



TOWN BOARD WORK SESSION

April 27, 2026 - 5:00 PM

1st Floor Conference Room, 301 Walnut Street, Windsor, CO 80550

To view Town Board meeting broadcasts, visit
www.windsorgov.com/MeetingsOnDemand.

AGENDA

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

WORK SESSION AGENDA ITEMS

1. Arbor Day Poster/Poetry Recognition (5:00 - 5:30)
Main Park
300 Locust Street
Windsor, CO 80550
2. New-Hire Meet the Board
3. 2025 Pilot Leaf & Branch Drop Executive Summary - B. Rowe, Director of Public Works
4. Grocery Rebate Program Review & Utility Rebate Consideration - S. Hale, Town Manager
5. Future Meetings Agenda

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



MEMORANDUM

Date: April 27, 2026
To: Mayor and Town Board
From:
Re: Arbor Day Poster/Poetry Recognition (5:00 - 5:30)
Main Park
300 Locust Street
Windsor, CO 80550
Item #: 1.

Background / Discussion:

Financial Impact:

Relationship to Strategic Plan:

Recommendation:

CC:

Attachments:



MEMORANDUM

Date: April 27, 2026
To: Mayor and Town Board
From: Kevin Cornelison, HR Manager
Re: New-Hire Meet the Board
Item #: 2.

Background / Discussion:

Employee Name	Position Title	Date of Hire	Department Head
Jody Baker	Assistant Director of Parks, Recreation, & Culture	3/23/2026	Tara Fotsch
Katie Hirschfield	Planning Technician	3/23/2026	John Thornhill
Anselma Lopez	Recreation Supervisor - Events & Sponsorships	3/30/2026	Tara Fotsch
Anna Scott	Recreation Coordinator - Events & Sponsorships	3/30/2026	Tara Fotsch
Fatima Sousa	Admin III - Utility Billing	3/30/2026	Dean Moyer

Financial Impact:

Relationship to Strategic Plan:

Recommendation:

CC:

Attachments:



MEMORANDUM

Date: April 27, 2026
To: Mayor and Town Board
From: Brian Rowe, Director of Public Works
Re: 2025 Pilot Leaf & Branch Drop Executive Summary - B. Rowe, Director of Public Works
Item #: 3.

Background / Discussion:

The Town of Windsor launched a pilot program in response to resident demand for a dedicated fall leaf and branch disposal option beyond the standard Fall Cleanup Days. After the usual cleanup days in early October, residents consistently requested an additional drop-off option to manage late-season yard waste. By that time, most leaves had not yet fallen, leaving residents without a convenient and responsible disposal method during peak leaf fall. To address this issue, the Town initiated a 5-week pilot leaf and branch drop-off program from October 13 to November 15 at the Public Services Facility in 2025. The aim was to test the program's feasibility, and assess its impact on the community. Residents were able to drop off leaves and branches for chipping and recycling, rather than sending the material to the landfill or letting it clutter the streets and storm drains. The drop-off site operates Monday through Saturday from 8:00 a.m. to 3:00 p.m., with credit card payment only accepted.

During the program, a total of 378 vehicles utilized the service, successfully diverting an estimated 240–250 cubic yards of leaves and 20–30 cubic yards of branches from landfills. Feedback from residents following the conclusion of the 5-week pilot was overwhelmingly positive, with no negative comments received, reflecting a significant community interest in and support for the continuation of this service. Throughout the duration of the program, residents conveyed their appreciation for the convenience of this disposal option. The absence of complaints during the entire period further indicated smooth operations and a high level of resident satisfaction. However, many residents specifically requested the inclusion of Sunday availability, suggesting that expanded weekend hours could better align with community schedules. Notably, use of the facility peaked on Fridays and Saturdays, reinforcing the need for additional drop-off hours.

Additionally, staff identified areas of improvement such as the need for dedicated staffing and oversight, equipment and logistical issues, along with the need to standardize procedures. Overall, the high participation by residents during the pilot, demonstrates strong community engagement and enthusiasm for the program. These results are consistent with the initial projections for the pilot and reflect the program's nature as a service-level initiative during the evaluation phase, rather than a cost-recovery endeavor.

At the work session, staff will provide a recap of the 2025 pilot and request changes should the Town Board wish to continue the program in 2026.

Financial Impact:

The total revenue generated in the inaugural year of the Leaf & Branch Drop Program pilot amounted to \$3,900, while total expenses were \$15,794. Net loss incurred for the program was \$11,894, in line with the projected loss of \$10,680 previously presented to the Town Board in 2025. Staff budgeted \$35,000 for this program in 2026, so if approved with requested changes, no additional funding is requested.

Relationship to Strategic Plan:

Recommendation:

Staff recommends the continuation of the Leaf & Branch Drop Program for an additional year with recommended changes to the schedule, oversight, procedures and staffing.

CC:**Attachments:**

1. Leaf & Branch Presentation 4.27.26



Pilot Leaf & Branch Drop



Town Board Work Session

April 27, 2026

Why the Pilot Was Created

Resident demand drove the Town of Windsor to explore a dedicated fall leaf and branch disposal beyond the standard Fall Cleanup Days.

Continued Resident Requests

After typical fall cleanup days in early October, residents consistently requested an additional leaf and branch drop option to handle late-season yard waste.

Timing Gap in Existing Services

Most leaves had not yet fallen when the usual cleanup days occurred, leaving residents without a convenient, responsible disposal method during peak leaf fall.

A Pilot Solution

The Town responded by launching a 5-week pilot leaf and branch drop program in fall 2025 to test feasibility, gauge demand, and measure community impact.



Program Overview

Duration: 5 – week pilot period

Dates: October 13 – November 15, 2025

Hours & Days of Operation: Monday–Saturday,
8:00 am – 3:00 pm, Closed Sundays and Holidays

Accepted Materials: Leaves & Branches.
Materials were chipped and hauled to Ewings
Outdoor Supply for recycling, keeping
organic waste out of the landfill and our
stormwater system.

Open to: Windsor residents

Payment Method: Credit card only (no cash)

Proof of residency was required, such as a water
utility bill or a driver's license showing your
current address.





Key Outcomes

The 2025 pilot exceeded expectations across participation, diversion, and community engagement metrics.

378

Vehicles Participated

Total resident vehicles that used the drop program over the 5-week pilot period.

245

Cu. Yds. Leaves Diverted

Approximately 240–250 cubic yards of leaves were diverted from the landfill and recycled.

25

Cu. Yds. Branches Diverted

Approximately 20–30 cubic yards of branches were chipped and recycled.

77

Rebates Issued

Record participation in the rebate program, reflecting strong community demand and engagement.



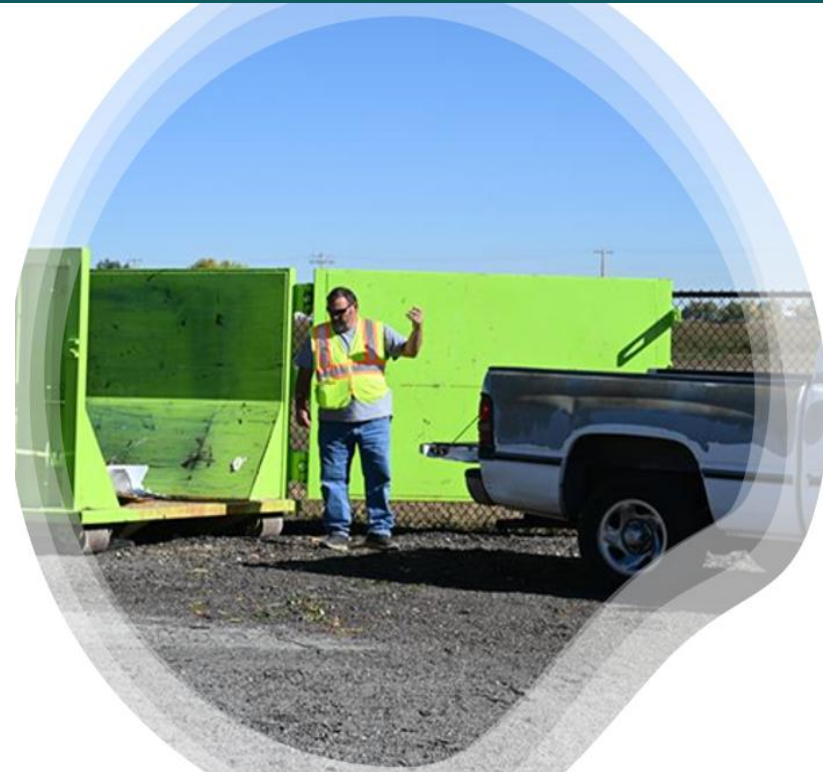
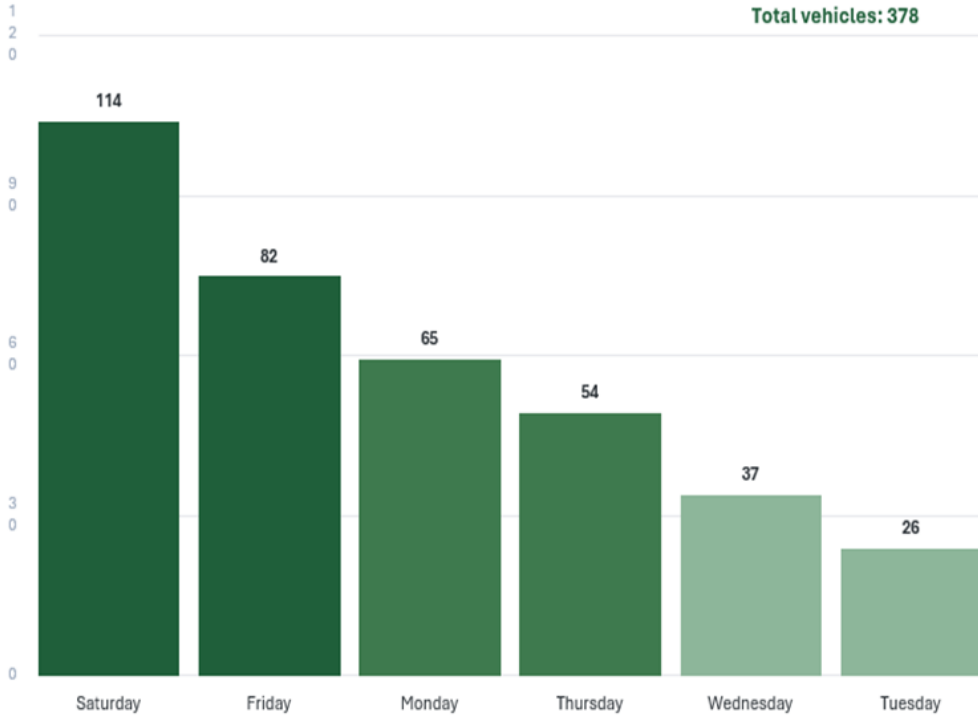
Busiest Days: Friday and Saturday, saw the highest vehicle traffic throughout the pilot period.

Usage Trends

Landfill diversion

Recycling focus

Resident service



Community Response

Resident feedback following the 5-week pilot was overwhelmingly positive, with strong indicators of community value and demand for continued service.

Positive Feedback

Residents responded favorably to the program throughout its duration, expressing appreciation for the convenient disposal option.

Zero Complaints

No complaints were received during the entire 5-week pilot period; a strong indicator of smooth operations and resident satisfaction.

Sunday Request

Residents specifically requested Sunday availability, suggesting expanded weekend hours would better serve community schedules.

Record Rebate Participation

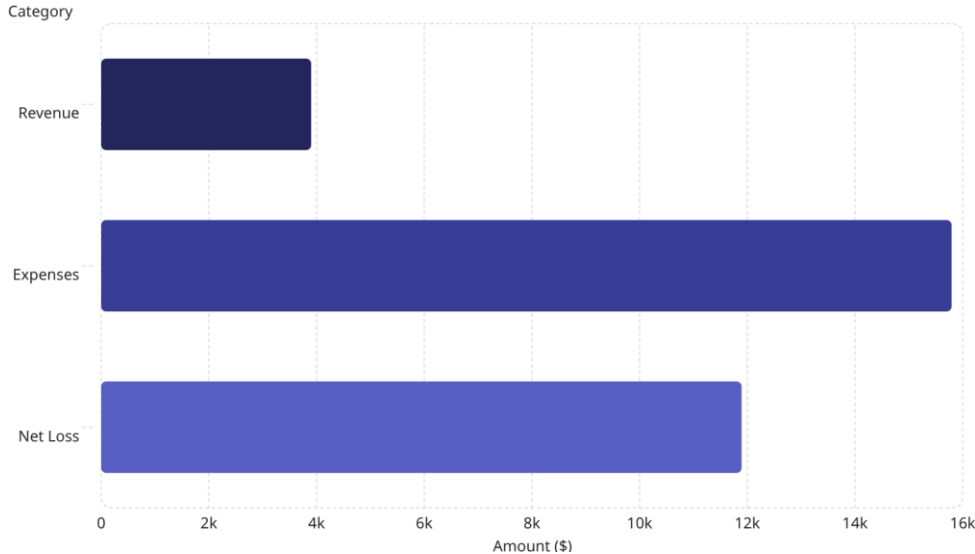
77 rebates issued. The highest participation on record demonstrates strong community engagement and enthusiasm for the program.



Financial Summary



Revenue vs. Expenses



Financial Context

Revenue: \$3,900

Generated through resident participation fees and program charges during the 5-week pilot.

Expenses: \$15,794

These expenses encompassed staffing, equipment, chipping, and hauling operations conducted during the pilot period.

Net Loss: \$11,894

The net loss aligned with original projections. A similar loss was anticipated and accepted as part of the pilot phase evaluation.

Note: The financial outcome was expected. Pilot programs typically operate at a loss while cost recovery strategies are developed.



Operational Challenges

While the pilot was successful overall, staff identified several operational areas requiring improvement before the program is formalized.

1 Multi-Division Management Inefficiencies

The program was managed across 10 divisions, leading to confusion, inefficiencies, and inconsistent communication

2 Equipment & Logistical Issues

The program struggled on high-demand days due to inadequate roll-offs for the Leaf & Branch Drop and daily sweeping. Coordinating roll-off packing and emptying leaf bags, particularly after windy days, added to the challenges.

3 Need for Standardized Procedures

Staff identified a clear need for standardized operating procedures for the credit card machine, including refunds and voids, proper placement when closed, and adjustments for weather conditions. Improved communication tools are necessary to ensure consistent service delivery.



Staff Recommendations

Continue program with identified improvements to strengthen the program in Year 2

Adjust the Schedule

Focus operating days on the highest-demand periods. Consider limiting service to three days: Friday, Saturday, and Sunday.

Centralize Oversight

Consolidate program management under one leader, one voice, to improve accountability, streamline communication, and eliminate coordination inefficiencies.

Improve Procedures & Equipment

Develop standardized operating procedures, ensure adequate equipment availability, and implement better staff communication tools before the next season.

Hire Seasonal Staff

Consider hiring seasonal employees or lengthening employment of current seasonals to address staffing gaps and ensure reliable coverage on high-demand days.

2026 Budget is \$35,000, No budgetary impact to make recommended changes.



Questions?



MEMORANDUM

Date: April 27, 2026
To: Mayor and Town Board
From: Shane Hale, Town Manager
Re: Grocery Rebate Program Review & Utility Rebate Consideration - S. Hale, Town Manager
Item #: 4.

Background / Discussion:

Windsor implemented the Grocery Rebate Program in 2025 to provide financial relief to income-qualified residents while encouraging grocery purchases within Windsor. The current program structure includes residency and income verification and requires grocery sales tax receipts for reimbursement, with reimbursement capped at \$250 per household per year. In 2025, Windsor received 24 applications and issued 15 rebate checks.

In an effort to provide relief to low income residents impacted by recent increases in utility rates, staff researched and developed a potential utility rebate program. Staff's review included peer program research from Boulder, Fort Collins and Longmont.

At the work session, staff will be presenting for Board consideration a recommended utility rebate program in conjunction with recommended program changes to the Grocery Rebate Program, in an effort to streamline the process and increase impact for residents who meet income qualifications.

Financial Impact:

Financial impact: 150 residents: \$63,000.

\$75,000 was budgeted in 2026 for the grocery rebate program. This amount is believed to be sufficient for both programs.

Note: Its unknown how many residents will take advantage of this program. The \$63,000 illustrative cost is based on the following:

1. 150 homes receiving the grocery rebate (\$37,500)
2. 50 households receiving the combined water/sewer rebate (\$12,500)
3. 50 households only water (\$7,500)
4. 50 households only sewer (\$5,500)

Relationship to Strategic Plan:

Recommendation:

Staff recommends proceeding with modifications to the grocery rebate program and implementation of the utility rebate program.

CC:**Attachments:**

1. Utility & Grocery Rebate Program TB 4.27.26
2. Utility Bill Assistance

Utility Billing & Grocery Sales Tax Rebate Program

Town Board Work Session, April 27, 2026



2025 Grocery Rebate Program Overview



Program Purpose

The program was implemented in 2025 to ensure that income-qualified residents would receive financial relief for taxes paid on grocery purchases within Windsor.

Eligible households were reimbursed for grocery purchases and/or grocery deliveries made from Windsor businesses.

Current Program Requirements

Eligibility

Windsor residency + income eligibility with proof of residency and income

Documentation

Grocery sales tax receipts required for reimbursement

Cap & Windows

\$250 per household per year; payments issued in January and July windows



2025 Grocery Rebate Results

24

Applications Received

Total applications submitted in 2025

43%

Completion Rate

10 of 24 applicants completed at least one appointment

15

Checks Issued

16 total appointments completed; 15 checks cut

\$765

Total Distributed

\$765.40 in rebate dollars distributed in 2025

\$69


Avg. Per Participant

\$69.58 average rebate per participating household

413%

2nd-Half Growth

Increase in rebate dollars after program refinements and clearer communication

 79% of applications were received in the first six months of the program. Average household income: \$30,000–\$40,000; average household size: 2.

Peer Program Review

Staff-Directed Peer Scan

The following reflects a staff-directed peer scan conducted for policy development purposes.

Staff reviewed rebate program approaches in **Boulder, Longmont, Fort Collins, and Loveland** to identify best practices for coordinated affordability and rebate program design.

Coordinated Eligibility

One qualification determination supports multiple affordability programs

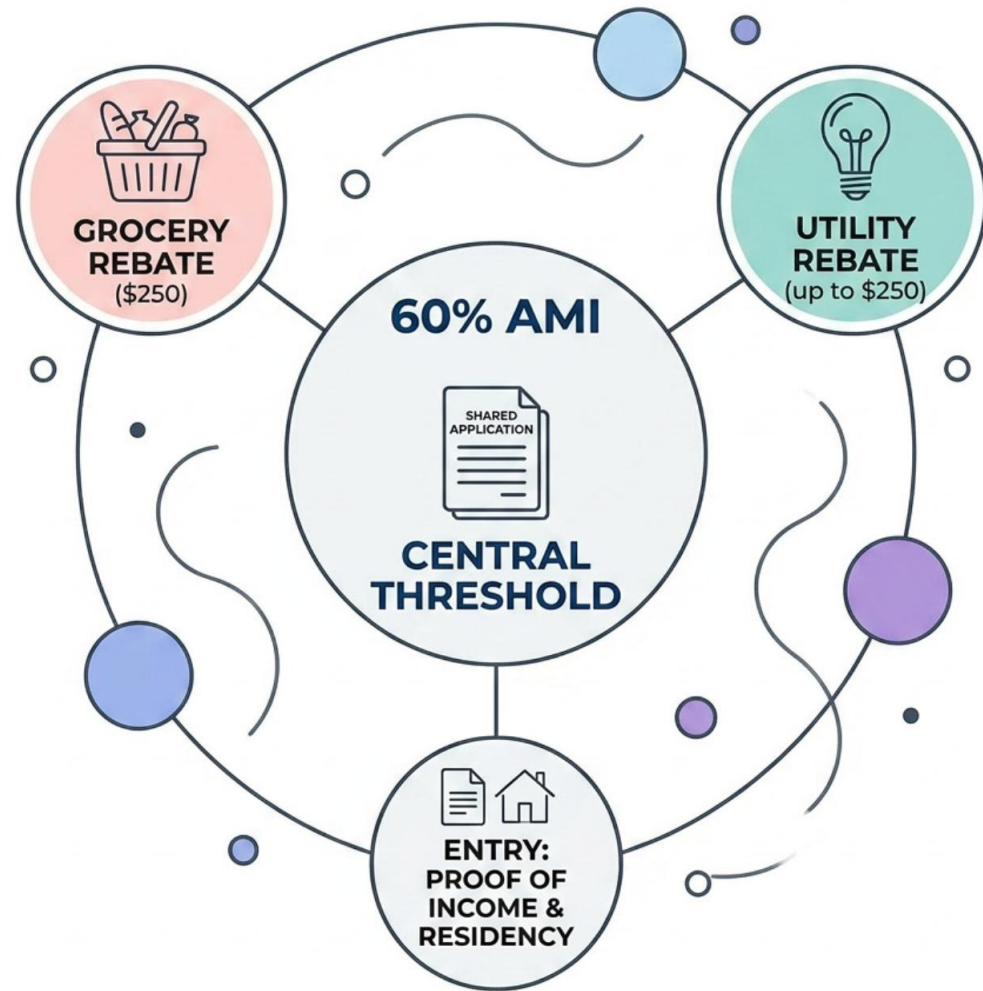
Rebate Framing

Rebate terminology can reduce stigma and support participation

Utility Affordability

Utility-related affordability support integrated into the same program structure

Proposed Coordinated Eligibility Model



How It Works

1 One Threshold

Windsor will use **60% of Area Median Income (AMI)** to determine eligibility.

2 Dual Benefit

A household qualifying under 60% AMI qualifies for **both** the grocery rebate and the utility rebate.

3 One Application

Residents submit one shared application with proof of residency and income eligibility. Shared-application concept is staff-directed; proof requirements align with current grocery program structure.

Proposed Rebate Amounts

☐ All rebate amounts and billing context below are proposed Windsor policy amounts provided by staff

Benefit	Customer Type	Annual Rebate
Grocery Rebate	All qualifying households	\$250
Utility Rebate	Water & Sewer customers	\$250
Utility Rebate	Water-only customers	\$150
Utility Rebate	Sewer-only customers	\$110

Staff Billing Context

Avg. Monthly Usage

5,000 gallons per household

Avg. Monthly Bill (2026)

\$127/month includes recent rate increase

Example Annual Bill

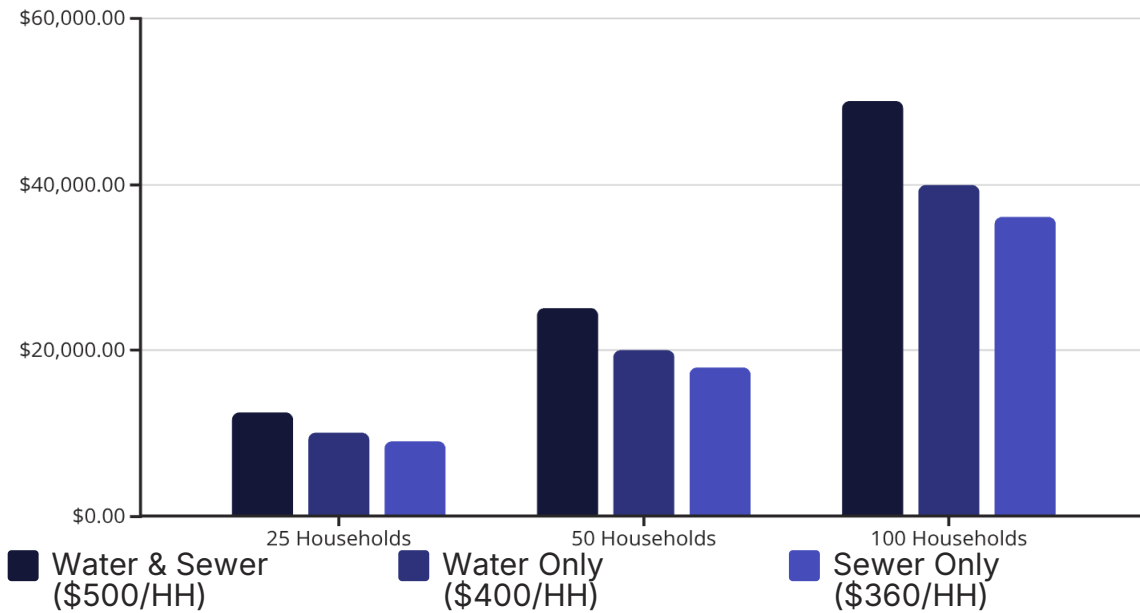
$\$127 \times 12 = \$1,524$ per year

Utility Rebate Value

\$250 ≈ approximately 2 months of bills for water & sewer customers

Projected Fiscal Impact Scenarios

⚠ Illustrative staff scenarios only — Administrative costs are excluded. Actual fiscal impact will depend on final enrollment and service type mix.



Per-Household Benefit Totals

Customer Type	Grocery	Total
Water & Sewer	\$250 + \$250	\$500
Water Only	\$250 + \$150	\$400
Sewer Only	\$250 + \$110	\$360

Annual Program Cost Summary

Households	W&S	Water	Sewer
50	\$12,500		
50		\$7,500	
50			\$5,500

150 Grocery Rebates \$37,500

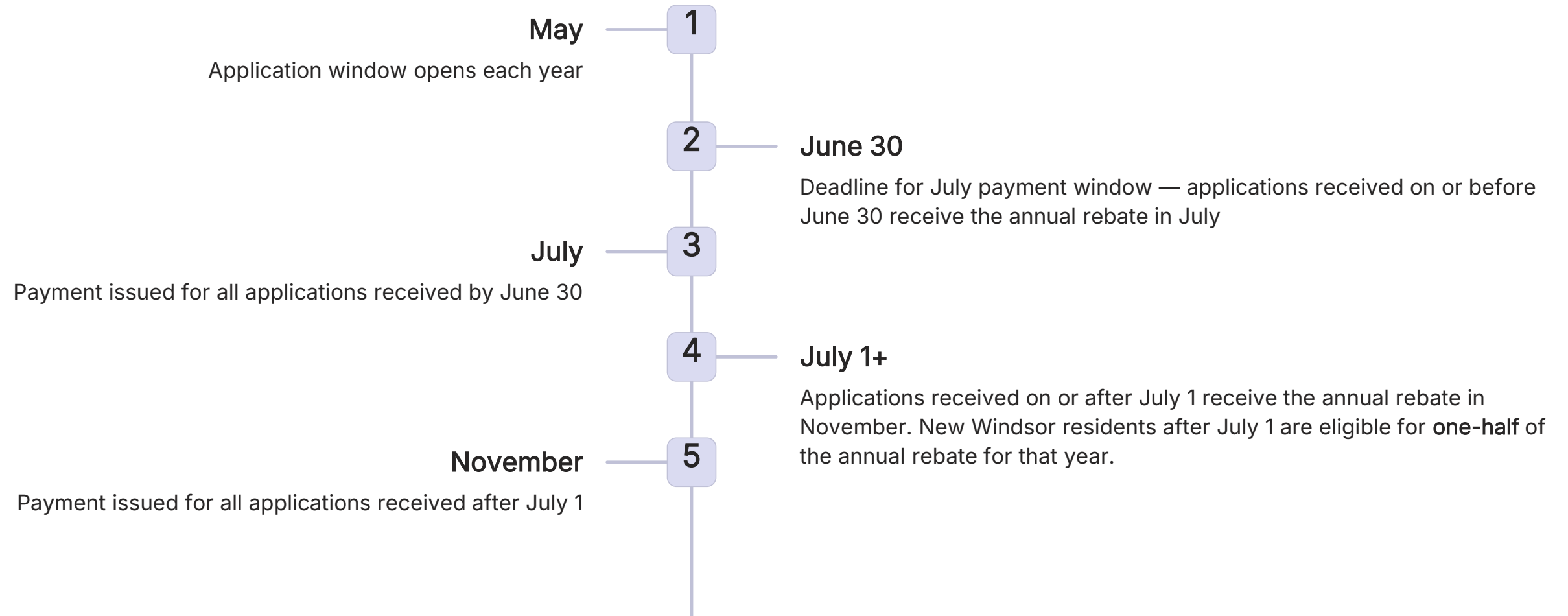
Total Estimated Rebates: \$63,000

Actual fiscal impact will depend on final enrollment and customer service type mix. Administrative costs excluded from all scenarios.

The approved 2026 budget includes \$75,000 for the grocery rebate program. Based on usage scenarios if both programs are implemented staff estimates adequate funding for both programs.

Annual Application and Payment Timeline

All dates and administrative rules below are proposed Windsor administrative rules provided by staff.



i Residency requirement: All applicants must show proof of Windsor residency. New residents who establish Windsor residency after July 1 are eligible for one-half of the annual rebate for that calendar year.

Why This Model Improves Administration



Reducing Friction

A single eligibility test, shared application and removal of the need to produce grocery receipts should reduce friction and increase participation compared with the current receipt- and appointment-based grocery rebate process.

Utility rebates would not require grocery receipt collection, because eligibility would be determined directly rather than through proof of purchases.

Participation & Equity

→ Reduced Stigma

Rebate terminology can help reduce stigma and may support participation.

→ Predictable Windows

Clear annual payment windows can improve resident expectations and internal processing.

→ Coordinated Outreach

One program, one application, and one eligibility standard simplifies resident-facing communication and staff administration.

Recommended Next Steps

Staff recommends the Town Board authorize development of a coordinated Windsor Grocery and Utility Rebate Program based on the following proposed framework:



Authorize the Coordinated Program

Launch a coordinated Windsor Grocery and Utility Rebate Program using **60% AMI eligibility** and one shared application. Provide both grocery and utility rebate benefits to all qualifying households.



Adopt the Proposed Payment Schedule

Use the proposed annual payment schedule: **July** for applications submitted by June 30, and **November** for applications submitted after July 1.



Return with Final Program Materials

Staff will return to Town Board with final program language, implementation workflow, outreach materials, and fiscal impact scenarios for formal adoption.

✔ This coordinated model builds on the 2025 Grocery Rebate Program's foundation and positions Windsor to deliver meaningful affordability support through a streamlined, resident-friendly structure.



Utility Bill Assistance and Resources

Stepping Stones of Windsor

Financial & Housing Assistance

Stepping Stones of Windsor serves residents in the Weld RE-4 community by providing assistance with rent, utilities, and housing.

Phone: (970) 821-7549

Email: windorsteppingstones04@gmail.com

United Way of Weld County

Housing & Utility Assistance

United Way of Weld County uplifts community members and households through support programs and financial assistance.

Phone: (866) 760-6489 or 211

Text: Send your ZIP CODE to 898-211

The Salvation Army

Utility Rent Assistance

The Salvation Army works to help those in need by providing hunger relief, housing assistance, and financial support.

Phone: (970) 346-1661

Address: 1119 6th Street, Greeley CO, 80631

Operation Homefront

Critical Financial Assistance for Veterans

Operation Homefront is a nonprofit that serves America's military families by providing emergency financial assistance and resources. Assistance is offered in the form of grants, direct payment to service providers, or grocery cards.

Phone: (210) 659-7756

Veterans of Foreign Wars

Financial Assistance for Service Members

Veterans of Foreign Wars is a nonprofit veterans service organization dedicated to providing support programs and services to veterans, service members, and their families during times of need. Support can be provided in the form of financial assistance with housing, vehicle expenses, utilities, childcare, and medical bills.

Phone: (866) 789-6333

Email: financialassistance@vfw.org



FUTURE TOWN BOARD MEETINGS

May 4, 2026	Canceled – 1 st Monday
May 11, 2026 5:30 p.m.	Town Board Work Session Board/Manager/Attorney Monthly Meeting WDA Review and Evaluation Hauler Licensing
May 11, 2026 6:45 p.m.	Kern Board Meeting
May 11, 2026 7:00 p.m.	Town Board Regular Meeting
May 18, 2026 5:30 p.m.	Town Board Work Session Elected Officials Training with Sam Light Future Recreation Center Facility Results PD RMS Update
May 25, 2026	Canceled – Memorial Day Holiday
June 1, 2026	Canceled – 1 st Monday
June 8, 2026 5:30 p.m.	Town Board Work Session (Community Development Building) Board/Manager/Attorney Monthly Meeting Solid Waste Discussion Red Flag Burn Ban Discussion
June 8, 2026 7:00 p.m.	Town Board Regular Meeting
June 15, 2026 5:30 p.m.	Town Board Work Session Windsor Housing Authority Update Poudre River Trail Authority Update
June 22, 2026 5:30 p.m.	Town Board Work Session New Hire – Meet the Board County Road 70 Update Sustainable Windsor Update
June 22, 2026 7:00 p.m.	Town Board Regular Meeting
June 29, 2026	Strategic Plan Public Outreach

Future Work Session Topics

- Parking Plan update
- Camping Ban
- Planning Commission/Town Board Joint Work Session – Data Center Ordinance
- Backyard Chicken Ordinance Discussion
- Sign Code Update (August 17)
- 2025 Annual Road Safety Report (Summer)
- Future Lodging Tax Discussion (Strategic Plan?)
- August 17th – Budget: Revenue Estimates
- September 14th – Budget: Staffing Needs
- September 21st – Budget: Capital Improvement Projects
- Compensation Study Review and Recommendations – September 21st
- October 10th (Saturday) – Budget: Operating Requests
- October 26th – Budget: Utility Rates for 2027
- November 9th – Budget: Wrap up/Revisions
- October 19th meeting – Light Agenda (ICMA 2026)