TOWN BOARD WORK SESSION

February 27, 2023 - 5:30 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. Meet the Board - New Employees
2. Water Surcharge Update - J. Humphries, Administrative Services Director
3. Key Performance Indicators - Strategic Plan - E. Lucas, Public Services Director
4. Future Meetings Agenda

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

MEMORANDUM

Date: February 27, 2023
To: Mayor and Town Board
From: Bradley Sorenson, HR Manager
Re: Meet the Board - New Employees
Item #: 1.

Background / Discussion:

Last Name	First Name	Title	DOH	Supervisor
Miller	Kyle	IT Analyst	8/1/2022	Jessica Humphries
Hutchinson	Richard	IT Analyst	8/23/2022	Jessica Humphries
Billadeau	Molly	Rec. Coord. Services Ops.	12/12/2022	Tara Fotsch
Villarreal	Adelina	Guest Services Specialist	12/12/2022	Tara Fotsch

Financial Impact:

Relationship to Strategic Plan:

Recommendation:

CC:

Attachments:

MEMORANDUM

Date: February 27, 2023
To: Mayor and Town Board
From:
Re: Water Surcharge Update - J. Humphries, Administrative Services Director
Item #: 2.

Background / Discussion:
On December 5, 2022, staff provided a brief presentation of the purpose and execution of a raw water surcharge, as well as examples of the application of the surcharge. The intent was to start the discussion with the Town Board to gain understanding and gather direction to move incrementally forward on establishing a raw water surcharge for commercial and industrial customers.

For background, during the permitting process, raw water is dedicated to a property and is dependent on the use of the property per section 13-2-80 of the municipal code. The expectation is the amount of water dedicated remains constant throughout the property's use, thus not creating any unfunded demand on the Town's raw water supply.

There are a little over 100 commercial and industrial customers in the Town's service area. Analysis of those customers' water usage compared to the dedicated water for each property has shown that water use (consumption) exceeds dedication. This creates a deficit in the Town's raw water supply. And if a property uses more than the amount dedicated, more water must be acquired to meet that demand. To ensure that all raw water requirements are satisfied, staff proposed a raw water surcharge applicable to commercial and industrial customers exceeding their water dedication in a calendar year.

Education and communication will be key for commercial and industrial customers to identify opportunities for improvement in their water consumption, gain an understanding of their raw water dedication requirements, and explain how a water surcharge works before being charged.

Financial Impact:

Relationship to Strategic Plan:
Focus Area: Vital Infrastructure
Goal: Provide a safe and reliable water supply for the current and future community.

Recommendation:
Staff recommends starting this year with an educational campaign for customers exceeding their dedication in prior years. The campaign would include water audits (indoor and outdoor); water-wise education; and an explanation/understanding of a raw water surcharge. Using this year for education would provide an opportunity for customers to make adjustments and staff to do a re-analysis of their use before a potential surcharge is placed on their account.

Concurrently, staff would continue analyzing consumption for industrial and commercial accounts and best practices for the water surcharge formula throughout the year to recommend a new rate for water surcharge in November's annual utility rate update for implementation in 2024.

CC:

Attachments:

MEMORANDUM

Date: February 27, 2023
To: Mayor and Town Board
From: Eric Lucas, Public Services Director
Re: Key Performance Indicators - Strategic Plan - E. Lucas, Public Services Director
Item #: 3.

Background / Discussion:
In May of 2022, the Public Services Department, with assistance from Administrative Intern Curtis Cunningham, presented our efforts in developing Key Performance Indicators (KPI's). This effort resulted in 85 KPI's. 25 of which were shared in the 2023 budget book. After in-depth conversations with Public Service staff, some KPI's were carried over, some were modified and some were removed and replaced with ones that we anticipate will yield more useful data as we enter year two of this initiative.

Having experienced success in our initial year with Public Services, you may recall during your strategic plan retreat that we mentioned the addition of strategic plan KPI's as a way to continue evolving the organization, measure and track the success of focus areas, create dialogue through data at the staff and Board level, and provide transparency to the public. The presentation on Monday evening will share the work that staff has done to develop the proposed KPI's that we hope will address the intent of adding these measurements. Additionally, we will look to the Board for feedback on the proposed KPI's as well as any additional areas that you may wish for us to analyze.

As a preview, I have included what we are calling a KPI's Defined document that details the proposed KPI's, including an example of what each reporting mechanism will closely resemble. I have also attached a summary Strategic Plan Summary Sheet that indicates which KPI's fall under which strategic focus area. After receiving feedback, it is the staff's intention to begin including a monthly KPI report alongside the Envisio monthly report starting in April.

Financial Impact:
No Financial Impact

Relationship to Strategic Plan:
Key Performance Indicators are directly related to the Town Strategic Plan as measurements used to determine if we are making progress toward accomplishing the intent and purpose of each focus area.

Recommendation:
Provide staff feedback on the proposed KPI's and identify any additional areas the Board would like staff to measure performance.

CC:

Attachments:
1. Strategic Plan Summary Sheet
2. Town Strategic Plan KPI's Defined

Strategic Growth:

Windsor is committed to responsible and purposeful growth of our community through a connected transportation system, land use policies, open space preservation, services and amenities that reflect the needs of our Town and sustainable resources.

Key Performance Indicators

- Amount of Open Space Acquired
- Cost of Maintenance of Open Space
  Water usage per capita….
- Maintain a water supply index of greater than 100%
- Crash rate <= population growth rate
- GPCPD (gallons per customer per day) <or equal to 90
- Water loss <= 10%
- Total Number of Part 1 Crimes (persons & property) per 1,000 population

Vital Infrastructure:

Windsor places significant value on building and maintaining a safe multi-modal public transportation network, consistent communication systems, efficient wastewater and stormwater management, reliable water delivery and storage systems, and accessible and equitable public facilities that provide a high quality of life for our community.

Key Performance Indicators

- Pavement Quality Index > or equal to 70
- % of CIP spent on (roads, water, sewer, stormwater, parks, facilities)

- Traffic Count Data (Engineering will pick 5-10 locations)
- Annual increase of bike facility miles equal or greater than 1.

Vibrant & Healthy Economy:

Windsor is business friendly. We maintain a viable, stable, diverse, and strategic economic base which supports the needs and enhances the lifestyles of those living and working in our community.

Key Performance Indicators
• Assessed Valuation (commercial & Industrial) as a % of overall valuation • Actual sales tax +/- 5% of previous year • Sales tax generated in DDA +/- 5% of previous year • Rate of Turnover FTE's • Budgeted FTE's per 1,000 population • Visitors to Special Events

Focus Area: Strategic Growth

Open Space Acres Acquired

Description

With the recently passed open space tax (Nov 22), ensuring we are achieving the intent of the citizens to grow the amount of open space through land acquisition. Tracking acreage added will provide evidence of achievement.

Goal

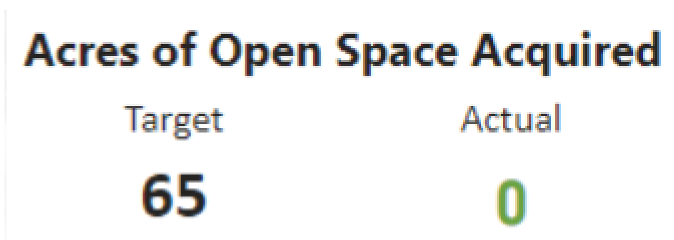
Acquire 65 acres annually with the intent to reach a minimum of 1,300 additional acres over time.

Comment

The 65 acres annually is a fluid goal in that there may be years where we do not have the ability to acquire any land or more than the 65 acres.

Display Method

Chart showing the goal of 65 acres and actual acres acquired.



Source of Data

Department: Parks, Recreation & Culture

Responsible Person: Tara Fotsch, Deputy Director

Cost of Maintaining Open Space Acres

Description

With the recently passed open space tax (Nov 22), ensuring we are achieving the intent of the citizens to maintain the amount of open space already owned and well as maintain the current and future lands. Doing so will aid in budgeting and allocation of the appropriate amount of open space tax dollars toward maintenance.

Goal

Determine annual cost of maintenance in first year. Subsequently, we will determine maintenance costs given the types of uses occurring in open spaces.

Comment

Display Method

There will not be a goal as this is year one of determining the cost per acre.

Source of Data

Department: Parks, Recreation & Culture

Responsible Person: Tara Fotsch, Deputy Director

Water Supply Index > 100%

Description

This KPI will track our water supply annually, in order to inform how much supply we have available any given yr.

Goal

Ensure that we have enough water supply annually to provide for all users in the Windsor water system (potable / non-potable).

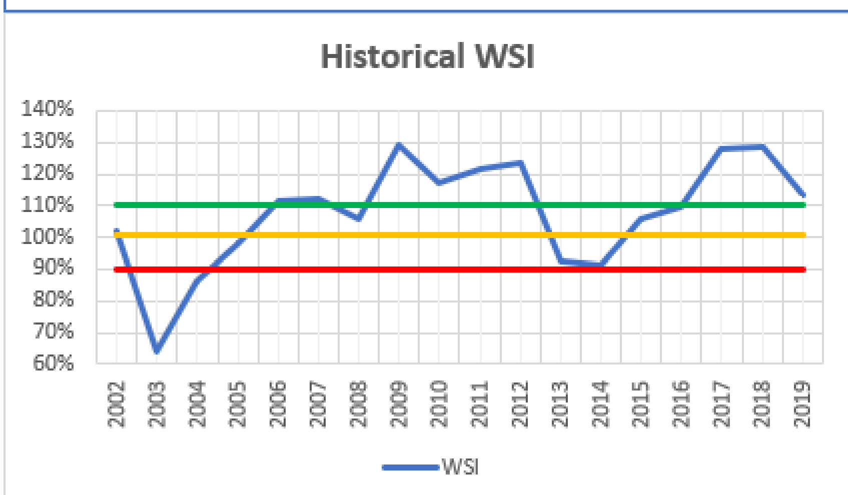
Comment

This index does not account for drought years. If we see or anticipate that this index is less than 100% it will trigger the implementation of our drought management plan.

Display Method

$$WSI = \frac{Supply}{Demand} = \frac{(CBT\ Quota * No.\ of\ CBT\ Units) + (Firm\ Yield\ of\ Other\ Supplies)}{(Demand * 130\%) + Carryover\ (next)}$$

Drought Stage	Water Supply Index	Response Targets
Adequate Water Year	≥100%	
Level 1	90% - 99%	1% - 10%
Level 2	80% - 89%	10% - 20%
Level 3	<80%	>20%



Source of Data

Department: Community Development

Responsible Person: Leif Lesoing, Water Resources Administrator

Crash Rate < = Population Growth Rate

Description

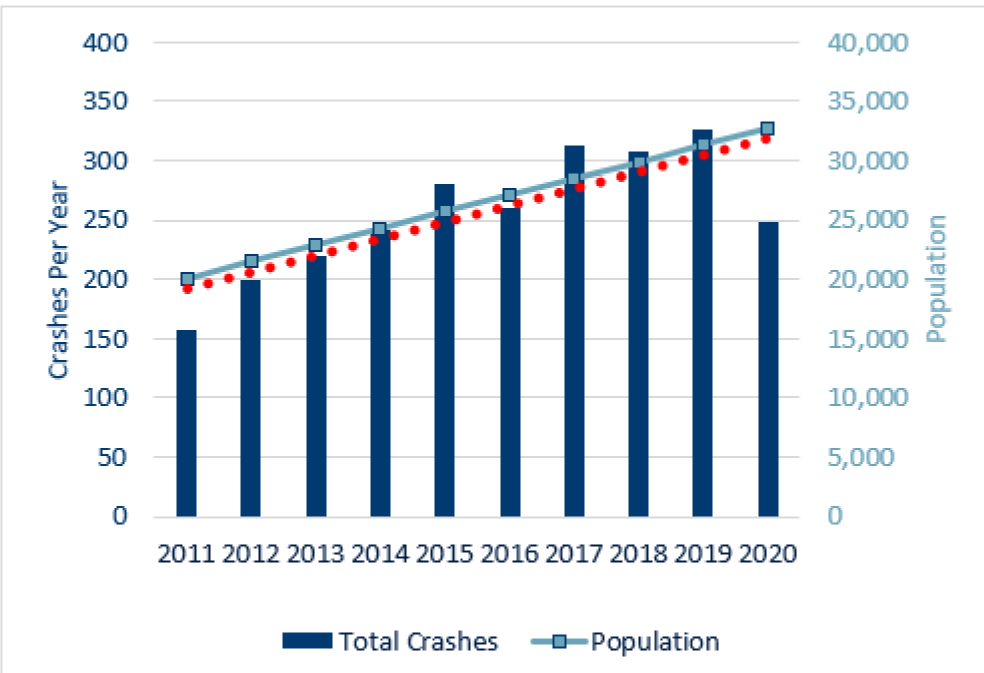
Comparing Crash Rates and Population Rates

Goal

To attain a crash rate at a lower rate than population growth

Comment

Display Method



Source of Data

Department: Community Development

Responsible Person: Eric Bracke, Transportation Engineer

GPCPD (Gallons Per Customer Per Day) < = 90

Description

GPCD is a common measurement of water use in municipal settings. This statistic provides the Town a rough indicator of efforts to conserve this valuable resource.

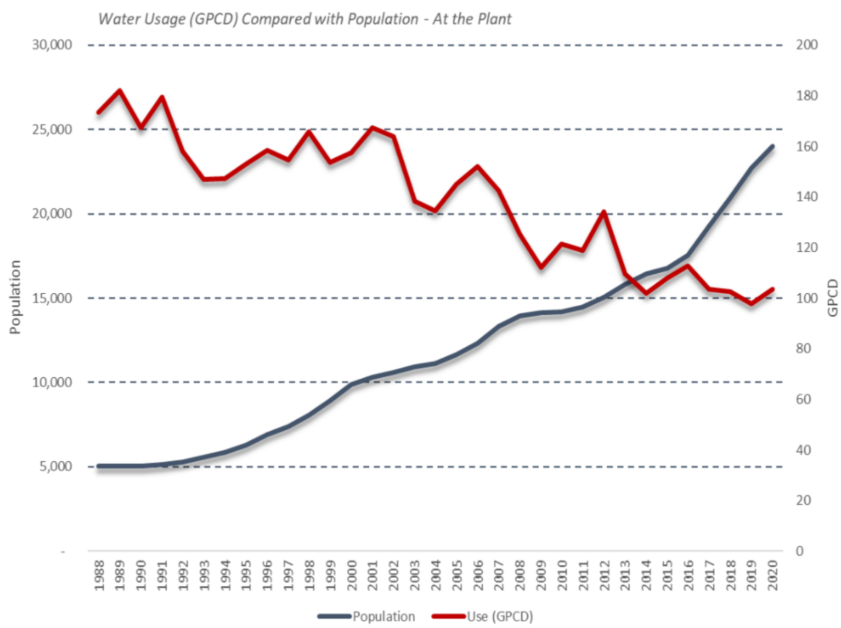
Goal

Desired trend is downward.

Comment

Caution should be used when comparing GPCD to other municipalities due to the inherent differences in customer bases.

Display Method



Source of Data

Department: Community Development

Responsible Person: Leif Lesoing, Water Resource Administrator

Water Loss < 10%

Description

Water loss control represents the efforts of water utilities to provide accountability in their operation by reliably auditing their water supplies and implementing controls to minimize system losses. Utilities incur real losses from pipeline leakage and apparent losses when customer water consumption is not properly measured or billed.

Goal

Maintain Water Loss to less than 10% of use at the master meter

Comment

This measurement requires the combined efforts of Water Resources, Utility Billing, and the Utility Division. The Town of Windsor should actively strive to measure any and all water uses so that unaccounted for water is at a minimum and that leaks can be detected and remedied immediately.

Display Method

Monthly Graph of water loss percentage and water produced at the master meter locations and water use at the tap.

Source of Data

Department: Community Development

Responsible Person: John Thornhill, Director

Total Number of Part 1 Crimes per 1,000 population

Description

Part 1 crimes are crimes committed against a person or property and are reportable to the FBI as part of the UCR (uniform crime reports) program. This enables the Town to determine the overall safety of the Town and compare against others in the state and nation.

Goal

Keeping Part 1 crimes lower than previous year and commensurate with the population growth.

Comment

According to UCR standards, the definition of Part 1 Property crime includes burglary, larceny-theft, motor vehicle theft and arson. The definition of Part 1 Violent Crime includes homicide, forcible rape, robbery and aggravated assault.

Display Method

Example of chart for this KPI

Total Part I Crimes per 1,000 Residents

City / Town	Part I Property Crimes per 1,000	Part I Violent Crimes per 1,000	Total Part I Crimes
Chandler, AZ	21.12	2.36	23.47
Mesa, AZ	19.69	3.61	23.30
Overland Park, KS	19.80	2.00	21.80
Henderson, NV	19.40	1.90	21.30
Plano, TX	17.90	1.50	19.40
Gilbert, AZ	13.18	0.94	14.13

Source of Data

Department: Police

Responsible Person: Rick Klimek, Chief

Focus Area: Vital Infrastructure

Pavement Quality Index > = 70

Description

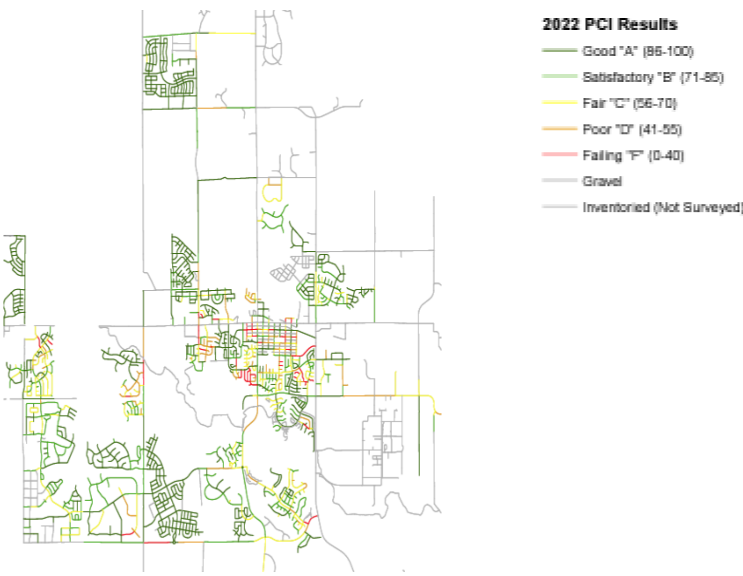
Pavement Quality Index enables the Town to take raw pavement condition data and convert it to an index which enables a pavement preservation approach in order to prevent the pavement from getting to a condition where major rehabilitation or reconstruction is needed.

Goal

Identify roads throughout our system which need have different levels of maintenance and predict when so that we are in a better position to address deficiencies before they become major issues.

Comment

Display Method



5yr Average PCI

2017: 72.1
2018: 73.1
2019: 74.9
2020: 72.2
2021: 77.9
2022: 80.3

Source of Data

Department: Public Works

Responsible Person: Brian Rowe , Deputy Director

% of CIP spent on (roads, water, sewer, stormwater, parks, facilities)

Description

Track the amount of money spent in these vital infrastructure areas.

Goal

Compare annual capital spending in the critical infrastructure areas in order to provide staff and the public with better understanding of where resources are allocated.

Comment

The expenditures in these areas may vary drastically on an annual basis.

Display Method

Chart Showing Dollars spent in the various infrastructure areas

Source of Data

Department: Finance

Responsible Person: Dean Moyer, Director

Annual Increase in Bike Facility Miles = > 1

Description

The Town Transportation Master Plan (TMP), recommends adding 3 miles of additional bike facilities annually. Staff set the KPI at 1.

Goal

Increase the ability for residents and visitors to use alternate methods of transportation, in this case bicycles.

Comment

Staff chose 1 as the KPI as they believe it is achievable on an annual basis.

Display Method

Chart showing current year bike facilities and number of lane miles added in current year.

Source of Data

Department: Community Development

Responsible Person: Omar Herrera, Deputy Director

Focus Area: Vibrant & Healthy Economy

Assessed Valuation (Commercial & Industrial) as % of Overall Valuation

Description

Track the assessed valuation of commercial & industrial property as a percentage of the overall valuation of the Town.

Goal

Sustainable growth and economic balance. Overall goal is to maximize land use (denser development) in terms of maximizing revenue from land development.

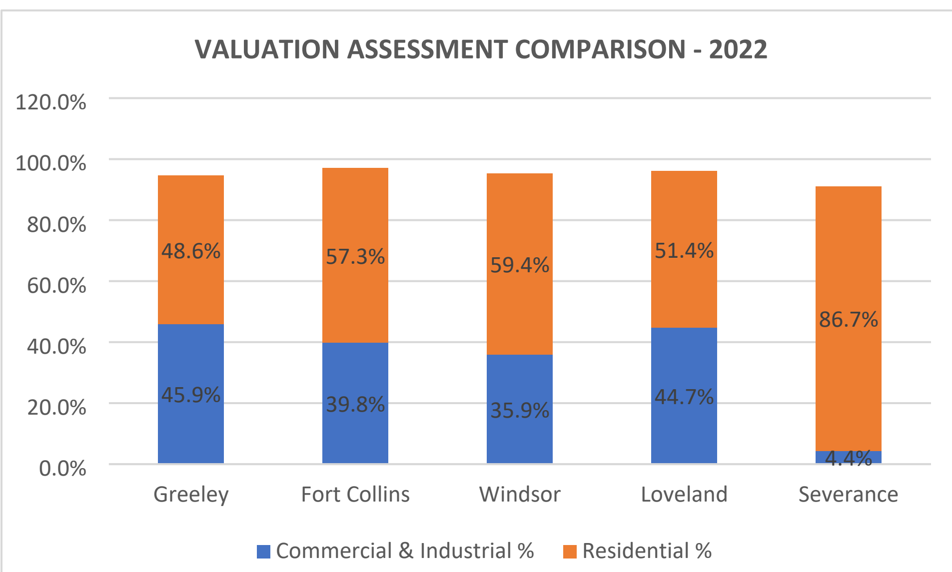
Comment

Exclude exempt property and oil & gas valuations from the overall valuation of the Town. Compare to neighboring municipalities. Note: Average of 94.8% of assessed valuations come from residential plus commercial/industrial valuations.

<u>Commercial/Residential Valuation as a % of Net Total Valuation</u>

Greeley – 45.9% / 48.6%
Fort Collins – 39.8% / 57.3%
Loveland – 44.7% / 51.4%
Windsor – 35.9% / 59.4%
Severance – 4.4%/86.7%

Display Method



Source of Data

Department: Finance

Responsible Person: Dean Moyer, Director

Actual Sales Tax =/- 5% of Previous Year

Description

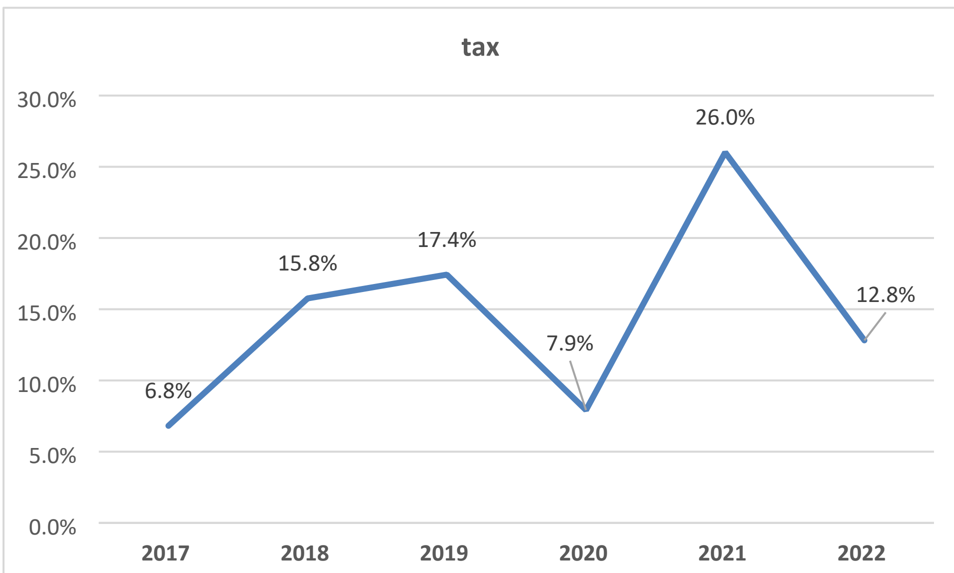
Track the growth in sales tax received by the Town.

Goal

This will serve as an indicator regarding the vibrancy and economic impact of business throughout Windsor and of the economic wellbeing of Windsor's population via internet commerce.

Comment

Display Method



Source of Data

Department: Finance

Responsible Person: Dean Moyer, Director

Sales Tax Generated in DDA +/- 5% of Previous Year

Description

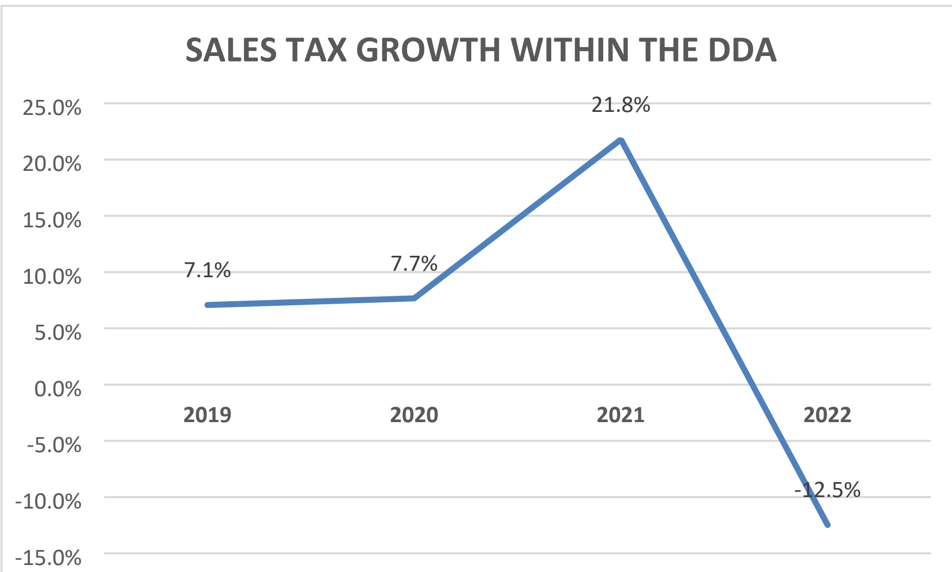
Track the growth in sales tax that is generated in the DDA.

Goal

This will serve as an indicator regarding the vibrancy and economic impact of business in our downtown area.

Comment

Display Method



Source of Data

Department: Finance

Responsible Person: Dean Moyer, Director

Rate of Turnover of FTE's

Description

High employee turnover is costly, tracking will enable staff to see trends and investigate why and recommend adjustments if turnover trends begin to increase significantly.

Goal

Track and compare annual turnover rates to historical data.

Comment

This could be compared to other municipalities in Colorado and the nation as well as year to year.

Display Method

Will also show an annual chart comparing previous years turnover rates.

Turnover Calculation	2022 Turnover		
(Formulas are included)			
	Number of Employees Separated During Month	**Average Number Employees During Month**	**Turnover Rate (Monthly)**
January	1	186	**0.54%**
February	2	190	**1.05%**
March	5	190	**2.63%**
1st Quarter	8		**4.22%**
April	2	193	**1.04%**
May	2	194	**1.03%**
June	3	195	**1.54%**
2nd Quarter	7		**3.61%**
July	3	193	**1.55%**
August	3	197	**1.52%**
September	2	200	**1.00%**
3rd Quarter	8		**4.08%**
October	5	199	**2.51%**
November	1	201	**0.50%**
December	5	198	**2.53%**
4th Quarter	11		**5.54%**
Annual	34	195	**17.44%**

Source of Data

Department: Human Resources

Responsible Person: Jennifer Butcher - Trujillo, Director

Budgeted FTE’s per 1,000 Population

Description

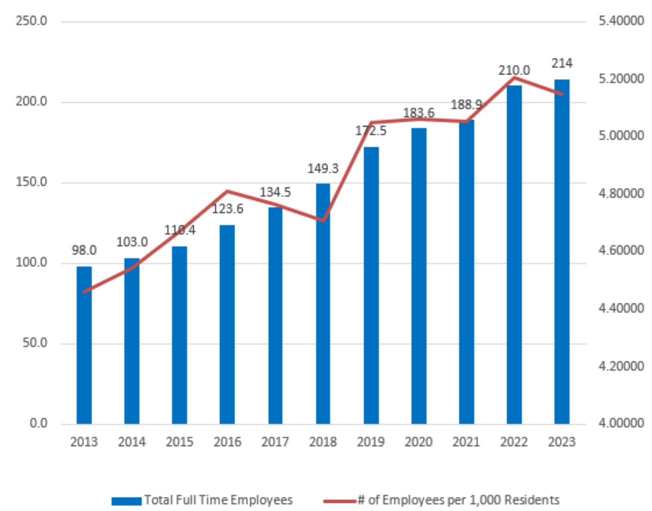
Track The number of FTE’s and how it relates to population growth.

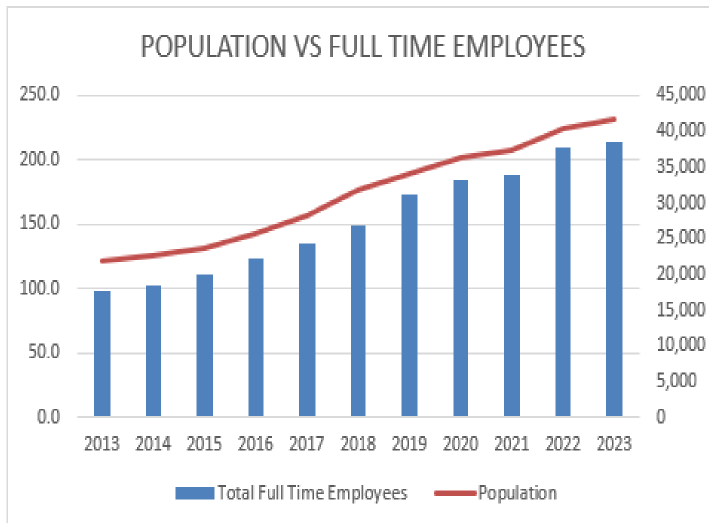
Goal

As the demand grows for municipal services due to growth in population this KPI will show if we are keeping pace with the amount of FTE’s needed to provide continued success of the organization or if level of service may need to be adjusted accordingly.

Comment

Display Method





Source of Data

Department: Human Resources

Responsible Person: Jennifer Butcher - Trujillo, Director

Visitors at Special Events

Description

Determining if our events are successful is a step toward understanding the impact of holding events and determining if the event types we currently hold are the best for Windsor or should different events be considered given their potential economic and cultural impacts.

Goal

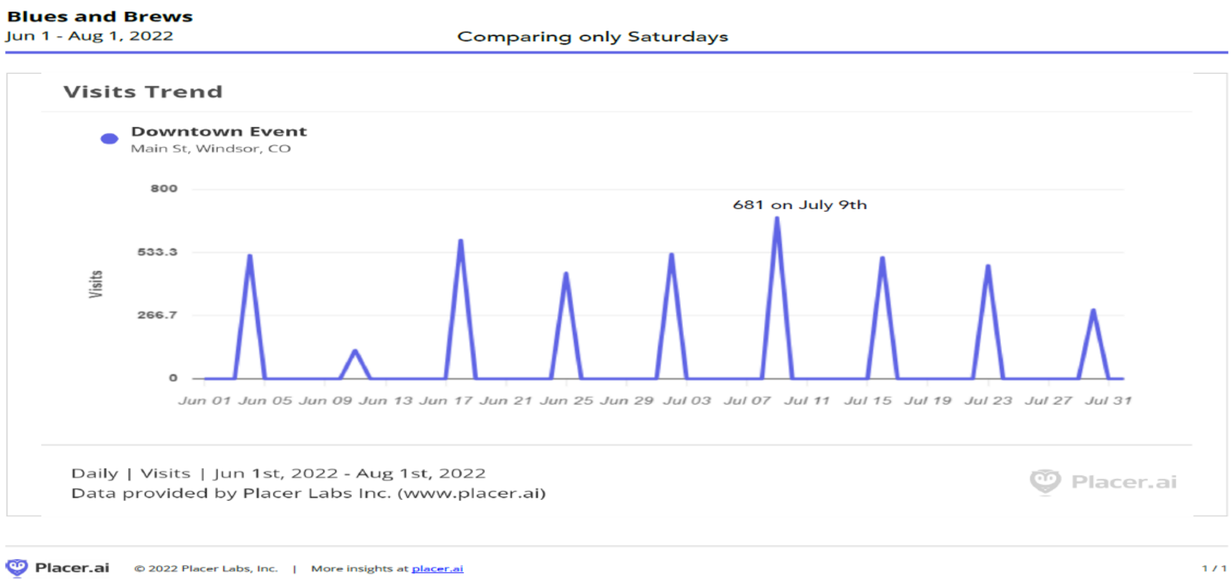
Understand the number of attendees at special events in Town. Additionally, we hope to learn where they originate from and ultimately work towards measuring the economic impact of hosting events.

Comment

This KPI is just the beginning in measuring tourism and its impacts on Windsor.

Display Method

Placier software report similar to this one.



Source of Data

Department: Economic Development

Responsible Person: Stacy Miller, Director

MEMORANDUM

Date: February 27, 2023
To: Mayor and Town Board
From: Shane Hale, Town Manager
Re: Future Meetings Agenda
Item #: 4.

Background / Discussion:

Financial Impact:

Relationship to Strategic Plan:

Recommendation:

CC:

Attachments:
1. 2023 Future Meetings Agenda

TOWN OF WINDSOR COLORADO

FUTURE TOWN BOARD MEETINGS

March 6, 2023 5:30 p.m.	Town Board Work Session Windsor Town App Presentation (15 minutes) Municipal Court Update Liqour Special Events Permits Ordinance Discussion
March 13, 2023 5:30 p.m.	Town Board Work Session Board/Manager/Attorney Monthly Meeting
March 13, 2023 7:00 p.m.	Town Board Regular Meeting
March 20, 2023 5:30 p.m.	Town Board Work Session Weld Co. Department of Public Health and Environment Update Opioid Settlement Update
March 27, 2023 5:30 p.m.	Town Board Work Session
March 27, 2023 7:00 p.m.	Town Board Regular Meeting
April 3, 2023 5:30 p.m.	Town Board Work Session
April 10, 2023 5:30 p.m.	Town Board Work Session
April 10, 2023 7:00 p.m.	Town Board Regular Meeting
April 17, 2023 5:30 p.m.	Town Board Work Session
April 24, 2023 5:30 p.m.	Town Board Work Session Poster Contest Recognition Celebration
April 24, 2023 7:00 p.m.	Town Board Regular Meeting

Future Work Session Topics

- DDA Entertainment District
- Telecom Code (Pending FCC Rules)
- Weld RE-4 School Land Dedication/Cash in lieu of Land Update
- Traffic Maintenance Funding (March/April)