we currently support other municipalities with similar projects in other states) – see Recommendation 3 below.

2. Proceed with an Audit and Data Reconciliation: Proceed with a comprehensive streetlight audit and utility inventory reconciliation. While the inventory and utility bills provided by the Town were helpful in confirming the quantity of streetlights in the existing system, Tanko Lighting suggests that the Town proceed with an audit to collect more qualitative information to help with not only evaluating the condition of the system, but also defining the current value of the system, and determining a custom design for conversion. This will allow the Town to review a more complete financial analysis, determine the financing implications for the full project, and understand any potential long-term upgrades needed on the system before ownership transfer. It will also provide the Town with an updated understanding of its streetlighting system. If the Town decides to move forward with a full conversion project, the average timeline is anywhere from 9-12 months, excluding any ownership transfer delays. For an outline of the full project process, please see Appendix B: Ownership Transfer, Conversion, & Ongoing Maintenance Processes.

Connect with Tanko Lighting on Next Steps: Tanko Lighting is nationally the most experienced company assisting municipalities with streetlight ownership transfers. As such, Tanko Lighting is qualified to serve as a liaison between the Town and Xcel Energy and Poudre Valley REA to update inventory, initiate a dialogue for ownership transfer, and create a conversion plan. We recommend connecting with our team to review options and next steps.

Appendices

- **Appendix A – Financial Analyses & Assumptions**
- **Appendix B – Ownership Transfer, Conversion, & Ongoing Maintenance Processes**
- **Appendix C – Smart Cities**
- **Appendix D – Qualifications & Procurement Options**

Summary of Financial Analysis - Windsor, CO

Option 1: Ownership Transfer from Xcel Energy and Poudre Valley REA to Municipailty, LED Conversion, Ongoing Maintenance

September 16, 2020

Project Overview

Total Cost *(Ownership + Conversion)*	$1,587,592
20 Year Savings	**$4,330,829**
Payback Period *(Energy Savings Only)*	6.47 years
Payback Period *(Energy + Maintenance Savings)*	7.75 years

Project Costs

Ownership Cost *(estimated cost to purchase the streetlights from the utility)*	$1,019,289
LED Conversion Cost *(estimated costs for turnkey services, including labor/material)*	$568,303
Rebate Incentive	Not Applicable
Additional Rebates/Grants	$0
Net Project Cost *(Rebate included)*	$1,587,592

Year 1 Analysis	Existing	New	Savings
Energy Usage [kWh]	1,145,390	529,057	616,333
Energy Usage Cost	$301,733	$32,872	$268,861
Maintenance Cost	*Included in current energy costs*	$46,440	($46,440)
Total	$301,733	$79,312	**$222,421**

20 Year Analysis	Existing	New	Savings
Energy Usage [kWh]	22,907,808	10,581,144	12,326,664
Energy Cost	$6,643,869	$723,813	$5,920,056
Maintenance Cost	*Included in current energy costs*	$1,589,227	($1,589,227)
Total	$6,643,869	$2,313,040	**$4,330,829**

Finance Option

Loan Payments	$1,788,349
Total Interest Paid	$200,756
Financing Rate (APR)	4.00%
Financing Term (Years)	6 years

Assumptions

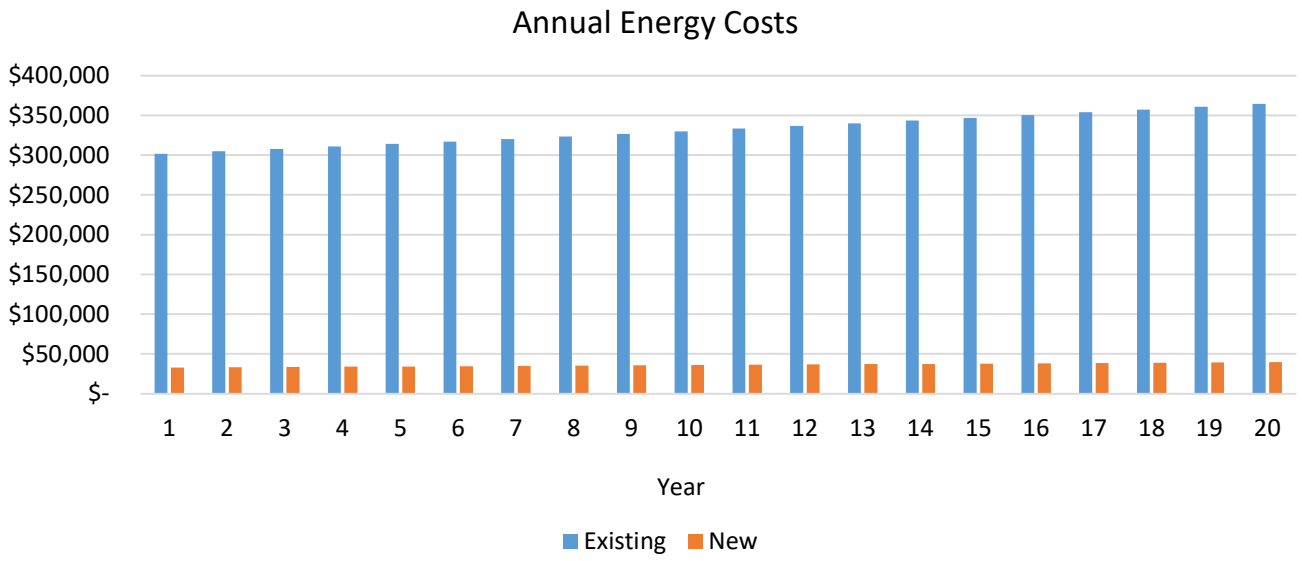
Quantity of Lights Included in Analysis	1,935
Buyout Cost per Pole	$538
Tariff Rate of Old System	0
Tariff Rate of New System	0

TankoLighting

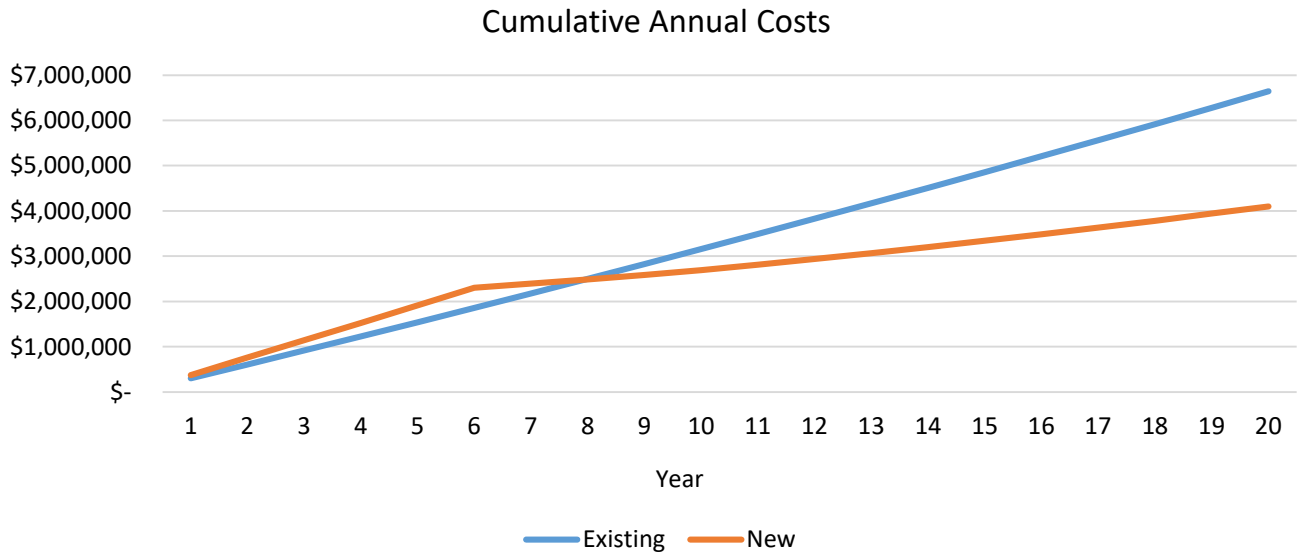
Summary of Financial Analysis - Windsor, CO

Option 1: Ownership Transfer from Xcel Energy and Poudre Valley REA to Municipailty, LED Conversion, Ongoing Maintenance

September 16, 2020



The Annual Energy Costs chart represents the energy costs for the next 20 years for both the existing and converted streetlighting system. The blue bar represents the existing system costs, and orange bar represents the post-conversion system costs.



The Cumulative Annual Costs chart represents the cumulative costs (energy, system, acquisition, and maintenance) for the next 20 years for both the existing and converted streetlighting system. The intersection of the two lines represents the return on investment.

TankoLighting

Summary of Financial Analysis - Windsor, CO

Option 1: Ownership Transfer from Xcel Energy and Poudre Valley REA to Municipailty, LED Conversion, Ongoing Maintenance

September 16, 2020

The Cumulative Opportunity Costs chart represents the cumulative opportunity costs the municipality would incur by delaying the streetlight conversion to LEDs.

20 Year Savings - Windsor, CO

Option 1: Ownership Transfer from Xcel Energy and Poudre Valley REA to Municipailty, LED Conversion, Ongoing Maintenance

September 16, 2020

Year	**Annual Energy Costs**			**Annual Maintenance Costs**			*Loan Payment*	*Rebate Incentive*
	Existing	*New*	*Savings*	*Existing*	*New*	*Costs/Savings*		
1	$ 301,733	$ 32,872	$ 268,861	$ -	$ 46,440	$ (46,440)	$298,058.10	$ -
2	$ 304,751	$ 33,201	$ 271,550	$ -	$ 48,298	$ (48,298)	$298,058.10	
3	$ 307,798	$ 33,533	$ 274,265	$ -	$ 50,230	$ (50,230)	$298,058.10	
4	$ 310,876	$ 33,868	$ 277,008	$ -	$ 52,239	$ (52,239)	$298,058.10	
5	$ 313,985	$ 34,207	$ 279,778	$ -	$ 54,328	$ (54,328)	$298,058.10	
6	$ 317,125	$ 34,549	$ 282,576	$ -	$ 56,501	$ (56,501)	$298,058.10	
7	$ 320,296	$ 34,895	$ 285,402	$ -	$ 58,761	$ (58,761)	$0.00	
8	$ 323,499	$ 35,243	$ 288,256	$ -	$ 61,112	$ (61,112)	$0.00	
9	$ 326,734	$ 35,596	$ 291,138	$ -	$ 63,556	$ (63,556)	$0.00	
10	$ 330,001	$ 35,952	$ 294,050	$ -	$ 66,099	$ (66,099)	$0.00	
11	$ 333,301	$ 36,311	$ 296,990	$ -	$ 85,928	$ (85,928)	$0.00	
12	$ 336,634	$ 36,674	$ 299,960	$ -	$ 89,365	$ (89,365)	$0.00	
13	$ 340,001	$ 37,041	$ 302,960	$ -	$ 92,940	$ (92,940)	$0.00	
14	$ 343,401	$ 37,412	$ 305,989	$ -	$ 96,658	$ (96,658)	$0.00	
15	$ 346,835	$ 37,786	$ 309,049	$ -	$ 100,524	$ (100,524)	$0.00	
16	$ 350,303	$ 38,164	$ 312,139	$ -	$ 104,545	$ (104,545)	$0.00	
17	$ 353,806	$ 38,545	$ 315,261	$ -	$ 108,727	$ (108,727)	$0.00	
18	$ 357,344	$ 38,931	$ 318,413	$ -	$ 113,076	$ (113,076)	$0.00	
19	$ 360,918	$ 39,320	$ 321,598	$ -	$ 117,599	$ (117,599)	$0.00	
20	$ 364,527	$ 39,713	$ 324,814	$ -	$ 122,303	$ (122,303)	$0.00	
Total	$ 6,643,869	$ 723,813	$ 5,920,056	$ -	$ 1,589,227	$ (1,589,227)	$ 1,788,349	$ -

20 Year Savings - Windsor, CO

Option 1: Ownership Transfer from Xcel Energy and Poudre Valley REA to Municipailty, LED Conversion, Ongoing Maintenance

September 16, 2020

	Excludes cost of ownership and price of system. Excludes loans.					
Year	**Total Costs and Savings**			**Cumulative Annual Costs and Savings**		
	Existing	*New*	*Savings*	*Existing*	*New*	*Savings*
1	$ 301,733	$ 79,312	$ 222,421	$ 301,733	$ 79,312	$ 222,421
2	$ 304,751	$ 81,499	$ 223,252	$ 606,484	$ 160,811	$ 445,673
3	$ 307,798	$ 83,762	$ 224,036	$ 914,282	$ 244,573	$ 669,709
4	$ 310,876	$ 86,107	$ 224,769	$ 1,225,159	$ 330,680	$ 894,478
5	$ 313,985	$ 88,535	$ 225,450	$ 1,539,144	$ 419,215	$ 1,119,928
6	$ 317,125	$ 91,050	$ 226,074	$ 1,856,268	$ 510,266	$ 1,346,003
7	$ 320,296	$ 93,656	$ 226,640	$ 2,176,565	$ 603,922	$ 1,572,643
8	$ 323,499	$ 96,355	$ 227,144	$ 2,500,064	$ 700,277	$ 1,799,787
9	$ 326,734	$ 99,152	$ 227,582	$ 2,826,798	$ 799,429	$ 2,027,368
10	$ 330,001	$ 102,050	$ 227,951	$ 3,156,799	$ 901,480	$ 2,255,319
11	$ 333,301	$ 122,240	$ 211,062	$ 3,490,100	$ 1,023,719	$ 2,466,381
12	$ 336,634	$ 126,040	$ 210,595	$ 3,826,735	$ 1,149,759	$ 2,676,976
13	$ 340,001	$ 129,981	$ 210,020	$ 4,166,736	$ 1,279,740	$ 2,886,995
14	$ 343,401	$ 134,069	$ 209,332	$ 4,510,136	$ 1,413,809	$ 3,096,327
15	$ 346,835	$ 138,310	$ 208,525	$ 4,856,971	$ 1,552,119	$ 3,304,852
16	$ 350,303	$ 142,708	$ 207,595	$ 5,207,274	$ 1,694,827	$ 3,512,447
17	$ 353,806	$ 147,272	$ 206,534	$ 5,561,080	$ 1,842,099	$ 3,718,981
18	$ 357,344	$ 152,006	$ 205,338	$ 5,918,424	$ 1,994,105	$ 3,924,319
19	$ 360,918	$ 156,919	$ 203,999	$ 6,279,342	$ 2,151,024	$ 4,128,318
20	$ 364,527	$ 162,016	$ 202,511	$ 6,643,869	$ 2,313,040	**$ 4,330,829**
Total	$ 6,643,869	$ 2,313,040	$ 4,330,829			

20 Year Savings - Windsor, CO

Option 1: Ownership Transfer from Xcel Energy and Poudre Valley REA to Municipailty, LED Conversion, Ongoing Maintenance

September 16, 2020

	Includes cost of ownership and price of system. Includes loans if applicable					
Year	**Total Costs and Savings**			**Cumulative Annual Costs and Savings**		
	Existing	*New*	*Savings*	*Existing*	*New*	*Savings*
1	$ 301,733	$ 377,370	$ (75,637)	$ 301,733	$ 377,370	$ (75,637)
2	$ 304,751	$ 379,557	$ (74,806)	$ 606,484	$ 756,927	$ (150,443)
3	$ 307,798	$ 381,821	$ (74,022)	$ 914,282	$ 1,138,747	$ (224,465)
4	$ 310,876	$ 384,165	$ (73,289)	$ 1,225,159	$ 1,522,913	$ (297,754)
5	$ 313,985	$ 386,593	$ (72,608)	$ 1,539,144	$ 1,909,506	$ (370,362)
6	$ 317,125	$ 389,108	$ (71,984)	$ 1,856,268	$ 2,298,614	$ (442,346)
7	$ 320,296	$ 93,656	$ 226,640	$ 2,176,565	$ 2,392,270	$ (215,706)
8	$ 323,499	$ 96,355	$ 227,144	$ 2,500,064	$ 2,488,626	$ 11,438
9	$ 326,734	$ 99,152	$ 227,582	$ 2,826,798	$ 2,587,778	$ 239,020
10	$ 330,001	$ 102,050	$ 227,951	$ 3,156,799	$ 2,689,828	$ 466,971
11	$ 333,301	$ 122,240	$ 211,062	$ 3,490,100	$ 2,812,068	$ 678,033
12	$ 336,634	$ 126,040	$ 210,595	$ 3,826,735	$ 2,938,108	$ 888,627
13	$ 340,001	$ 129,981	$ 210,020	$ 4,166,736	$ 3,068,089	$ 1,098,647
14	$ 343,401	$ 134,069	$ 209,332	$ 4,510,136	$ 3,202,158	$ 1,307,978
15	$ 346,835	$ 138,310	$ 208,525	$ 4,856,971	$ 3,340,468	$ 1,516,503
16	$ 350,303	$ 142,708	$ 207,595	$ 5,207,274	$ 3,483,176	$ 1,724,098
17	$ 353,806	$ 147,272	$ 206,534	$ 5,561,080	$ 3,630,448	$ 1,930,633
18	$ 357,344	$ 152,006	$ 205,338	$ 5,918,424	$ 3,782,454	$ 2,135,970
19	$ 360,918	$ 156,919	$ 203,999	$ 6,279,342	$ 3,939,373	$ 2,339,969
20	$ 364,527	$ 162,016	$ 202,511	$ 6,643,869	$ 4,101,389	**$ 2,542,480**
Total	$ 6,643,869	$ 4,101,389	$ 2,542,480			

TankoLighting

Summary of Financial Analysis - Windsor, CO

Option 2: Worst Case Scenario: Ownership Transfer from Xcel Energy and Poudre Valley REA to Municipailty, LED Conversion, Ongoing Maintenance

September 16, 2020

Project Overview

Total Cost *(Ownership + Conversion)*	$2,118,600
20 Year Savings	**$4,330,829**
Payback Period *(Energy Savings Only)*	9.03 years
Payback Period *(Energy + Maintenance Savings)*	11.2 years

Project Costs

Ownership Cost *(estimated cost to purchase the streetlights from the utility)*	$1,550,297
LED Conversion Cost *(estimated costs for turnkey services, including labor/material)*	$568,303
Rebate Incentive	Not Applicable
Additional Rebates/Grants	$0
Net Project Cost *(Rebate included)*	$2,118,600

Year 1 Analysis	Existing	New	Savings
Energy Usage [kWh]	1,145,390	529,057	616,333
Energy Usage Cost	$301,733	$32,872	$268,861
Maintenance Cost	*Included in current energy costs*	$46,440	($46,440)
Total	$301,733	$79,312	**$222,421**

20 Year Analysis	Existing	New	Savings
Energy Usage [kWh]	22,907,808	10,581,144	12,326,664
Energy Cost	$6,643,869	$723,813	$5,920,056
Maintenance Cost	*Included in current energy costs*	$1,589,227	($1,589,227)
Total	$6,643,869	$2,313,040	**$4,330,829**

Finance Option

Loan Payments	$2,526,271
Total Interest Paid	$407,671
Financing Rate (APR)	4.00%
Financing Term (Years)	9 years

Assumptions

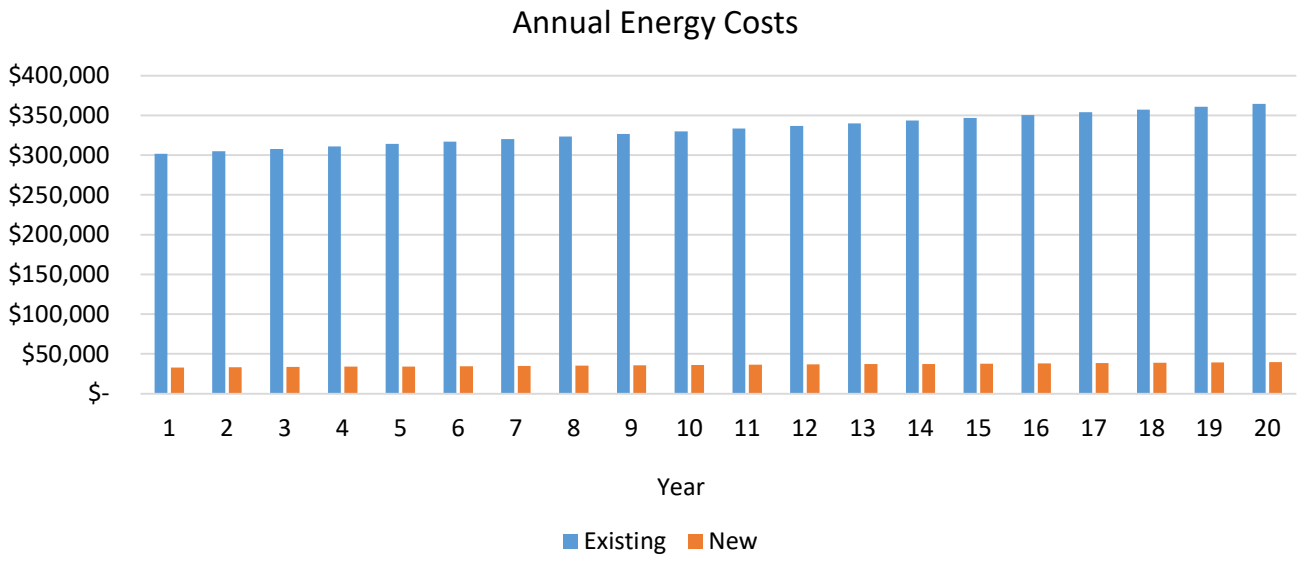
Quantity of Lights Included in Analysis	1,935
Buyout Cost per Pole	$926
Tariff Rate of Old System	0
Tariff Rate of New System	0

TankoLighting

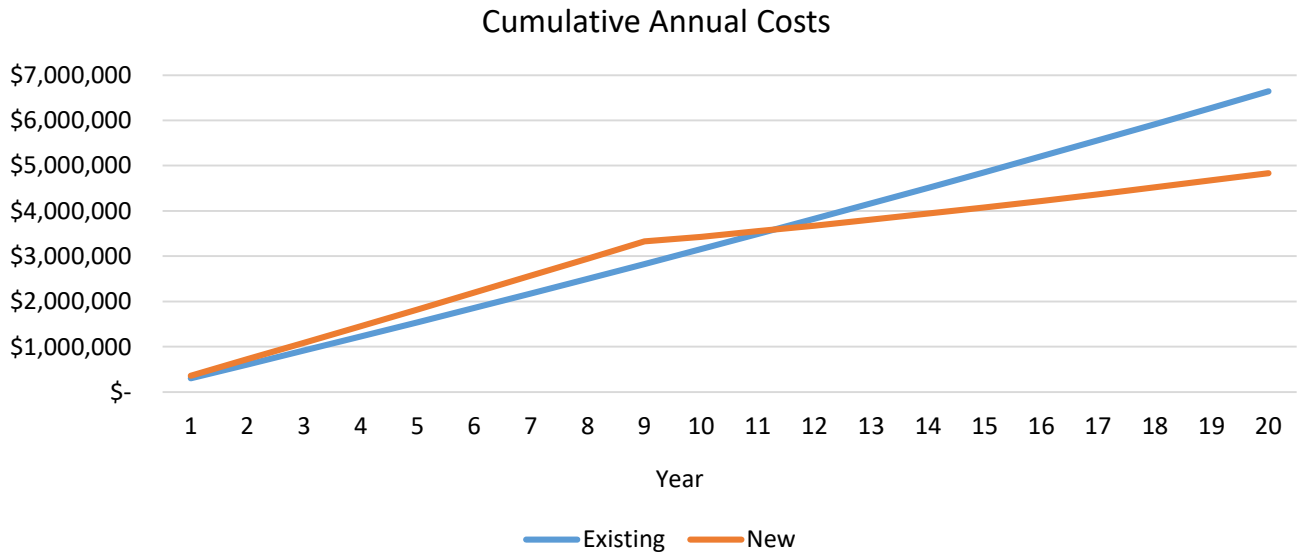
Summary of Financial Analysis - Windsor, CO

Option 2: Worst Case Scenario: Ownership Transfer from Xcel Energy and Poudre Valley REA to Municipailty, LED Conversion, Ongoing Maintenance

September 16, 2020



The Annual Energy Costs chart represents the energy costs for the next 20 years for both the existing and converted streetlighting system. The blue bar represents the existing system costs, and orange bar represents the post-conversion system costs.



The Cumulative Annual Costs chart represents the cumulative costs (energy, system, acquisition, and maintenance) for the next 20 years for both the existing and converted streetlighting system. The intersection of the two lines represents the return on investment.

TankoLighting

Summary of Financial Analysis - Windsor, CO

Option 2: Worst Case Scenario: Ownership Transfer from Xcel Energy and Poudre Valley REA to Municipailty, LED Conversion, Ongoing Maintenance

September 16, 2020

The Cumulative Opportunity Costs chart represents the cumulative opportunity costs the municipality would incur by delaying the streetlight conversion to LEDs.

20 Year Savings - Windsor, CO

Option 2: Worst Case Scenario: Ownership Transfer from Xcel Energy and Poudre Valley REA to Municipailty, LED Conversion, Ongoing Maintenance

September 16, 2020

Year	**Annual Energy Costs**			**Annual Maintenance Costs**			*Loan Payment*	*Rebate Incentive*
	Existing	*New*	*Savings*	*Existing*	*New*	*Costs/Savings*		
1	$ 301,733	$ 32,872	$ 268,861	$ -	$ 46,440	$ (46,440)	$280,696.79	$ -
2	$ 304,751	$ 33,201	$ 271,550	$ -	$ 48,298	$ (48,298)	$280,696.79	
3	$ 307,798	$ 33,533	$ 274,265	$ -	$ 50,230	$ (50,230)	$280,696.79	
4	$ 310,876	$ 33,868	$ 277,008	$ -	$ 52,239	$ (52,239)	$280,696.79	
5	$ 313,985	$ 34,207	$ 279,778	$ -	$ 54,328	$ (54,328)	$280,696.79	
6	$ 317,125	$ 34,549	$ 282,576	$ -	$ 56,501	$ (56,501)	$280,696.79	
7	$ 320,296	$ 34,895	$ 285,402	$ -	$ 58,761	$ (58,761)	$280,696.79	
8	$ 323,499	$ 35,243	$ 288,256	$ -	$ 61,112	$ (61,112)	$280,696.79	
9	$ 326,734	$ 35,596	$ 291,138	$ -	$ 63,556	$ (63,556)	$280,696.79	
10	$ 330,001	$ 35,952	$ 294,050	$ -	$ 66,099	$ (66,099)	$0.00	
11	$ 333,301	$ 36,311	$ 296,990	$ -	$ 85,928	$ (85,928)	$0.00	
12	$ 336,634	$ 36,674	$ 299,960	$ -	$ 89,365	$ (89,365)	$0.00	
13	$ 340,001	$ 37,041	$ 302,960	$ -	$ 92,940	$ (92,940)	$0.00	
14	$ 343,401	$ 37,412	$ 305,989	$ -	$ 96,658	$ (96,658)	$0.00	
15	$ 346,835	$ 37,786	$ 309,049	$ -	$ 100,524	$ (100,524)	$0.00	
16	$ 350,303	$ 38,164	$ 312,139	$ -	$ 104,545	$ (104,545)	$0.00	
17	$ 353,806	$ 38,545	$ 315,261	$ -	$ 108,727	$ (108,727)	$0.00	
18	$ 357,344	$ 38,931	$ 318,413	$ -	$ 113,076	$ (113,076)	$0.00	
19	$ 360,918	$ 39,320	$ 321,598	$ -	$ 117,599	$ (117,599)	$0.00	
20	$ 364,527	$ 39,713	$ 324,814	$ -	$ 122,303	$ (122,303)	$0.00	
Total	$ 6,643,869	$ 723,813	$ 5,920,056	$ -	$ 1,589,227	$ (1,589,227)	$ 2,526,271	$ -

20 Year Savings - Windsor, CO

Option 2: Worst Case Scenario: Ownership Transfer from Xcel Energy and Poudre Valley REA to Municipailty, LED Conversion, Ongoing Maintenance

September 16, 2020

	Excludes cost of ownership and price of system. Excludes loans.					
Year	**Total Costs and Savings**			**Cumulative Annual Costs and Savings**		
	Existing	*New*	*Savings*	*Existing*	*New*	*Savings*
1	$ 301,733	$ 79,312	$ 222,421	$ 301,733	$ 79,312	$ 222,421
2	$ 304,751	$ 81,499	$ 223,252	$ 606,484	$ 160,811	$ 445,673
3	$ 307,798	$ 83,762	$ 224,036	$ 914,282	$ 244,573	$ 669,709
4	$ 310,876	$ 86,107	$ 224,769	$ 1,225,159	$ 330,680	$ 894,478
5	$ 313,985	$ 88,535	$ 225,450	$ 1,539,144	$ 419,215	$ 1,119,928
6	$ 317,125	$ 91,050	$ 226,074	$ 1,856,268	$ 510,266	$ 1,346,003
7	$ 320,296	$ 93,656	$ 226,640	$ 2,176,565	$ 603,922	$ 1,572,643
8	$ 323,499	$ 96,355	$ 227,144	$ 2,500,064	$ 700,277	$ 1,799,787
9	$ 326,734	$ 99,152	$ 227,582	$ 2,826,798	$ 799,429	$ 2,027,368
10	$ 330,001	$ 102,050	$ 227,951	$ 3,156,799	$ 901,480	$ 2,255,319
11	$ 333,301	$ 122,240	$ 211,062	$ 3,490,100	$ 1,023,719	$ 2,466,381
12	$ 336,634	$ 126,040	$ 210,595	$ 3,826,735	$ 1,149,759	$ 2,676,976
13	$ 340,001	$ 129,981	$ 210,020	$ 4,166,736	$ 1,279,740	$ 2,886,995
14	$ 343,401	$ 134,069	$ 209,332	$ 4,510,136	$ 1,413,809	$ 3,096,327
15	$ 346,835	$ 138,310	$ 208,525	$ 4,856,971	$ 1,552,119	$ 3,304,852
16	$ 350,303	$ 142,708	$ 207,595	$ 5,207,274	$ 1,694,827	$ 3,512,447
17	$ 353,806	$ 147,272	$ 206,534	$ 5,561,080	$ 1,842,099	$ 3,718,981
18	$ 357,344	$ 152,006	$ 205,338	$ 5,918,424	$ 1,994,105	$ 3,924,319
19	$ 360,918	$ 156,919	$ 203,999	$ 6,279,342	$ 2,151,024	$ 4,128,318
20	$ 364,527	$ 162,016	$ 202,511	$ 6,643,869	$ 2,313,040	**$ 4,330,829**
Total	$ 6,643,869	$ 2,313,040	$ 4,330,829			

20 Year Savings - Windsor, CO

Option 2: Worst Case Scenario: Ownership Transfer from Xcel Energy and Poudre Valley REA to Municipailty, LED Conversion, Ongoing Maintenance

September 16, 2020

	Includes cost of ownership and price of system. Includes loans if applicable					
Year	**Total Costs and Savings**			**Cumulative Annual Costs and Savings**		
	Existing	*New*	*Savings*	*Existing*	*New*	*Savings*
1	$ 301,733	$ 360,009	$ (58,276)	$ 301,733	$ 360,009	$ (58,276)
2	$ 304,751	$ 362,195	$ (57,445)	$ 606,484	$ 722,204	$ (115,720)
3	$ 307,798	$ 364,459	$ (56,661)	$ 914,282	$ 1,086,664	$ (172,381)
4	$ 310,876	$ 366,804	$ (55,928)	$ 1,225,159	$ 1,453,467	$ (228,309)
5	$ 313,985	$ 369,232	$ (55,247)	$ 1,539,144	$ 1,822,699	$ (283,556)
6	$ 317,125	$ 371,747	$ (54,622)	$ 1,856,268	$ 2,194,446	$ (338,178)
7	$ 320,296	$ 374,353	$ (54,057)	$ 2,176,565	$ 2,568,799	$ (392,235)
8	$ 323,499	$ 377,052	$ (53,553)	$ 2,500,064	$ 2,945,851	$ (445,788)
9	$ 326,734	$ 379,849	$ (53,115)	$ 2,826,798	$ 3,325,700	$ (498,903)
10	$ 330,001	$ 102,050	$ 227,951	$ 3,156,799	$ 3,427,751	$ (270,952)
11	$ 333,301	$ 122,240	$ 211,062	$ 3,490,100	$ 3,549,990	$ (59,890)
12	$ 336,634	$ 126,040	$ 210,595	$ 3,826,735	$ 3,676,030	$ 150,705
13	$ 340,001	$ 129,981	$ 210,020	$ 4,166,736	$ 3,806,011	$ 360,724
14	$ 343,401	$ 134,069	$ 209,332	$ 4,510,136	$ 3,940,080	$ 570,056
15	$ 346,835	$ 138,310	$ 208,525	$ 4,856,971	$ 4,078,390	$ 778,581
16	$ 350,303	$ 142,708	$ 207,595	$ 5,207,274	$ 4,221,098	$ 986,176
17	$ 353,806	$ 147,272	$ 206,534	$ 5,561,080	$ 4,368,370	$ 1,192,710
18	$ 357,344	$ 152,006	$ 205,338	$ 5,918,424	$ 4,520,377	$ 1,398,048
19	$ 360,918	$ 156,919	$ 203,999	$ 6,279,342	$ 4,677,295	$ 1,602,047
20	$ 364,527	$ 162,016	$ 202,511	$ 6,643,869	$ 4,839,311	**$ 1,804,558**
Total	$ 6,643,869	$ 4,839,311	$ 1,804,558			

TankoLighting

Summary of Financial Analysis - Windsor, CO

Option 3: Utility Ownership, Utility-Sponsored LED Conversion for both Xcel Energy and Poudre Valley REA

September 16, 2020

Project Overview

Total Cost *(Ownership + Conversion)*	$0
20 Year Savings	**$181,038**
Payback Period *(Energy Savings Only)*	0 years
Payback Period *(Energy + Maintenance Savings)*	0 years

Project Costs

Ownership Cost *(estimated cost to purchase the streetlights from the utility)*	$0
LED Conversion Cost *(estimated costs for turnkey services, including labor/material)*	$0
Rebate Incentive	Not Applicable
Additional Rebates/Grants	$0
Net Project Cost *(Rebate included)*	$0

Year 1 Analysis	Existing	New	Savings
Energy Usage [kWh]	1,145,390	529,057	616,333
Energy Usage Cost	$301,733	$293,511	$8,222
Maintenance Cost	*Included in current energy costs*	$0	$0
Total	$301,733	$293,511	**$8,222**

20 Year Analysis	Existing	New	Savings
Energy Usage [kWh]	22,907,808	10,581,144	12,326,664
Energy Cost	$6,643,869	$6,462,830	$181,038
Maintenance Cost	*Included in current energy costs*	$0	$0
Total	$6,643,869	$6,462,830	**$181,038**

Finance Option

Loan Payments	$0
Total Interest Paid	$0
Financing Rate (APR)	0.00%
Financing Term (Years)	0 years

Assumptions

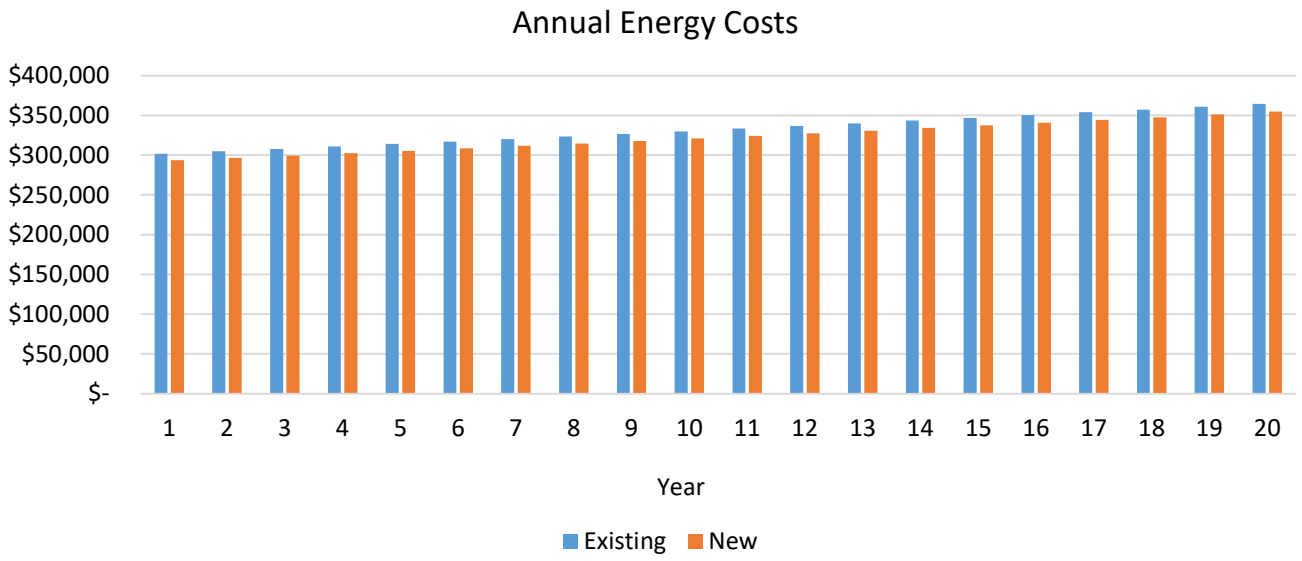
Quantity of Lights Included in Analysis	1,935
Buyout Cost per Pole	$0

TankoLighting

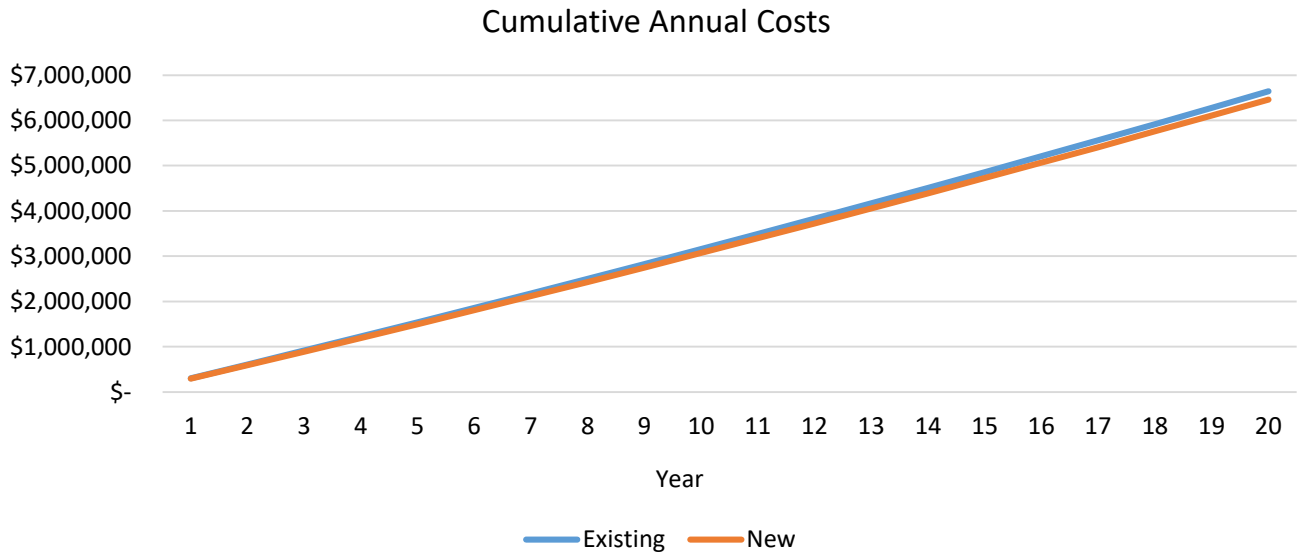
Summary of Financial Analysis - Windsor, CO

Option 3: Utility Ownership, Utility-Sponsored LED Conversion for both Xcel Energy and Poudre Valley REA

September 16, 2020



The Annual Energy Costs chart represents the energy costs for the next 20 years for both the existing and converted streetlighting system. The blue bar represents the existing system costs, and orange bar represents the post-conversion system costs.



The Cumulative Annual Costs chart represents the cumulative costs (energy, system, acquisition, and maintenance) for the next 20 years for both the existing and converted streetlighting system. The intersection of the two lines represents the return on investment.

TankoLighting

Summary of Financial Analysis - Windsor, CO

Option 3: Utility Ownership, Utility-Sponsored LED Conversion for both Xcel Energy and Poudre Valley REA

September 16, 2020

The Cumulative Opportunity Costs chart represents the cumulative opportunity costs the municipality would incur by delaying the streetlight conversion to LEDs.

20 Year Savings - Windsor, CO

Option 3: Utility Ownership, Utility-Sponsored LED Conversion for both Xcel Energy and Poudre Valley REA

September 16, 2020

Year	**Annual Energy Costs**			**Annual Maintenance Costs**			*Loan Payment*	*Rebate Incentive*
	Existing	*New*	*Savings*	*Existing*	*New*	*Costs/Savings*		
1	$ 301,733	$ 293,511	$ 8,222	$ -	$ -	$ -	$0.00	$ -
2	$ 304,751	$ 296,447	$ 8,304	$ -	$ -	$ -	$0.00	
3	$ 307,798	$ 299,411	$ 8,387	$ -	$ -	$ -	$0.00	
4	$ 310,876	$ 302,405	$ 8,471	$ -	$ -	$ -	$0.00	
5	$ 313,985	$ 305,429	$ 8,556	$ -	$ -	$ -	$0.00	
6	$ 317,125	$ 308,484	$ 8,641	$ -	$ -	$ -	$0.00	
7	$ 320,296	$ 311,568	$ 8,728	$ -	$ -	$ -	$0.00	
8	$ 323,499	$ 314,684	$ 8,815	$ -	$ -	$ -	$0.00	
9	$ 326,734	$ 317,831	$ 8,903	$ -	$ -	$ -	$0.00	
10	$ 330,001	$ 321,009	$ 8,992	$ -	$ -	$ -	$0.00	
11	$ 333,301	$ 324,219	$ 9,082	$ -	$ -	$ -	$0.00	
12	$ 336,634	$ 327,461	$ 9,173	$ -	$ -	$ -	$0.00	
13	$ 340,001	$ 330,736	$ 9,265	$ -	$ -	$ -	$0.00	
14	$ 343,401	$ 334,043	$ 9,357	$ -	$ -	$ -	$0.00	
15	$ 346,835	$ 337,384	$ 9,451	$ -	$ -	$ -	$0.00	
16	$ 350,303	$ 340,758	$ 9,545	$ -	$ -	$ -	$0.00	
17	$ 353,806	$ 344,165	$ 9,641	$ -	$ -	$ -	$0.00	
18	$ 357,344	$ 347,607	$ 9,737	$ -	$ -	$ -	$0.00	
19	$ 360,918	$ 351,083	$ 9,835	$ -	$ -	$ -	$0.00	
20	$ 364,527	$ 354,594	$ 9,933	$ -	$ -	$ -	$0.00	
Total	$ 6,643,869	$ 6,462,830	$ 181,038	$ -	$ -	$ -	$ -	$ -

20 Year Savings - Windsor, CO

Option 3: Utility Ownership, Utility-Sponsored LED Conversion for both Xcel Energy and Poudre Valley REA

September 16, 2020

	Excludes cost of ownership and price of system. Excludes loans.					
Year	**Total Costs and Savings**			**Cumulative Annual Costs and Savings**		
	Existing	*New*	*Savings*	*Existing*	*New*	*Savings*
1	$ 301,733	$ 293,511	$ 8,222	$ 301,733	$ 293,511	$ 8,222
2	$ 304,751	$ 296,447	$ 8,304	$ 606,484	$ 589,958	$ 16,526
3	$ 307,798	$ 299,411	$ 8,387	$ 914,282	$ 889,369	$ 24,913
4	$ 310,876	$ 302,405	$ 8,471	$ 1,225,159	$ 1,191,774	$ 33,384
5	$ 313,985	$ 305,429	$ 8,556	$ 1,539,144	$ 1,497,204	$ 41,940
6	$ 317,125	$ 308,484	$ 8,641	$ 1,856,268	$ 1,805,687	$ 50,581
7	$ 320,296	$ 311,568	$ 8,728	$ 2,176,565	$ 2,117,255	$ 59,309
8	$ 323,499	$ 314,684	$ 8,815	$ 2,500,064	$ 2,431,939	$ 68,124
9	$ 326,734	$ 317,831	$ 8,903	$ 2,826,798	$ 2,749,770	$ 77,027
10	$ 330,001	$ 321,009	$ 8,992	$ 3,156,799	$ 3,070,779	$ 86,019
11	$ 333,301	$ 324,219	$ 9,082	$ 3,490,100	$ 3,394,999	$ 95,102
12	$ 336,634	$ 327,461	$ 9,173	$ 3,826,735	$ 3,722,460	$ 104,275
13	$ 340,001	$ 330,736	$ 9,265	$ 4,166,736	$ 4,053,196	$ 113,539
14	$ 343,401	$ 334,043	$ 9,357	$ 4,510,136	$ 4,387,240	$ 122,897
15	$ 346,835	$ 337,384	$ 9,451	$ 4,856,971	$ 4,724,624	$ 132,347
16	$ 350,303	$ 340,758	$ 9,545	$ 5,207,274	$ 5,065,381	$ 141,893
17	$ 353,806	$ 344,165	$ 9,641	$ 5,561,080	$ 5,409,547	$ 151,534
18	$ 357,344	$ 347,607	$ 9,737	$ 5,918,424	$ 5,757,154	$ 161,271
19	$ 360,918	$ 351,083	$ 9,835	$ 6,279,342	$ 6,108,237	$ 171,106
20	$ 364,527	$ 354,594	$ 9,933	$ 6,643,869	$ 6,462,830	**$ 181,038**
Total	$ 6,643,869	$ 6,462,830	$ 181,038			

20 Year Savings - Windsor, CO

Option 3: Utility Ownership, Utility-Sponsored LED Conversion for both Xcel Energy and Poudre Valley REA

September 16, 2020

	Includes cost of ownership and price of system. Includes loans if applicable					
Year	**Total Costs and Savings**			**Cumulative Annual Costs and Savings**		
	Existing	*New*	*Savings*	*Existing*	*New*	*Savings*
1	$ 301,733	$ 293,511	$ 8,222	$ 301,733	$ 293,511	$ 8,222
2	$ 304,751	$ 296,447	$ 8,304	$ 606,484	$ 589,958	$ 16,526
3	$ 307,798	$ 299,411	$ 8,387	$ 914,282	$ 889,369	$ 24,913
4	$ 310,876	$ 302,405	$ 8,471	$ 1,225,159	$ 1,191,774	$ 33,384
5	$ 313,985	$ 305,429	$ 8,556	$ 1,539,144	$ 1,497,204	$ 41,940
6	$ 317,125	$ 308,484	$ 8,641	$ 1,856,268	$ 1,805,687	$ 50,581
7	$ 320,296	$ 311,568	$ 8,728	$ 2,176,565	$ 2,117,255	$ 59,309
8	$ 323,499	$ 314,684	$ 8,815	$ 2,500,064	$ 2,431,939	$ 68,124
9	$ 326,734	$ 317,831	$ 8,903	$ 2,826,798	$ 2,749,770	$ 77,027
10	$ 330,001	$ 321,009	$ 8,992	$ 3,156,799	$ 3,070,779	$ 86,019
11	$ 333,301	$ 324,219	$ 9,082	$ 3,490,100	$ 3,394,999	$ 95,102
12	$ 336,634	$ 327,461	$ 9,173	$ 3,826,735	$ 3,722,460	$ 104,275
13	$ 340,001	$ 330,736	$ 9,265	$ 4,166,736	$ 4,053,196	$ 113,539
14	$ 343,401	$ 334,043	$ 9,357	$ 4,510,136	$ 4,387,240	$ 122,897
15	$ 346,835	$ 337,384	$ 9,451	$ 4,856,971	$ 4,724,624	$ 132,347
16	$ 350,303	$ 340,758	$ 9,545	$ 5,207,274	$ 5,065,381	$ 141,893
17	$ 353,806	$ 344,165	$ 9,641	$ 5,561,080	$ 5,409,547	$ 151,534
18	$ 357,344	$ 347,607	$ 9,737	$ 5,918,424	$ 5,757,154	$ 161,271
19	$ 360,918	$ 351,083	$ 9,835	$ 6,279,342	$ 6,108,237	$ 171,106
20	$ 364,527	$ 354,594	$ 9,933	$ 6,643,869	$ 6,462,830	**$ 181,038**
Total	$ 6,643,869	$ 6,462,830	$ 181,038			

Appendix A – Financial Analysis & Assumptions

Assumptions

The following list of assumptions were made to determine the results for this report:

- Materials
  - Reputable fixture manufacturers and recent fixture pricing
  - Photocells
  - Ownership Labels
- Labor
  - Per fixture installation rates from qualified electrical workers in the region (budgetary)
  - Included labor to install fixture, photocell, and any required ancillary materials
- Utility
  - Existing rate:
    - Poudre Valley REA: Lighting Sales Public Street/Highway (SHL) and Lighting Security Lights (SL)
    - Xcel Energy: Street Lighting Service (SL)
  - Municipal owned rate:
    - Poudre Valley REA: Estimated based off of existing tariff rates and cost per kWh.
    - Xcel Energy: Energy Only Street Lighting Service (ESL)
  - Purchase price:
    - Poudre Valley REA: Estimated to be $283,000 total or about $500 per fixture.
    - Xcel Energy:
      - 1: Estimated to be $736,289 total or about $540 per fixture.
      - 2: Estimated to be $1,267,296 total or about $925 per fixture.
- Quantities
  - Derived Xcel Energy and Poudre Valley REA bills and inventory.
    - Poudre Valley REA: 566 streetlight fixtures.
    - Xcel Energy: 1369 streetlight fixtures.
- Preliminary watt-for-watt design replacement of existing fixtures
  - 20% ballast factor applied to high intensity discharge (HID) wattages (not shown in table)

Existing Fixture	Replacement Fixture
70W HID Cobrahead	34W LED Cobrahead
100W HID Cobrahead	54W LED Cobrahead
150W HID Cobrahead	54W LED Cobrahead
250W HID Cobrahead	84W LED Cobrahead

- Federal Inflation Rate: 4%
- Energy Cost Inflation Rate: 1%
  - Note that this is a conservative estimate and can reach about 3%
- Sales Tax Rate: 6.85%
- 10-year fixture manufacturer warranty on streetlight fixtures
- Maintenance program costs
  - $1/pole/month administrative fee
  - T&M repair work (based on qualified electrical workers in the region (budgetary))
  - Emergency costs assumed recuperated through insurance
  - Average call-out frequency, hourly pricing, and batched responses

Financial Analysis

Please see subsequent pages.

Appendix B – Ownership Transfer, Conversion, Maintenance Processes

The outline below explains Tanko Lighting's process for streetlight ownership transfer, conversion, and on-going maintenance. This is intended to provide the Town with more information, should it choose to move forward with the ownership transfer and conversion of its lights. This outline shows an approximate ~9-month project. Often the longest delays come from utility processes, including ownership transfer paperwork and discrepancy reviewing. Please note that while some project processes can overlap with utility timelines, others are dependent on utility or Town actions before proceeding. Tanko Lighting will coordinate with the Town, utility, and other project partners to ensure that the project is completed in a prompt and reasonable timeframe.

1. Audit & Data Reconciliation - ~4-6 weeks
    a. Perform a comprehensive streetlight audit:
        i. Tanko Lighting performs an in-field audit where an auditor visits and collects approximately 30 attributes at each streetlight fixture. These data points will be reviewed by our in-house data analysts for quality control and will help to evaluate the Net Book Value of the system and condition of the system that is being purchased in the ownership transfer phase.
    b. Reconcile the in-field conditions with the utility inventory:
        i. The project data analyst will compare the data collected during the audit to the Town's Poudre Valley REA and Xcel Energy inventory and produce a concise report highlighting all discrepancies.

2. Ownership Transfer – timeline is utility-dependent
    a. Provide ownership transfer assistance:
        i. Tanko Lighting will work with Poudre Valley REA and Xcel Energy to help guide the Town through the ownership transfer process. We suggest that municipalities buy the system as-is and then work with the utility to reconcile the inventory in a second or "true-up" phase. This ensures that the Town starts to realize savings immediately and is not delayed by a minority of discrepancies.
    b. Validate and reconcile the inventory:
        i. Using the audit and data reconciliation report, Tanko Lighting will work with the Town to update the inventory and confirm all eligible lights have transferred ownership.

3. Design & Procurement – Design ~6-8 weeks; Materials lead times 6-8 weeks
    a. Design a custom streetlighting system:
        i. Tanko Lighting uses industry-accepted standards, as well as the data collected during the audit, as guidelines, while working closely with the Town to develop a customized proposed streetlight design that matches its needs.
    b. Guide the Town to choosing a fixture:
        i. Tanko Lighting will work with the Town to educate all stakeholders on the available fixture models, the important features to consider, and how best to meet the Town's needs.
    c. Manage procurement and logistics:
        i. Tanko Lighting will work with the Town to order and to coordinate delivery for all materials.

4. Installation – 8-10 weeks
    a. Manage the installation:
        i. Tanko Lighting will work with the Town to determine the best procurement options for the installer. The project manager will manage all aspects of the installation and meet all Town requirements.
        ii. Tanko Lighting provides data collection devices to the installers and creates custom installation maps (paper and digital) for clean, easy installation.
        iii. Installation rates vary by project, but the Town should expect about 20-30 installs per crew per day. The installer checks the voltage, troubleshoots the fixture to confirm that it is functioning properly, and reports any in-field issues when discovered.

iv. Tanko Lighting will review all data provided by the installer for any discrepancies.

5. Final Reporting – 3-5 weeks
    a. Submit the utility rate change:
        i. Tanko Lighting will produce and submit all required documentation for the Poudre Valley REA and Xcel Energy rate change processes.
    b. Provide the final streetlight data
        i. Tanko Lighting will provide a set of final project deliverables to assist the Town with managing the new streetlight system. These include:
            1. Final report summarizing the project with updated financial models
            2. Post-construction electronic GIS records for all newly installed streetlights in the Town, including all wattages, badge numbers, locations, and other associate attributes
            3. All relevant specification sheets and warranty documentation for materials
            4. Environmental disposal documentation

6. On-going Maintenance
    a. Assist the Town with choosing a maintenance program:
        i. There are multiple options that the Town can choose for ongoing maintenance. Tanko Lighting will help the Town to understand the process and requirements, as well as helping to procure a maintenance contractor. Recommended maintenance programs typically include:
            1. A monthly per-pole administrative fee (usually $1-2 per pole per month). This monthly fee furnishes:
                a. An online work request management system,
                b. Administrative support to Town staff
                c. The establishment and management of a streetlight outage call center
                d. The intake and processing of outage reports, warranty related repairs, and utility repair requests
                e. Time-sensitive dispatch of the subcontractor
            2. Time and materials invoicing for maintenance work for all streetlight maintenance related labor performed in the field. Tanko Lighting recommends holding on non-urgent reports until there are enough to batch together for a full or half day of work, to minimize additional travel surcharges and maximize value if time and materials-related work is billed at an hourly minimum.
            3. Emergency services, which encompass all pole knockdowns and other streetlight-related public safety hazards on Town-owned poles. A 24-hour call center or contact number (and usually a 2-6 hour response time) are guaranteed, depending on the Town's requirements.
            4. Administrative support for reports on streetlights not owned by the Town. If maintenance is required, Tanko will provide the Town with all relevant information about the report in order for the Town to coordinate directly with the utility and/or appropriate entity for repair.
        ii. An example of a non-emergency call would be as follows:
            1. A resident reports an outage through the call center or online form.
            2. The maintenance project manager confirms the location and all relevant information in the streetlight data and adds it to the pending maintenance list.
            3. The maintenance project manager provides the list to the Town for approval and dispatches the contractor to address the issues.
        iii. An example of an emergency call would be as follows:
            1. A pole is knocked down after hours, around 10pm.
            2. Either the Town, first responders, or a bystander will call the call center number and report the emergency.
            3. The call center will dispatch the contract directly and the contractor will arrive at the site within the contracted response time.

Appendix C – Smart Cities

Smart controls can offer many benefits to cities including asset management, increased fixture life (due to dimming), and more control over the streetlight system. They are not always the correct choice for each community, however, and the project managers at Tanko Lighting like to have a discussion with each client to see if it is the right move for their community. Tanko Lighting has managed the installation of 11 streetlighting projects that included smart controls systems from a variety of manufacturers. Smart Cities options are becoming more prevalent in the discussion of LED streetlight conversions and provide a wide array of services that can be broken down as follows:

- **Asset Management/Streetlighting Controls**:
  This is the most tested and developed technology available. Most packages include either a software or cloud-based management system that can remotely control the system and alert the user to outages. This is often used for dimming schedules, outage monitoring, and related tasks. Some utilities throughout the country are starting to create metered billing rates for the control systems that have utility-grade meters. These rates are often cheaper than non-metered rates and could save the Town in energy costs if they decide to use a dimming schedule. Asset management is a cost to the Town but will ultimately help maintain the system.

- **Small Cell Technologies:**
  This is a new and developing aspect of streetlighting controls and can potentially help the Town to generate revenue by leasing the small cell to carriers. Most small cell providers would consider a revenue guaranteed contract. Small cell technology has the potential to generate income for the Town.

- **Internet of Things (IoT) & Extras:**
  This encompasses a variety of new ideas and technologies such as Wifi, surveillance cameras, parking enforcement, gunshot detection, electric car charging stations, etc. Similar to small cell, most of these options are new and developing but there are not many proven opportunities for the revenue generation.

While Tanko Lighting has installed multiple projects with “smart controls” and can provide more information if requested, it is our professional opinion that the technology is still expensive and in its early stages. Over the next 5-10 years, we expect that these technologies will adapt to the demand and become stronger as well as more affordable. This is why we typically recommend that clients pursue LED streetlight conversions as the first priority and then look at Smart City options once they are realizing the cost savings from the LED conversions.

Appendix D – Qualifications & Procurement Options

Qualifications

Tanko Lighting is a national firm focused solely on providing professional services for turn-key municipal energy efficiency streetlight conversion projects. Our company has previously been or is currently involved with the energy efficiency conversion of more than 500,000 streetlights throughout the nation – and is actively developing projects for an additional 550,000 streetlight fixtures. Our work has spanned more than twenty-three states, and fifty-five utilities.

Tanko Lighting holds electrical contractor licenses in the States of California and Arizona. Additionally, our firm is a Certified Contractor by the Commonwealth of Massachusetts' Division of Capital Management and Maintenance (DCAMM), a Qualified Vendor with the Connecticut Conference of Municipalities, a registered Energy Services Company (ESCO) with the United States Department of Energy, a registered Small Business Entity with the Small Business Administration.

Procurement Options

There are a variety of procurement options available to the Town for proceeding with subsequent phases of this project. Please find details of each below.

- Sole Source Contract: If the Town wants to circumvent the costly and time-consuming procurement process, it can explore the possibility of developing a sole source contract for the streetlight conversion project. The availability of a sole source contract option typically depends on the maximum dollar amount of a municipality's limited purchase order, as well as the allowability of it in the municipality's code, and if the service/good offered by the qualified proposer is unique. Additionally, some state government codes allow for sole source contracts for projects that result in energy savings.

- Request for Proposals: This is the industry standard for turn-key municipal streetlight ownership transfer and conversion projects nationwide. A Request for Proposal (RFP) combines the requirement for bidders to provide both qualifications and pricing, which allows the Town to make an informed decision about the bidders' experience and value from the start. This also allows for a competitive process by which the Town can better understand each bidder's approach to the scope of services. Of all the procurement options, this is the one we believe to be the most competitive, fair, and effective.

  The most effective RFPs include the following requirements:
  - Qualifications: Requires bidders to provide background information on their firm, expertise, experience, and staff qualifications (including information on any subcontractors). Typically, bidders are also required to demonstrate details of past relevant projects.
  - References: Requires bidders to provide at least three relevant references from municipal streetlight projects of similar size.
  - Approach: Requires bidders to provide their specific approach/response to the Town's stated scope of services in the RFP. The most effective RFPs include a scope of services with all elements of turn-key services, including ownership transfer support (if relevant), audit, data reconciliation, design, procurement, logistics management, installation coordination, commissioning, rebate/rate changes, and final reporting.
  - Pricing: Requires bidders to provide firm pricing – often structured as a per fixture, all-in, fixed unit price (based on the Town's estimated inventory).

- Request for Qualifications: When pricing is less of a concern to a municipality, a Request for Qualifications (RFQ) is sometimes utilized, which requires bidders to provide their qualifications and approach to the scope of services but does not include any pricing information. This option often is part of a two-stage process, in which the municipality utilizes the RFQ to determine the most qualified firms first, which is followed by a subsequent second stage, whereby the municipality short-lists all bidders and requests pricing from this narrowed down list. While this can be an effective process, it is not our first recommendation as a procurement option because it is important for the municipality to factor in pricing from the beginning and not waste time and energy on prolonging the process.

The most effective RFQs include the following requirements:

- Qualifications: Requires bidders to provide background information on their firm, expertise, experience, and staff qualifications (including information on any subcontractors). Typically, bidders are also required to demonstrate details of past relevant projects.
- References: Requires bidders to provide at least three relevant references from municipal streetlight projects of similar size.
- Approach: Requires bidders to provide their specific approach/response to the Town's stated scope of services in the RFQ. The most effective RFQs include a scope of services with all elements of turn-key services, including ownership transfer support (if relevant), audit, data reconciliation, design, procurement, logistics management, installation coordination, commissioning, rebate/rate changes, and final reporting.

- Request for Proposals for Guaranteed Energy Savings Contract: Most municipal streetlight projects do not utilize energy performance contracts but standard construction (or consulting) contracts. This is because energy performance contracts are typically used for multi-measure energy efficiency projects, where the risks are great because the savings from the various measures are often impacted by weather and human behavior. However, in a project where streetlighting is the single energy efficiency measure, an energy performance contract is not typically used because the rates are regulated (and therefore inherently guaranteed), and the fixtures are operational for a standard number of hours each year – which results in the savings being highly predictable – and using an energy performance contract is therefore not cost-effective.

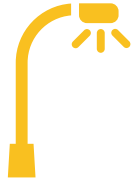
Streetlight Ownership & Feasibility Study Results

Town of Windsor, CO

Alex Wurzel
Senior Energy Advisor

TankoLighting

Who is Tanko Lighting?



Sole Focus on Municipal Streetlighting

510,000+ Streetlights Converted

192,000+ Streetlight Acquisitions

45,000+ Fixtures Maintained

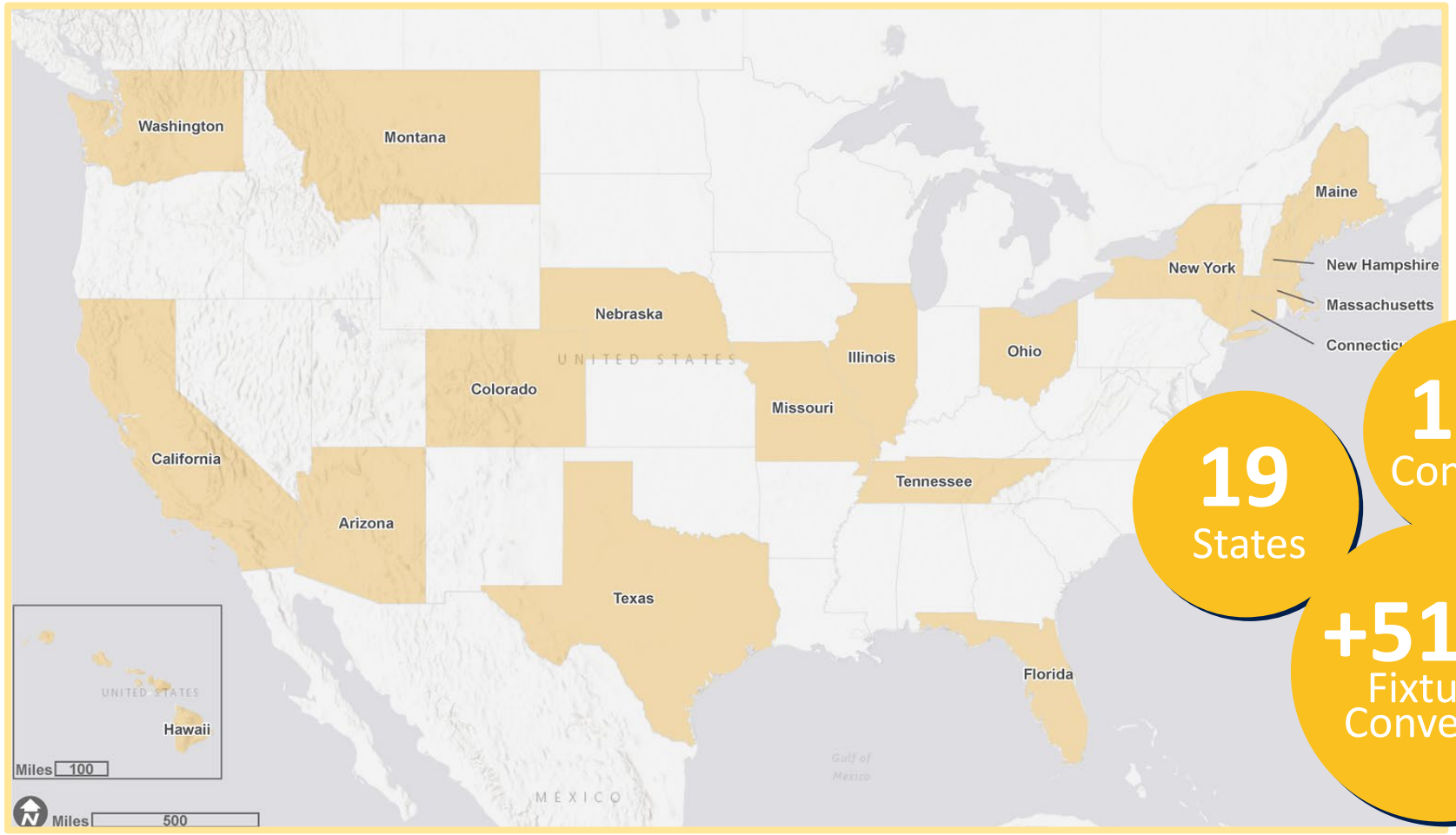
150+ Projects Nationwide

Feasibility Study Purpose

Determine the cost-effectiveness of:

1. **Seeking Ownership of streetlight system from the utilities;**
2. **Converting remaining streetlight fixtures to LED;**
3. **Maintaining streetlighting system over time.**

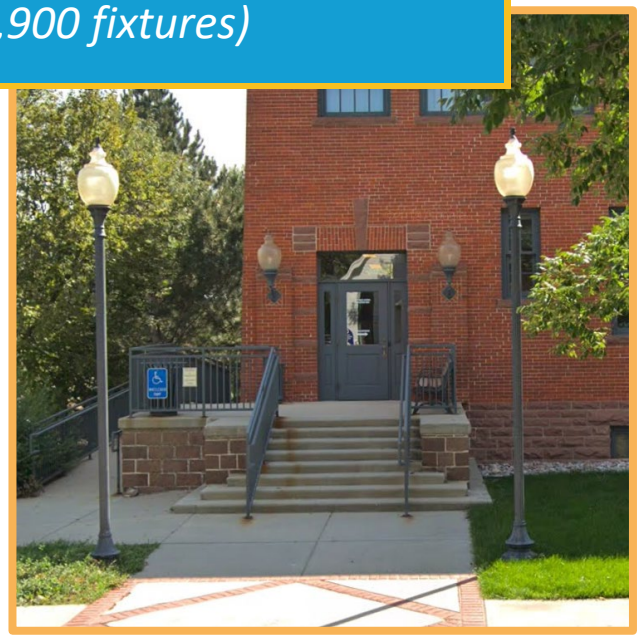
Our Nationwide Experience



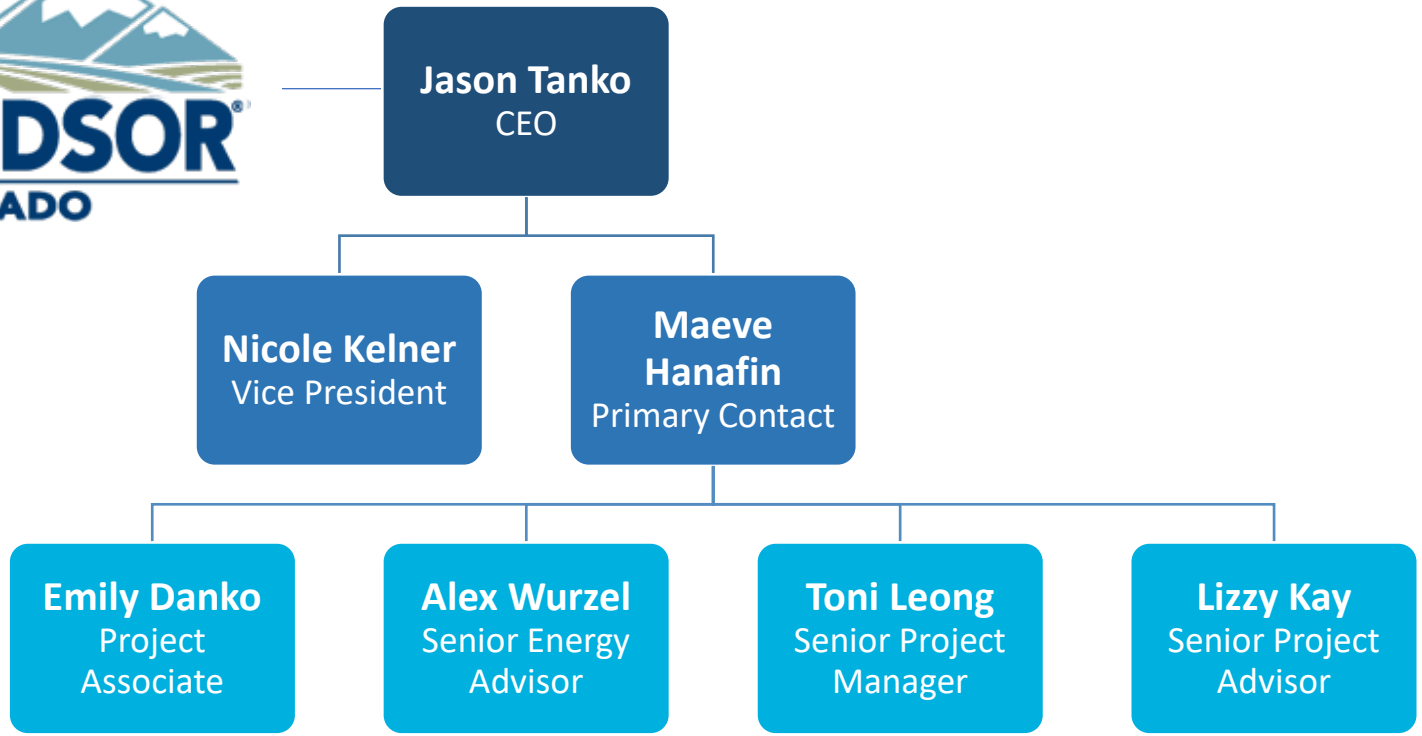
Our Experience | Regional

Centennial, CO
(2,800 fixtures)

Erie, CO
(1,900 fixtures)



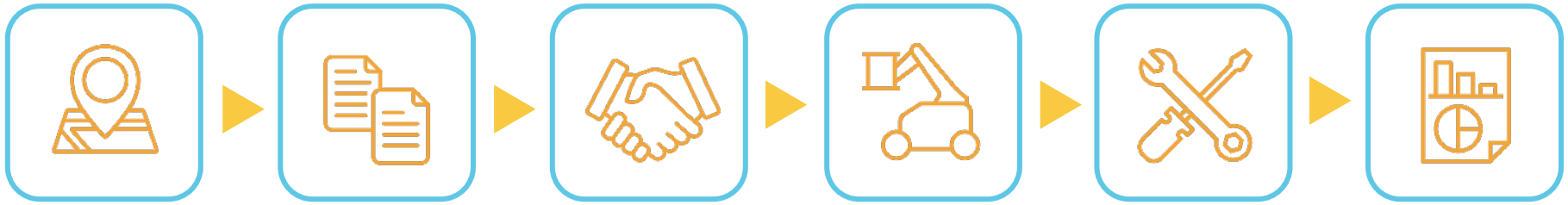
The Tanko Lighting Team



Our History in Colorado

- Municipalities in Colorado have been looking into streetlight ownership the past 3 to 5 years.
- Golden, CO started this process and had Council approval in 2018.
- Now multiple municipalities looking into same thing across other areas.
- Shane Hale engaged Tanko to conduct a feasibility study to help understand how it could help the Town of Windsor.

Investment Grade Feasibility Study Methodology



Streetlight Inventory Review

Rate Analysis

Streetlight Ownership Analysis

LED Conversion Analysis

Streetlight Maintenance Analysis

Financial Analysis

Assets to Acquire

Stand Alone Light

Distribution Light

Breakdown of Financial Options

Option 1 & 2:

- Ownership Transfer from Xcel Energy and Poudre Valley REA to Town;

  LED Conversion, and Ongoing Maintenance

Option 3:

- Utility Ownership, Utility-Sponsored LED Conversion

Summary of Findings | Options 1 & 2

		Existing Energy & Maintenance Cost	New Energy & Maintenance Cost	Savings	% Savings
Options 1 & 2 Poudre Valley REA**	Annual Energy & Maintenance	$62,477	$29,565	$32,911	53%
	20-Year Energy & Maintenance	$1,375,677	$816,753	$558,924	41%
Options 1 & 2 Xcel Energy**	Annual Energy & Maintenance	$239,257	$46,747	$189,510	79%
	20-Year Energy & Maintenance	$5,268,192	$1,496,287	$3,771,905	72%

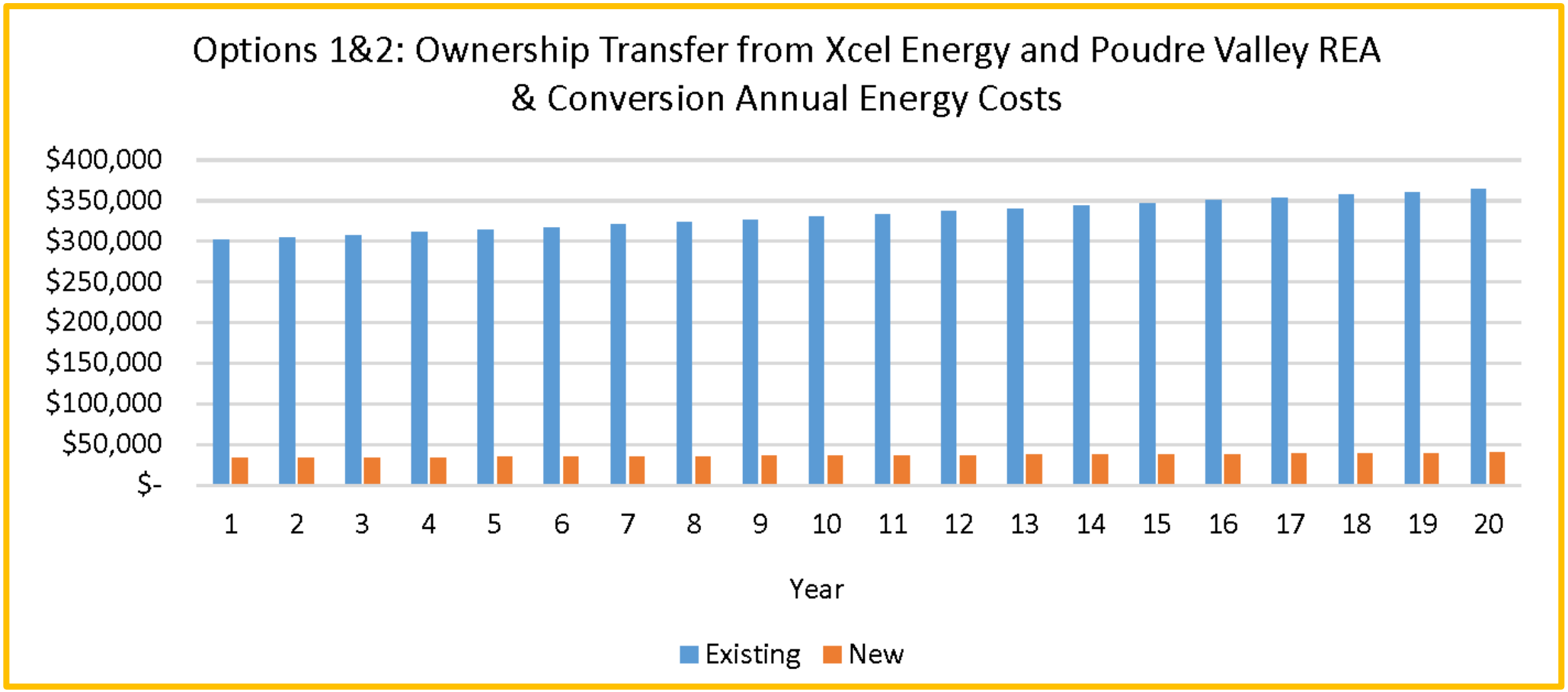
*See Appendix A: Financial Analysis & Assumptions for detailed results.
** Estimated energy savings does not vary depending on purchase price.

Summary of Findings | Option 3

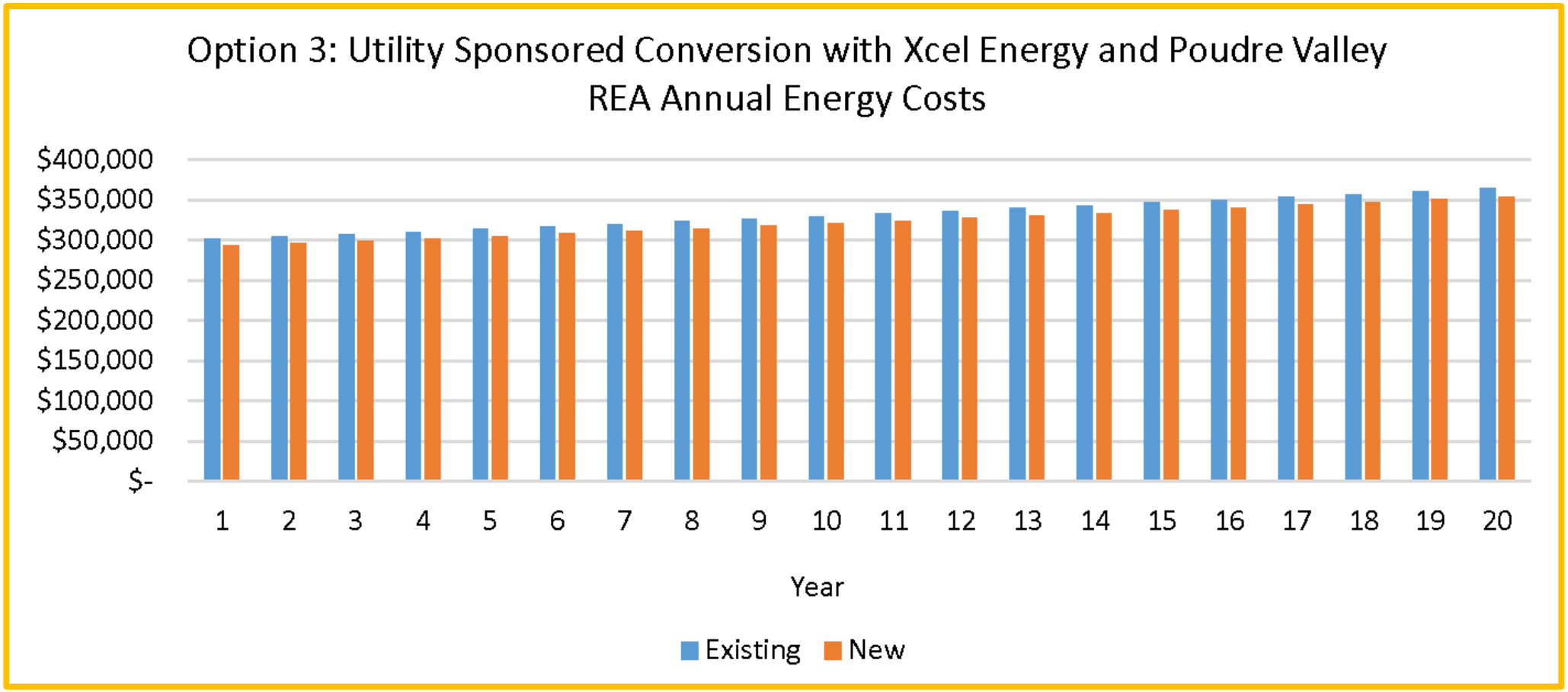
		Existing Energy & Maintenance Cost	New Energy & Maintenance Cost	Savings	% Savings
Option 3 Poudre Valley REA	Annual Energy & Maintenance	$62,477	$51,375	$11,102	18%
	20-Year Energy & Maintenance	$1,375,677	$1,131,229	$244,448	18%
Option 3 Xcel Energy	Annual Energy & Maintenance	$239,257	$242,136	-$2,880	-1%
	20-Year Energy & Maintenance	$5,268,192	$5,331,601	-$63,409	-1%

*See Appendix A: Financial Analysis & Assumptions for detailed results.
** Estimated energy savings does not vary depending on purchase price.

Annual Energy Costs | Option 1 & 2



Annual Energy Costs | Option 3



FE Summary | Option 1

Project Overview	
Total Cost *(Ownership + Conversion)*	$1,587,592
20 Year Savings	**$4,330,829**
Payback Period *(Energy Savings Only)*	6.47 years
Payback Period *(Energy + Maintenance Savings)*	7.75 years

Project Costs	
Ownership Cost *(estimated cost to purchase the streetlights from the utility)*	$1,019,289
LED Conversion Cost *(estimated costs for turnkey services, including labor/material)*	$568,303
Rebate Incentive	Not Applicable
Additional Rebates/Grants	$0
Net Project Cost *(Rebate included)*	$1,587,592

Ongoing Maintenance

Routine/Emergency Repair Requests

Online Repair Requests

Dispatch

Reporting

Warranty Repairs

Guaranteed Response Times

Maintenance Cost for Year 1: **$46,440**

Financing Options

	Financing Rate	Loan Period	Total Interest Paid
Option 1	4%	6 Years	$200,756
Option 2	4%	9 Years	$407,671

Next Steps | Recommendations

Immediate next steps:

1. Engage with Tanko to Conduct Audit and Final Valuation
2. Engage with Tanko on Ownership Transfer of Utility Owned Streetlights

Future Goals:

1. Convert Non-LED Fixtures to LED
2. Maintain System with Tanko, City Staff, or Qualified Contractor

Stay in Touch

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Jason Tanko | CEO
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tankolighting.com

MEMORANDUM

Date: September 21, 2020
To: Mayor and Town Board
Via: Shane Hale, Town Manager
From: Omar R. Herrera, Engineering Manager
Re: 7th Street Bridge Crossing Concept
Item #: B.3.

Background / Discussion:

The Poudre Tech Metro District and Raindance Metro District would like to partner with the Town of Windsor to design, construct and maintain a focal point bridge crossing over 7th Street between New Liberty Rd. and Crossroads Blvd.

The overarching goal of the bridge crossing is to expand trail connectivity to Windsor residents and to provide a safe shared-use crossing for pedestrians, cyclists, and golf carts.

This presentation will go over the following:

- Overview of the Project Concept
- Safety and Trail Connectivity
- Funding of the Project
- Benefits of the Project

ATTACHMENTS:

Presentation Slides - 7th Street Bridge Crossing

7th Street Bridge Crossing

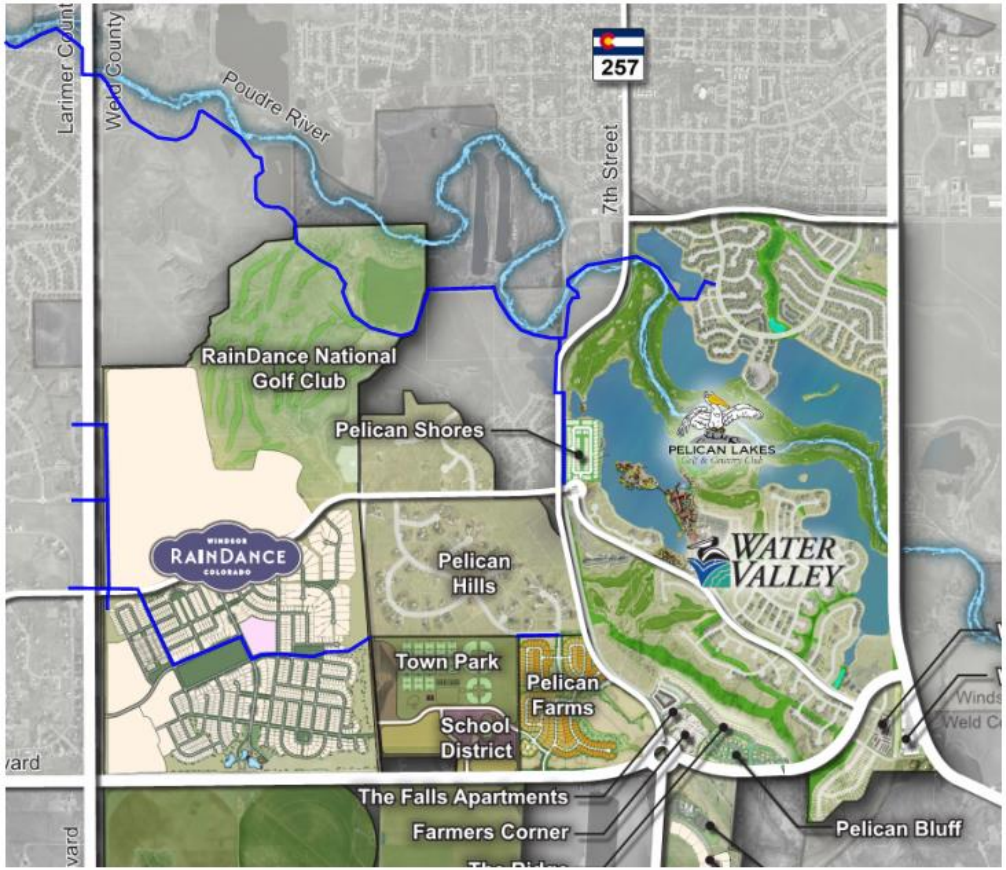
September 21, 2020

7th Street Bridge Crossing

Project Overview

- Goal:
  - Create a safe shared-use crossing across 7th Street.
  - Expand trail connectivity to Windsor Residents.
- Existing Trails/Sidewalks
- Current Area of Discussion
  - 7th Street Bridge Concept
- Future Trails/Sidewalks
  - Golf Cart Accessibility for RDMD and PTMD

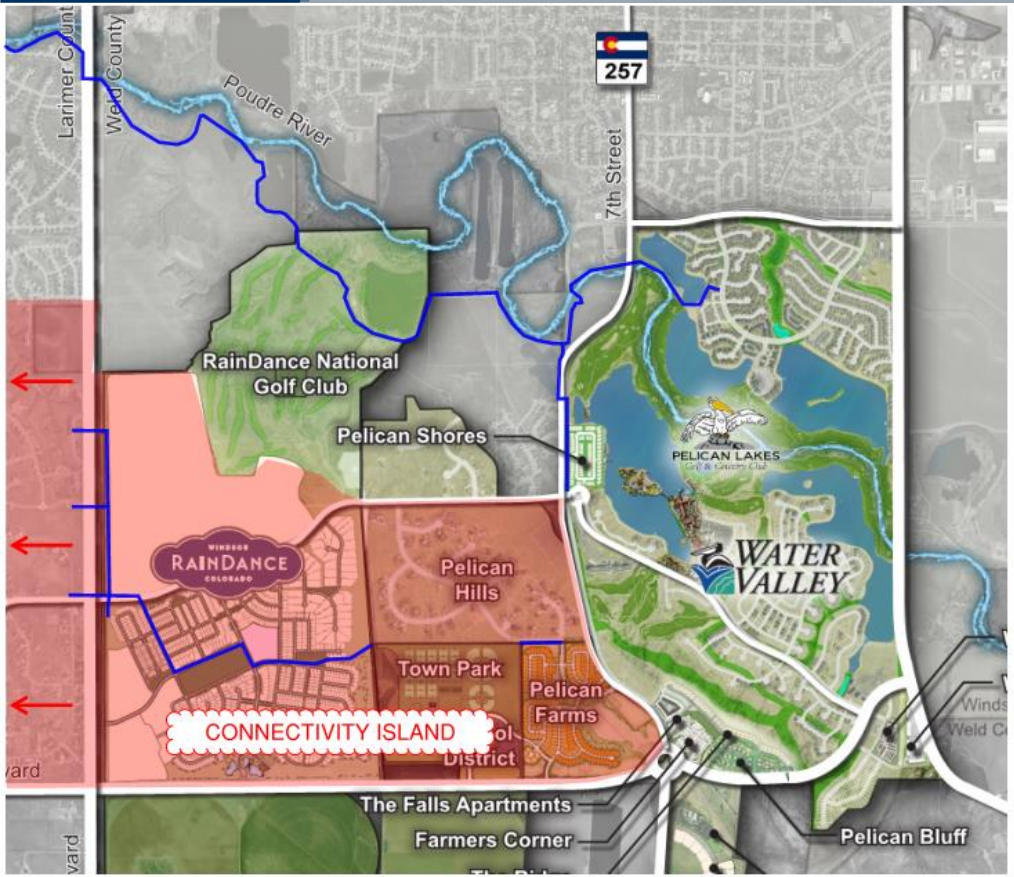
7th Street Bridge Crossing



Existing Trails/Sidewalk Map

Existing Trails/Sidewalks

7th Street Bridge Crossing

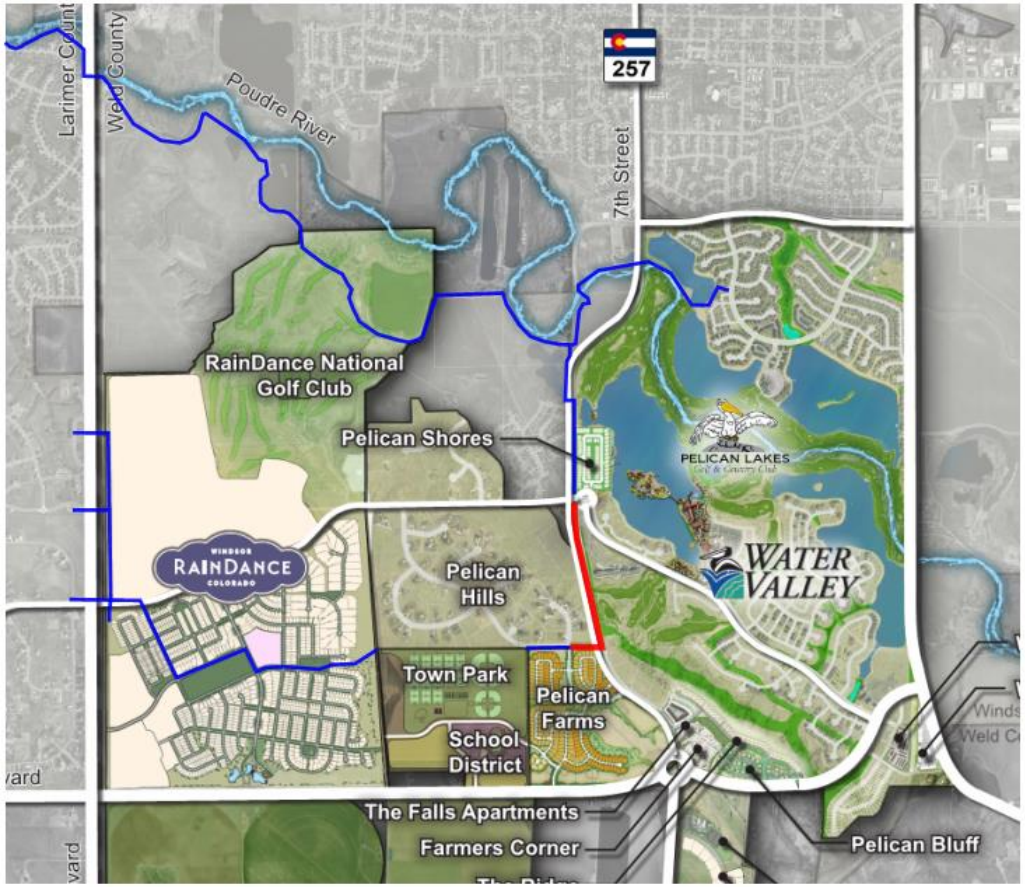


Existing Trails/Sidewalk Map

(Connectivity Island)

Existing Trails/Sidewalks

7th Street Bridge Crossing



Current Area of Discussion Map

Current Area of Discussion (Partnership)

Existing Trails/Sidewalks

7th Street Bridge Crossing

7th Street Bridge Concepts

7th Street Bridge Crossing

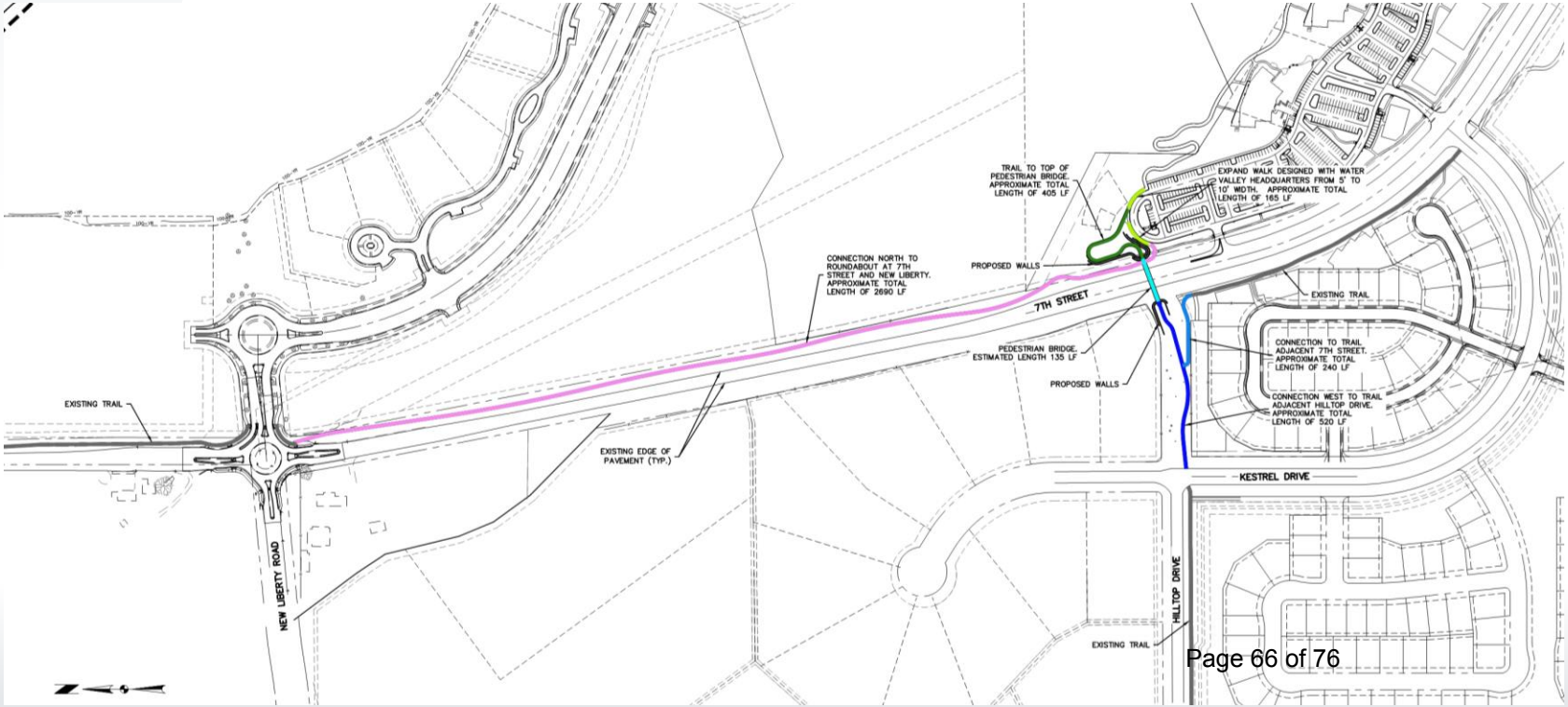
7th Street Bridge Concepts

7th Street Bridge Crossing

7th Street Bridge Concepts

7th Street Bridge Crossing

7th Street Bridge Concepts



7th Street Bridge Crossing

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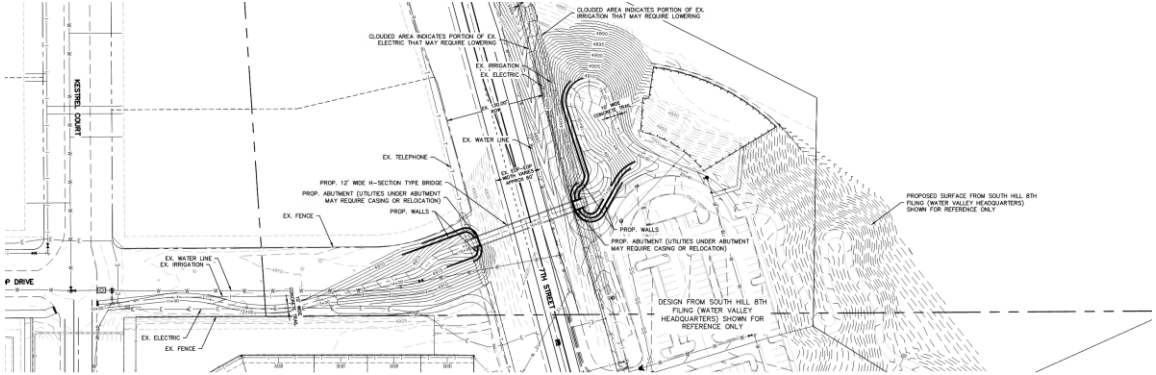
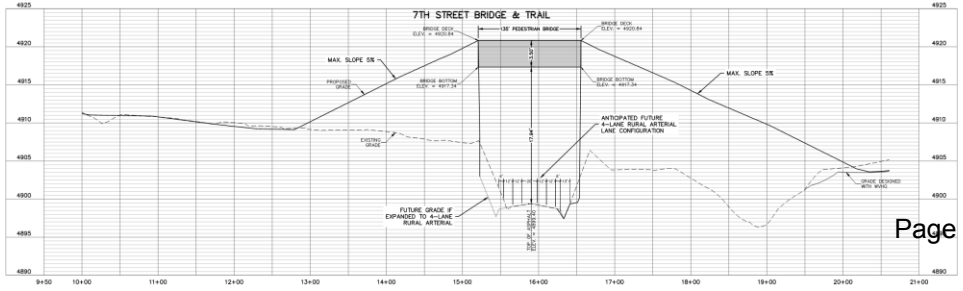
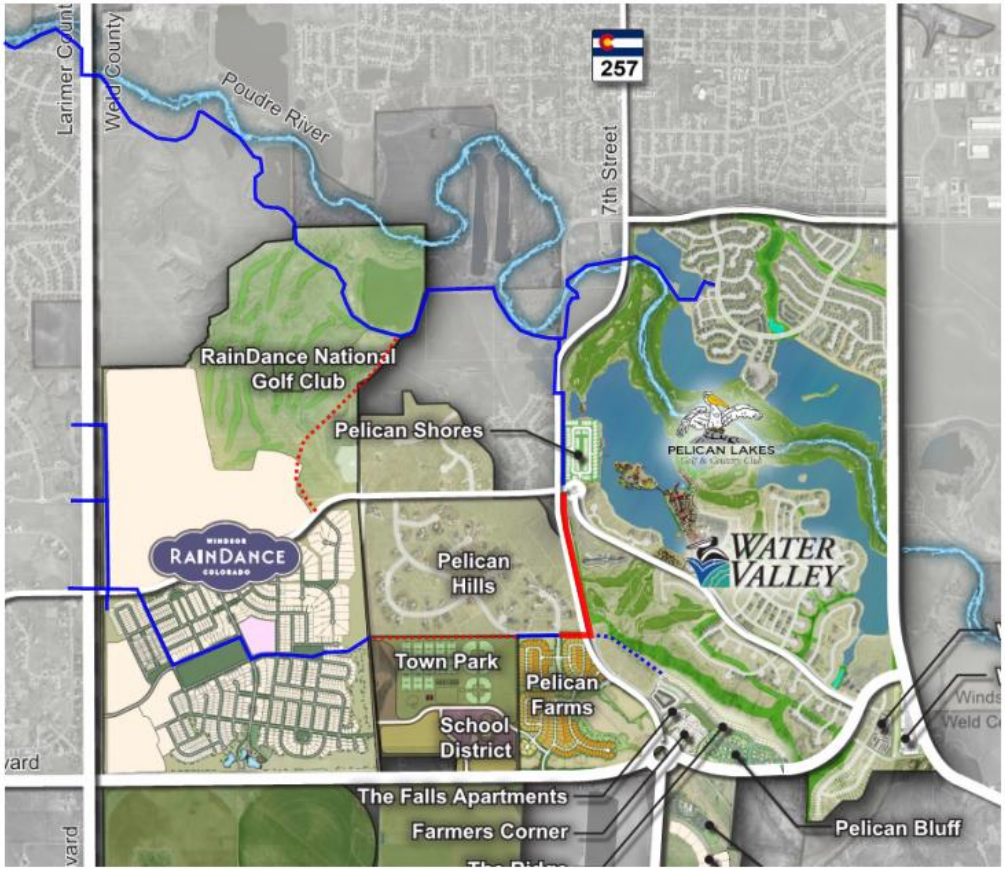




7th Street Bridge Crossing

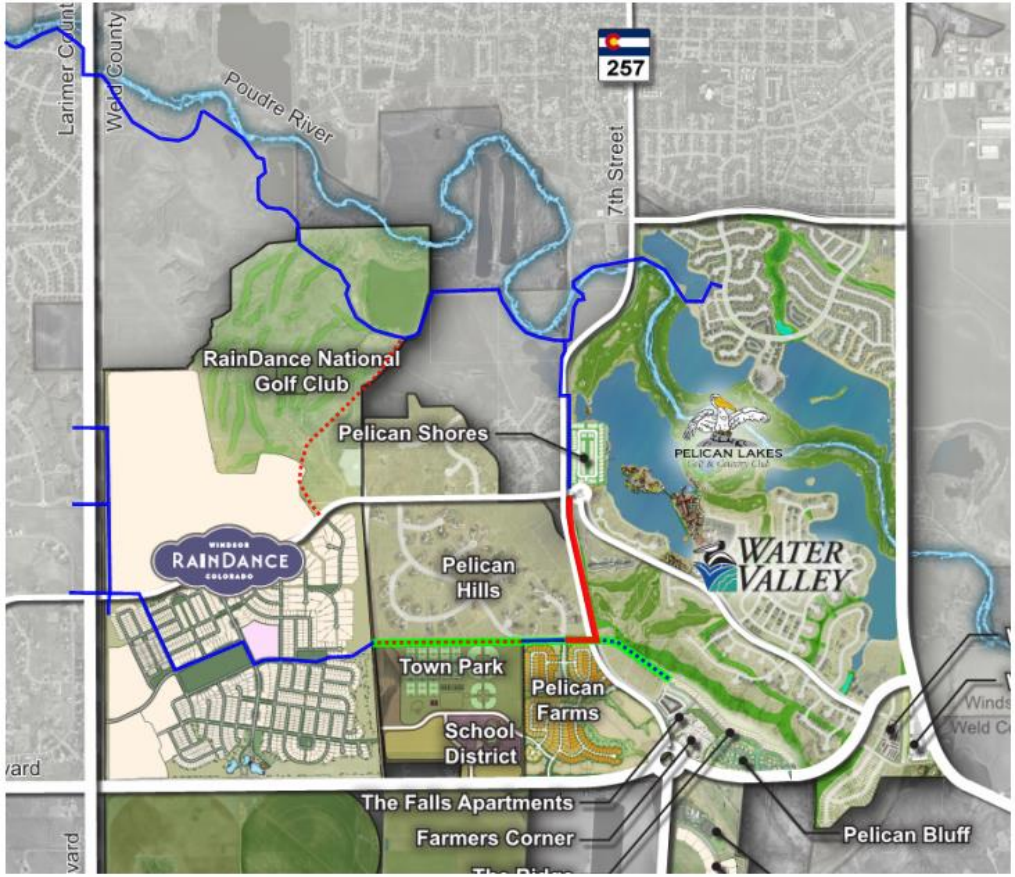


Future Trails/Sidewalks Map

(Developer/Partnerships)

- Current Area of Discussion (Partnership)
- Existing Trails/Sidewalks
- Future Trails/Sidewalks (by Developer)
- Future Trails/Sidewalks (Partnership)

7th Street Bridge Crossing



Golf Cart Accessibility

(RDMD/PTMD)

- Current Area of Discussion (Partnership)
- Existing Trails/Sidewalks
- Future Trails/Sidewalks (by Developer)
- Future Trails/Sidewalks (Partnership)
- Golf Cart Access

7th Street Bridge Crossing

Project Funding

- Cost Sharing Approach - $2.1 Million
  - Design/Construction/Maintenance
    - 1/3 - Raindance Metro District = $700k
    - 1/3 - Poudre Tech Metro District = $700k
    - 1/3 - Town of Windsor = $700k

7th Street Bridge Crossing

Project Benefits

- **Safety –** At Grade Crossing vs. Separated Grade Crossing
- **Connectivity –** Expanded Trail Connections to ALL Residents
- **Shared Use Crossing –** Peds/Bikes/Golf Carts
- **Planning & Forethought –** Earthwork/Roads/Trails were designed/constructed with this crossing already in mind
- **Enhanced Access & Recreation –** Opens up possibilities for peds in SW quadrant to walk/bike/jog to the heart of Windsor

Further Questions or Comments?

MEMORANDUM

Date: September 21, 2020
To: Mayor and Town Board
Via: Shane Hale, Town Manager
From:
Re:
Item #: B.4.

ATTACHMENTS:

- Future Meetings Agenda

FUTURE TOWN BOARD MEETINGS

September 28, 2020 5:30 p.m.	Town Board Work Session CIP Tour
September 28, 2020 7:00 p.m.	Town Board Regular Meeting
October 5, 2020 5:30 p.m.	Town Board Work Session Meet the Board – New Employee CIP Follow up
October 12, 2020 5:30 p.m.	Town Board Work Session with Planning Commission Land Use Code Update – Zone Districts, Subdivisions, & Procedures – Paul Hornbeck
October 12, 2020 7:00 p.m.	Town Board Regular Meeting
October 19, 2020 6:00 p.m.	Town Board Work Session with Planning Commission Urban3 presentation regarding Sustainable Infrastructure and Land Use Development Patterns – David Eisenbraun and Scott Ballstadt
October 26, 2020 5:30 p.m.	Town Board Work Session Water and Sewer Rate Review
October 26, 2020 7:00 p.m.	Town Board Regular Meeting
November 2, 2020 5:30 p.m.	Town Board Work Session Operational Budget
November 9, 2020 5:30 p.m.	Town Board Work Session with Planning Commission 7th Street Multimodal & Walnut Bikeway Projects Kickoff & Initial Input – Paul Hornbeck
November 9, 2020 7:00 p.m.	Town Board Regular Meeting
November 16, 2020 5:30 p.m.	Town Board Work Session DDA Budget presentation—Matt Ashby Wayfinding Signage Discussion—Matt Ashby Impact Fees (Road Impact, Parks, Drainage, Water, etc.)
November 23, 2020 5:30 p.m.	Town Board Work Session Trailer Parking Poudre River Trail Corridor Strategic Plan Update

November 23, 2020 7:00 p.m.	Town Board Regular Meeting
December 7, 2020 5:30 p.m.	Town Board Work Session Affordable Housing discussion for Strategic Plan
December 14, 2020 5:30 p.m.	Town Board Work Session
December 14, 2020 7:00 p.m.	Town Board Regular Meeting
December 21, 2020 5:30 p.m.	Town Board Work Session Board-Manager-Attorney Social

Future Work Session Topics

- Comprehensive Plan Review—End August early September
- Proportional services and amenities for planned population (February 2021)
- Economic development/retail needs at 60,000 population
- Joint Meeting with Town of Windsor, Town of Severance, Fire District and School District – Tentative for Fall of 2020
- Code Amendments for Reimbursements
- Eastman Park Drive Project Kickoff (October 2020)
- 2006 SH 392 Environmental Overview Study (EOS) Bypass Alignment
- Telecom Code (December or January)

MEMORANDUM

Date: September 21, 2020
To: Mayor and Town Board
Via: Shane Hale, Town Manager
From:
Re:
Item #: C.1.