



TOWN BOARD WORK SESSION

September 24, 2018 // 5:30 p.m. // First floor conference room
301 Walnut Street, Windsor, CO 80550

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

AGENDA

1. School District Update
2. Organizational Structure
3. Future Meetings Agenda



MEMORANDUM

Date: September 24, 2018
To: Mayor and Town Board
From: Shane Hale, Town Manager
Jennifer Butcher, Director of Human Resources
Re: **Reorganization Discussion**
Item #: 2

Background / Discussion

Windsor existed for many years at a relatively low population, so the organization never needed to be particularly responsive or proactive. The past few years have changed this dynamic. Now with 30,000 residents, a pace of 371 new residents per month, and dwindling resources comparatively, the Town government must look inward and make adjustments in order to effectively address the needs of the community. To be blunt, the current organizational structure is flat, which in turn creates silos in the organization to the detriment of all.

I also want to state that this reorganization effort shouldn't be viewed as anyway reflective of our current incumbents overseeing different functions within the Town; I have the utmost respect for our leadership team and the work that they've accomplished. This effort is simply a recognition that the Town has changed over the last 15 years, and this municipal corporation needs to get caught up.

I have a few goals with this reorganization. First, we must position the government to be more responsive to the needs of the community. Secondly, we must remove some silos and ensure that the decisions being made are for the good of the whole versus the good of a few. The reorganization needs to improve lines of communication, and reduce cross-departmental confusion. Once implemented, it should help lead to better management of our growth. Finally, I intend it to bring more focus into my day to day—I currently have ten direct reports, and the draft chart that you'll review will result in me having six, which will mean that all of my direct reports will have much better access to me for time and attention.

In addition to looking inward and observing organizational constraints, Staff also reviewed fast-paced communities that are of similar size on the Front Range of Colorado to determine how they have responded to growth through their organizational structure. Those Cities/Towns included: Castle Rock, Commerce City, Parker, Littleton, Brighton, Lafayette, Erie, Evans, Golden and Louisville. Due to my familiarity with the organization, I also included the City of Durango, as its population, cost of living, etc., are very similar to Windsor.

Community Development Department

The two existing departments that are most impacted by the pace of growth are Engineering and Planning/Building. The nature and pace of development requires a coordinated response, consistent answers, and a clear process to ensure that our development process is fair, predictable, and knowable. This change in our organizational structure is the most obvious, as all development review must start here. In fact, of the 11 communities researched, all but one (Evans) had this sort of organizational structure. You'll note that some communities have a different spin on how they arrange the department.

For Windsor, I'll bring the Engineering and Planning/Building Departments under one department, creating an Engineering Division and a Planning/Building Division. The director positions/titles would be changed to Engineering Division Director and Planning and Building Division Director. I would also permanently move our permit technician out of customer service and into the Planning Division. Due to our fast past growth and the need to ensure a smooth process, this is the most urgent change of the three that I have identified.

Public Services Department

The second change that I'd like to make organizationally would be to combine Public Works and Parks, Recreation and Culture. There are differences in each department (recreation, culture, sewer distribution), but there are far more similarities between the duties of the incumbents. For example, both departments are responsible for mowing, snow plowing, water distribution, facility maintenance, recycling and custodial services.

Like the rest of the organization, each department is attempting to do the best that they can with limited resources, so the opportunity here is that with so much overlap in mission, we can bolster work responsibilities and relationships, improve communication and reduce cross-departmental confusion. The immediate win is that we can eliminate confusion around functions like building maintenance, recycling, mowing, resources for snow plowing, etc.

The timing for this change is also fortuitous given the relocation of the Parks maintenance shop to the Public Works site. Additionally, it's obvious that both of the current Directors could use the help; this change would give us the opportunity to allow Terry to implement a successful succession plan, and would give Parks and Rec the ability to focus on the high level planning needs while still meeting the day to day demands of a busy department.

Administrative Services Department

As referenced above, the organization for the Town government is flat versus being dynamic. One of the reasons is that the Town still has "departments" for many functions that are small enough to really be "divisions" in a larger, similarly focused department. This is the case with Human Resources (three employees) and Town Clerk (two employees). I'd like to bring both of these departments under the umbrella of Administrative Services, and include our Customer Services Division, IT and Communications.

Customer Service has historically been a division; recently under the Town Clerk. With the turnover in the Clerk's position, this division has been supervised by the assistant to the TM. Additionally, Communications has traditionally been overseen by the Assistant to the TM.

IT has been a division under the Finance Department for a few years. Given the increased complexity of IT, and the clear growing work demand of the finance department, the time is right to spin IT out of Finance and into Administrative Services.

Other Changes/Notes

Windsor has a strong culture of promoting from within. In each case, incumbents would be encouraged to apply for these new director positions, so I'm anticipating that the financial impacts of these changes as stated below could be much less than illustrated. As our existing directors are promoted or retire, their replacements will work under new titles (Parks, Recreation and Culture Manager) versus the interim titles of Director of Parks, Recreation and Culture Division. Each of these new job descriptions will be assessed by MSEC, so I anticipate that in most cases, at least the grade of the position will be reclassified.

As these changes will take time and effort to ensure that they are working, my approach will be to go one at a time, in the order presented above. With the approval of the Board, I would start 2019 attempting to fill the position of Community Development Director, and wouldn't anticipate being ready to tackle Public Services until mid-year at best. It's unlikely that there would be time to get started on the Administrative Services department until late 2019 or first quarter of 2020, unless staff turnover triggered this change sooner and bumped Public Services out of priority.

Cost Analysis

The costs to take action on the above for the remainder of 2019, and an 'annualized' estimate for 2020 include:

Community Development Director

	<u>Wages</u>	<u>Benefits</u>
2019 Wages – General Fund:	\$47,721	\$12,249
2019 Wages – Cap Imp Fund:	\$11,929	\$3,062
2019 Wages – Water:	\$11,931	\$3,062
2019 Wages – Sewer	\$11,931	\$3,062
2019 Wages – Storm Drain	\$11,931	\$3,062
Total \$119,940 (9 Month Total)		
Full year cost: Wages: \$126,941 Benefits: \$32,583: \$159,524		

Public Services Director

	<u>Wages</u>	<u>Benefits</u>
2019 Wages – General Fund:	\$11,733	\$3,063
2019 Wages – CIF:	\$3,978	\$1,021
2019 Wages – Water:	\$3,182	\$817
2019 Wages – Sewer	\$2,386	\$613
2019 Wages—Storm Drain	\$2,386	\$613
2019 Wages—CRC	\$1,591	\$408
2019 Wages—CRCEX	\$6,365	\$1,634
Total \$39,990 (3 Month Total)		
Full year cost: Wages: \$126,941 Benefits: \$32,583: \$159,524		

Administrative Services Director

	<u>Wages</u>	<u>Benefits</u>
2020 Wages—General Fund	\$76,164	\$19,550
2020 Wages—Water	\$9,520	\$2,444
2020 Wages—Sewer	\$9,520	\$2,444
Total \$119,940 (9 Month Total)		
Full year cost: Wages: \$126,941 Benefits: \$32,583: \$159,524		

Recommendation

If the Board supports the overall direction of this reorganization, Staff will include these three positions in the proposed 2019 budget.

Attachments:

- *Organizational Charts from 11 similar communities*
- *Organizational Charts for Windsor that illustrate the change*
- *Sample job descriptions*
- *Organizational Considerations (3/15/18)*



MEMORANDUM

Date: September 20, 2018
To: Shane Hale, Town Manager
From: Kelly Houghteling, Assistant to the Town Manager
Re: Peer Cities Organizational Chart

Background / Discussion:

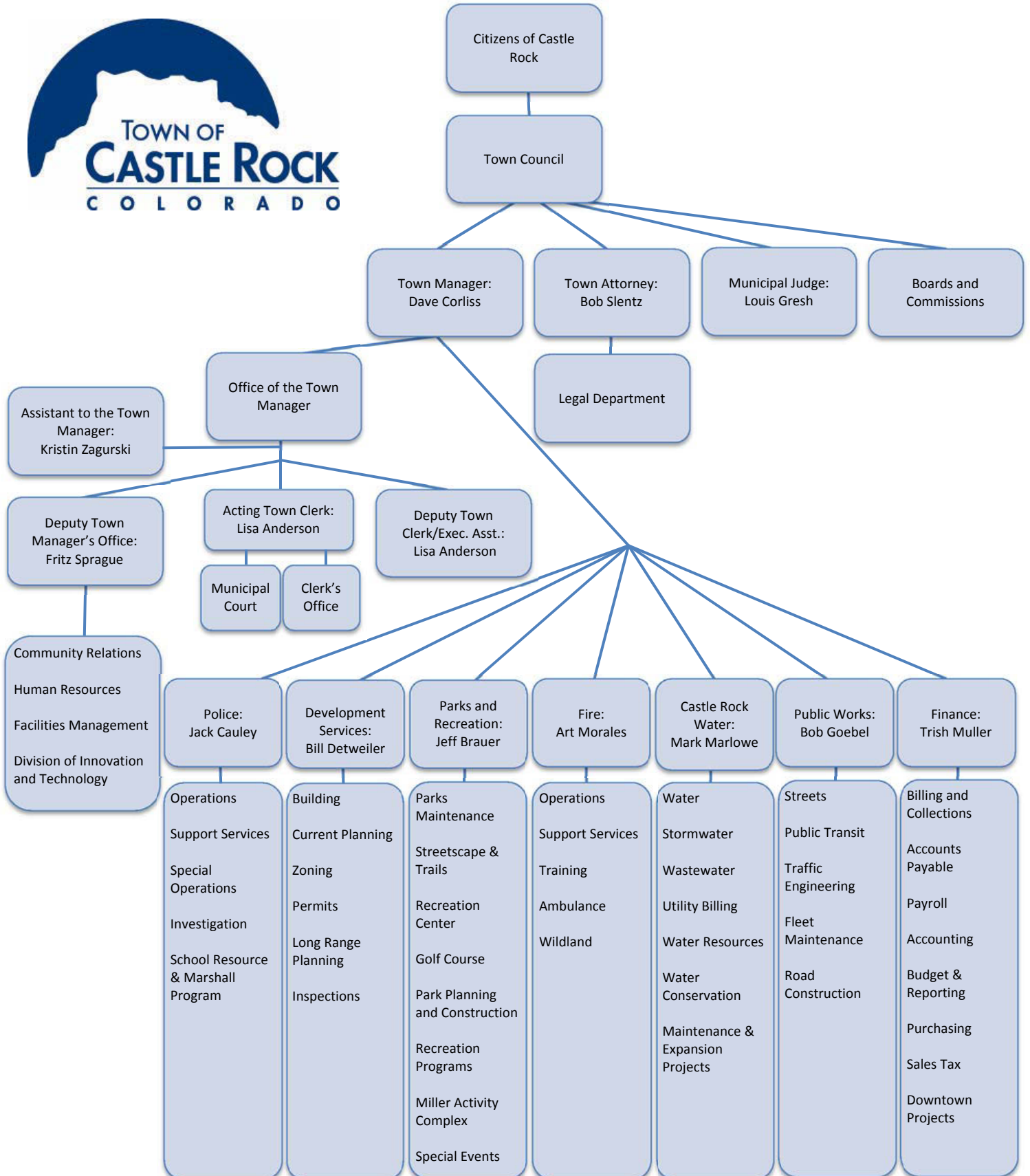
Per your request, attached are the organizational charts for Colorado communities with populations between 18,000 – 55,000. These communities have also experienced similar growth rates.

City	Population Estimate	Rate of Growth
Castle Rock	55,747	15%
Commerce City	51,762	12%
Parker	49,857	10%
Littleton	44,669	7%
Brighton	36,765	10%
Lafayette	27,081	10%
Erie	20,493	13%
Evans	20,473	10%
Golden	20,696	7%
Louisville	20,112	9%
Durango	18,503	5%

Attachments:

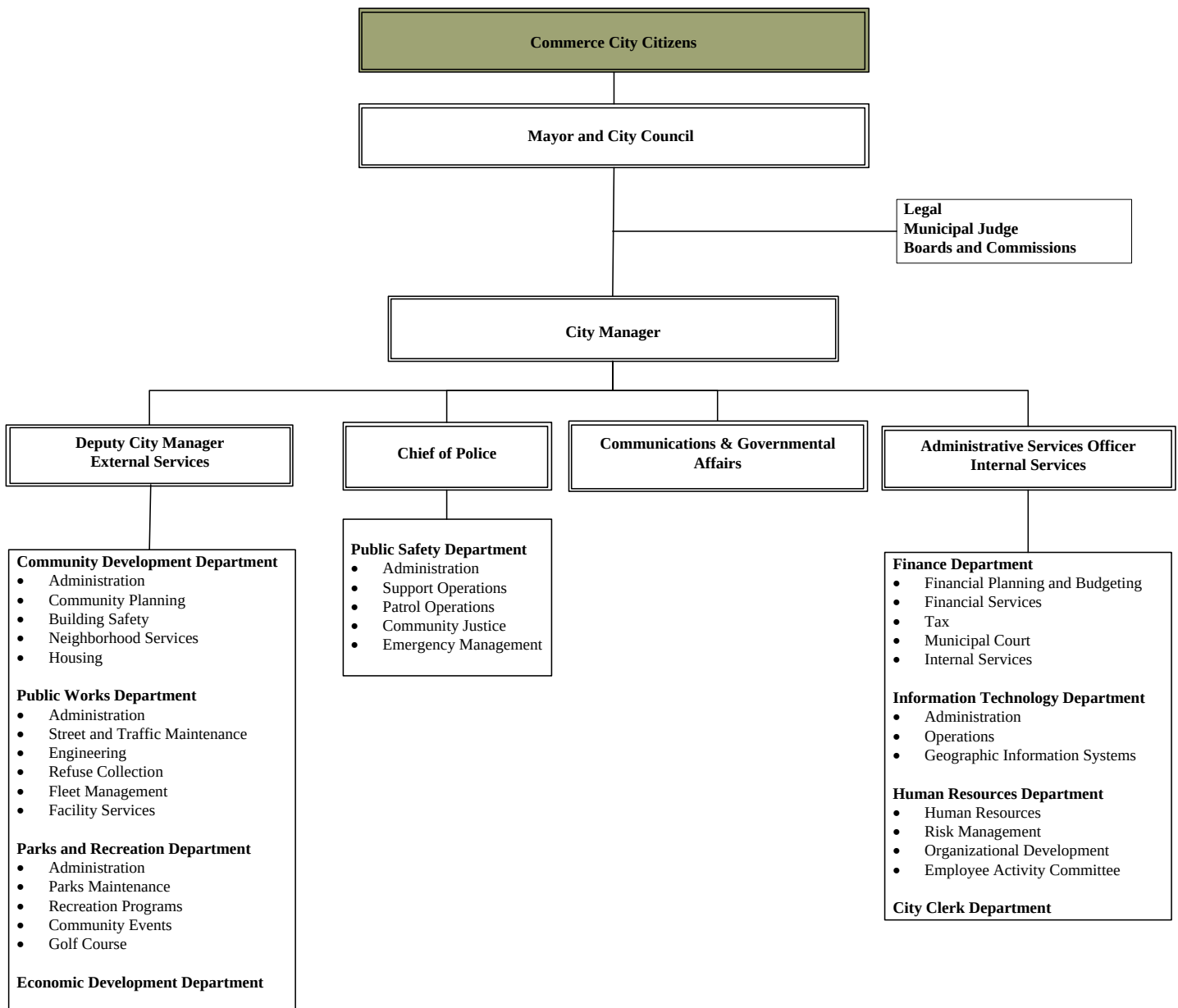
Organizational Charts

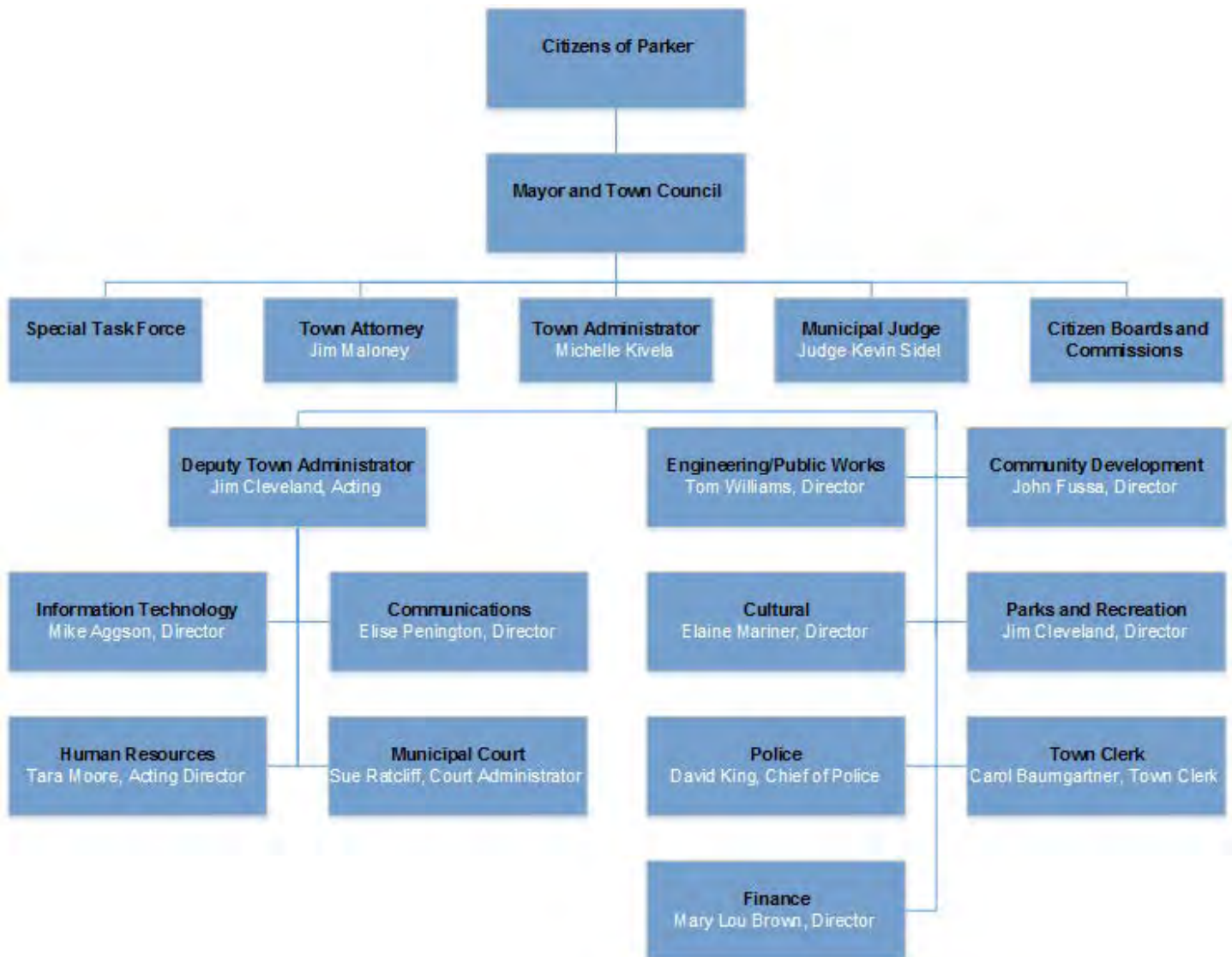
Town of Castle Rock, Colorado Organization Chart



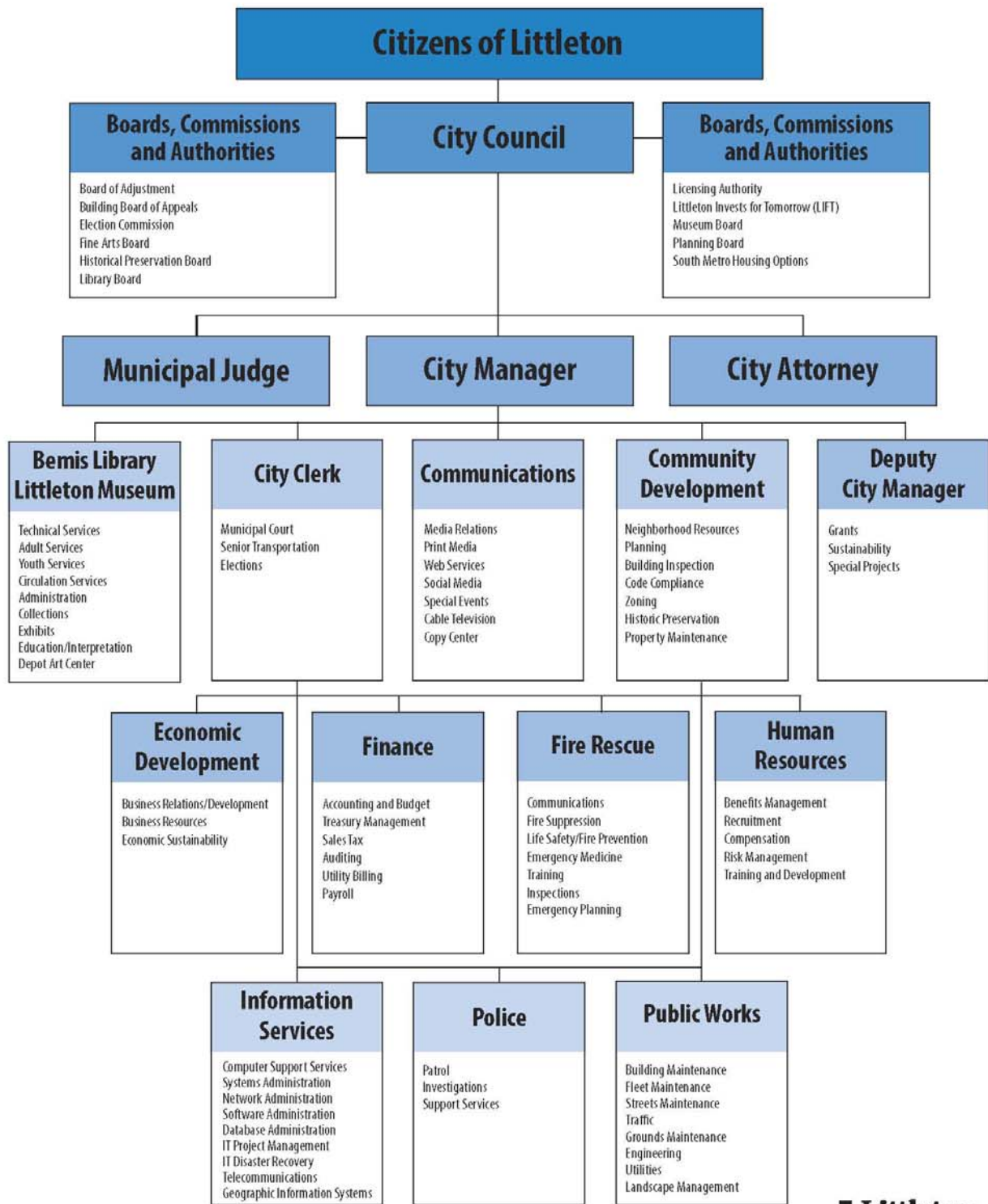
ORGANIZATION

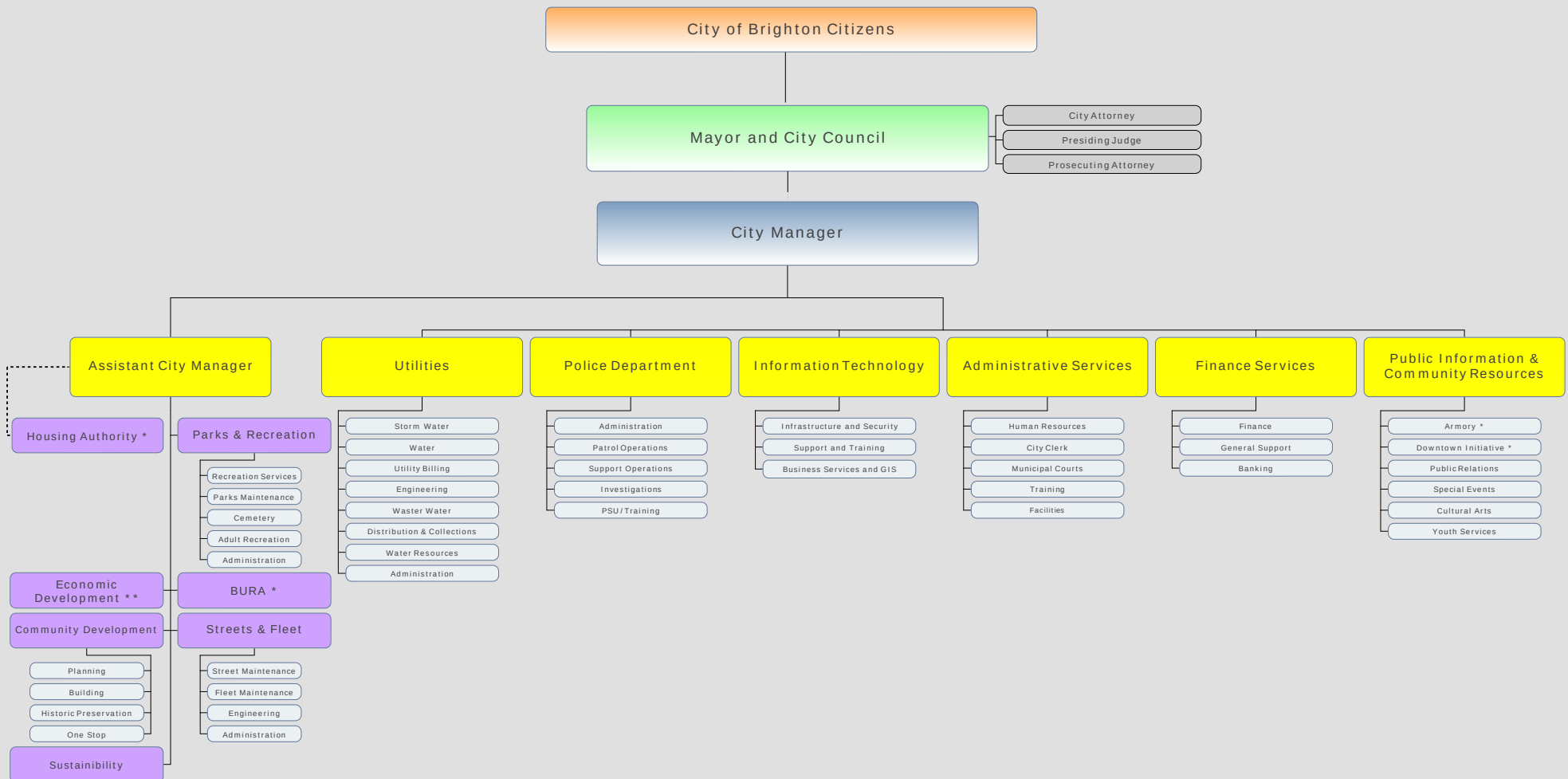
CITY ORGANIZATIONAL CHART





City Organizational Chart





* Appropriations not included in City budget

** Private-Public Corporation

CITIZENS OF LAFAYETTE 2016

CITY COUNCIL

BOARDS & COMMISSIONS

- Cultural Arts Commission
- Employee Pension Board
- Energy Sustainability Advisory Committee
- Historic Preservation Board
- Latino Advisory Board
- Library Board
- Planning Commission
- Public Art Committee
- Open Space Advisory Board
- Senior Center Advisory Board
- Urban Renewal Authority
- Waste Reduction Advisory Committee
- Youth Advisory Committee
- Zoning Board of Adjustment

MUNICIPAL JUDGE

- Traffic Violation
- Code Violation

CITY ADMINISTRATOR

- General City Administration
- Economic Development
- Urban Renewal
- Public Information
- Boards and Commissions

CITY ATTORNEY

- Municipal Prosecution

PLANNING & BUILDING

- Planning
 - Planning/ Zoning
 - Growth Management
 - Historic Preservation
 - Community Housing
- Neighborhood Services
- Building
 - Code Admin
 - Permits
 - Inspections

FIRE

- Suppression
- Inspection
- Training
- EMS

POLICE

- Patrol
- Investigation
- Animal Control
- Emergency Management
- School Resource Officers
- Records and Evidence
- Community Affairs Unit

RECREATION & FACILITY MANAGEMENT

- Recreation
- Leisure Programs
- Aquatics
- Recreation Center
- Building Maintenance
- Senior Services
- Energy Sustainability

LIBRARY

- Library Services
- Community Information

CITY CLERK

- Records Management
- Licensing
- Court Administration
- Elections
- Cemetery
- Broadcast Services

FINANCE

- Accounting
- Budget
- Utility Billing
- Cash Management
- Ambulance Billing
- Information Technology

PARKS, OPEN SPACE & GOLF

- Parks
- Cemeteries
- Open Space
- Golf Course

PUBLIC WORKS

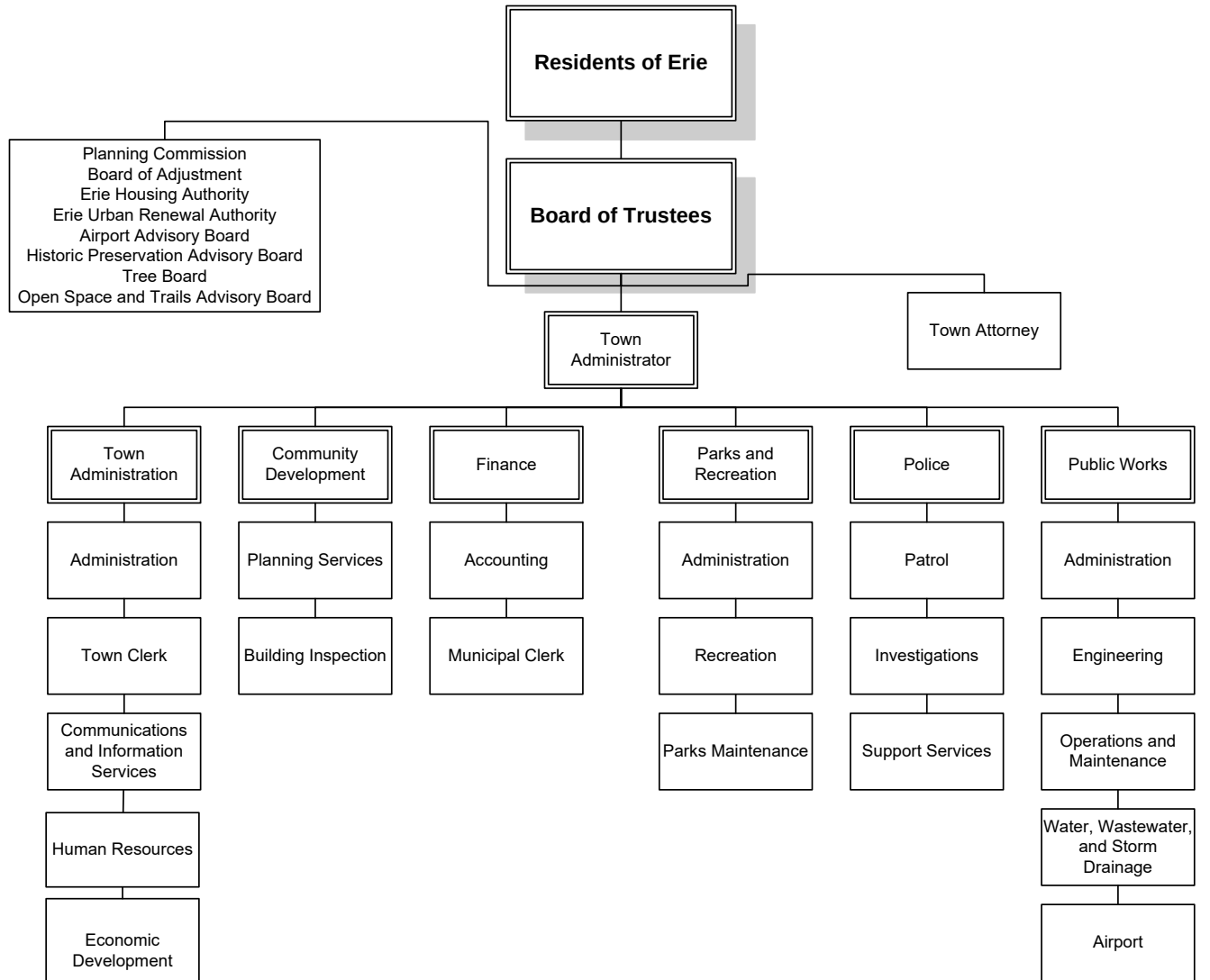
- Engineering
- Equipment Maintenance
- Streets/Traffic Control
- Water Utilities
- Storm Water
- Water Reclamation

HUMAN RESOURCES

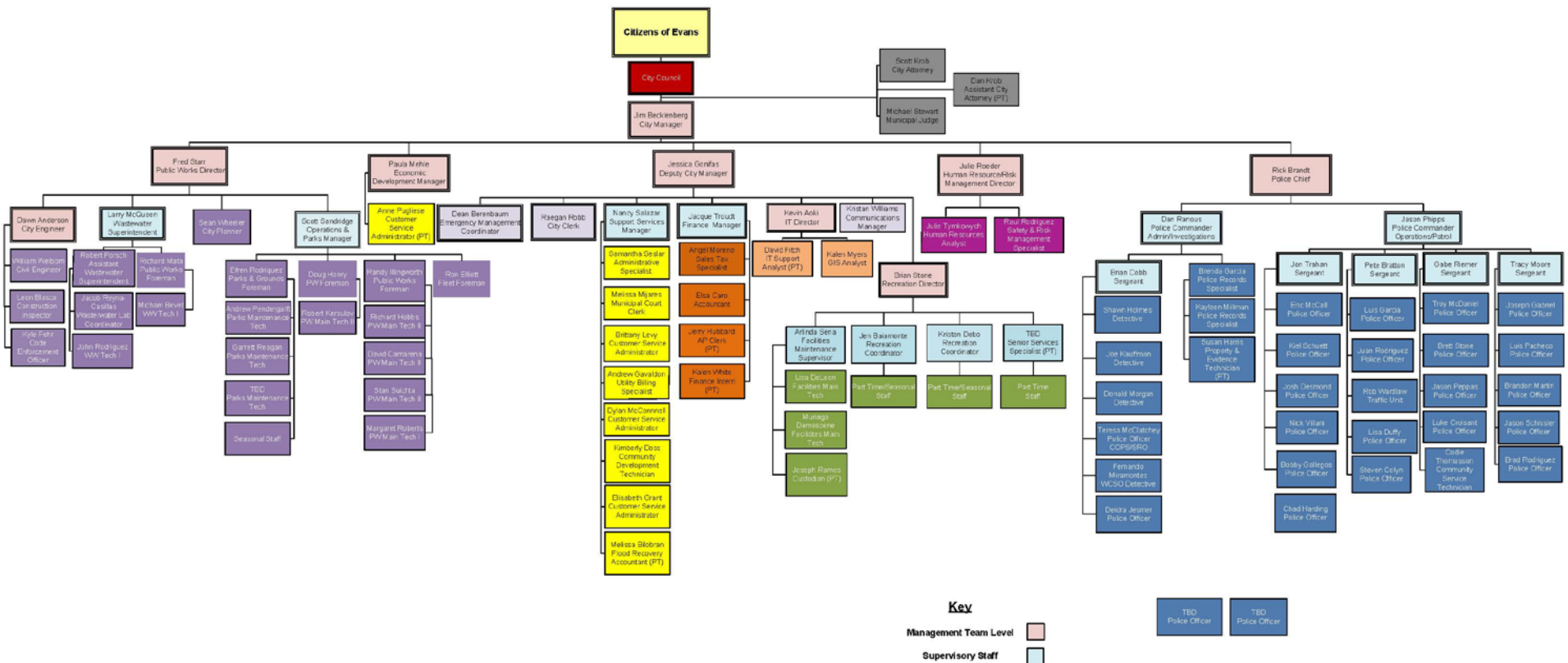
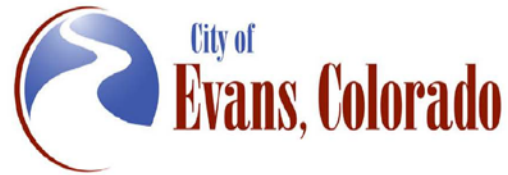
- Risk Management
- Benefits Administration
- Pay Classification
- Employee Relations
- Employee Recruitment and Selection

COMMUNITY DEVELOPMENT

- Economic Development
- Community Development
- Cultural Resources

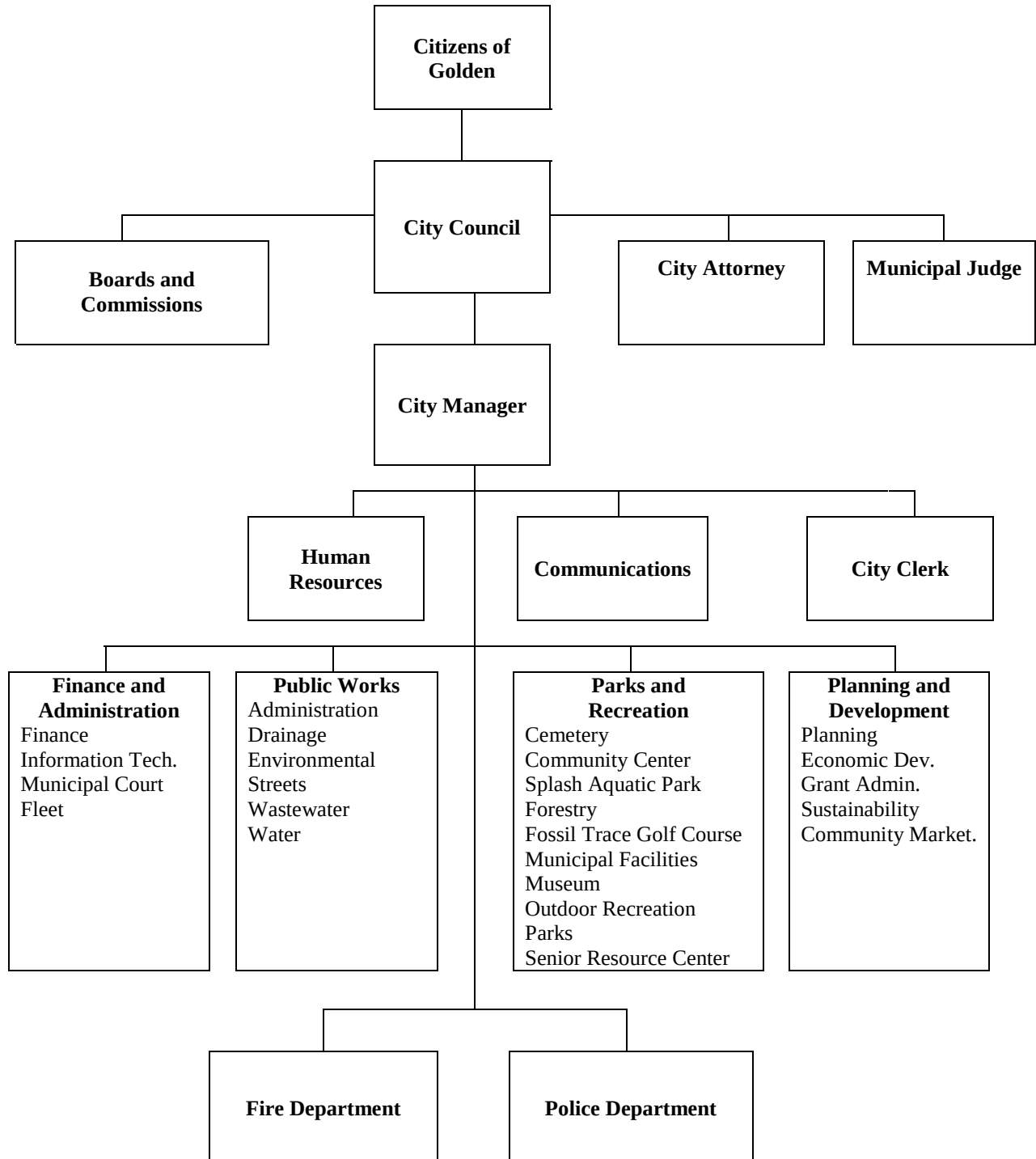


Organizational Chart

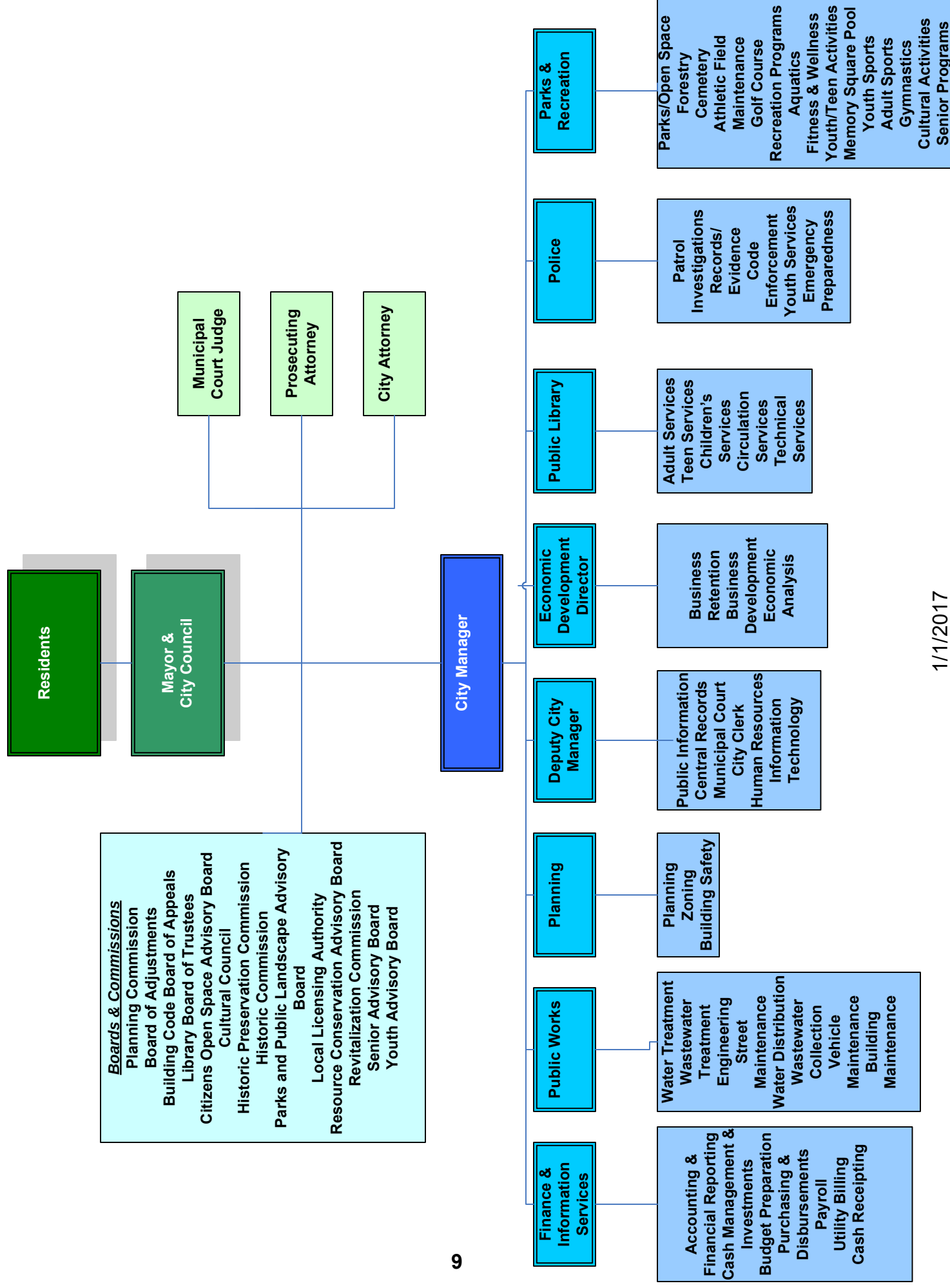




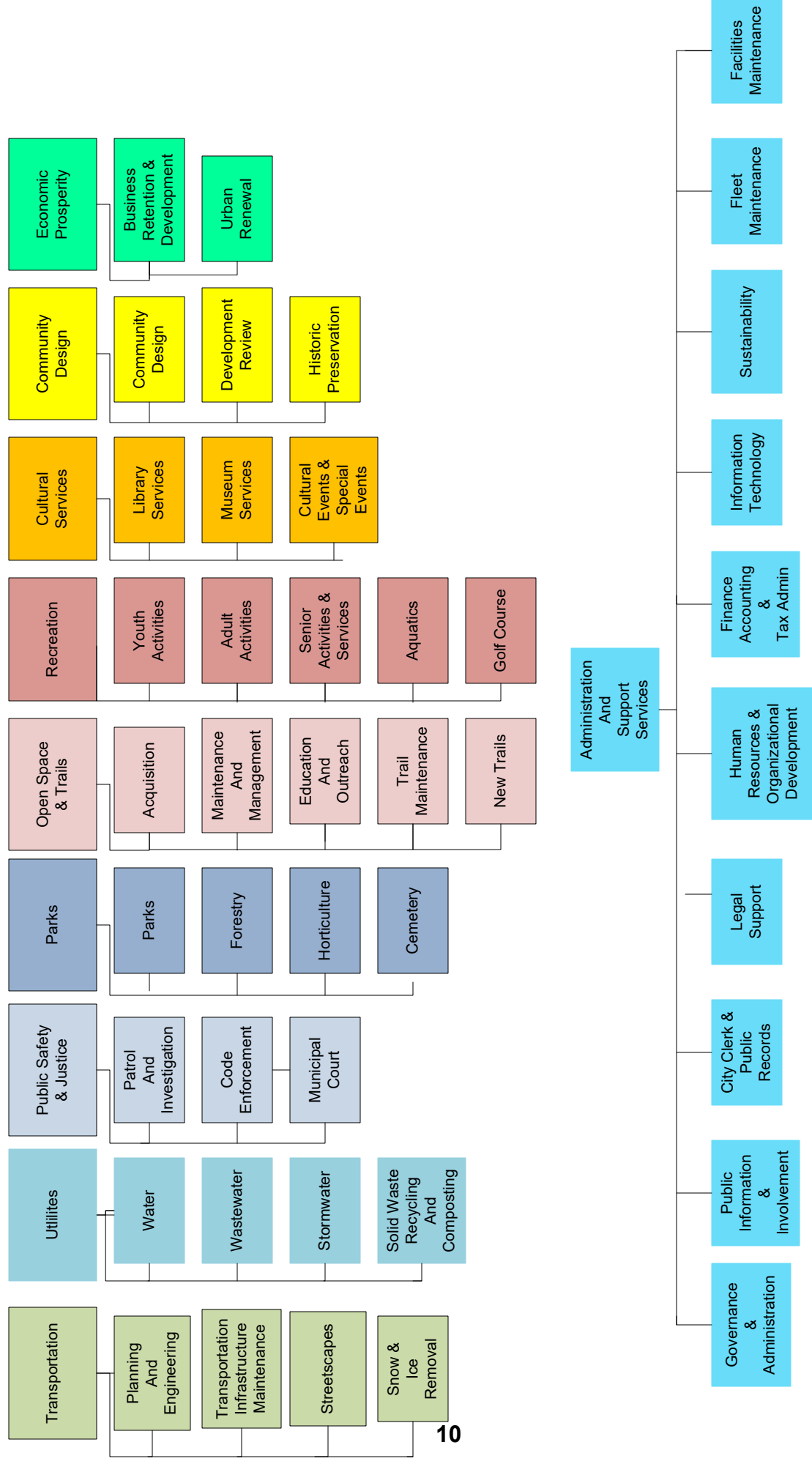
Organizational Chart



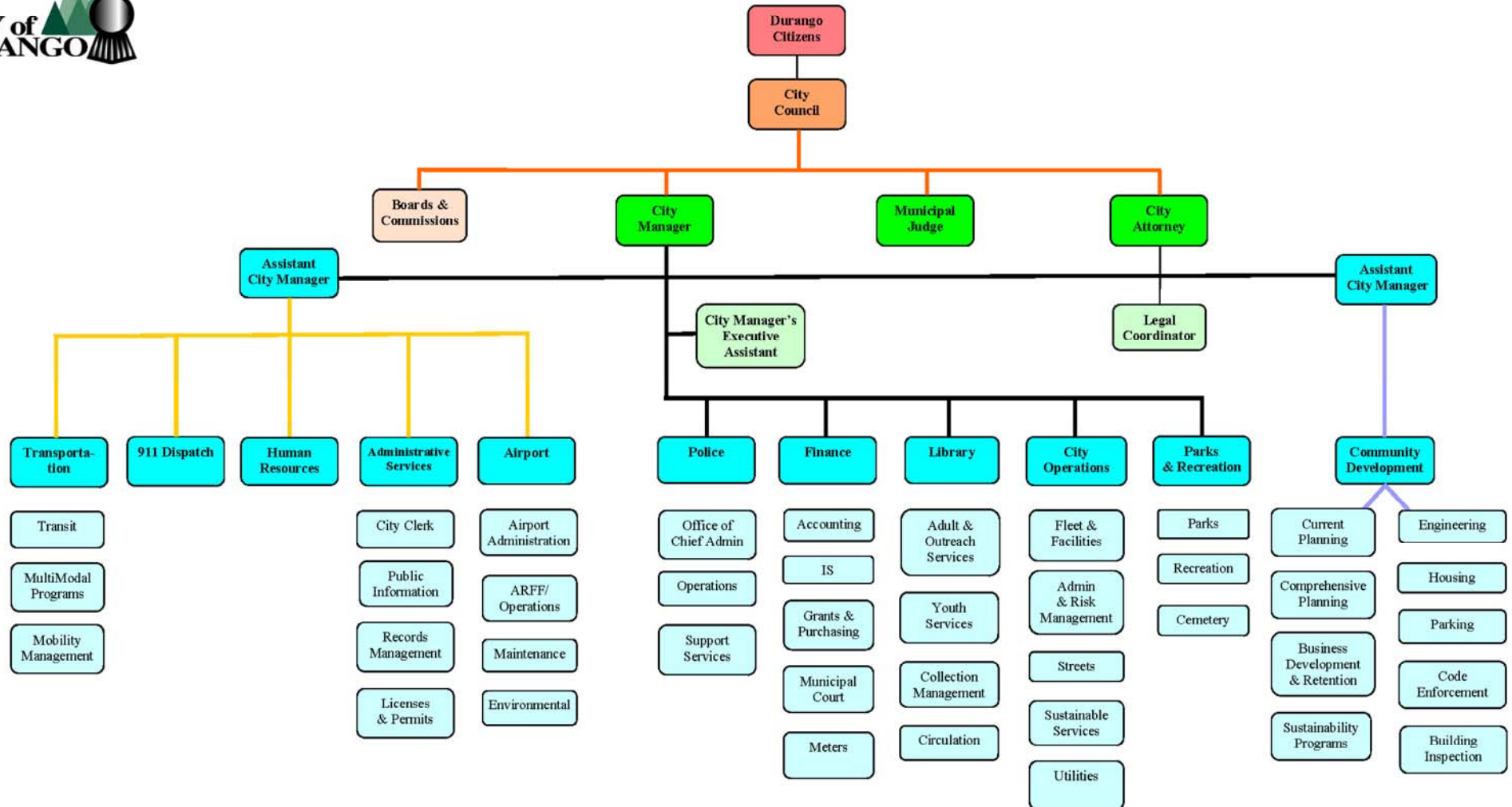
City of Louisville Organizational Chart



Organization Chart by Program

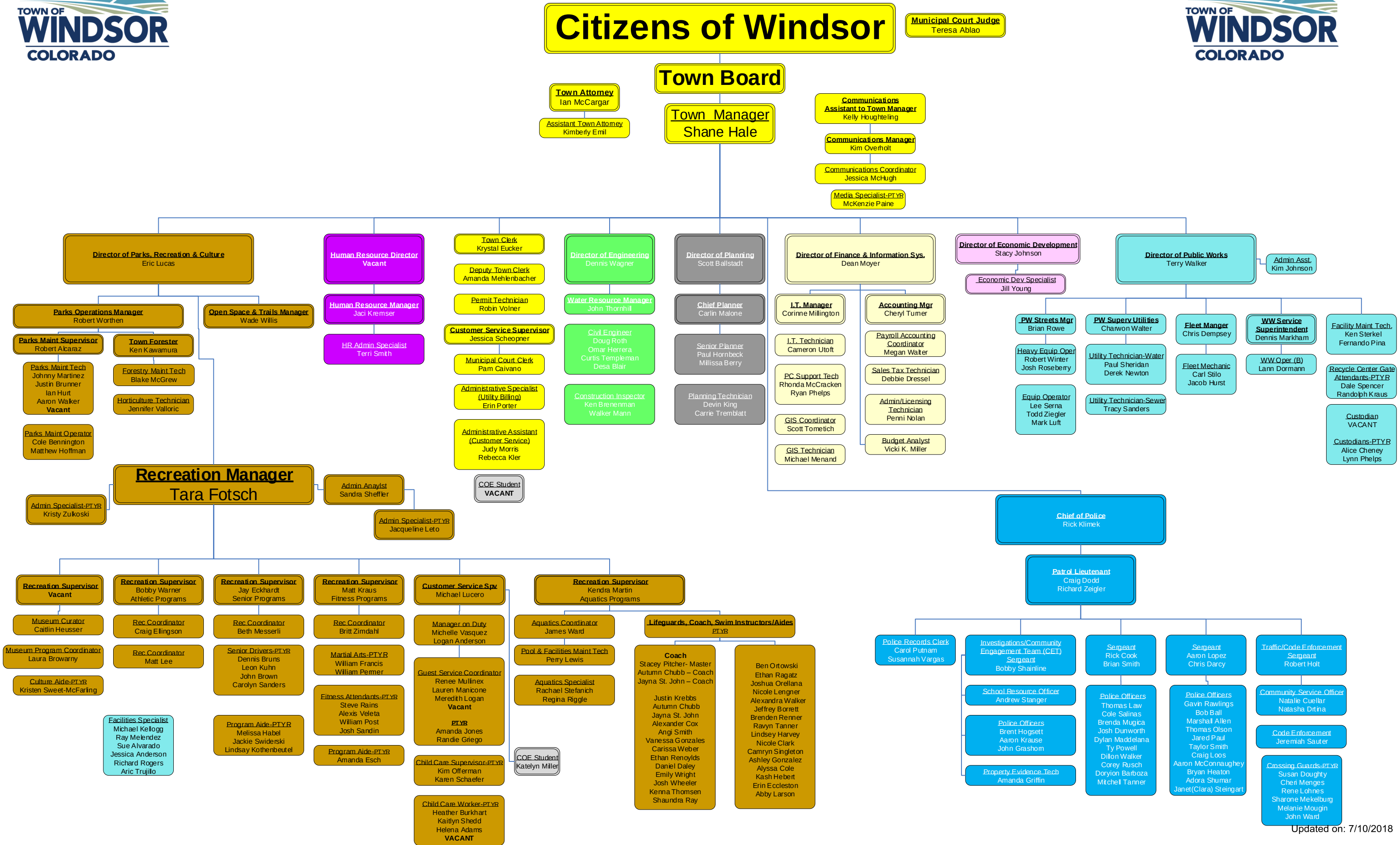


Organization Chart for the City of Durango 9/18/2017





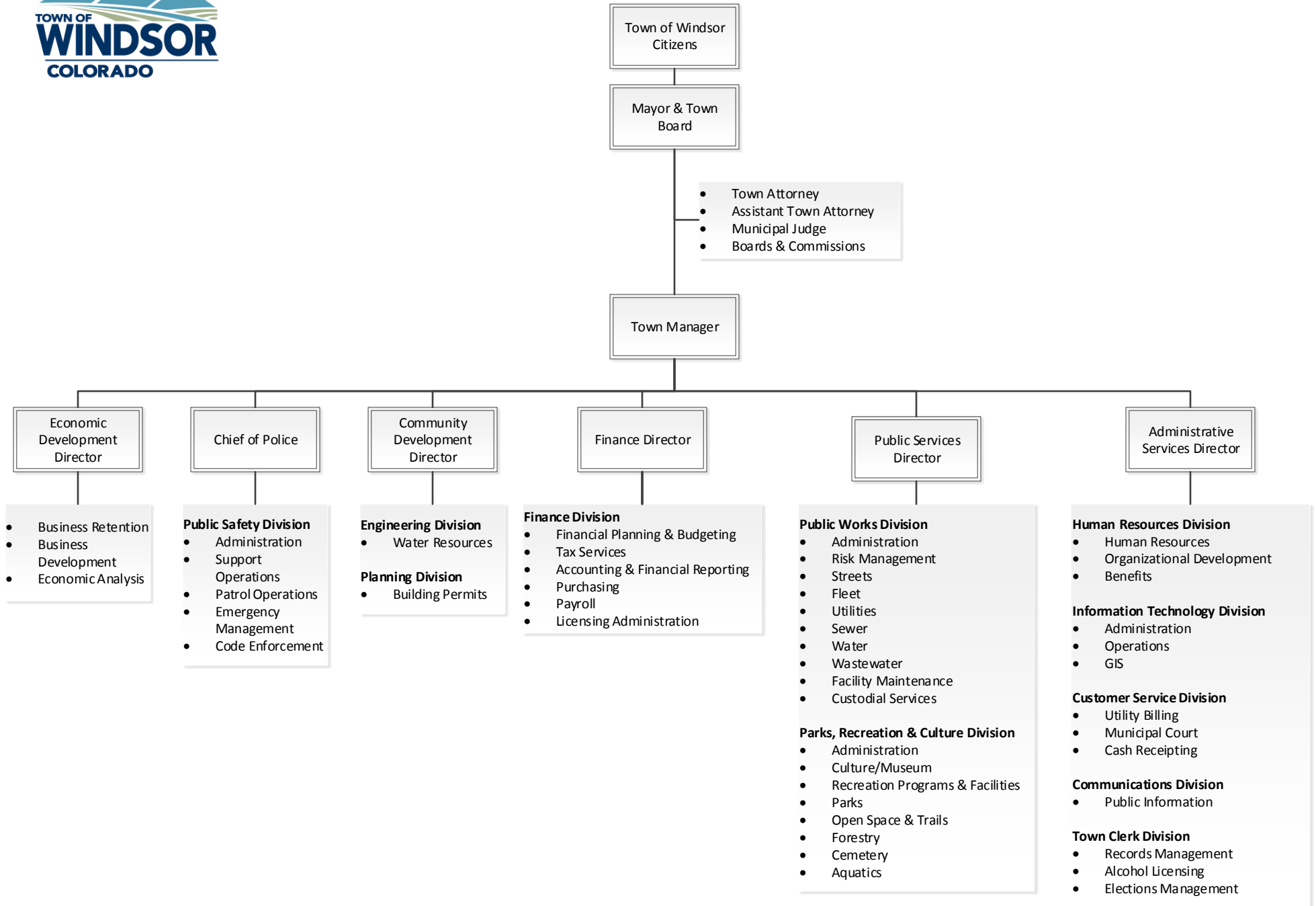
2018 Town of Windsor Organizational Chart





Town of Windsor Organizational Chart

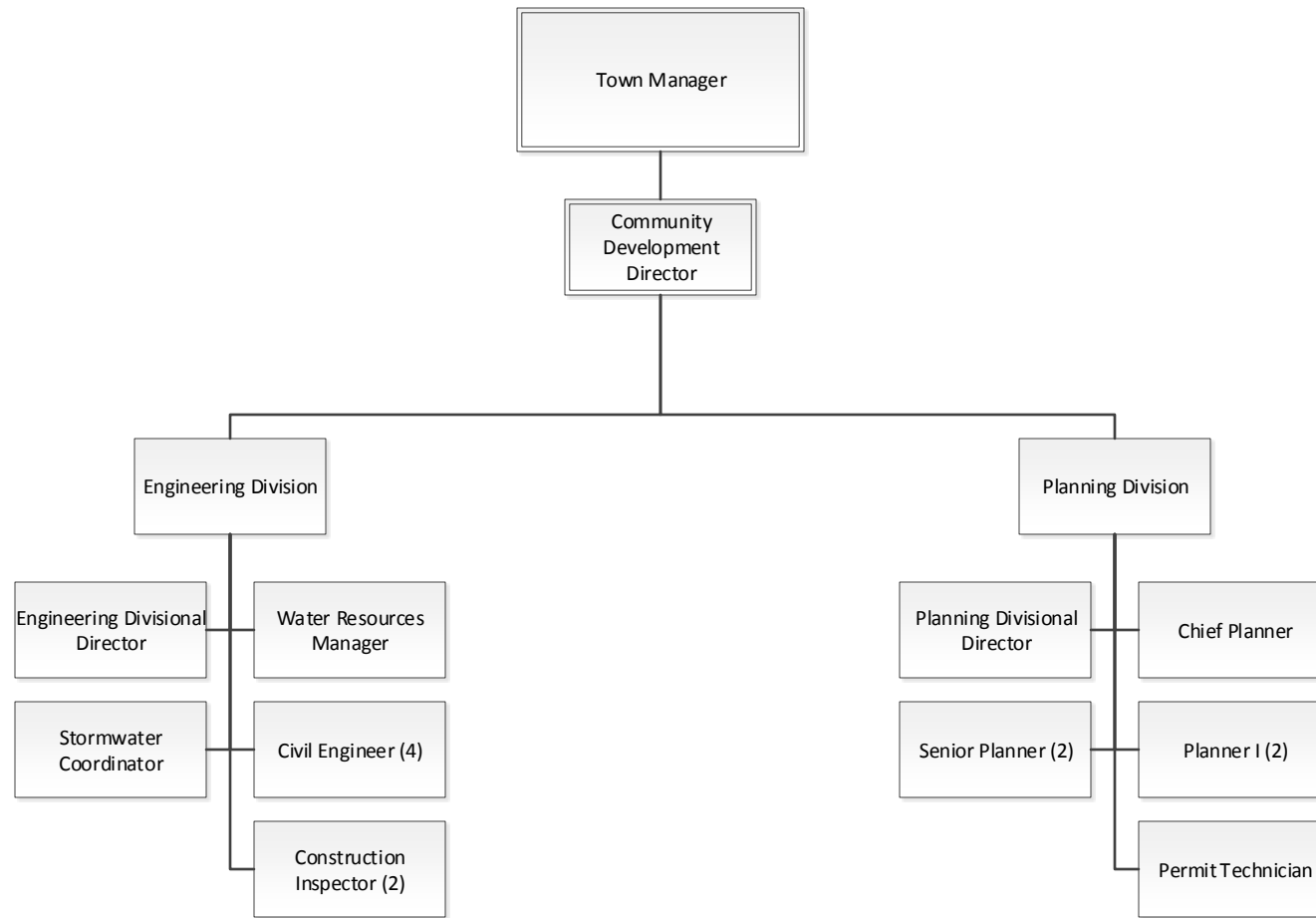
Revised: 9/20/2018





Town of Windsor Organizational Chart

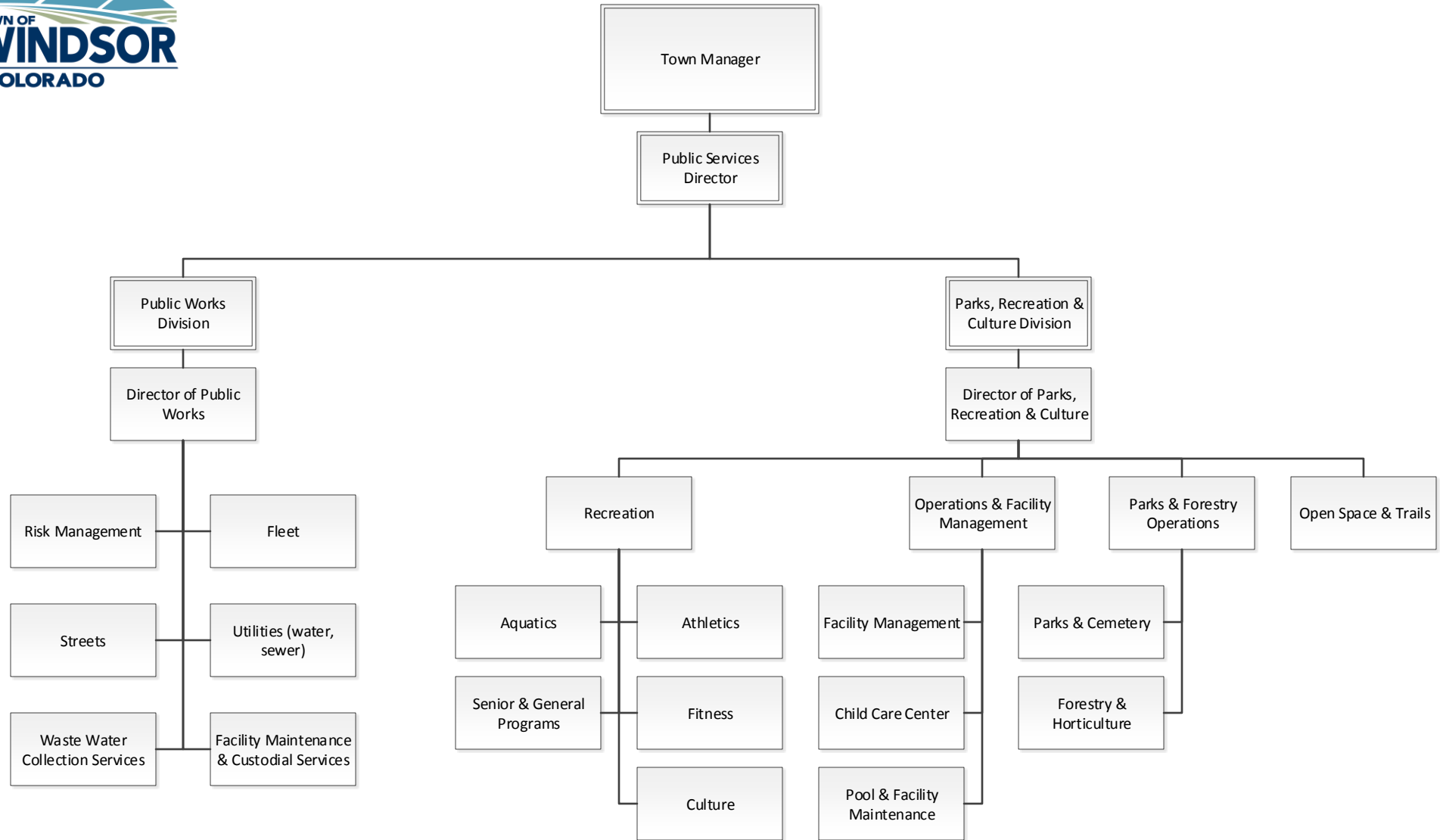
Revised: 9/20/2018





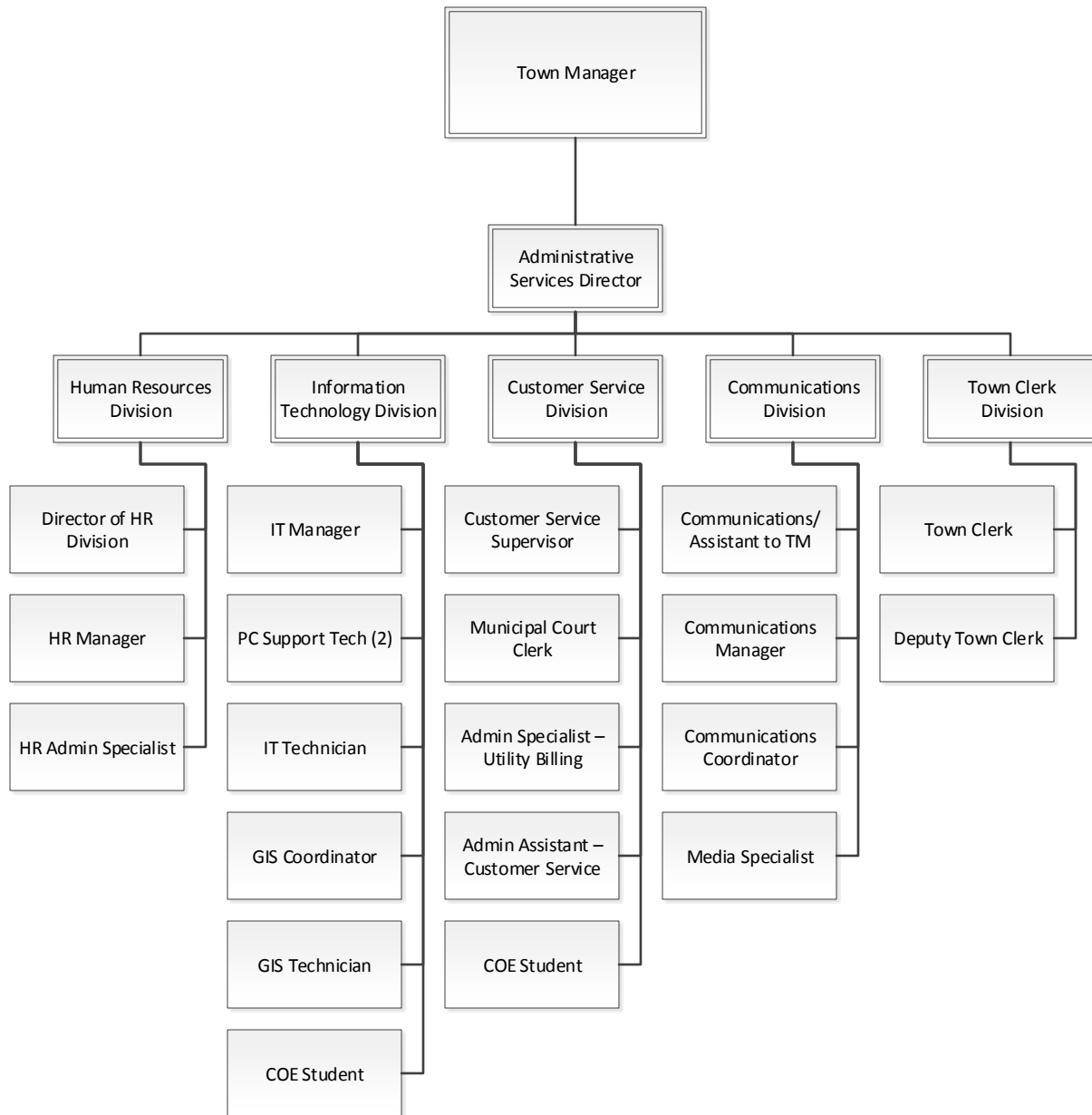
Town of Windsor Organizational Chart

Revised: 9/20/2018





Town of Windsor Organizational Chart



TOWN OF WINDSOR

POSITION DESCRIPTION



POSITION:	Community Development Director
DEPARTMENT:	Community Development
DIVISION:	Engineering and Planning Division
FLSA Status:	Exempt
Pay Level:	99-E
Work Status:	Full-time; 'Regular'
Work Schedule:	Generally Monday-Friday; and, after-hours meetings and problem resolution.

I. NATURE OF WORK

As a key member of the town's Community Development Department, the incumbent in the Community Development Director position will provide leadership, management and supervision to the Engineering and Planning Divisions, and exceptional service to internal and external clients. This position requires a high level of problem solving ability, initiative and the ability to work a majority of the time without direct supervision. This position is responsible for the administration, coordination, and management of all engineering and planning, and community development efforts, including long range and current planning, zoning, subdivision, building permitting and inspections services, capital improvement management, design, and construction, town and master planning activities, building codes and inspection, town engineering design, review, and construction of public infrastructure, Geographic Information Systems (GIS), economic development, and rental housing inspection while exercising a high degree of trust, integrity, and confidence. The Community Development Director is responsible for strategic management, leadership and direct supervision of the Engineering Division Director and Planning Division Director.

Incumbents in the position are required to perform work in a manner consistent with and exemplary of the town's *PRIDE* philosophies and the town's Equal Opportunity Employment policy.

II. SUPERVISION EXERCISED

The Community Development Director provides supervision to all Community Development staff; directly supervises the Engineering Division Director and the Planning Division Director.

III. SUPERVISION RECEIVED

The Community Development Director works under the direct supervision of the Town Manager to carry out assigned duties, functions, roles and projects in both routine and complex circumstances.

IV. ESSENTIAL JOB FUNCTIONS

The incumbent in the Community Development Director role is assigned specific assignments, job duties, scope, authority, responsibility, roles and requirements as determined by the town, department, division, and pursuant to laws, regulation and practices.

Incumbents in this position must be able to successfully perform, be responsible for and/or assist in the fulfillment of many job functions and duties, with or without reasonable accommodation.

The following duties and responsibilities are illustrative of the primary functions of this position and are not intended to be all inclusive:

- Maintains managerial responsibility for all facilities and equipment in use by the department to ensure that they are operating effectively and safely.

- Assesses departmental needs to determine necessity of resources including personnel, capital improvements and equipment acquisition.
- Manages and administers town planning functions including development, interpretation, and enforcement of zoning regulations and land use codes.
- Compiles and analyzes a variety of data on economic, social, and physical factors affecting land use, and prepares graphic and narrative reports on data.
- Develops and oversees the implementation of policies and procedures.
- Reviews proposed ordinances and regulations, plans, and technical reports related to departmental activities for content, accuracy, and feasibility.
- Maintains confidentiality of information consistent with applicable federal, state, and town/county rules and regulations.
- Ensures that assigned staff works as a team to avoid duplication of service and to ensure that customer expectations are recognized and resolved thereby maximizing customer satisfaction.
- Responsible for supervision and management of staff; plan, direct, supervise and evaluate the performance of assigned staff; interview and select employees and recommend transfers, reassignment, termination and disciplinary actions; write and conduct performance evaluations; arrange for appropriate training of subordinate(s); ensure subordinate(s) complies with applicable occupational health and safety standards and department regulations regarding conduct and appearance.
- Participates in the preparation, coordination and presentation of the town's annual budget, capital improvement budget and internal fiscal control measures.
- Represents the town on various committees and boards related to department activities and responsibilities.
- Promotes positive employer/employee relations at all levels in the organization.
- Performs special studies and projects as assigned and required.

OTHER DUTIES

Depending on organizational need, additional duties may include the following:

- May be involved in special projects that are directly or indirectly related to essential job functions.
- Continues educational and certification requirements in order to remain abreast of current methods and procedures.
- Assisting other departments as necessary.
- May participate in town employee committees, projects or assignments as required.
- Other duties, projects, initiatives and activities assigned by the town.

V. KNOWLEDGE, SKILLS & ABILITIES

- Knowledge and experience in urban design and planning principles, practices, and administrative procedures, legal aspects of planning, and planning for environmentally sensitive areas, and site planning and design.
- Experience in interpreting and applying town policies, plans and codes.
- Ability to set work priorities and delegate, direct, guide and evaluate the work of subordinates.
- Experience and knowledge of building code, and code enforcement.

- Experience and skill in analyzing problems, identifying project consequences of proposed actions and implementing recommendations in support of goals.
- Ability to establish and maintain effective working relationships with other employees, vendors, contractors, and the general public.
- Ability to use independent judgement and discretion in determining and implementing procedures for areas of responsibility.
- Leadership and management skills and experience in leading a department/divisions. Diplomatic skills for working with customers.
- Ability to establish and maintain effective relationships with town officials, other governmental agencies, citizens, and the public.
- Considerable knowledge of the principles, practices and operating requirements of a Community Development Department including knowledge of budget preparation and execution.
- Skills in communications and customer relations.
- Ability to effectively, efficiently and courteously communicate verbally and in writing, essential in providing instructions and to inspect the work of others, memos, and correspondences.
- Knowledge of building inspection, code enforcement and processes.
- Skill in planning, organizing, assigning, directing, reviewing and evaluating varied community development activities.

VI. MATERIALS and EQUIPMENT USED

Materials and equipment used include, but may not be limited to the following:

- Equipment:** Position requires ability to properly operate or use the following equipment: computer and associated software, cell phones, scanner, printer and other office equipment and technology hardware. Position may require driving of a town-owned or personal vehicle.
- Materials:** Position requires ability to use the following materials: N/A

VII. WORKING ENVIRONMENT & PHYSICAL REQUIREMENTS

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job.

The majority of this position's duties and work is performed in an office setting; where the following may be required or encountered:

While performing the duties of this job, the employee is regularly required to sit, use hands to finger, handle, or feel; reach with hands and arms; and talk or hear. The employee is occasionally required to stand; walk; climb or balance; and stoop, kneel, crouch, or crawl. The employee may occasionally lift and/or move or carry up to 25 pounds. Extensive computer work, including repetitive motions with hands/wrist; bending; kneeling; standing; walking and moving about the office; and, working with office equipment, machinery and systems (printers, computers, software/database applications, security system, telephone, fax, etc.).

Occasional trips to external locations such as other governmental offices or field sites may be required. Trips to field sites may include exposure to adverse weather and driving conditions as well as construction site risks

Work requires some mathematical reasoning; memorization; oral comprehension; written comprehension; and, handling multiple telephone calls and emails. Work is subject to many interruptions and requires that individuals quickly prioritize job responsibilities in an environment that may involve helping several people at the same time. Contact with individuals where explanatory or interpretive information is exchanged,

gathered or presented is a frequent and a daily requirement. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

VIII. EDUCATION, EXPERIENCE AND FORMAL TRAINING

- Bachelor's Degree in one of the following disciplines (Civil Engineering, Public Administration, Urban and Regional Planning, Landscape Architecture) or related field required; Master's Degree in public or business administration or related field preferred.
- Six (6) years of progressively responsible experience in planning, engineering or related field.
- Experience in municipal planning and administration, including at least 3 years of supervision.
- Any equivalent combination of training and experience that provides evidence that the applicant possesses the required knowledge, skills and abilities to perform the essential functions may be substituted for required education.

IX. LICENSES OR CERTIFICATES

- Must have a current Colorado Driver's License or the ability to obtain one upon hire, and a satisfactory driving record.
- American Institute of Certified Planners (AICP) Certification preferred.

EFFECTIVE DATE: TBD

Note: This position description is not intended to be an exclusive list of all of the requirements, duties, tasks, roles or responsibilities associated with the position. Nothing in this position description restricts the Town's ability to assign, reassign or eliminate duties and responsibilities of this job at any time. The Town is an "at will" employer, and Town employees may be separated from employment at any time and at the discretion of management.

The Town of Windsor is an Equal Employment Opportunity Employer

The Town does not discriminate against applicants or employees on the basis of age, race, gender, color, religion, national origin, disability, sexual orientation or any other status protected by federal, state or local law.

The Town of Windsor will make all reasonable accommodations to ensure that people with disabilities have an equal opportunity in employment. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

TOWN OF WINDSOR

POSITION DESCRIPTION



POSITION:	Administrative Services Director
DEPARTMENT:	Administrative Services
DIVISION:	Information Technology, Human Resources, Customer Service, Town Clerk and Communications Divisions
FLSA Status:	Exempt
Pay Level:	99-E
Work Status:	Full-time; 'Regular'
Work Schedule:	Generally Monday-Friday; and, after-hours meetings and problem resolution.

I. NATURE OF WORK

As a key member of the town's Administrative Department, the incumbent in the Administrative Services Director position will provide leadership, management and supervision to the Information Technology, Human Resources, Customer Service, Town Clerk and Communications Divisions, and exceptional service to internal and external clients. This position requires a high level of problem solving ability, initiative and the ability to work a majority of the time without direct supervision.

This position is responsible for all administrative services efforts including the coordination and management of information technology, human resources, customer service, town clerk and communications. This leader will oversee budget preparation and administration, and employee benefits programs, public information program and channel 8 government access channel while exercising a high degree of trust, integrity, and confidence.

Incumbents in the position are required to perform work in a manner consistent with and exemplary of the town's *PRIDE* philosophies and the town's Equal Opportunity Employment policy.

II. SUPERVISION EXERCISED

The Administrative Services Director provides supervision to all Administrative Services staff; directly supervises the IT Division Manager, Human Resources Division Director, Customer Service Division Supervisor, Town Clerk and Communications Division Manager.

III. SUPERVISION RECEIVED

The Administrative Services Director works under the direct supervision of the Town Manager to carry out assigned duties, functions, roles, and projects in both routine and complex circumstances.

IV. ESSENTIAL JOB FUNCTIONS

The incumbent in the Administrative Services Director role is assigned specific assignments, job duties, scope, authority, responsibility, roles and requirements as determined by the town, department, division, and pursuant to laws, regulation and practices.

Incumbents in this position must be able to successfully perform, be responsible for and/or assist in the fulfillment of many job functions and duties, with or without reasonable accommodation.

The following duties and responsibilities are illustrative of the primary functions of this position and are not intended to be all inclusive:

- Oversees the development of long-range strategic plans for the Administrative Services Division.
- Oversees the implementation of policies and procedures.

- Coordinates activities of the Town Clerk, IT Division Manager, Human Resources Division Director, Communications Division Manager and Customer Service Division Supervisor.
- Effectively represents each division, and the town, in meetings with governmental agencies, contractors, vendors, and various businesses, professional, regulatory and legislative organizations. Interpret, apply, and explain complex laws, codes, regulations and ordinances.
- Reviews proposed ordinances and regulations, plans, and technical reports related to departmental activities for content, accuracy, and feasibility.
- Maintains confidentiality of information consistent with applicable federal, state, and city/county rules and regulations.
- Researches, prepares and presents periodic reports on issues, projects and operational statistics. Develops strategies and work plans for achieving program and project goals. Manages special projects as assigned.
- Assesses departmental needs to determine necessity of resources including personnel, capital improvements and equipment acquisition.
- Responsible for supervision and management of direct staff; plan, direct, supervise and evaluate the performance of assigned staff; interview and select employees and recommend transfers, reassignment, termination and disciplinary actions; write and conduct performance evaluations; arrange for appropriate training of subordinate(s); ensure subordinate(s) complies with applicable occupational health and safety standards and department regulations regarding conduct and appearance.
- In coordination with the Town Manager, prepares annual town budget; conducts financial analyses and projections; monitors town revenues; complies, reviews and analyzes department's expenditure requests; manages the production of the budget document; prepares, administers and implements annual department budget; exercise control over expenditures of budget and funds; assists the Director of Finance with fiscal matters.
- Serves as a member of the management team; reviews and resolves internal issues; develops and implements strategic direction; prepares and recommends organization structure and major expenditures; conducts workforce planning.
- Oversees the town's public information program including management of the government access channel, televising of town meetings and monthly programming. Oversees the preparation of news releases media advisories, development of media strategy and responds to media requests for information.
- Promotes positive employer/employee relations at all levels in the organization.

OTHER DUTIES

Depending on organizational need, additional duties may include the following:

- May be involved in special projects that are directly or indirectly related to essential job functions.
- Continues educational and certification requirements in order to remain abreast of current methods and procedures.
- Assisting other departments as necessary.
- May participate in town employee committees, projects or assignments as required.
- Other duties, projects, initiatives and activities assigned by the town.

V. KNOWLEDGE, SKILLS & ABILITIES

- Knowledge and experience in municipal government services, organizations, and general political structure.
- Public personnel administration as applied to research, report writing, analytical studies and the evaluation of various programs.
- Ability to set work priorities and delegate, direct, guide and evaluate the work of subordinates.
- Practical knowledge of the principals, practices, and theories of Information Technology, Human Resources, Customer Service and Communications.
- Experience and skill in analyzing problems, identifying project consequences of proposed actions and implementing recommendations in support of goals.
- Advanced knowledge of, and the ability to, interpret and apply federal, state and local laws, statutes, ordinances, rules and regulations pertaining to local government operations as well as knowledge of federal and state legislative processes.
- Ability to prepare and maintain effective working relationships with other employees, vendors, contractors, and the general public.
- Ability to use independent judgement and discretion in determining & implementing procedures for areas of responsibility.
- Ability to maintain confidentiality.
- Leadership and management skills and experience in leading a department/divisions. Diplomatic skills for working with customers.
- Ability to establish and maintain effective relationships with Town officials, other governmental agencies, citizens, and the public.
- Considerable knowledge of the principles, practices and operating requirements of Administrative Services including knowledge of budget preparation and execution.
- Skills in communications and customer relations.
- Working knowledge of state and federal legislation as needed to review and approve Colorado Revised Statutes pertaining to election law and records retention, C.O.R.A, data protection, and Open Meetings Act.
- Ability to effectively, efficiently and courteously communicate verbally and in writing, essential in providing instructions and to inspect the work of others, memos, and correspondences.

VI. MATERIALS and EQUIPMENT USED

Materials and equipment used include, but may not be limited to the following:

- Equipment:** Position requires ability to properly operate or use the following equipment: computer and associated software, cell phones, scanner, printer and other office equipment and technology hardware. Position may require driving of a town-owned or personal vehicle.
- Materials:** Position requires ability to use the following materials: N/A

VII. WORKING ENVIRONMENT & PHYSICAL REQUIREMENTS

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job.

The majority of this position's duties and work is performed in an office setting; where the following may be required or encountered:

While performing the duties of this job, the employee is regularly required to sit, use hands to finger, handle, or feel; reach with hands and arms; and talk or hear. The employee is occasionally required to stand; walk; climb or balance; and stoop, kneel, crouch, or crawl. The employee may occasionally lift and/or move or carry

up to 25 pounds. Extensive computer work, including repetitive motions with hands/wrists; bending; kneeling; standing; walking and moving about the office; and, working with office equipment, machinery and systems (printers, computers, software/database applications, security system, telephone, fax, etc.).

Occasional trips to external locations such as other governmental offices or field sites may be required. Trips to field sites may include exposure to adverse weather and driving conditions as well as construction site risks.

Work requires some mathematical reasoning; memorization; oral comprehension; written comprehension; and, handling multiple telephone calls and emails. Work is subject to many interruptions and requires that individuals quickly prioritize job responsibilities in an environment that may involve helping several people at the same time. Contact with individuals where explanatory or interpretive information is exchanged, gathered or presented is a frequent and a daily requirement. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

VIII. EDUCATION, EXPERIENCE AND FORMAL TRAINING

- Bachelor's Degree in one of the following disciplines (Business Administration, Public Administration) or related field required; Master's Degree in public or business administration or related field preferred.
- 6 years of experience in municipal government planning and administration, including at least 3 years of supervision.
- Any equivalent combination of training and experience that provides evidence that the applicant possesses the required knowledge, skills and abilities to perform the essential functions may be substituted for required education.

IX. LICENSES OR CERTIFICATES

- Must have a current Colorado Driver's License or the ability to obtain one upon hire, and a satisfactory driving record.

EFFECTIVE DATE: TBD

Note: This position description is not intended to be an exclusive list of all of the requirements, duties, tasks, roles or responsibilities associated with the position. Nothing in this position description restricts the Town's ability to assign, reassign or eliminate duties and responsibilities of this job at any time. The Town is an "at will" employer, and Town employees may be separated from employment at any time and at the discretion of management.

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TOWN OF WINDSOR

POSITION DESCRIPTION



POSITION:	Public Services Director
DEPARTMENT:	Public Services
DIVISION:	Parks, Recreation, Culture and Public Works Division
FLSA Status:	Exempt
Pay Level:	99-E
Work Status:	Full-time; 'Regular'
Work Schedule:	Generally Monday-Friday; and, after-hours meetings and problem resolution.

I. NATURE OF WORK

As a key member of the town's Public Services Department, the incumbent in the Public Services Director position will provide leadership, management and supervision to the Recreation, Parks, Culture and Public Works Divisions, and exceptional service to internal and external clients. This position requires a high level of problem solving ability, initiative and the ability to work a majority of the time without direct supervision.

This position is responsible for the administration, coordination, and management of all recreation, parks, culture and public works, and public services efforts, including building, fleet, streets, water, storm water drainage, wastewater, utility, traffic, grounds and landscape maintenance, leisure programs, cemetery, forestry, museum, aquatics, senior services and energy sustainability while exercising a high degree of trust, integrity, and confidence. The Public Services Director is responsible for strategic management, leadership and direct supervision of the Parks, Recreation & Culture Division Director and the Public Works Division Director.

Incumbents in the position are required to perform work in a manner consistent with and exemplary of the town's *PRIDE* philosophies and the town's Equal Opportunity Employment policy.

II. SUPERVISION EXERCISED

The Public Services Director exercises supervision of all Public Services staff; directly supervises the Parks, Recreation, & Culture Division Director and the Public Works Division Director.

III. SUPERVISION RECEIVED

The Public Services Director works under the direct supervision of the Town Manager to carry out assigned duties, functions, roles, and projects in both routine and complex circumstances.

IV. ESSENTIAL JOB FUNCTIONS

The incumbent in the Public Services Director role is assigned specific assignments, job duties, scope, authority, responsibility, roles and requirements as determined by the town, department, division, and pursuant to laws, regulation and practices.

Incumbents in this position must be able to successfully perform, be responsible for and/or assist in the fulfillment of many job functions and duties, with or without reasonable accommodation.

The following duties and responsibilities are illustrative of the primary functions of this position and are not intended to be all inclusive:

- Responsible for the town's parks, recreation, and culture operations and services.
- Responsible for the town's fleet, streets, storm water, water and waste water operations and services.

- Oversees the implementation of policies and procedures.
- Reviews proposed ordinances and regulations, plans, and technical reports related to departmental activities for content, accuracy, and feasibility.
- Maintains confidentiality of information consistent with applicable federal, state, and town/county rules and regulations.
- Ensures that assigned staff works as a team to avoid duplication of service and to ensure that customer expectations are recognized and resolved thereby maximizing customer satisfaction.
- Maintains managerial responsibility for all facilities and equipment in use by the department to ensure that they are operating effectively and safely.
- Assesses departmental needs to determine necessity of resources including personnel, capital improvements and equipment acquisition.
- Responsible for supervision and management of staff; plan, direct, supervise and evaluate the performance of assigned staff; interview and select employees and recommend transfers, reassignment, termination and disciplinary actions; write and conduct performance evaluations; arrange for appropriate training and subordinate(s); ensure subordinate(s) complies with applicable occupational health and safety standards and department regulations regarding conduct and appearance.
- Assists in the development and management of construction and maintenance specifications and schedules, including capital improvement projects for the Public Services Department.
- Manages and plans for solid waste collection and recycling programs for the town.
- Participates in the preparation, coordination and presentation of the town's annual budget, capital improvement budget and internal fiscal control measures.
- Represents the town on various committees and boards related to department activities and responsibilities.
- Promotes positive employer/employee relations at all levels in the organization.
- Performs special studies and projects as assigned and required.

OTHER DUTIES

Depending on organizational need, additional duties may include the following:

- May be involved in special projects that are directly or indirectly related to essential job functions.
- Continues educational and certification requirements in order to remain abreast of current methods and procedures.
- Assisting other departments as necessary.
- May participate in town employee committees, projects or assignments as required.
- Other duties, projects, initiatives and activities assigned by the town.

V. KNOWLEDGE, SKILLS & ABILITIES

- Experience in interpreting and applying town policies, plans and codes.
- Ability to set work priorities and delegate, direct, guide and evaluate the work of subordinates.
- Experience and skill in analyzing problems, identifying project consequences of proposed actions and implementing recommendations in support of goals.

- Ability to establish and maintain effective working relationships with other employees, vendors, contractors, and the general public.
- Ability to use independent judgement and discretion in determining and implementing procedures for areas of responsibility.
- Leadership and management skills and experience in leading a department/divisions. Diplomatic skills for working with customers.
- Ability to establish and maintain effective relationships with town officials, other governmental agencies, citizens, and the public.
- Considerable knowledge of the principles, practices and operating requirements of a Public Service Department including knowledge of budget preparation and execution.
- Skills in communications and customer relations.
- Ability to effectively, efficiently and courteously communicate verbally and in writing, essential in providing instructions and to inspect the work of others, memos, and correspondences.

VI. MATERIALS and EQUIPMENT USED

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Work requires some mathematical reasoning; memorization; oral comprehension; written comprehension; and, handling multiple telephone calls and emails. Work is subject to many interruptions and requires that individuals quickly prioritize job responsibilities in an environment that may involve helping several people at the same time. Contact with individuals where explanatory or interpretive information is exchanged, gathered or presented is a frequent and a daily requirement. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

VIII. EDUCATION, EXPERIENCE AND FORMAL TRAINING

- Bachelor's Degree in one of the following disciplines (Public Administration, Environmental Health, Business, Parks and Recreation or closely related field). Master's Degree in public or business administration or related field preferred.
- Six (6) years of progressively responsible experience in Parks and Recreation, Public Works or related field.
- Three (3) years of progressively responsible supervisory experience.
- Any equivalent combination of training and experience that provides evidence that the applicant possesses the required knowledge, skills and abilities to perform the essential functions may be substituted for required education.

IX. LICENSES OR CERTIFICATES

- Must have a current Colorado Driver's License or the ability to obtain one upon hire, and a satisfactory driving record.

EFFECTIVE DATE: TBD

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FUTURE TOWN BOARD MEETINGS

October 1, 2018 6:00 p.m.	Town Board Work Session Budget Meeting
October 8, 2018 5:30 p.m.	Board/Manager/Attorney Monthly Meeting Budget Meeting
October 8, 2018 7:00 p.m.	Town Board Regular Meeting
October 15, 2018 6:00 p.m.	Town Board Work Session Budget Meeting
October 22, 2018 6:00 p.m.	Town Board Work Session Budget Meeting
October 22, 2018 7:00 p.m.	Town Board Regular Meeting
October 29, 2018 6:00 p.m.	Town Board Work Session Tentative Budget Meeting
November 5, 2018 6:00 p.m.	Town Board Work Session Discuss Enforcement Options for Municipal Court- Kim Emil Crossroads Boulevard linkage to Highway 392
November 12, 2018	Town Hall Closed – Observance of Veterans Day
November 19, 2018 6:00 p.m.	Town Board Work Session
November 26, 2018 6:00 p.m.	Town Board Work Session RO Plant Update – Rick Adcock
November 26, 2018 7:00 p.m.	Town Board Regular Meeting
December 3, 2018 6:00 p.m.	Town Board Work Session
December 10, 2018 5:30 p.m.	Board/Manager/Attorney Monthly Meeting
December 10, 2018 7:00 p.m.	Town Board Regular Meeting
December 17, 2018	Town Board Work Session

6:00 p.m.

December 24, 2018 Town Hall Closed at Noon – Christmas Eve

Additional Events

October 2, 2018 Joint Dinner with Weld County - Pelican Lakes Grillhouse
November 17, 2018 Civic Service Day @ CSU Football Game

Future Work Session Topics

- Sign Code Update meeting with Planning Commission (next code section in series) – Planning
- Residential buildout at 60,000 population
- Economic development/retail needs at 60,000 population
- Water needs at 60,000 population
- Transportation—20 year projection
- Contractor licensing