



TOWN BOARD WORK SESSION
September 10, 2012 – 5:30 P.M.
301 Walnut Street, Windsor, CO 80550

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.

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 who have a question related to an agenda item are requested to allow the Town Board to discuss the topic and then be recognized by the Mayor prior to asking their question.

AGENDA

- 5:30 1. Compensation Study
Information will be presented at the work session – there are no packet materials.
- 6:05 2. Downtown Development Authority Parking Study
- 6:40 3. Future Meetings agenda
- 6:45 4. Adjourn

**RECOMMENDED POSITION CLASSIFICATION AND
FY 2013 COMPENSATION PLAN**

FOR THE

TOWN OF WINDSOR, CO

SEPTEMBER 2012

PROFESSIONAL MANAGEMENT SOLUTIONS

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**RECOMMENDED POSITION CLASSIFICATION AND
FY 2013 COMPENSATION PLAN
FOR THE TOWN OF WINDSOR, CO**

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1. EXECUTIVE SUMMARY

It is with pleasure that we present this report to update the Town of Windsor (Town) base salary plan for FY 2013.

We extend our thanks to Town Manager Kelly Arnold and Director of Human Resources/Risk Management Mary Robins for their assistance, and to the Town employees for their cooperation during the project.

A. SUMMARY OF FINDINGS

The following comments summarize our principal observations and findings. All of the constructive critique in this summary and the text are accompanied by recommended courses of action and procedures outlined in this report.

1. The Town is fortunate to have many dedicated employees who provide essential services to the Town.
2. We distinguished 66 separate job classes, which represents an increase of 2 job classes (3%) over the 64 job classes we found at the time of our last compensation plan update for FY 2011. (See Table 1, page 4.)
3. Of the 17 job classifications that we examined for the Town this year, 1 was merged into another class and deleted, 3 had title changes, 1 was replaced by a new job, and 12 remained unchanged. (See page 7, and Table 2, page 8.)
4. We examined 19 employee positions this year, three of which (15.8%) require reclassification, as their duties have changed. The remaining 16 positions require no changes in classifications, however, we recommend a title changes for 5 of these positions. (See page 9, and Table 3, page 10.)
5. The Town's current salary structure is below our forecast for the regional prevailing rates for FY 2013 for 13 of the 51 benchmark jobs. Thirty-six (36) of the benchmark jobs are comparable to the prevailing rates, and two (2) are above the prevailing rates. (See page 13 and Table 4 on page 14.)
6. The Town's current salary structure averages 4.3% below the forecast 2011 prevailing rates for comparable jobs in the areas and with the employers with whom it competes for high quality staff (see page 13).
7. The current salaries of 13 of the Town's 95 employees (13.7%) are below the Minimums of the recommended salary ranges for their positions' job classes. Fifty-seven (57) of the employees (60.0%) are paid between the Minimums and the Midpoints of their positions' recommended ranges. Twenty-two (22) of the employees' (23.2%) current salaries are between the Midpoints and the Maximums of their recommended ranges. Two employees have current salaries above the Maximums of their recommended ranges. (See Table 8 on page 32.)
8. The estimated current cost to bring all employees' salaries to the Minimums of their recommended salary ranges is \$54,366, which is 1.06% of current payroll (see Table 8, page 32). Additional costs should be budgeted for in-range salary adjustments for existing employees based on their job performance to address range compression (see page 37).

B. SUMMARY OF RECOMMENDATIONS

1. Retain the permanent prevailing rate-related salary policy of the Town (see page 23).
2. Continue utilizing the Town of Windsor Permanent Salary Range Table (see pages 19 and 20).
3. Adopt the base salary assignments in Tables 5 and 6 (see pages 24-29).
4. For any employees whose current salaries are below the Minimums of their new ranges, bring their salaries to the Minimums of the salary ranges for their positions' job classes on the effective date of the new plan.
5. For any employees whose current salaries are above the Maximums of their new ranges, freeze their salaries on the effective date of the new plan.
6. Increase the salaries of all employees within their new ranges based on performance on their annual performance review effective date (see page 22). Utilize this performance based increase to address any issues of Range Compression generated by the new Ranges (see page 35).
7. Administer the salary plan in future years on the basis of objectively measured job performance, and utilize an annually adjusted Merit Increase Guide (see page 22).
8. Continue to update the salary plan biannually by reallocating job classes to different salary ranges on the Permanent Salary Range Table reflecting the individually varying prevailing rate movement of each job in the marketplace (see page 19).
9. Continue to utilize the linkage formulas for salary range allocation of non-benchmark job classes during annual salary plan updates (see page 30 and Table 7, page 31).

2. ANALYSIS AND CLASSIFICATION OF POSITIONS

Position analysis and classification is the process of documenting and verifying the number, type, and distinct levels of occupational job classes within the Town of Windsor and assigning each budgeted position to the correct occupational job class. This process establishes the sound basis for the subsequent salary plan that is administered at the job classification level.

A. *PRINCIPAL STEPS IN THE CLASSIFICATION PROCESS*

The update of the position analysis and classification phase of the Town of Windsor's total salary plan development project consisted of the following standard steps to determine the correct occupational job classification and title for the expanded position and newly proposed positions.

1. *Position Analysis Questionnaire (PAQ)*

Beginning in 2010, approximately one-third of the Town's positions have been selected each year for classification review. We requested new Position Analysis Questionnaires (PAQ's) to be completed by employees in these positions and reviewed by their supervisors and department directors. This report includes classification information for 19 positions reviewed during 2012. The other Town positions were not included in the classification portion of this year's study, but the results of the previous two years of position classifications were utilized for the salary survey.

2. *Interviews with Employees*

We met with each of the employees in the 19 positions included in the classification portion of this project, and conducted on-site interviews with those employees about the content of their jobs.

3. *Review of Documents*

We carefully reviewed all PAQ's submitted to us by the Town for the 19 positions, and the comments of the supervisors and/or department directors concerning the duties of their employees. We also reviewed the Town's organizational charts, and capsule job descriptions for related positions prepared by the Colorado Municipal League.

4. *Determination of Job Class Titles*

Based on our analysis of the job content of the various positions, we sorted them into common occupational series and groups, and then determined the number of distinct job levels (classifications) within each group. Table 1 on the following pages is the resultant Schematic of Occupational Job Classes reflecting the actual duties and responsibilities performed by the Town of Windsor employees. We distinguished 66 separate job classifications currently in use by the Town, including those not re-evaluated this year.

Town of Windsor, Colorado
Table 1 - Schematic of Occupational Job Classes

Class Code	Occupational Job Families and Job Classes ¹
100	ADMINISTRATIVE & FINANCIAL SERIES
<u>110</u>	<u>Administrative Group</u>
111	Town Manager
112	Town Clerk/Customer Service Manager
<u>120</u>	<u>Finance Group</u>
121	Director of Finance & Information Systems
122	Sales Tax Technician
125	Budget Analyst
126	Utility Billing Specialist
128	Accounting Clerk
129	Accounting Manager
<u>130</u>	<u>Office Support Group</u>
131	Administrative Specialist/Deputy Town Clerk
132	Administrative Specialist
134	Municipal Court Clerk
136	Recreation Reception/Scheduling Coordinator
137	Receptionist/Account Clerk
138	Administrative Assistant
161	Marketing Specialist/Web Specialist
162	Police Records Clerk
<u>140</u>	<u>Information Technology Group</u>
142	Systems Administrator
143	GIS Specialist
145	PC Support Specialist
<u>150</u>	<u>Human Resources Group</u>
151	Director of Human Resources/Risk Management
152	Human Resources Assistant
200	COMMUNITY DEVELOPMENT SERIES
<u>210</u>	<u>Engineering Group</u>
211	Director of Engineering
212	Civil Engineer
213	Construction Inspector
<u>220</u>	<u>Planning Group</u>
221	Director of Planning
223	Planning Technician
224	Permit Technician
225	Associate Planner
226	Chief Planner
230	Economic Development Manager

¹ Class code numbers may be skipped due to jobs not currently in use.

Town of Windsor, Colorado
Table 1 - Schematic of Occupational Job Classes

Class Code	Occupational Job Families and Job Classes ¹
300	PARKS & RECREATION SERIES
310	<u>Administrative, Cultural, & Recreation Group</u>
311	² Director of Parks, Recreation & Culture
312	Recreation Manager
313	Art & Heritage Manager
315	Recreation Coordinator
316	Museum Curator
318	Recreation Leader
319	Museum Preparator
320	<u>Park Maintenance Group</u>
321	Parks & Open Space Manager
322	Town Forester
326	Park Maintenance Technician
328	Forestry Maintenance Technician
329	Parks Construction Technician
400	POLICE SERIES
410	<u>Police Administrative & Supervisory Group</u>
411	Chief of Police
420	<u>Police Operations Group</u>
422	³ Police Officer
423	Code Enforcement Officer

- ¹ Class code numbers may be skipped due to jobs not currently in use.
² Special Assignment Pay for employee serving as Communication Coordinator for the Town.
³ Special Assignment Pay for Police Officer serving as Investigator.

Town of Windsor, Colorado
Table 1 - Schematic of Occupational Job Classes

Class Code	Occupational Job Families and Job Classes ¹
500	PUBLIC WORKS SERIES
510	<u>Administrative & Supervisory Group</u>
511	Director of Public Works
512	Fleet Manager
513	Public Works Crew Supervisor
514	Wastewater Services Superintendent
520	<u>Wastewater Operation Group</u>
523	Wastewater Treatment Plant Operator B
525	Equipment Operator/Utility Technician
527	Storm Water Technician
530	<u>Equipment Operation & Maintenance Group</u>
531	Senior Utility Technician
532	Utility Technician
534	Fleet Mechanic Assistant
535	Heavy Equipment Operator/Public Works Maintenance Technician
536	Equipment Operator/Public Works Maintenance Technician
537	Equipment Operator
538	Cemetery Maintenance Technician
539	Fleet Mechanic
540	<u>Facility Maintenance Group</u>
541	Facilities Manager
543	Facility Maintenance Technician
544	Facility Services Attendant
546	Custodial Supervisor
547	Custodial Technician
548	Custodian

¹ Class code numbers may be skipped due to jobs not currently in use.

5. **Index of Current to Recommended Job Classes**

Table 2 on the next page provides a listing of the 17 current job titles found on the Town's employee salary list. The Table shows their recommended new titles or disposition. The total classification transactions are shown below.

	<u>Classification Transactions</u>	<u>% of Total</u>
- No change	12	70.6%
- Title change only	3	17.6%
- Merged with other classes and deleted	1	5.9%
- Created New Job	<u>1</u>	<u>5.9%</u>
	17	100.0%

**Town of Windsor, Colorado
Position Classification Plan**

Table 2 - Index of Current to Recommended Job Classes

Transaction Codes:
M = Merge into Other Class
T = Title Modification
D = Delete Class Title

S = Split into Two or More Classes
N = No Change
J = New Job Class

Current Job Class	Recommended Job Class	Trans Code
Accounting Supervisor	Accounting Manager	J,D
Art & Heritage Manager	Art & Heritage Manager	N
Business Development Manager	Economic Development Manager	T
Chief of Police	Chief of Police	N
Director of Finance & Information Systems	Director of Finance & Information Systems	N
Director of Human Resources/Risk Management	Director of Human Resources/Risk Management	N
Director of Parks, Recreation & Culture	Director of Parks, Recreation & Culture	N
Director of Public Works	Director of Public Works	N
Facility Services Attendant	Facility Services Attendant	N
Museum Curator	Museum Curator	N
Museum Preparator	Museum Preparator	N
Program Coordinator	Recreation Leader	T
Recreation Coordinator	Recreation Coordinator	N
Recreation Manager	Recreation Manager	N
Recreation Supervisor	Recreation Coordinator	M,D
Town Clerk/Customer Service Administrator	Town Clerk/Customer Service Manager	T
Town Manager	Town Manager	N

6. **Quality Control Review**

We notified each department director of the recommended position classification plan for that department to obtain their critiques, identification of errors, and suggested changes in job class concepts, class titles, and the classification of individual positions. We also reviewed the entire position classification plan with the Town Manager and Director of Human Resources/Risk Management. Resultant changes have been incorporated into this recommended plan.

7. **Position Classification Register**

Table 3, on the next page, provides a detailed listing in organization structure order of the Town's positions with the names of the current incumbents and recommended occupational job classes. Nineteen (19) employees are currently employed in the 17 classifications identified above, with two positions having two incumbents each. The position by position classification recommendations shown in Table 3 are summarized below.

	<u>Number of Positions</u>	<u>% of Total</u>
- No change	11	57.9%
- Reclassified to another job class	3	15.8%
- Title change only	<u>5</u>	<u>26.3%</u>
	19	100.0%

**Town of Windsor, Colorado
Position Classification Plan
Table 3 - Recommended Classification of Individual Positions**

Transaction Codes:
R = Reclassification
N = No Change
T = Title Modification

Employee Name	Department	Current Job Class	Recommended Job Class	Trans Code
Johnson, Stacy L	Administration	Bus Dev Manager	Economic Development Manager	T
Arnold, Kelly	Administration	Town Manager	Town Manager	N
Moyer, Dean A	Finance & Information Technology	Director/Finance	Director of Finance & Information Systems	T
Turner, Cheryl E	Finance & Information Technology	Finance Supervisor	Accounting Manager	R
Robins, Mary D	Human Resources	Director/Hr-Risk Man	Director of Human Resources/Risk Management	N
Bruntz, Kevin L	Parks, Recreation & Culture	Facilities Serv Att	Facility Services Attendant	N
Fotsch, Tara A	Parks, Recreation & Culture	Rec Program Mgr	Recreation Manager	T
Bates, Katie H	Parks, Recreation & Culture	Museum Curator	Museum Curator	N
Caskey, Monte A	Parks, Recreation & Culture	Art & Heritage Preparator/Build Maint	Museum Preparator	T
Chew, Melissa M	Parks, Recreation & Culture	Director Of Parks, Rec & Culture	Director of Parks, Recreation & Culture	N
Eckhardt, Jay A	Parks, Recreation & Culture	Recreation Coord	Recreation Coordinator	N
Knight, Carrie N	Parks, Recreation & Culture	Art & Heritage Mngr	Art & Heritage Manager	N
Kraus, Matthew R	Parks, Recreation & Culture	Recreation Coord	Recreation Coordinator	N
Kula, Murray R	Parks, Recreation & Culture	Rec Leader	Recreation Leader	N
Marlin, Kendra D.	Parks, Recreation & Culture	Recreation Superv	Recreation Coordinator	R
Warner, Bobby C	Parks, Recreation & Culture	Recreation Superv/Sports	Recreation Coordinator	R
Michaels, John E.	Police	Chief Of Police	Chief of Police	N
Walker, Terry J	Public Works	Director/Public Work	Director of Public Works	N
Garcia, Patricia L	Town Clerk'S Office	Town Clerk	Town Clerk/Customer Service Manager	T

B. ADMINISTRATION OF THE POSITION CLASSIFICATION PLAN

Detailed technical and procedural provisions for the recommended ongoing administration and update of the Town of Windsor's position classification plan are contained in the *PSPC Position Classification Procedure Guide* provided in 1999.

3. EXTERNAL COMPETITIVENESS COMPARISONS

The following paragraphs and Table 4 compare the Town of Windsor's current salary structure to those for similar occupations in the regional municipalities with whom the Town competes to obtain and retain high quality staff.

A. SOURCES OF EXTERNAL DATA

The Town's 66 job classifications were divided into the following groupings for salary comparison purposes:

Group A: Executive Positions

Chief of Police
Director of Engineering
Director of Finance & Information Systems
Director of Human Resources/Risk Management
Director of Parks & Recreation
Director of Planning
Director of Public Works
Economic Development Manager
Town Clerk/Customer Service Manager
Town Manager

Group B: All Other Positions

Accounting Clerk
Accounting Manager
Administrative Assistant
Administrative Specialist
Administrative Specialist/Deputy Town Clerk
Art & Heritage Manager
Associate Planner
Budget Analyst
Cemetery Maintenance Technician
Chief Planner
Civil Engineer
Code Enforcement Officer
Construction Inspector
Custodial Supervisor
Custodial Technician
Custodian
Equipment Operator
Equipment Operator/Public Works Maintenance Technician
Equipment Operator/Utility Technician
Facilities Manager
Facility Maintenance Technician
Facility Services Attendant

Group B: All Other Positions, Continued

Fleet Manager
Fleet Mechanic
Fleet Mechanic Assistant
Forestry Maintenance Technician
GIS Specialist
Heavy Equipment Operator/Public Works Maintenance Technician
Human Resources Assistant
Marketing Specialist/Web Specialist
Municipal Court Clerk
Museum Curator
Museum Preparator
Park Maintenance Technician
Parks & Open Space Manager
Parks Construction Technician
PC Support Specialist
Permit Technician
Planning Technician
Police Officer
Police Records Clerk
Public Works Crew Supervisor
Receptionist/Account Clerk
Recreation Coordinator
Recreation Leader
Recreation Manager
Recreation Reception/Scheduling Coordinator
Sales Tax Technician
Senior Utility Technician
Storm Water Technician
Systems Administrator
Town Forester
Utility Billing Specialist
Utility Technician
Wastewater Services Superintendent
Wastewater Treatment Plant Operator B

Because the Town competes with differing markets for various positions, the following comparison groupings were utilized for salary comparison purposes.

1. Colorado Municipalities Similar in Size to the Town of Windsor

The Town selected the following local governments as sufficiently local and similar in size, budget, complexity, and range of services to be comparable to the Town and serve as the external prevailing rate model for Group A. These factors determine the composition of the applicant pool for jobs in this Group.

Castle Rock, CO

Evans, CO

Johnstown, CO

Commerce City, CO

Fort Lupton, CO

Louisville, CO

Erie, CO

Fountain, CO

Parker, CO

Golden, CO

2. Colorado Municipalities in the Town of Windsor Region

For the jobs in Group B, the Town selected the same comparison cities and towns as utilized for Group A, but jobs within Group B are not particularly sensitive to organization size. The responsibility levels and applicant pools are similar at most municipalities having these jobs. The Town competes with other municipalities within the surrounding area (commuting distance) for these jobs. Therefore, Fort Collins, Greeley, Loveland, Larimer County, and Weld County are also included to reflect the surrounding area.

Castle Rock, CO	Fort Lupton, CO	Larimer County, CO
Commerce City, CO	Fountain, CO	Louisville, CO
Erie, CO	Golden, CO	Loveland, CO
Evans, CO	Greeley, CO	Parker, CO
Fort Collins, CO	Johnstown, CO	Weld County, CO

Salary ranges for jobs in Groups A and B were extracted from the Colorado Municipal League's 2012 Advanced Comparison Detailed Compensation Report. We carefully reviewed the job descriptions and notes provided to determine whether the surveyed jobs matched the Town of Windsor jobs. When we found four or more matches among the survey group entities listed above for a given Town of Windsor job, we utilized that job as a benchmark job. We then calculated the average of the Midpoints of the ranges for all job matches found. Because the survey contained 2012 data and we were preparing a 2013 compensation plan, we considered whether we should apply a factor to calculate next year's prevailing wages. Because of the stagnant economy at this time, and our knowledge of municipal wage trends, we did not do so.

B. TOWN'S SALARY STRUCTURE COMPARED TO THE PREVAILING RATES

1. Structure to Structure Comparison

Table 4, on the next page, compares the Midpoints of the Town's current salary schedule to the average Midpoints of the 2013 calculated salary structures (prevailing rates) for each benchmark job class of the surveyed employers. The structure-to-structure comparison data is displayed in an "under-to-over" format for clarity.

The extent of the variance of the Town's current rates from the 2013 prevailing rates ranges from -36.7% for Accounting Manager to +9.4% for Sales Tax Technician. The average Town of Windsor benchmark job is currently 4.3% below the prevailing rates calculated for 2013. Variances of plus or minus 5% are considered comparable to the prevailing rates. The results shown on Table 4 are summarized below.

	<u>Number of Benchmark Classes</u>	<u>% of Sample</u>	<u>Average Variance</u>
- Below the prevailing rates	13	25.5%	-13.1%
- Comparable to the prevailing rates	36	70.6%	-1.9%
- Above the prevailing rates	<u>2</u>	<u>3.9%</u>	8.6%
	51	100.0%	

Town of Windsor, Colorado

FY 2013 Salary Plan

Table 4 - External Prevailing Rates Comparison

Class Code	Job Classification Title	Group	Windsor Midpoint	01/01/11 Aged Survey Midpoint	Variance	
					\$	%
129	Accounting Manager	B	\$51,144	\$80,883	-\$29,738	-36.77%
230	Economic Development Manager	A	\$77,822	\$96,665	-\$18,843	-19.49%
511	Director of Public Works	A	\$92,506	\$111,529	-\$19,023	-17.06%
544	Facility Services Attendant	B	\$30,451	\$36,412	-\$5,962	-16.37%
221	Director of Planning	A	\$94,819	\$110,427	-\$15,608	-14.13%
151	Director of Human Resources/Risk Management	A	\$88,049	\$100,493	-\$12,445	-12.38%
312	Recreation Manager	B	\$67,106	\$75,744	-\$8,638	-11.40%
512	Fleet Manager	B	\$65,469	\$73,388	-\$7,919	-10.79%
322	Town Forester	B	\$57,865	\$62,894	-\$5,029	-8.00%
132	Administrative Specialist	B	\$39,954	\$42,706	-\$2,753	-6.45%
225	Associate Planner	B	\$48,680	\$51,813	-\$3,133	-6.05%
112	Town Clerk/Customer Service Manager	A	\$77,822	\$82,573	-\$4,751	-5.75%
539	Fleet Mechanic	B	\$46,334	\$48,914	-\$2,579	-5.27%
<hr/>						
311	Director of Parks, Recreation & Culture	A	\$104,662	\$109,495	-\$4,833	-4.41%
411	Chief of Police	A	\$109,961	\$114,818	-\$4,858	-4.23%
224	Permit Technician	B	\$40,953	\$42,639	-\$1,686	-3.96%
537	Equipment Operator	B	\$40,953	\$42,618	-\$1,665	-3.91%
536	Equipment Operator/Public Works Maintenance Technician	B	\$40,953	\$42,528	-\$1,576	-3.71%
538	Cemetery Maintenance Technician	B	\$40,953	\$42,439	-\$1,486	-3.50%
326	Park Maintenance Technician	B	\$40,953	\$42,439	-\$1,486	-3.50%
532	Utility Technician	B	\$40,953	\$42,439	-\$1,486	-3.50%
541	Facilities Manager	B	\$52,423	\$54,300	-\$1,878	-3.46%
143	GIS Specialist	B	\$59,312	\$61,172	-\$1,860	-3.04%
142	Systems Administrator	B	\$67,106	\$69,168	-\$2,062	-2.98%
523	Wastewater Treatment Plant Operator B	B	\$45,204	\$46,549	-\$1,344	-2.89%
423	Code Enforcement Officer	B	\$45,204	\$46,539	-\$1,335	-2.87%
211	Director of Engineering	A	\$92,506	\$95,199	-\$2,693	-2.83%
138	Administrative Assistant	B	\$35,313	\$36,315	-\$1,002	-2.76%
321	Parks & Open Space Manager	B	\$75,924	\$77,952	-\$2,028	-2.60%
126	Utility Billing Specialist	B	\$41,976	\$43,072	-\$1,095	-2.54%
316	Museum Curator	B	\$51,144	\$52,397	-\$1,252	-2.39%
513	Public Works Crew Supervisor	B	\$57,865	\$59,214	-\$1,349	-2.28%
121	Director of Finance & Information Systems	A	\$104,662	\$106,998	-\$2,336	-2.18%
422	Police Officer	B	\$57,865	\$59,059	-\$1,194	-2.02%
128	Accounting Clerk	B	\$39,954	\$40,755	-\$802	-1.97%
535	Heavy Equipment Operator/Public Works Maintenance Technician	B	\$43,026	\$43,845	-\$819	-1.87%
145	PC Support Specialist	B	\$52,423	\$53,337	-\$914	-1.71%
548	Custodian	B	\$27,587	\$27,947	-\$360	-1.29%
131	Administrative Specialist/Deputy Town Clerk	B	\$45,204	\$45,619	-\$415	-0.91%
315	Recreation Coordinator	B	\$47,493	\$47,870	-\$378	-0.79%
213	Construction Inspector	B	\$55,077	\$55,427	-\$351	-0.63%
212	Civil Engineer	B	\$77,822	\$77,997	-\$175	-0.22%
111	Town Manager	A	\$140,759	\$141,056	-\$297	-0.21%
226	Chief Planner	B	\$68,783	\$68,443	\$341	0.50%
162	Police Records Clerk	B	\$38,029	\$37,786	\$243	0.64%
152	Human Resources Assistant	B	\$45,204	\$44,841	\$363	0.81%
134	Municipal Court Clerk	B	\$41,976	\$41,532	\$444	1.07%
223	Planning Technician	B	\$44,102	\$43,413	\$688	1.59%
125	Budget Analyst	B	\$62,314	\$61,259	\$1,055	1.72%

Town of Windsor, Colorado

FY 2013 Salary Plan

Table 4 - External Prevailing Rates Comparison

Class Code	Job Classification Title	Group	Windsor Midpoint	01/01/11 Aged Survey Midpoint	Variance	
					\$	%
543	Facility Maintenance Technician	B	\$43,026	\$39,930	\$3,096	7.75%
122	Sales Tax Technician	B	\$48,680	\$44,476	\$4,204	9.45%

2. Summary of Comparison

The data illustrate that the Town of Windsor's current salary plan requires adjustment in order to be competitive in the 2013 marketplace, since the Town's current salary structure is below the 2012 prevailing rates for 25.5% of the survey benchmark job classes.

4. RECOMMENDED SALARY RANGE STRUCTURE

This report section describes the base salary range structure recommended for the Town of Windsor, designed to be administered on the basis of each employee's objectively evaluated job performance and/or length of service.

A. *PERMANENT SALARY RANGE TABLE*

The Town of Windsor Permanent Salary Range Table, on the next page, provides equal in-range salary opportunity of 35% for all Town positions. Salary ranges are separated by a uniform 2-1/2%. The Town adopted this Permanent Salary Range Table upon our recommendation in 1999.

The Permanent Salary Range Table permits the Town to link job classes to the external prevailing rates, the Town's salary competitiveness policy, and internal job class relationships through their Midpoints. Job classes are individually reassigned to their proper salary ranges on a biannual basis to reflect the varying movements of the prevailing rates in the marketplace.

**Town of Windsor, Colorado
Permanent Salary Range Table**

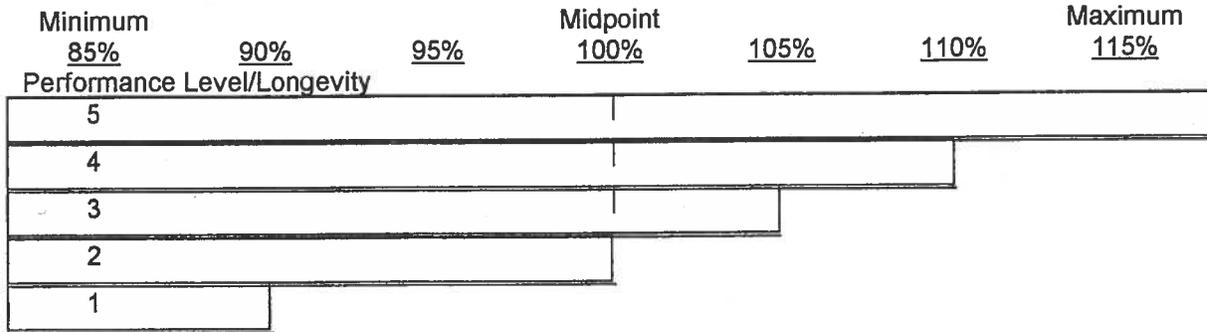
Salary Range	Minimum	Midpoint	Maximum	Salary Range	Minimum	Midpoint	Maximum
10	\$10,920	\$12,831	\$14,742	65	\$42,465	\$49,897	\$57,328
11	\$11,193	\$13,152	\$15,111	66	\$43,527	\$51,144	\$58,761
12	\$11,473	\$13,481	\$15,488	67	\$44,615	\$52,423	\$60,231
13	\$11,760	\$13,818	\$15,876	68	\$45,731	\$53,733	\$61,736
14	\$12,054	\$14,163	\$16,272	69	\$46,874	\$55,077	\$63,280
15	\$12,355	\$14,517	\$16,679	70	\$48,046	\$56,454	\$64,862
16	\$12,664	\$14,880	\$17,096	71	\$49,247	\$57,865	\$66,483
17	\$12,980	\$15,252	\$17,524	72	\$50,478	\$59,312	\$68,145
18	\$13,305	\$15,633	\$17,962	73	\$51,740	\$60,794	\$69,849
19	\$13,638	\$16,024	\$18,411	74	\$53,033	\$62,314	\$71,595
20	\$13,979	\$16,425	\$18,871	75	\$54,359	\$63,872	\$73,385
21	\$14,328	\$16,835	\$19,343	76	\$55,718	\$65,469	\$75,220
22	\$14,686	\$17,256	\$19,826	77	\$57,111	\$67,106	\$77,100
23	\$15,053	\$17,688	\$20,322	78	\$58,539	\$68,783	\$79,028
24	\$15,430	\$18,130	\$20,830	79	\$60,003	\$70,503	\$81,003
25	\$15,815	\$18,583	\$21,351	80	\$61,503	\$72,266	\$83,028
26	\$16,211	\$19,048	\$21,885	81	\$63,040	\$74,072	\$85,104
27	\$16,616	\$19,524	\$22,432	82	\$64,616	\$75,924	\$87,232
28	\$17,031	\$20,012	\$22,992	83	\$66,232	\$77,822	\$89,413
29	\$17,457	\$20,512	\$23,567	84	\$67,887	\$79,768	\$91,648
30	\$17,894	\$21,025	\$24,156	85	\$69,585	\$81,762	\$93,939
31	\$18,341	\$21,551	\$24,760	86	\$71,324	\$83,806	\$96,288
32	\$18,800	\$22,089	\$25,379	87	\$73,107	\$85,901	\$98,695
33	\$19,270	\$22,642	\$26,014	88	\$74,935	\$88,049	\$101,162
34	\$19,751	\$23,208	\$26,664	89	\$76,808	\$90,250	\$103,691
35	\$20,245	\$23,788	\$27,331	90	\$78,728	\$92,506	\$106,283
36	\$20,751	\$24,383	\$28,014	91	\$80,697	\$94,819	\$108,941
37	\$21,270	\$24,992	\$28,714	92	\$82,714	\$97,189	\$111,664
38	\$21,802	\$25,617	\$29,432	93	\$84,782	\$99,619	\$114,456
39	\$22,347	\$26,257	\$30,168	94	\$86,902	\$102,109	\$117,317
40	\$22,905	\$26,914	\$30,922	95	\$89,074	\$104,662	\$120,250
41	\$23,478	\$27,587	\$31,695	96	\$91,301	\$107,279	\$123,256
42	\$24,065	\$28,276	\$32,488	97	\$93,583	\$109,961	\$126,338
43	\$24,667	\$28,983	\$33,300	98	\$95,923	\$112,710	\$129,496
44	\$25,283	\$29,708	\$34,132	99	\$98,321	\$115,527	\$132,733
45	\$25,915	\$30,451	\$34,986	100	\$100,779	\$118,415	\$136,052
46	\$26,563	\$31,212	\$35,860	101	\$103,299	\$121,376	\$139,453
47	\$27,227	\$31,992	\$36,757	102	\$105,881	\$124,410	\$142,939
48	\$27,908	\$32,792	\$37,676	103	\$108,528	\$127,520	\$146,513
49	\$28,606	\$33,612	\$38,618	104	\$111,241	\$130,709	\$150,176
50	\$29,321	\$34,452	\$39,583	105	\$114,022	\$133,976	\$153,930
51	\$30,054	\$35,313	\$40,573	106	\$116,873	\$137,326	\$157,778
52	\$30,805	\$36,196	\$41,587	107	\$119,795	\$140,759	\$161,723
53	\$31,575	\$37,101	\$42,627	108	\$122,790	\$144,278	\$165,766
54	\$32,365	\$38,029	\$43,692	109	\$125,859	\$147,885	\$169,910
55	\$33,174	\$38,979	\$44,785	110	\$129,006	\$151,582	\$174,158
56	\$34,003	\$39,954	\$45,904	111	\$132,231	\$155,371	\$178,512
57	\$34,853	\$40,953	\$47,052	112	\$135,537	\$159,256	\$182,975
58	\$35,725	\$41,976	\$48,228	113	\$138,925	\$163,237	\$187,549
59	\$36,618	\$43,026	\$49,434	114	\$142,398	\$167,318	\$192,238
60	\$37,533	\$44,102	\$50,670	115	\$145,958	\$171,501	\$197,044
61	\$38,472	\$45,204	\$51,937	116	\$149,607	\$175,788	\$201,970
62	\$39,433	\$46,334	\$53,235	117	\$153,347	\$180,183	\$207,019
63	\$40,419	\$47,493	\$54,566	118	\$157,181	\$184,688	\$212,194
64	\$41,430	\$48,680	\$55,930	119	\$161,111	\$189,305	\$217,499

Midpoint %
2.50%

Range Spread
35.00%

B. ANATOMY OF A SALARY RANGE

Salary ranges are intended to provide employers with the ability to financially recognize and distinguish between various levels of job performance, contribution to the organization, and/or length of service by employees. The following diagram illustrates the standard concept of achievement/longevity level segmentation of a salary range.



The *Illustrative Merit Increase Guide*, on the next page, depicts the varying percentages of salary increase opportunities available to employees, depending on their current positions in their respective salary ranges (compa-ratio) and their evaluated job performance and/or longevity. It is an illustrative example only, and should be adapted annually by the Town to reflect available funding levels and employee performance.

Please refer to the *PSPC Salary Administration Procedure Guide* for additional information regarding the use of the *Illustrative Merit Increase Guide* on the basis of compa-ratio, which can be combined with evaluated job performance and/or longevity programs.

ILLUSTRATIVE MERIT INCREASE GUIDE

<u>COMPA-RATIO</u>	<u>ACHIEVEMENT LEVEL</u>				
	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
85.0 – 89.9	0%	4%	5%	6%	7%
90.0 – 94.9	0%	3%	4%	5%	6%
95.0 – 99.9	0%	2%	3%	4%	5%
100.0 – 104.9	0%	0%	2%	3%	4%
105.0 – 109.9	0%	0%	0%	2%	3%
110.0 – 115.0	0%	0%	0%	0%	2%

NOTES: Compa-Ratio is the relationship of an incumbent's salary amount to the Midpoint of the salary range of his/her job class.
 No increase should exceed the Maximum of the salary range
 This schedule is an illustration; actual matrices should be prepared annually to reflect budget allocations and employee performance levels.

Illustrative Achievement Levels

- 1 Improvement Required
- 2 Increasing Capability
- 3 Competent
- 4 Outstanding
- 5 Truly Exceptional

Illustrative Longevity Levels

- 1 Less than one year service
- 2 One to two years service
- 3 Two to five years service
- 4 Five to ten years service
- 5 Over ten years service

5. RECOMMENDED FY 2013 BASE SALARY PLAN

The following narrative and tables describe the recommended Town of Windsor FY 2013 base salary plan, its estimated fiscal impact, and related salary administration topics.

A. RECOMMENDED FLEXIBLE FY 2013 BASE SALARY POLICY

Salary **policy** is the Town's expression of **where** it will place its salary range levels in relation to the external prevailing rates, expressed as a **percentage** of the external prevailing rates (e.g.: 100%, 5% above, or 10% below). It should be noted that the prevailing rate represents a **range** of salaries with a minimum, midpoint, and maximum pay amount for a given job. All salaries within the range for a job represent prevailing rates of pay for that job; salaries below the minimum or above the maximum do not.

Permanent Prevailing Rate Salary Policy

We recommend that the Town of Windsor retain its permanent policy to place its salary competitiveness at least at 100% of the prevailing rates. The prevailing rates are defined as +/- 5% of survey jobs' averages for the Town's benchmark jobs.

The +/- 5% component of this policy provides the Town with flexibility to consider significant factors relating to internal occupational group relationships, supply and demand in the marketplace for specific job classes, and the Town's budgetary needs.

We commend the Town for instituting its Permanent Prevailing Rate Salary Policy indicating that:

"It is the policy of the Town of Windsor to pay its employees at or above the prevailing rates paid for similar work by the employers with whom we compete for quality staff, if financially able, based on the average rates of the comparable regional public employers and Windsor-area private employers."

B. ASSIGNMENT OF JOB CLASSES TO SALARY RANGES

Tables 5 and 6, on the following pages are the recommended FY 2013 salary ranges for each of the Town's job classes in occupational group order (Table 5) and salary range order (Table 6). Benchmark jobs were initially placed as close to the prevailing rates for comparable jobs as practical by matching the salary ranges' Midpoints to the survey average Midpoints. The ranges were then adjusted as necessary to relieve internal anomalies. We utilized our professional judgment and the quality review by the Town Manager and Director of Human Resource/Risk Management to prevent illogical relationships. The resultant pay plan therefore reflects both external competitiveness and internal equity considerations.

It should be noted that information regarding the Town Manager position is presented for informational purposes only. Because the Town Manager position is a contractual appointment, it is not intended to be part of the Town's adopted salary plan.

Town of Windsor, Colorado

FY 2013 Salary Plan

Table 5 - Salary Ranges Per Job Class - (Job Class Order)

Class Code	Occupational Job Families and Job Classes ¹	-- Recommended --			
		Salary Range	Minimum	Midpoint	Maximum
100	ADMINISTRATIVE & FINANCIAL SERIES				
110	<u>Administrative Group</u>				
111	* Town Manager	107	\$119,795	\$140,759	\$161,723
112	* Town Clerk/Customer Service Manager	85	\$69,585	\$81,762	\$93,939
120	<u>Finance Group</u>				
121	+ Director of Finance & Information Systems	96	\$91,301	\$107,279	\$123,256
122	* Sales Tax Technician	60	\$37,533	\$44,102	\$50,670
125	* Budget Analyst	73	\$51,740	\$60,794	\$69,849
126	* Utility Billing Specialist	59	\$36,618	\$43,026	\$49,434
128	* Accounting Clerk	57	\$34,853	\$40,953	\$47,052
129	* Accounting Manager	83	\$66,232	\$77,822	\$89,413
130	<u>Office Support Group</u>				
131	* Administrative Specialist/Deputy Town Clerk	61	\$38,472	\$45,204	\$51,937
132	* Administrative Specialist	59	\$36,618	\$43,026	\$49,434
134	* Municipal Court Clerk	58	\$35,725	\$41,976	\$48,228
136	Recreation Reception/Scheduling Coordinator	54	\$32,365	\$38,029	\$43,692
137	Receptionist/Account Clerk	50	\$29,321	\$34,452	\$39,583
138	* Administrative Assistant	52	\$30,805	\$36,196	\$41,587
161	Marketing Specialist/Web Specialist	57	\$34,853	\$40,953	\$47,052
162	* Police Records Clerk	54	\$32,365	\$38,029	\$43,692
140	<u>Information Technology Group</u>				
142	* Systems Administrator	78	\$58,539	\$68,783	\$79,028
143	* GIS Specialist	73	\$51,740	\$60,794	\$69,849
145	* PC Support Specialist	68	\$45,731	\$53,733	\$61,736
160	<u>Human Resources Group</u>				
151	* Director of Human Resources/Risk Management	93	\$84,782	\$99,619	\$114,456
152	* Human Resources Assistant	61	\$38,472	\$45,204	\$51,937
200	COMMUNITY DEVELOPMENT SERIES				
210	<u>Engineering Group</u>				
211	* Director of Engineering	91	\$80,697	\$94,819	\$108,941
212	* Civil Engineer	83	\$66,232	\$77,822	\$89,413
213	* Construction Inspector	69	\$46,874	\$55,077	\$63,280
220	<u>Planning Group</u>				
221	* Director of Planning	95	\$89,074	\$104,662	\$120,250
223	* Planning Technician	59	\$36,618	\$43,026	\$49,434
224	* Permit Technician	59	\$36,618	\$43,026	\$49,434
225	* Associate Planner	67	\$44,615	\$52,423	\$60,231
226	+ Chief Planner	82	\$64,616	\$75,924	\$87,232
230	* Economic Development Manager	92	\$82,714	\$97,189	\$111,664

¹ Class code numbers may be skipped due to jobs not currently in use.

*Salary Survey Benchmark

+Windsor Job responsibilities exceed those of Benchmark Job

-Benchmark Job responsibilities exceed those of Windsor Job

Town of Windsor, Colorado

FY 2013 Salary Plan

Table 5 - Salary Ranges Per Job Class - (Job Class Order)

Class Code	Occupational Job Families and Job Classes ¹	-- Recommended --			
		Salary Range	Minimum	Midpoint	Maximum
300	PARKS & RECREATION SERIES				
310	<u>Administrative, Cultural, & Recreation Group</u>				
311	+ ² Director of Parks, Recreation & Culture	97	\$93,583	\$109,961	\$126,338
312	* Recreation Manager	82	\$64,616	\$75,924	\$87,232
313	Art & Heritage Manager	78	\$58,539	\$68,783	\$79,028
315	* Recreation Coordinator	63	\$40,419	\$47,493	\$54,566
316	* Museum Curator	67	\$44,615	\$52,423	\$60,231
318	Recreation Leader	53	\$31,575	\$37,101	\$42,627
319	Museum Preparator	62	\$39,433	\$46,334	\$53,235
320	<u>Park Maintenance Group</u>				
321	+ Parks & Open Space Manager	83	\$66,232	\$77,822	\$89,413
322	* Town Forester	74	\$53,033	\$62,314	\$71,595
326	* Park Maintenance Technician	58	\$35,725	\$41,976	\$48,228
328	Forestry Maintenance Technician	58	\$35,725	\$41,976	\$48,228
329	Parks Construction Technician	58	\$35,725	\$41,976	\$48,228
400	POLICE SERIES				
410	<u>Police Administrative & Supervisory Group</u>				
411	* Chief of Police	99	\$98,321	\$115,527	\$132,733
420	<u>Police Operations Group</u>				
422	+ ³ Police Officer	72	\$50,478	\$59,312	\$68,145
423	* Code Enforcement Officer	62	\$39,433	\$46,334	\$53,235

¹ Class code numbers may be skipped due to jobs not currently in use.

² Special Assignment Pay for Director of Parks, Recreation & Culture serving as Communication Coordinator for the Town.

³ Special Assignment Pay for Police Officer serving as Investigator.

*Salary Survey Benchmark

+Windsor Job responsibilities exceed those of Benchmark Job

-Benchmark Job responsibilities exceed those of Windsor Job

Town of Windsor, Colorado

FY 2013 Salary Plan

Table 5 - Salary Ranges Per Job Class - (Job Class Order)

Class Code	Occupational Job Families and Job Classes ¹	-- Recommended --			
		Salary Range	Minimum	Midpoint	Maximum
500	PUBLIC WORKS SERIES				
510	<u>Administrative & Supervisory Group</u>				
511	- Director of Public Works	90	\$78,728	\$92,506	\$106,283
512	* Fleet Manager	81	\$63,040	\$74,072	\$85,104
513	* Public Works Crew Supervisor	72	\$50,478	\$59,312	\$68,145
514	Wastewater Services Superintendent	80	\$61,503	\$72,266	\$83,028
520	<u>Wastewater Operation Group</u>				
523	* Wastewater Treatment Plant Operator B	62	\$39,433	\$46,334	\$53,235
525	Equipment Operator/Utility Technician	59	\$36,618	\$43,026	\$49,434
527	Storm Water Technician	58	\$35,725	\$41,976	\$48,228
530	<u>Equipment Operation & Maintenance Group</u>				
531	Senior Utility Technician	60	\$37,533	\$44,102	\$50,670
532	* Utility Technician	58	\$35,725	\$41,976	\$48,228
534	Fleet Mechanic Assistant	54	\$32,365	\$38,029	\$43,692
535	* Heavy Equipment Operator/Public Works Maintenance Technician	60	\$37,533	\$44,102	\$50,670
536	* Equipment Operator/Public Works Maintenance Technician	59	\$36,618	\$43,026	\$49,434
537	* Equipment Operator	59	\$36,618	\$43,026	\$49,434
538	* Cemetery Maintenance Technician	58	\$35,725	\$41,976	\$48,228
539	* Fleet Mechanic	64	\$41,430	\$48,680	\$55,930
540	<u>Facility Maintenance Group</u>				
541	* Facilities Manager	68	\$45,731	\$53,733	\$61,736
543	* Facility Maintenance Technician	56	\$34,003	\$39,954	\$45,904
544	* Facility Services Attendant	52	\$30,805	\$36,196	\$41,587
546	Custodial Supervisor	62	\$39,433	\$46,334	\$53,235
547	Custodial Technician	52	\$30,805	\$36,196	\$41,587
548	* Custodian	42	\$24,065	\$28,276	\$32,488

¹ Class code numbers may be skipped due to jobs not currently in use.

*Salary Survey Benchmark

+Windsor Job responsibilities exceed those of Benchmark Job

-Benchmark Job responsibilities exceed those of Windsor Job

Town of Windsor, Colorado

FY 2013 Salary Plan

Table 6 - Salary Ranges Per Job Class - (Salary Range Order)

Class Code	Occupational Job Families and Job Classes ¹	-- Recommended --			
		Salary Range	Minimum	Midpoint	Maximum
		35	\$20,245	\$23,788	\$27,331
		36	\$20,751	\$24,383	\$28,014
		37	\$21,270	\$24,992	\$28,714
		38	\$21,802	\$25,617	\$29,432
		39	\$22,347	\$26,257	\$30,168
		40	\$22,905	\$26,914	\$30,922
		41	\$23,478	\$27,587	\$31,695
548	* Custodian	42	\$24,065	\$28,276	\$32,488
		43	\$24,667	\$28,983	\$33,300
		44	\$25,283	\$29,708	\$34,132
		45	\$25,915	\$30,451	\$34,986
		46	\$26,563	\$31,212	\$35,860
		47	\$27,227	\$31,992	\$36,757
		48	\$27,908	\$32,792	\$37,676
		49	\$28,606	\$33,612	\$38,618
137	Receptionist/Account Clerk	50	\$29,321	\$34,452	\$39,583
		51	\$30,054	\$35,313	\$40,573
138	* Administrative Assistant	52	\$30,805	\$36,196	\$41,587
547	Custodial Technician	52	\$30,805	\$36,196	\$41,587
544	* Facility Services Attendant	52	\$30,805	\$36,196	\$41,587
318	Recreation Leader	53	\$31,575	\$37,101	\$42,627
534	Fleet Mechanic Assltant	54	\$32,365	\$38,029	\$43,692
162	* Police Records Clerk	54	\$32,365	\$38,029	\$43,692
136	Recreation Reception/Scheduling Coordinator	54	\$32,365	\$38,029	\$43,692
		55	\$33,174	\$38,979	\$44,785
543	* Facility Maintenance Technician	56	\$34,003	\$39,954	\$45,904
128	* Accounting Clerk	57	\$34,853	\$40,953	\$47,052
161	Marketing Specialist/Web Specialist	57	\$34,853	\$40,953	\$47,052
538	* Cemetery Maintenance Technician	58	\$35,725	\$41,976	\$48,228
328	Forestry Maintenance Technician	58	\$35,725	\$41,976	\$48,228
134	* Municipal Court Clerk	58	\$35,725	\$41,976	\$48,228
326	* Park Maintenance Technician	58	\$35,725	\$41,976	\$48,228
329	Parks Construction Technician	58	\$35,725	\$41,976	\$48,228
527	Storm Water Technician	58	\$35,725	\$41,976	\$48,228
532	* Utility Technician	58	\$35,725	\$41,976	\$48,228

¹ Class code numbers may be skipped due to jobs not currently in use.

*Salary Survey Benchmark

+Windsor Job responsibilities exceed those of Benchmark Job

-Benchmark Job responsibilities exceed those of Windsor Job

Town of Windsor, Colorado

FY 2013 Salary Plan

Table 6 - Salary Ranges Per Job Class - (Salary Range Order)

Class Code	Occupational Job Families and Job Classes ¹	-- Recommended --			
		Salary Range	Minimum	Midpoint	Maximum
132	* Administrative Specialist	59	\$36,618	\$43,026	\$49,434
537	* Equipment Operator	59	\$36,618	\$43,026	\$49,434
536	* Equipment Operator/Public Works Maintenance Technician	59	\$36,618	\$43,026	\$49,434
525	Equipment Operator/Utility Technician	59	\$36,618	\$43,026	\$49,434
224	* Permit Technician	59	\$36,618	\$43,026	\$49,434
223	* Planning Technician	59	\$36,618	\$43,026	\$49,434
126	* Utility Billing Specialist	59	\$36,618	\$43,026	\$49,434
535	* Heavy Equipment Operator/Public Works Maintenance Technician	60	\$37,533	\$44,102	\$50,670
122	* Sales Tax Technician	60	\$37,533	\$44,102	\$50,670
531	Senior Utility Technician	60	\$37,533	\$44,102	\$50,670
131	* Administrative Specialist/Deputy Town Clerk	61	\$38,472	\$45,204	\$51,937
423	* Code Enforcement Officer	62	\$39,433	\$46,334	\$53,235
546	Custodial Supervisor	62	\$39,433	\$46,334	\$53,235
319	Museum Preparator	62	\$39,433	\$46,334	\$53,235
523	* Wastewater Treatment Plant Operator B	62	\$39,433	\$46,334	\$53,235
315	* Recreation Coordinator	63	\$40,419	\$47,493	\$54,566
539	* Fleet Mechanic	64	\$41,430	\$48,680	\$55,930
		65	\$42,465	\$49,897	\$57,328
		66	\$43,527	\$51,144	\$58,761
225	* Associate Planner	67	\$44,615	\$52,423	\$60,231
316	* Museum Curator	67	\$44,615	\$52,423	\$60,231
541	* Facilities Manager	68	\$45,731	\$53,733	\$61,736
145	* PC Support Specialist	68	\$45,731	\$53,733	\$61,736
213	* Construction Inspector	69	\$46,874	\$55,077	\$63,280
		70	\$48,046	\$56,454	\$64,862
		71	\$49,247	\$57,865	\$66,483
422	* ³ Police Officer	72	\$50,478	\$59,312	\$68,145
513	* Public Works Crew Supervisor	72	\$50,478	\$59,312	\$68,145
125	* Budget Analyst	73	\$51,740	\$60,794	\$69,849
143	* GIS Specialist	73	\$51,740	\$60,794	\$69,849

¹ Class code numbers may be skipped due to jobs not currently in use.

³ Special Assignment Pay for Police Officer serving as Investigator.

*Salary Survey Benchmark

+Windsor Job responsibilities exceed those of Benchmark Job

-Benchmark Job responsibilities exceed those of Windsor Job

Town of Windsor, Colorado

FY 2013 Salary Plan

Table 6 - Salary Ranges Per Job Class - (Salary Range Order)

Class Code	Occupational Job Families and Job Classes ¹	-- Recommended --			
		Salary Range	Minimum	Midpoint	Maximum
322	* Town Forester	74	\$53,033	\$62,314	\$71,595
		75	\$54,359	\$63,872	\$73,385
		76	\$55,718	\$65,469	\$75,220
		77	\$57,111	\$67,106	\$77,100
313	Art & Heritage Manager	78	\$58,539	\$68,783	\$79,028
142	* Systems Administrator	78	\$58,539	\$68,783	\$79,028
		79	\$60,003	\$70,503	\$81,003
514	Wastewater Services Superintendent	80	\$61,503	\$72,266	\$83,028
512	* Fleet Manager	81	\$63,040	\$74,072	\$85,104
226	+ Chief Planner	82	\$64,616	\$75,924	\$87,232
312	* Recreation Manager	82	\$64,616	\$75,924	\$87,232
129	* Accounting Manager	83	\$66,232	\$77,822	\$89,413
212	* Civil Engineer	83	\$66,232	\$77,822	\$89,413
321	+ Parks & Open Space Manager	83	\$66,232	\$77,822	\$89,413
		84	\$67,887	\$79,768	\$91,648
112	* Town Clerk/Customer Service Manager	85	\$69,585	\$81,762	\$93,939
		86	\$71,324	\$83,806	\$96,288
		87	\$73,107	\$85,901	\$98,695
		88	\$74,935	\$88,049	\$101,162
		89	\$76,808	\$90,250	\$103,691
511	- Director of Public Works	90	\$78,728	\$92,506	\$106,283
211	* Director of Engineering	91	\$80,697	\$94,819	\$108,941
230	* Economic Development Manager	92	\$82,714	\$97,189	\$111,664
151	* Director of Human Resources/Risk Management	93	\$84,782	\$99,619	\$114,456
		94	\$86,902	\$102,109	\$117,317

¹ Class code numbers may be skipped due to jobs not currently in use.

*Salary Survey Benchmark

+Windsor Job responsibilities exceed those of Benchmark Job

-Benchmark Job responsibilities exceed those of Windsor Job

**Town of Windsor, Colorado
FY 2013 Salary Plan**

Table 6 - Salary Ranges Per Job Class - (Salary Range Order)

Class Code	Occupational Job Families and Job Classes ¹	-- Recommended --			
		Salary Range	Minimum	Midpoint	Maximum
221	* Director of Planning	95	\$89,074	\$104,662	\$120,250
121	+ Director of Finance & Information Systems	96	\$91,301	\$107,279	\$123,256
311	+2 Director of Parks, Recreation & Culture	97	\$93,583	\$109,961	\$126,338
		98	\$95,923	\$112,710	\$129,496
411	* Chief of Police	99	\$98,321	\$115,527	\$132,733
		100	\$100,779	\$118,415	\$136,052
		101	\$103,299	\$121,376	\$139,453
		102	\$105,881	\$124,410	\$142,939
		103	\$108,528	\$127,520	\$146,513
		104	\$111,241	\$130,709	\$150,176
		105	\$114,022	\$133,976	\$153,930
		106	\$116,873	\$137,326	\$157,778
111	* Town Manager	107	\$119,795	\$140,759	\$161,723
		108	\$122,790	\$144,278	\$165,766
		109	\$125,859	\$147,885	\$169,910
		110	\$129,006	\$151,582	\$174,158
		111	\$132,231	\$155,371	\$178,512
		112	\$135,537	\$159,256	\$182,975
		113	\$138,925	\$163,237	\$187,549
		114	\$142,398	\$167,318	\$192,238
		115	\$145,958	\$171,501	\$197,044
		116	\$149,607	\$175,788	\$201,970
		117	\$153,347	\$180,183	\$207,019
		118	\$157,181	\$184,688	\$212,194
		119	\$161,111	\$189,305	\$217,499
		120	\$165,138	\$194,038	\$222,937

¹ Class code numbers may be skipped due to jobs not currently in use.

² Special Assignment Pay for employee serving as Communication Coordinator for the Town.

*Salary Survey Benchmark

+Windsor Job responsibilities exceed those of Benchmark Job

-Benchmark Job responsibilities exceed those of Windsor Job

C. ASSIGNMENT OF NON-BENCHMARK JOB CLASSES TO SALARY RANGES

The Salary Plan software includes formulae to assign the Town's occupational job classes that are not salary survey benchmarks to appropriate salary ranges. Each non-benchmark job class is linked to one of the salary survey benchmark job classes if it has a discernible occupational relationship.

For each non-benchmark job class with no salary survey benchmark job class with a discernible occupational relationship, we selected a reference job class to which it is linked for salary range assignment. A reference job class is a non-benchmark job class that is linked to a salary survey benchmark job class, establishing a secondary set of internal job relationship benchmark job classes.

The linkages are shown on Table 7. Adherence to this procedure will maintain the Town's internal job worth relationships during subsequent updates of the base salary plan.

Town of Windsor, Colorado

FY 2013 Salary Plan

Table 7 - Non-Benchmark to Benchmark Linkage Table

This table is to be utilized as a guide during annual salary plan updates, permitting non-benchmark job classes to be adjusted by the same number of salary ranges as the salary survey benchmark job class to which they have been linked.

Non-Benchmark Job Class	Benchmark Job Class
Art & Heritage Manager Custodial Supervisor Custodial Technician Equipment Operator/Utility Technician Fleet Mechanic Assistant Forestry Maintenance Technician Marketing Specialist/Web Specialist Museum Preparator Parks Construction Technician Receptionist/Account Clerk Recreation Leader Recreation Reception/Scheduling Coordinator Senior Utility Technician Storm Water Technician Wastewater Services Superintendent	Recreation Manager Facilities Manager Custodian Equipment Operator/Public Works Maintenance Technician Fleet Mechanic Park Maintenance Technician Administrative Specialist Park Maintenance Technician Cemetery Maintenance Technician Receptionist Recreation Coordinator Municipal Court Clerk Utility Technician Utility Technician Director of Public Works

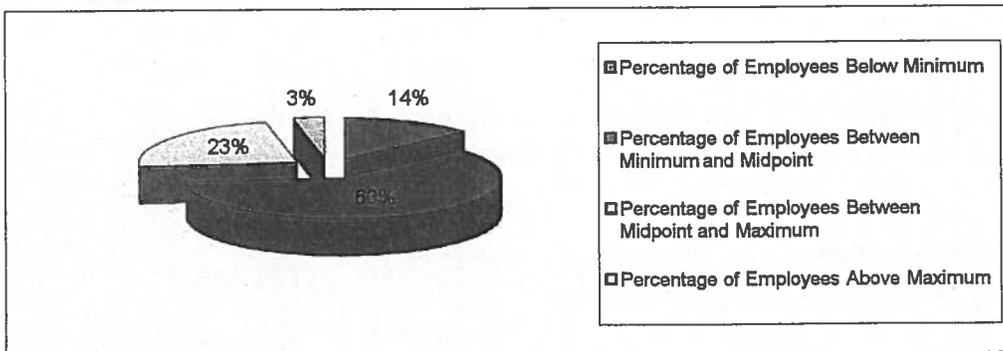
D. IMPACT OF THE FY 2013 SALARY PLAN ON TOWN BUDGET

1. Estimated Relationships of Current to Recommended Salary Ranges

We evaluated the relationship of all employees' current salaries with respect to their recommended new salary ranges. We calculated the costs to bring each employee's pay rate to the Minimum of the new salary range at the beginning of the fiscal year, and provided this information to the Town Manager and Director of Human Resources/Risk Management on an employee by employee basis. Table 8 on the next page displays the results.

Town of Windsor, Colorado
Table 8 - Estimated Fiscal Impact of FY 2013 Salary Plan
100% of Prevailing Rates Competitiveness Policy

@ 100%	
Number of Employees	95
Total Payroll	\$5,145,189
Number of Employees Below Minimum	13
As % of total employees	13.68%
Total \$ below Minimum	\$54,366
As % of total payroll	1.06%
Average amount below Minimum	\$4,182
Number of Employees Between Minimum and Midpoint	57
As % of total employees	60.00%
\$ to Bring from Minimum to Midpoint	\$340,226
As % of total payroll	6.61%
Number of Employees Below Midpoint	70
As % of total employees	73.68%
Total \$ below Midpoint	\$394,592
As % of total payroll	7.67%
Average amount below Midpoint	\$5,637
Number of Employees Between Midpoint and Maximum	22
As % of total employees	23.16%
Number of Employees Above Maximum	3
As % of total employees	3.16%
Total \$ over Maximum	\$2,790
As % of total payroll	0.05%
Average amount over Maximum	\$930



2. *Estimated Budgetary Impacts by Department*

Table 9 on the next page shows the salary impact on the Town's budget, by department, of implementing the salary plan at 100% of the prevailing rate, and bringing all employees whose current salaries are below their new ranges to the Minimums of those ranges. These figures will be increased by benefit costs tied to salaries, and by any in-range salary adjustments implemented with the pay plan to prevent range compression.

Town of Windsor, Colorado
Table 9 - Estimated Fiscal Impact of FY 2013 Salary Plan by Department
100% of Prevailing Rates Competitiveness Policy

Department	# of Employees	Total Payroll of Department	# of Employees Below Min	Total \$ Below Min	# of Employees Between Min and Mid	\$ to Bring from Min to Mid	# of Employees Below Mid #<Min	Total \$ Below Mid (includes \$<Min)	# of Employees Between Mid and Max	# of Employees Above Max	Total \$ over Max
Administration	2	\$220,812	1	\$3,936	0	\$14,475	1	\$18,411	1	0	\$0
Engineering	5	\$379,207	0	\$0	4	\$9,556	4	\$9,556	1	0	\$0
Finance & Information Technology	8	\$477,872	1	\$14,237	5	\$30,926	6	\$45,163	2	0	\$0
Human Resources	2	\$135,784	0	\$0	2	\$9,039	2	\$9,039	0	0	\$0
Parks, Recreation & Culture	23	\$1,104,471	5	\$16,148	10	\$68,046	15	\$85,194	6	2	\$2,285
Planning	5	\$324,593	0	\$0	4	\$10,778	4	\$10,778	0	1	\$506
Police	20	\$1,195,771	2	\$17,492	17	\$125,292	19	\$142,784	1	0	\$0
Public Works	23	\$1,003,264	2	\$2,099	11	\$46,951	13	\$49,050	10	0	\$0
Town Clerk's Office	7	\$303,415	2	\$454	4	\$24,163	6	\$24,617	1	0	\$0
	95	\$5,145,189	13	\$54,366	57	\$340,226	70	\$394,592	22	3	\$2,790

3. Special Assignment Pay

Occasionally organizations utilize certain employees with special skills or knowledge to perform special assignments in addition to the standard duties of their classification. This is often a cost-effective and convenient method of providing certain services for the organization without creating a separate position or contracting with another source for the provision of the service.

Rather than creating special classes for these employees, we recommend the allocation of Special Assignment Pay to those employees during the durations of their special assignments. When for any reason the employee no longer performs that assignment, the Special Assignment Pay would cease. As the assignment is transferred to another employee, the pay would transfer too. Neither employee's position, however, would require reclassification solely on the basis of performing or not performing the special assignment.

We identified two Special Assignment situations at the present time within the Town's organization, and recommend the Special Assignment Pay shown below:

<u>Special Assignment</u>	<u>Special Assignment Pay</u>
Police Officer serving as Investigator	\$600 per quarter
Employee serving as Communications Coordinator for the Town	\$900 per quarter

6. RECOMMENDED FY 2013 IMPLEMENTATION PLAN

We recommend the following approach to implementing the Town's FY 2013 base salary plan.

A. **ALL SALARIES TO MINIMUM ON PLAN'S EFFECTIVE DATE**

First, bring the salaries of all employees whose current salaries are below the Minimums of their new salary ranges to the Minimum.

B. **IN-RANGE SALARY ADJUSTMENTS**

Second, make in-range adjustments after the plan's effective date (and after all salaries have been adjusted up to Minimum) on each employee's individual salary anniversary date, based on job performance and funding availability. Increase the salaries of employees within their new ranges based on the *Illustrative Merit Increase Guide* shown on page 22 of this report. Utilizing the *Guide*, employees' salaries within their ranges could be increased toward the Midpoint or Maximum of the range based on job performance. We commend the Town for utilizing job performance rather than longevity as its criterion for determining pay raises. Job performance ratings should be determined for each employee by his/her supervisor and department head.

C. **FREEZE SALARIES OF EMPLOYEES EXCEEDING RANGE MAXIMUM**

Third, freeze the salary of all employees whose current salaries exceed the tops of their new (or current) ranges.

7. SALARY ADMINISTRATION RECOMMENDATIONS

Procedures for the administration and update of the Town's salary administration plan are in the *PSPC Salary Administration Procedure Guide* provided in 1999. The following are summaries of several key salary plan maintenance procedures.

A. FUNDING INITIAL IMPLEMENTATION AND ANNUAL UPDATES

All funds for initial implementation and/or annual updates should be combined into a single prevailing rate salary plan budget authorized by the Town. Across-the-board salary increases are discouraged as they significantly impair internal equity, external competitiveness and reduce merit increase opportunity.

B. STEPS IN THE ANNUAL UPDATE OF THE SALARY PLAN

1. Secure reaffirmation of the Town's prevailing rate salary policy.
2. Review the comparison employers to evaluate their continued comparability with Town of Windsor jobs.
3. Obtain the latest Colorado Municipal League surveys of municipal salary plans.
4. Compute the prevailing rate for each of the benchmark job classes.
5. Re-allocate the benchmark job classes to the salary ranges whose Midpoints most closely match the prevailing rates, based on the Town's current prevailing rate policy.
6. Re-allocate the non-benchmark job classes to new salary ranges based on the linkages shown in Table 7.
7. Utilize professional judgment in job class reallocation to prevent internal inequities and relationships not supported by relative job complexity.
8. Identify employees whose current salaries are less than their jobs' new Minimum.
9. Compute the total amount of dollars, and the percentage of current payroll, required to bring all employees to the Minimum of their new salary ranges.
10. Select the approach for calculating and awarding In-Range Salary Adjustments.
11. Determine the amount required for in-range merit/longevity increases.
12. Provide information to the Town Manager for budgeting purposes.
13. Adjust departmental budgets on the basis of their employees' various compa-ratios and salary increases.



MEMORANDUM

Date: September 10, 2012
To: Mayor and Town Board
Via: Kelly Arnold, Town Manager
Joseph P. Plummer, AICP, Director of Planning
From: Elizabeth Fields, AICP, Associate Planner
Subject: Downtown Windsor Parking Study
Item #: Work Session - 2

Summary:

In April, 2012 the Windsor Downtown Development Authority (DDA) issued a request for proposals for professional consulting services to conduct a parking study of Downtown Windsor. In June, 2012 the DDA conducted interviews with three parking consultants and selected Fehr and Peers, a transportation consultant firm out of Denver, Colorado, to conduct the parking study.

Throughout the past few months, Fehr and Peers has been collecting and interpreting data that is being presented in the attached Downtown Windsor Parking Study. The DDA will use this document to aid in their decisions on how to move forward with projects and policies that relate to parking within the DDA boundaries.

Relationship to Strategic Plan: This study is consistent with the following Strategic Plan Goal Topic Area: Promote and market "Windsor Town Center"

Recommendation: Staff recommends that the Town Board reach consensus on this matter and provide the Windsor Downtown Development Authority Board with direction.

Attachments: Downtown Windsor Parking Study, Windsor Parking Presentation

pc: Nick VanderKwaak, Fehr and Peers
Windsor Downtown Development Authority Board of Directors

September 2012

DOWNTOWN WINDSOR Parking Study



Prepared By:

FEHR & PEERS

621 17th Street #2301

Denver, CO 80293

Prepared For:



Downtown Windsor Parking Study

Prepared for:



September 2012

FEHR & PEERS

1. INTRODUCTION

A rich history and a variety of diverse businesses make up Downtown Windsor. Located in close proximity to I-25, Downtown serves as a destination for shopping, dining, entertainment, and outdoor events for the Windsor community and other visitors from northern Colorado. Windsor's Downtown Development Authority (DDA) was formed in January, 2011 to provide additional financial resources for investment in the Downtown district. The DDA is working towards goals such as increasing revenue at Downtown businesses, driving economic growth for Windsor as a whole, and branding Windsor as an attractive destination for potential business owners, retailers, and visitors. In order to move forward, the DDA recognized a need to understand existing and future parking supply and utilization in the framework of economic goals.

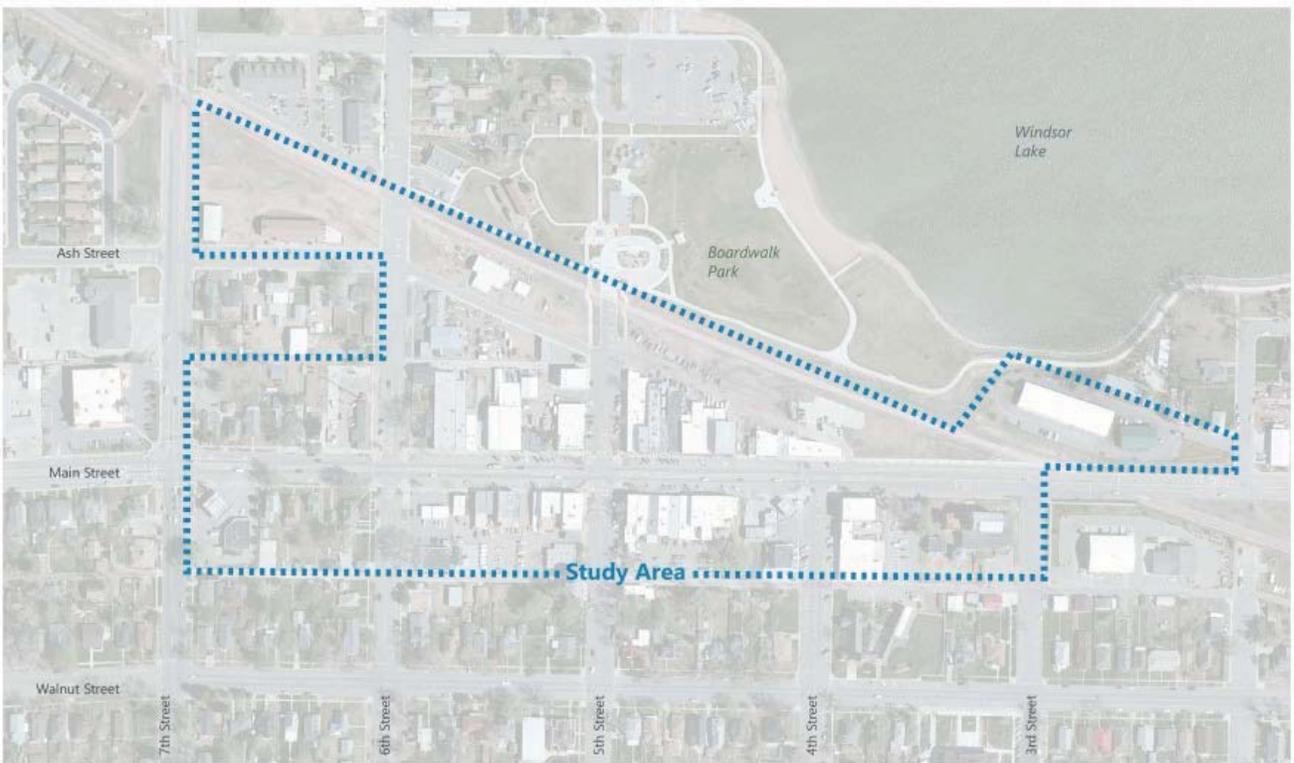
The DDA commissioned Fehr & Peers to undertake the Parking Study of Downtown Windsor. The study is intended to provide the Town and the DDA with an analysis of the existing parking utilization, duration, turnover, and identify existing and future parking needs for businesses. The strategic parking plan includes a description of the existing conditions, an explanation of the study methods, the nature and source of the base data, a summary of results of the data collected, and the recommendations for short-term and long-term solutions.



WINDSOR DOWNTOWN STUDY AREA

The parking study focused on Downtown Windsor, which is located on Main Street, approximately five miles east of Interstate I-25. Main Street is Colorado State Highway (SH) 392 which provides a key connection to I-25. The DDA boundary, which encompasses Downtown Windsor, consists of approximately six blocks and is bounded on the west by Seventh Street; on the south by the east/west alley between Main Street and Walnut Street, on the east by Second Street; and on the north by Windsor Lake and the Great Western Railroad right-of-way. Figure 1-1 illustrates the study area boundary.

Figure 1-1: Study Area Boundary



GOALS AND PRIORITIES

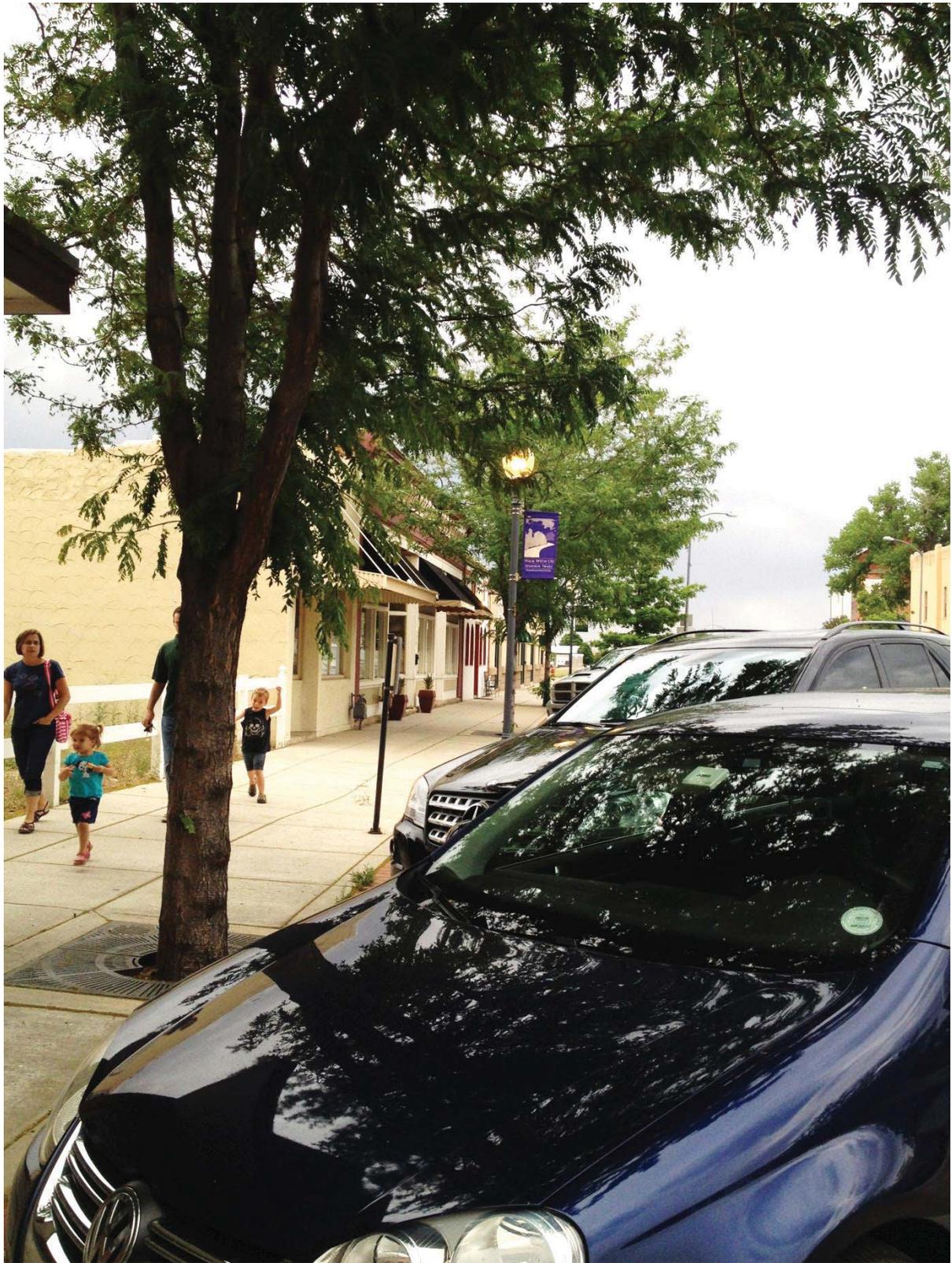
This study was designed to build consensus for parking solutions that support the economic development goals in Downtown Windsor. Parking has been and will continue to be a passionate issue for Downtown Windsor business owners, patrons, and residents. The desire of the DDA is to identify specific problem areas for parking and develop proactive solutions to appropriately accommodate and respond to new development. The goals of this study are:

- Understand the current parking situation in Downtown Windsor.
- Determine current and future parking needs for Downtown Windsor employees and visitors.
- Develop implementable solutions to make the parking vision for Downtown a reality.

The scope of analysis was developed in conjunction with the DDA and Town of Windsor Staff. The base assumptions, methodologies and geographic coverage of the study were all identified as part of the study approach and follow nationally recognized and accepted principles for conducting parking demand and utilization studies.

The study focused on identifying and quantifying existing characteristics of the parking system in the area. This includes the existing public and private parking supply and demand, with an assessment of weekday vs. weekend patterns. Peak demand and parking demand/supply relationships were identified for the area as a whole and individually by lot, and the identification of potential problems/shortfalls were also considered. A parking duration survey was also conducted to determine the amount of time vehicles are parked. In this study, potential new development in Downtown Windsor was analyzed and paired with existing parking data to determine present parking conditions as well as future parking needs for Windsor residents, employees, and visitors.





2. STUDY FRAMEWORK

DEFINING THE PARKING PROBLEM - DDA KICK-OFF MEETING

Fehr & Peers conducted a workshop on July 18th, 2012 with Windsor Downtown Development Authority (DDA) Board and Town staff to identify the objectives of the study and define a parking problem. A parking problem may be defined in different ways by people according to perception, but it generally occurs when motorists consider parking inadequate or inconvenient. This supply-oriented problem is typical of parking systems that experience 85-90% peak utilization. Parking problems may also reflect inefficient use of parking capacity, inadequate user information, or spillover impacts to other locations.

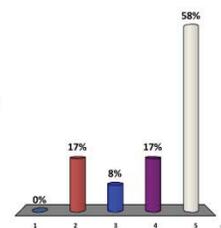
The workshop format utilized keypad polling and allowed Windsor DDA, Town staff and Fehr & Peers to draw boundaries on maps and brainstorm issues. This information helped frame the data collection phases of the project to understand how parking is utilized and where policy adjustments may be necessary in the future. The workshop defined a “parking problem” and outlined the strengths, weaknesses, opportunities and threats surrounding parking in Downtown Windsor.

Parking issues specific to Downtown Windsor were discussed prior to data collection to help frame the study, potential solutions, and their evaluation. Feedback from the meeting is available in Appendix B.

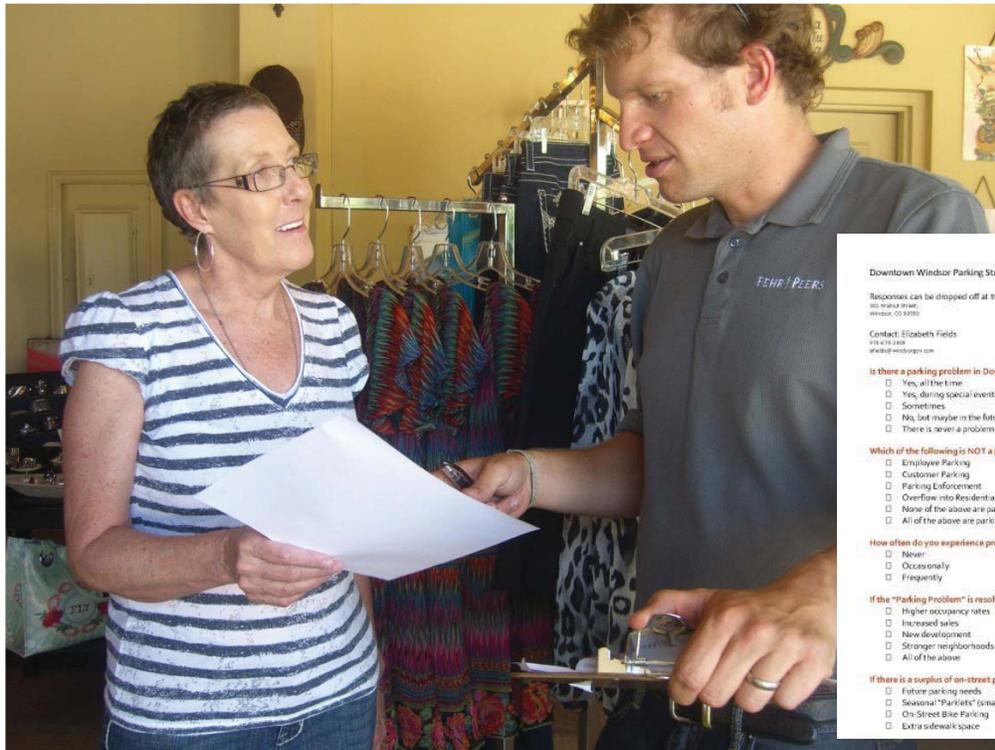


If the “Parking Problem” is resolved, which ONE of the following is most likely to happen?

1. Higher occupancy rates
2. Increased sales
3. New development
4. Stronger neighborhoods
5. All of the above



DEFINING THE PARKING PROBLEM - STREET TEAMS



Downtown Windsor Parking Study – July 2012

Responses can be dropped off at the Town of Windsor Planning Department. Please return by Friday, July 20th at 3:00 PM.

Contact: Elizabeth Fields
781-514-1100
efields@windsor.com

Is there a parking problem in Downtown Windsor?

- Yes, all the time
- Yes, during special events only
- Sometimes
- No, but maybe in the future
- There is never a problem.

Which of the following is NOT a parking problem in Downtown?

- Employee Parking
- Customer Parking
- Parking Enforcement
- Overflow into Residential Areas
- None of the above are parking problems.
- All of the above are parking problems.

How often do you experience problems with downtown parking?

- Never
- Occasionally
- Frequently

If the "Parking Problem" is resolved, which ONE of the following is most likely to happen?

- Higher occupancy rates
- Increased sales
- New development
- Stranger neighborhoods
- All of the above

If there is a surplus of on-street parking, what should it be used for?

- Future parking needs
- Seasonal "Parklets" (small temporary park)
- On-Street Bike Parking
- Extra sidewalk space

Tell us about yourself!

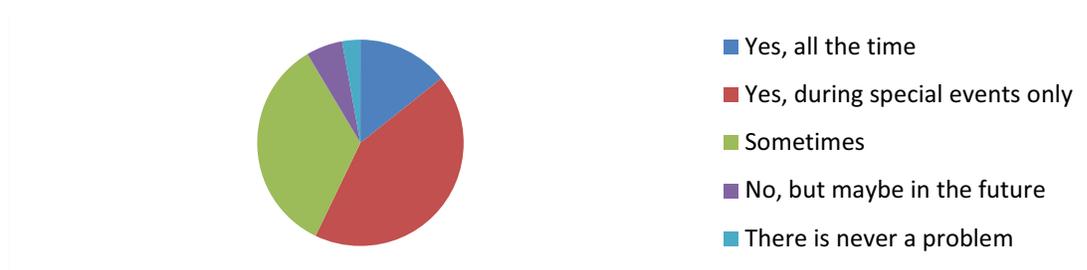
I am a... (check all that apply)

- Downtown Windsor business owner
- Downtown Windsor employee
- Windsor resident
- Visitor to Windsor

My zip code is:

Fehr & Peers staff spent an afternoon going "door to door" to meet with available business owners, employees, and visitors Downtown to discuss parking concerns and observations. During the "drop in", issues and results from the workshop were discussed and surveys were distributed to hear from as many voices as possible. Video interviews were conducted to further document parking perceptions. Survey responses and additional comments were summarized and sorted to understand how users perceive the current parking conditions and future parking needs in Downtown Windsor. In general, responses indicated that while parking is only a problem for Downtown customers, employees, and visitors on occasion, there is a perception that parking may become a more frequent problem in the future.

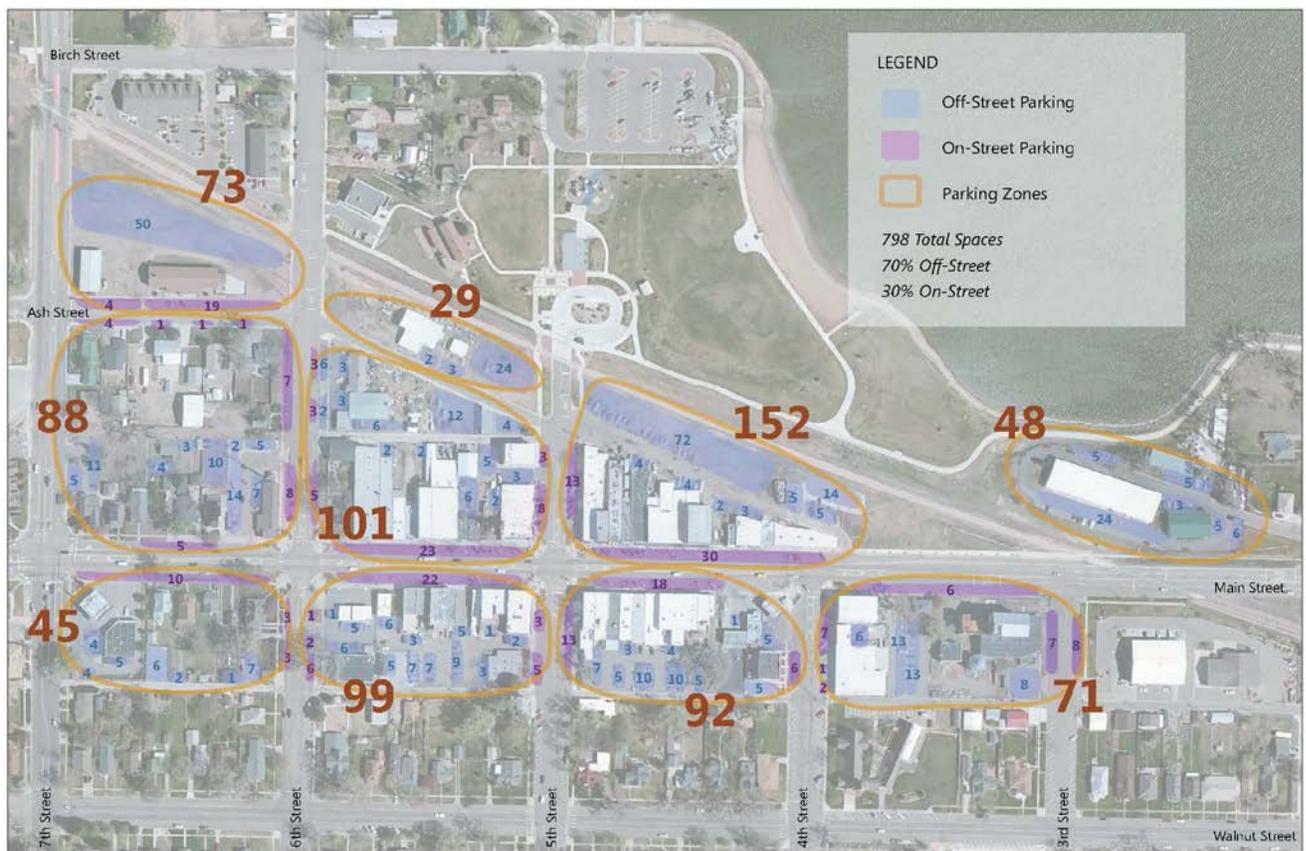
Figure 2-1: Is there a parking problem in Downtown Windsor?



IDENTIFYING EXISTING PARKING SUPPLY

The project team prepared a comprehensive parking inventory of all on-street and off-street parking spaces within the study area to help with identifications of concerns and opportunities. Results of the inventory are shown below in Figure 2-2.

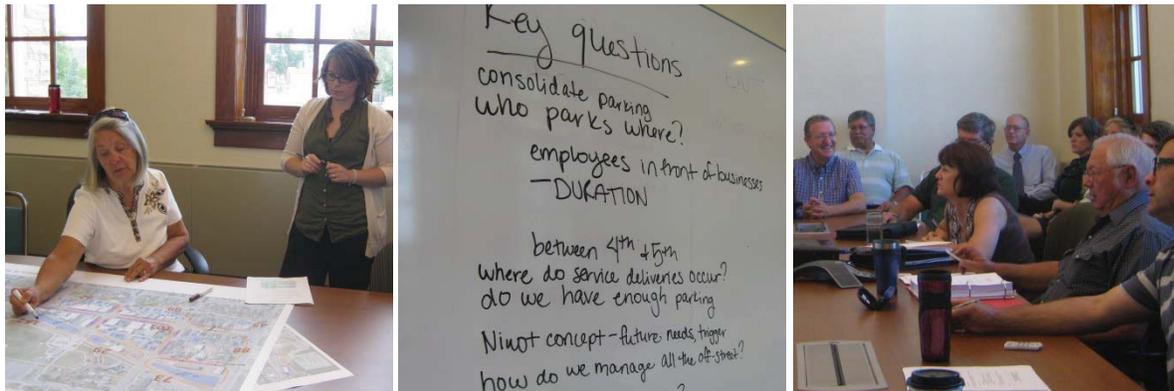
Figure 2-2: On-Street and Off-Street Parking Inventory



There are 798 parking spaces within the DDA boundary. Of those spaces, about 70% are off-street parking areas consisting of both paved and striped spaces as well as informal gravel parking spaces. About 30% of the total parking supply is on-street parking spaces on Main Street and nearby side streets.



Results of the inventory were shared with the DDA and town staff to discuss specific details related to use, ownership, regulation, and the future transformation of the parking supply. During this workshop, results from the street team surveys were shared and discussed. The outcome of this meeting was a refined list of key concerns and opportunities, as well as a list of key questions to be answered during the utilization study.



The following existing concerns were identified:

- Employees occupying on-street spaces in front of businesses
- Safety issues with angled parking on Main Street (difficulty backing out of spaces, J-turns backing up traffic)
- Available off-street spaces underutilized/unorganized
- Special event visitors occupying spaces meant for regular customers
- Inconsistencies in providing parking with changes in land use

This feedback suggested that parking choices, efficiency, and information may be a higher priority for Downtown Windsor as opposed to supply-oriented issues alone. Input was also received on potential opportunities to address parking concerns.

Opportunities included:

- Utilize off-street parking supply more efficiently
- Make off-street parking more convenient and apparent
- Manage where and how long people park
- Plan for regularly occurring events

LAND USE AND PARKING REQUIREMENT COMPARISON

Downtown Windsor has a mix of land uses, each influencing parking demands and patterns. Land use analysis examines the relationship between land use, parking supply, and parking demand to determine if the parking supply is sufficient and if code requirements are suitable. The project team calculated parking requirements for each building based on the current town code and any agreements that have been negotiated with the Town.



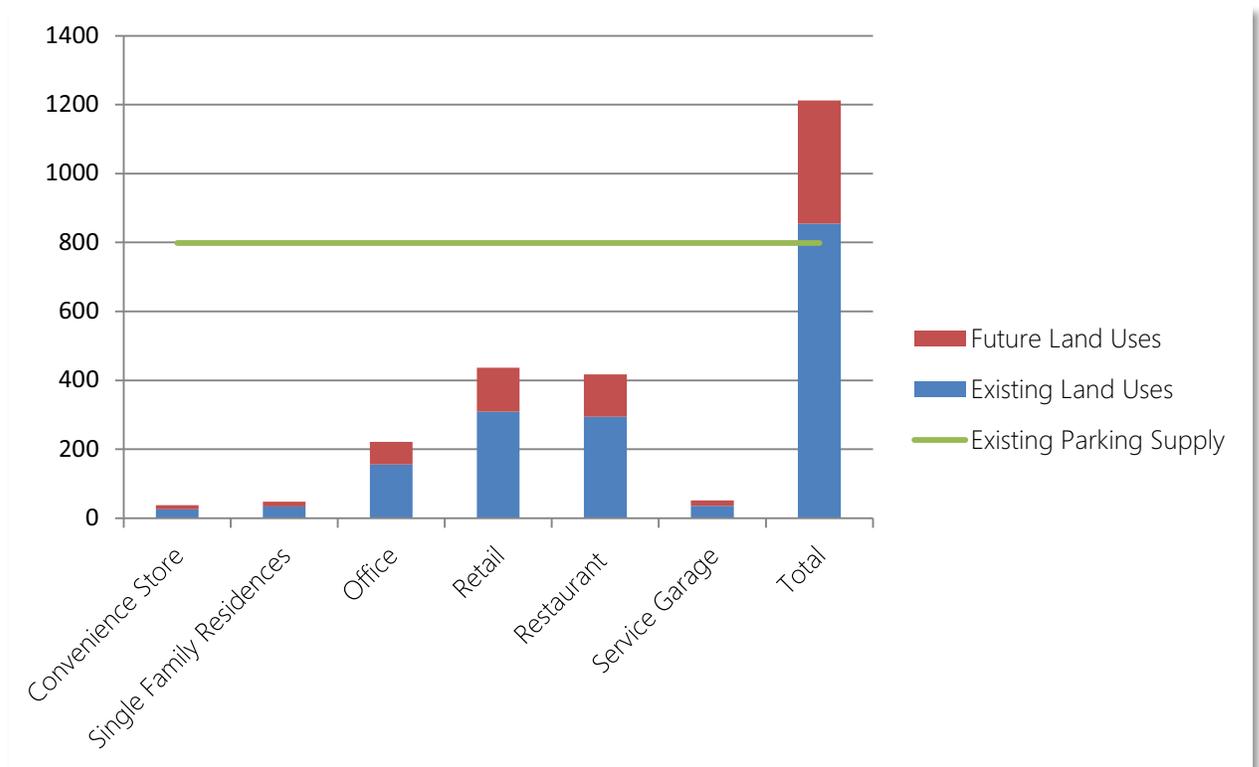
An inventory of the total land use in the Windsor DDA boundary was conducted using data from the Weld County Assessor's office. This data was used to understand if there is a shortage or surplus of parking in the respective areas of Downtown Windsor, based on current Windsor parking requirements. The results of the land use summary and parking standards are shown on the following pages. Figure 2-3 shows the total square feet of development for each land use within the DDA boundaries.

Figure 2-3: Land Uses within Windsor DDA



Applying Windsor's current parking requirements to each land use shows the number of parking spaces that would currently be required if the code were fully enforced. In order to understand how future development might affect parking needs, the same parking requirements were applied to the development potential determined by Town staff. Figure 2-4 indicates that if Downtown were to reach maximum development potential while maintaining the composition of land uses, the current code would require over 300 additional parking spaces.

Figure 2-4: Parking Spaces Required by Code



Currently, parking requirements are not fully enforced in the DDA if a new business location does not have space to provide parking. If development increases as expected, this inconsistent application could create a future parking problem. While consistency in code enforcement is necessary, the current requirements may not accurately reflect the demand for parking. Land use data also helps anticipate parking demands as people are likely to visit different land uses at different times throughout the day. Based on the Urban Land Institute (ULI) demand rates and time-of-day standards, the project team calculated the expected accumulation patterns for parking for both a typical weekday (Figure 2-5) and a typical weekend (Figure 2-6). These figures illustrate how land uses influence fluctuations in parking demand throughout the day.

Figure 2-5: Estimated Downtown Windsor Weekday Demand

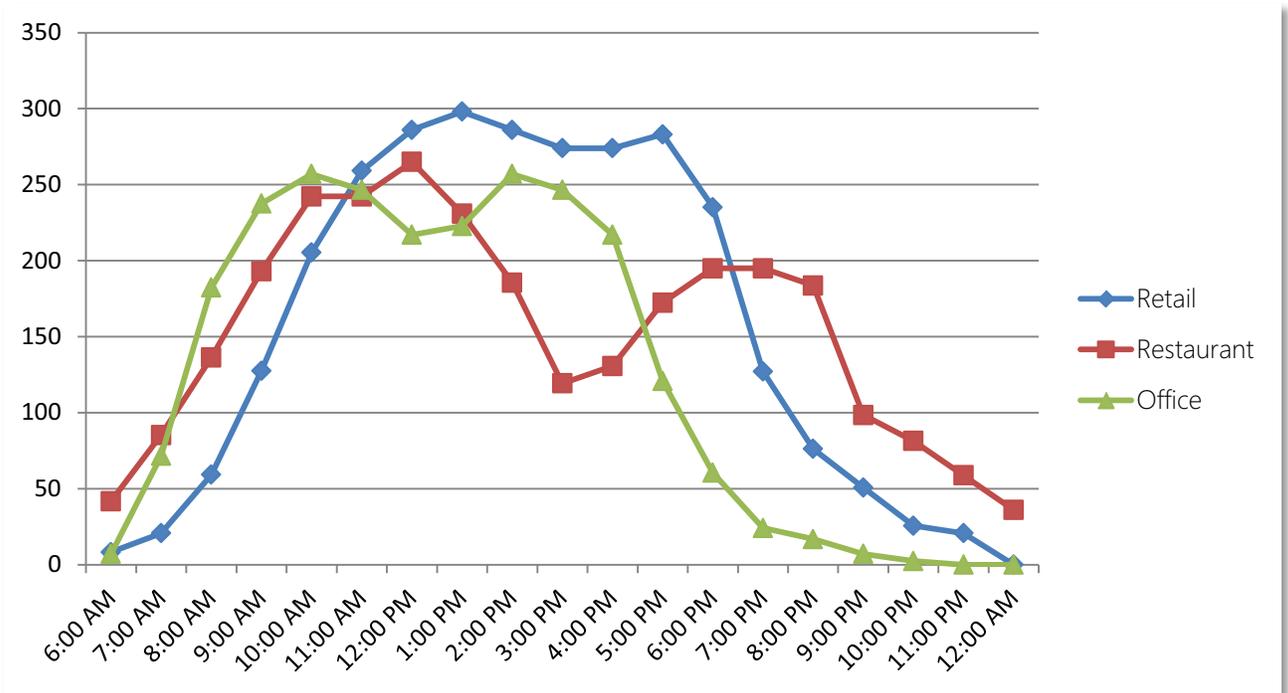
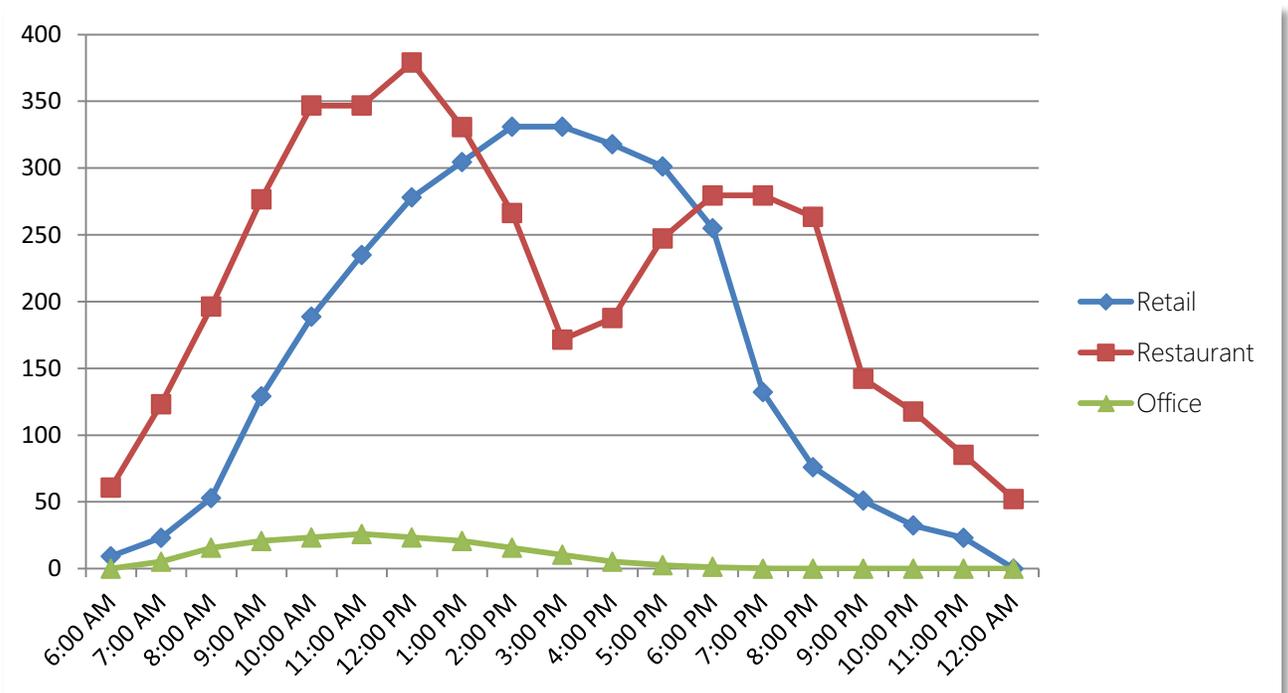


Figure 2-6: Estimated Downtown Windsor Weekend Demand





3. PARKING STUDY OVERVIEW

The defined parking areas were surveyed on a weekday event day (Thursday, August 2) and on a weekend day (Saturday, August 4) to determine the number of vehicles parked and the average parking duration in each of the parking areas. Prior to commencement of the photo surveys, a site visit was undertaken to gather information regarding parking conditions in the study area. The surveys were then designed and undertaken to examine the parking areas in detail.

Parking in Downtown Windsor, as with most Downtown areas, is dependent upon several factors including time of day, time of year, special events, and other local conditions. The parking surveys were designed to collect data for typical summer conditions including a typical weekday, a typical evening peak event, and a typical weekend use. In discussions with Town staff and DDA board members, it was determined that the chosen days of Thursday, August 2, and Saturday, August 4, were representative of the typical events we were looking to capture. The methodology used to survey the on-street and off-street parking spaces and determine the utilization and duration percentages are described below.

DATA COLLECTION

For each day of data collection, a photo survey was conducted to document the parking occupancy of the off-street lots and the on-street parking on the hour for each hour between 7:00 AM and 8:00 PM (total of 13 hours). A photo survey consists of taking pictures of all parked cars every hour and then reviewing the photos afterwards to see if spaces were occupied, how long cars were parked there, and how many spaces turned over. The results of the analysis provide an indication of the number of occupied spaces and duration. This information was used to assess the parking demand by time of day and determine the utilization percentage for each parking area. The results identify the peak periods of usage and the potential deficiencies or opportunities in supply. The study was conducted during two days in August. Thursday, August 2 represents a typical weekday usage pattern and evening peak event usage patterns during the event Another Kind of Magic. Saturday, August 4 represents a typical summer weekend usage pattern. Parking spaces in the study area were sampled from 7:00 am to 8:00 pm via photo survey in 60 minute intervals. The total number of parked vehicles was counted and photo surveys of vehicles were taken to determine utilization and duration patterns throughout the day.

The results of the parking photo survey are summarized in the parking utilization and parking duration sections below. For the purpose of parking demand analysis, a parking facility is considered to have reached its effective supply if 85-90 percent of the spaces in the facility are utilized. Effective supply is the cushion of extra spaces that a parking system must have to account for operating fluctuations, vehicle



maneuvers, misparked vehicles, minor construction, etc. A parking system operates at optimum efficiency at slightly less than its actual capacity. It is unrealistic to expect an arriving parker to find the last available parking space in a system without significant frustration and the resulting perception that parking is inadequate. Because "perception is reality", parking "demand" must include this effective supply cushion (Parking Structure – Planning, Design, Construction and Repair, 3rd ed. [Anthony P Chrest... et al., 2001]). A 10-15 percent cushion provides an adequate cushion to handle the turnover of parking spots throughout the day.

Parking duration surveys were conducted at the same time as the parking utilization surveys. The photo survey assisted in determining if a vehicle remained parked in a specific parking location each hour. This data helped to define a percentage of parkers staying a specific period. It also determined the percentage of short-term, long-term, and all day parkers by location.

The area of Downtown Windsor in the DDA boundary was separated into on-street parking and off-street parking for individual blocks as well as individual on-street block faces. The parking summarization areas are as follows (also in Appendix A):

- **On-Street Main Street** – The on-street parking spaces on Main Street were summarized by block face.
- **On-Street Side Street** – The on-street parking spaces on side streets within Downtown Windsor were summarized by block
- **Off-Street** – Off-Street parking areas were summarized by individual block

Photos were taken for every individual parking area of on-street spaces and off-street lots and were taken from the same location each hour throughout the day. The following page shows an example of the photos taken from one location each hour of the day starting at 7:00AM.



PARKING UTILIZATION FINDINGS

Ideally, each block face in a Downtown should have at least one free space out of eight on-street spaces or a 15 percent availability to ensure easy customer access to businesses and eliminate the perception that parking is not available. Results from the parking utilization counts are described below.

WEEKDAY PARKING UTILIZATION

The peak hour of weekday parking utilization in Downtown Windsor occurred at 1 pm. Both off-street and on-street locations had an acceptable number of spaces available. At this time, on-street parking utilization ranged from zero percent utilization up to 76 percent utilization.

FIGURE 3-1: WEEKDAY PEAK UTILIZATION SUMMARY

Location	Capacity	Peak Utilization
Main Street Total	110 spaces	57 vehicles (52%)
On-Street Side Streets Total	147 spaces	56 vehicles (38%)
Off-Street Total	537 spaces	163 vehicles (30%)

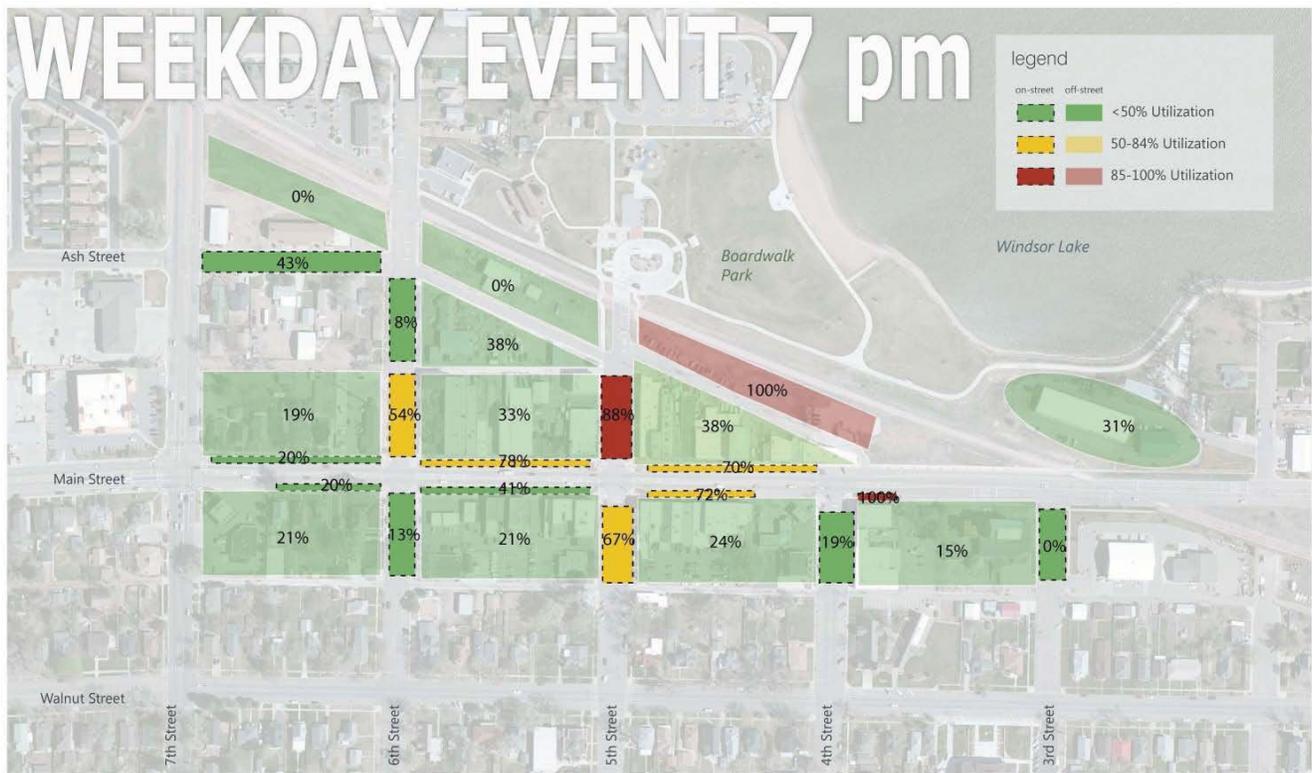


EVENT NIGHT PARKING UTILIZATION

The peak hour for event parking in Downtown Windsor occurred at 7 pm. One off-street lot closest to the Boardwalk Park was utilized at full capacity. On-Street Lots were also affected by event patrons, particularly on 5th Street north of Main Street. This area exceeded 85 percent utilization, and was considered full during events. Even with the high utilization for this area, off-street lots nearby experienced utilization rates as low as zero percent. Event Main Street parking was still available for customers even during events.

FIGURE 3-2: EVENT PEAK UTILIZATION SUMMARY

Location	Capacity	Peak Utilization
Main Street Total	110 spaces	66 vehicles (60%)
On-Street Side Streets Total	147 spaces	61 vehicles (41%)
Off-Street Total	537 spaces	187 vehicles (35%)



WEEKEND PARKING UTILIZATION

The peak hour for weekend parking utilization occurred at 11 am. The farmer's market likely affected the demand for parking in Downtown Windsor. Parking on Main Street was actually utilized more during the weekend peak than during the observed special event. Most on-street parking, however, still had an acceptable amount of availability for spaces.

FIGURE 3-3: WEEKEND PEAK UTILIZATION SUMMARY

Location	Capacity	Peak Utilization
Main Street Total	110 spaces	73 vehicles (66%)
On-Street Side Streets Total	147 spaces	38 vehicles (26%)
Off-Street Total	537 spaces	123 vehicles (23%)



The following figures compare accumulation patterns for week days and weekends. Reference Appendix A for detailed results.

Figure 3-4: Event Day Parking Utilization in Downtown Windsor – Thursday, August 2, 2012

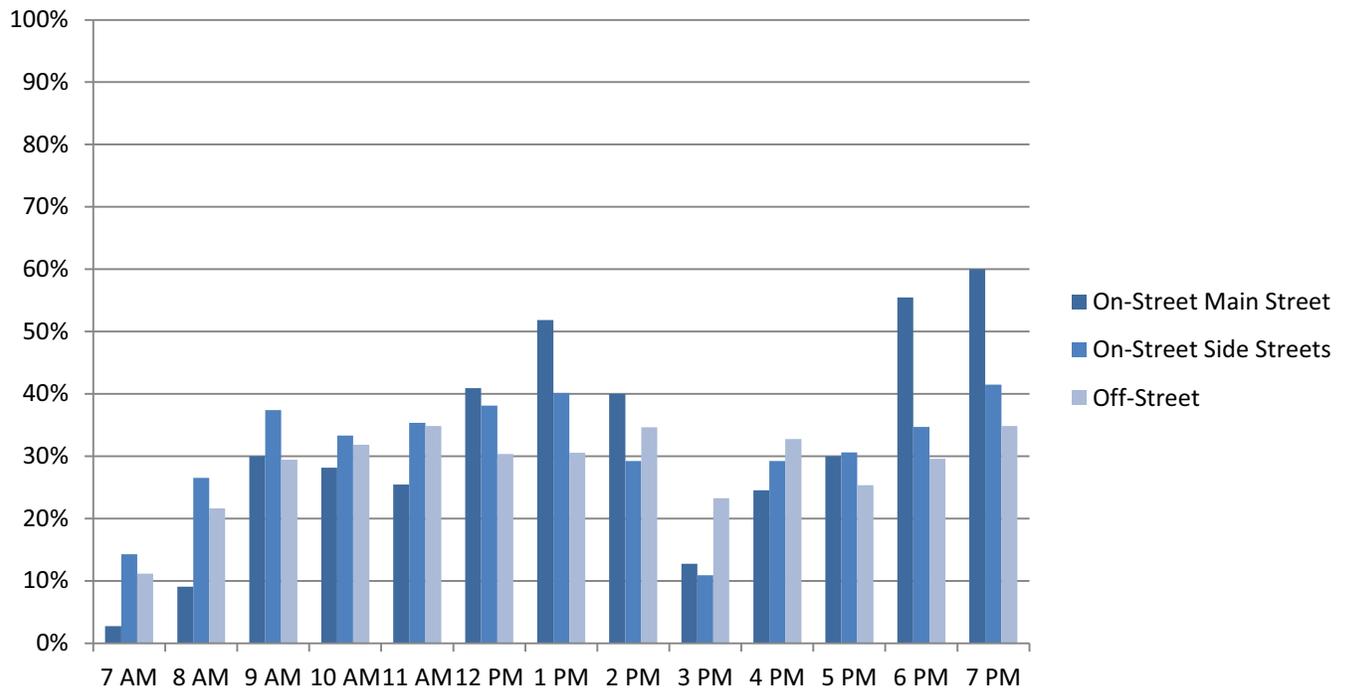
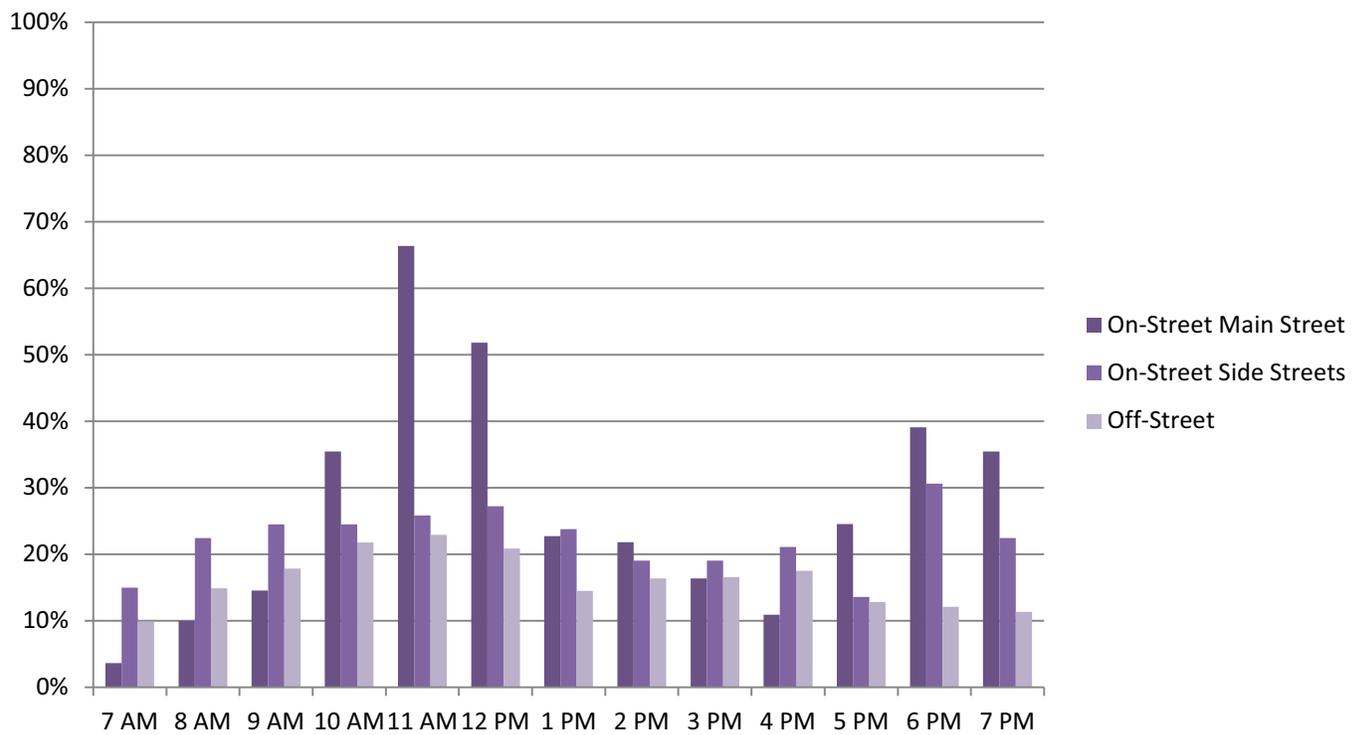


Figure 3-5: Weekend Parking Utilization in Downtown Windsor - Saturday, August 4, 2012



PARKING DURATION FINDINGS

Parking duration refers to the length of time each vehicle occupies a space. Duration information determines where long-term parkers typically park compared with short-term parkers. Vehicles parked for four hours or longer were assumed to be Downtown employees. Ideally, those vehicles would park off-street so that on-street parking in front of businesses would not be compromised. This is particularly important for blocks with higher utilization, such as those on Main Street. Survey photos were compared by hour to determine the occupied spaces and duration of each vehicle per space. Photos were not compared to determine if vehicles leaving the areas returned and parked in another parking space.

WEEKDAY PARKING DURATION

One key issue that arose in meetings with the DDA and during Street Team interviews was that employees were occupying spaces in front of businesses. To determine “hot spots” for employees, a spatial analysis was performed showing which locations had the highest percentage of vehicles parked for four hours or longer. As Figure 3-6 shows below, long-term parkers are primarily using off-street spaces. There are a few on-street blocks that may be problematic, however; especially as utilization increases in Downtown.

Figure 3-6: Weekday Parking Duration Greater than Four Hours

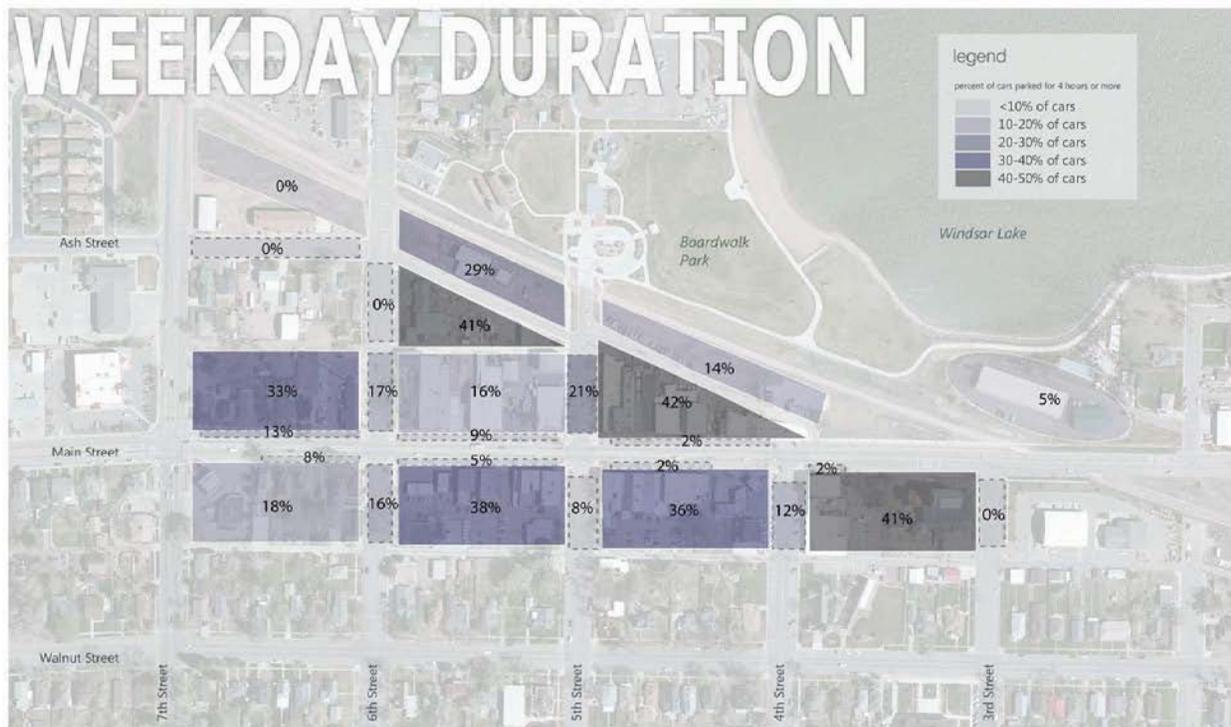


Figure 3-7: Downtown Windsor Parking Duration – Thursday, August 2, 2012

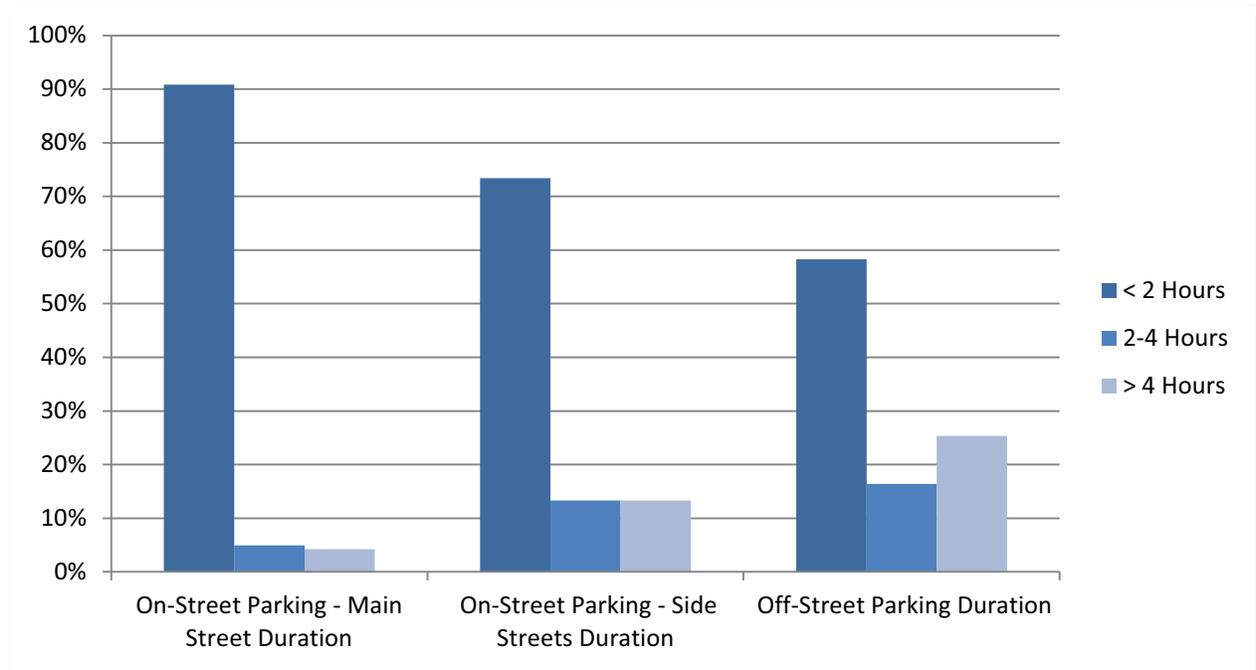
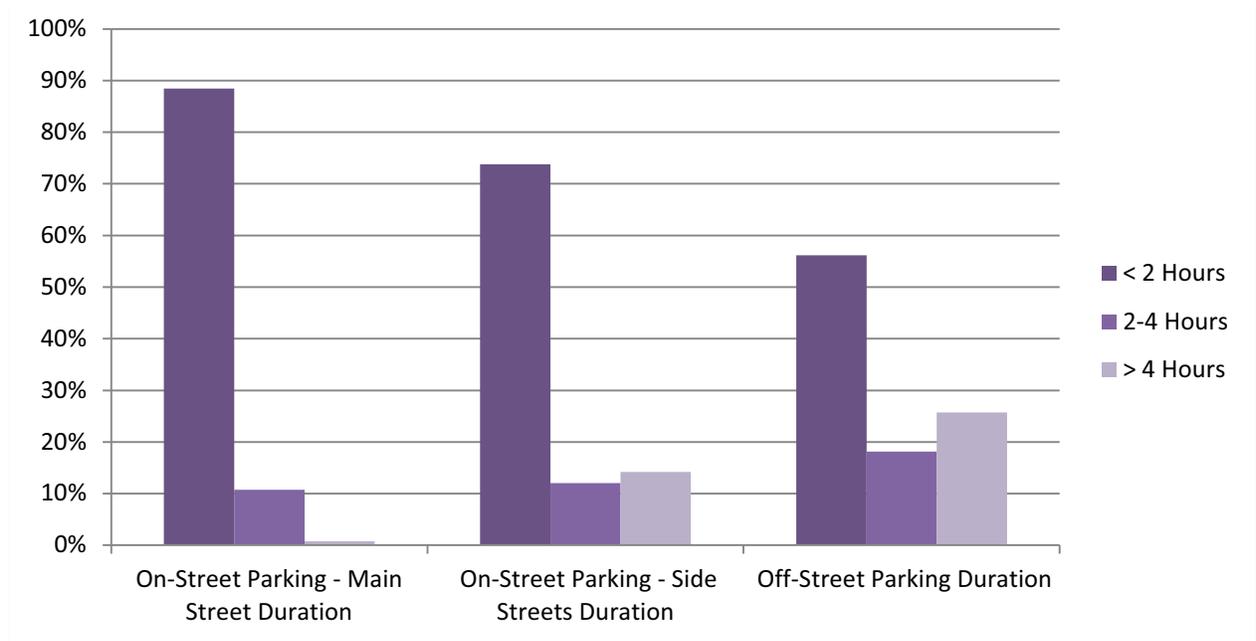


Figure 3-8: Downtown Windsor Parking Duration - Saturday, August 4, 2012



OTHER OBSERVATIONS

In addition to the empirical analyses that were conducted during this study, several notes and observations were made during the rounds of data collection. While these do not constitute hard data, they can be useful in providing additional context for the current parking situation. Anecdotal observations included:

- Concerns about accessing parking spaces along Main Street
- Low compliance for vehicles yielding to pedestrians crossing Main Street
- Several vehicles observed parking in non-designated spaces during events
- Generally high expectations for short walking distances to parking spaces



STRATEGIC PARKING RECOMMENDATIONS

The following section provides short-term parking actions and a “Parking Toolbox” of potential adjustments to consider as the parking conditions in Windsor change. The short-term actions will ensure a balanced parking supply that support Windsor’s economic, mobility, and community character goals. The parking analysis completed for this project indicates the overall parking supply is slightly under the current land use development code requirements. However, the parking usage study conducted for this project suggests the opposite. The study indicates that non-event days are not reaching the parking system’s capacity. This might be explainable by the lower than average occupancy rates of commercial properties in Windsor, but may not fully represent the discrepancy in utilization. The current parking supply is about 40% underutilized on non-event days during the peak hour, while the current parking code suggests that there is a 20% shortage of parking supply. These findings indicate the need for a strategic adjustment of the rates and requirements.

The following short-term parking actions are designed to adjust parking policies to more adequately utilize existing parking resources. The key recommendation is to make adjustments to the parking system in Windsor based on warrants. The warrants will be based on reaching certain usage levels of the existing parking supply. A series of warrants will be used to plan and accommodate future parking needs when they are necessary. The short-term warrants are organized by parking utilization rates. The current peak parking utilization rate for Downtown Windsor overall is 60%. There are warrants when 75%, 85%, and +85% are achieved. At such point there are a series of policies and physical actions that can be implemented. This is what is considered the parking “toolbox”. The “toolbox” allows for flexibility and allows for adjustments when the warrants are achieved.

The emphasis of this plan is cost-effective parking strategies that provide flexibility and preserve Downtown Windsor’s unique character. The following recommendations will be supported by subsequent parking studies to determine if the warrants have been met.



After the parking study was complete, Fehr & Peers conducted a work session with the DDA and the public to present a draft of the parking study results and gather feedback on potential solutions. This session was conducted using the materials and analysis developed during previous tasks. Business owners, planning officials, property owners, residents, and the Downtown Development Authority were invited to the meeting to hear about the results of the study and offer feedback. During the meeting, three parking scenarios were presented that address short and long term issues. Each scenario takes into account public parking locations, parking management plans, private parking regulations, development requirements, and multimodal improvements.

- What are the parking demands created by projected land uses in Downtown?
- What are the “triggers” for determining when additional parking is or will be required?
- What are the projected costs of providing parking, financing alternatives, and fee-in-lieu requirements?
- What are the projected costs of providing alternatives to additional parking?
- What changes to current zoning code or ordinances would need to be made to implement the scenario?

During the meeting the following questions were asked to gauge support for each parking alternative:

- Do the parking scenarios support the overall goals for Downtown Windsor?
- Are the “trade-offs” associated with a specific parking scenario clear?
- Which parking scenarios could you support as a positive step forward?



Each roundtable reported their preferred solutions back to the larger group to build consensus on preferred parking actions for immediate and future actions. Despite varying options, the group came to consensus on a number of ideas that are listed here. For details about the application of full strategic parking recommendations refer to Appendix C.

IMMEDIATE ACTIONS

- Identify & promote off-street parking for employees and long-term visitors (wayfinding, signage, maps, education materials)
- Businesses request employees park in rear of buildings or at off-site locations
- Develop framework to establish off-street parking standards
- Install secure bicycle parking in Downtown
- Install flashing lights for pedestrian crossings on Main Street
- Investigate traffic speeds along Main Street
- Identify & promote preferred parking areas for special event patrons (wayfinding, temporary signage, maps, educational/promotional materials at events)
- Consider new Town parking requirements specific to Downtown Windsor

FUTURE ACTIONS (PARKING UTILIZATION INCREASING)

- Consider two-hour parking restrictions along Main Street
- Businesses incentivize employees parking in rear of buildings or at off-site locations
- Implement off-street parking standards with paving, striping, and signage improvements
- Explore options for multi-modal improvements in Downtown and consider destination-based signage to direct bicyclists to Downtown from trails
- Increase pedestrian zone on Main Street while maintaining parking supply
- Explore options for multi-modal improvements and possibly traffic calming
- Refine or revise parking requirements based on an updated demand study



LONG TERM ACTIONS (PARKING REGULARLY FULLY UTILIZED)

- Consider two-hour parking restrictions along Main Street
- Businesses require employees to park in rear of buildings or at off-site locations
- Explore opportunities for DDA to purchase land for Downtown parking
- Implement additional options for multi-modal improvements to Downtown Windsor
- Explore options to slow/divert traffic along Main Street
- Implement additional options for multi-modal improvements to Downtown Windsor
- Prepare comprehensive parking plan specifically for events (may include shuttle system, event personnel, signage, agreements with private land owners, neighborhood parking program, etc.)
- Explore options for multi-modal improvements to Downtown Windsor
- Utilize funds/resources gathered through code parking strategy to provide additional Downtown parking

APPENDIX A: DETAILED PARKING STUDY RESULTS



APPENDIX B: FEEDBACK SUMMARY

On-Street
Employees parking on main street
Difficulty backing out of spaces, especially during school hours
Traffic on Main Street
In 1975 parking on Main Street was parallel
Reroute trucks-crossing the street is dangerous. Business owners and employees could profit from having off-street parking behind shops, even if it means tearing down obsolete buildings and/or a parking garage.
Angled parking accommodates business owners
Safety conflicts - visually
Employees park in front of store
Parking is in the top three complaints from my customers as with trying to leave their space at high traffic times. If the Town tries to go to parallel parking in Downtown I will move my business to another part of town
If there was an alternative place to park, businesses may not care about parallel spaces on Main Street
Enforcement - people stopping, j-turns
Most people do not park for long on the street
Older customers park across from Pikes
Convenience vs. safety
Reduce angle to cut down on accidents
Can only influence publicly owned spaces
Off-Street
Not paved/striped
Public not aware
Informal/unsigned
Private vs. public
Exemption for parking requirements Downtown
Legal spaces
NW corner "fringe" not impacting
Striped spaces required if there is room
Opportunities in alleys and rear of buildings
Event
NW corner not really used
Visitors come for events on Thursdays
Focus on regular occurring events



Smoke shop customers have to park and walk during events
Any special event always creates a parking problem to the point of not allowing our regular customers a place to park. We need all possible off Main Street made available for employees, tenants, and special events.
Parking should be convenient to bring visitors
Agreement so town can use space north of Main Street for events
Never a problem, except during events (as expected!) If a block is filled, walk to the next block, I don't think it's an issue that needs study
Sometimes overwhelmed - plan for on-going events
What is thriving?
Future Downtown Windsor
Pedestrian-friendly
Thriving Downtown
Connection to lake
Maximize Downtown spaces
Coordinate hours/land uses for shared parking
Maybe parking problems if full
DDA wants to generate more income
Parking spaces don't generate income, sales do
Utilize public space to generate income now
Hours are critical
Attract new businesses
Key Questions
Who parks where?
Are employees parking in front of business? For how long?
Where do service deliveries occur?
Do we have enough parking?
How do we manage the off-street parking?
What are the opportunities for consolidation?
Where are residents parking?
How is land use tied to parking?

APPENDIX C: STRATEGIC PARKING RECOMMENDATIONS

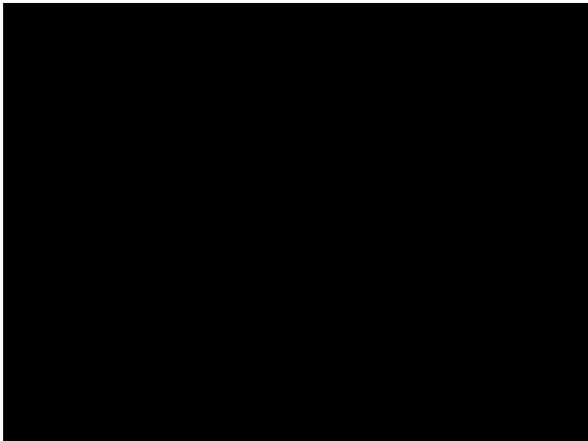
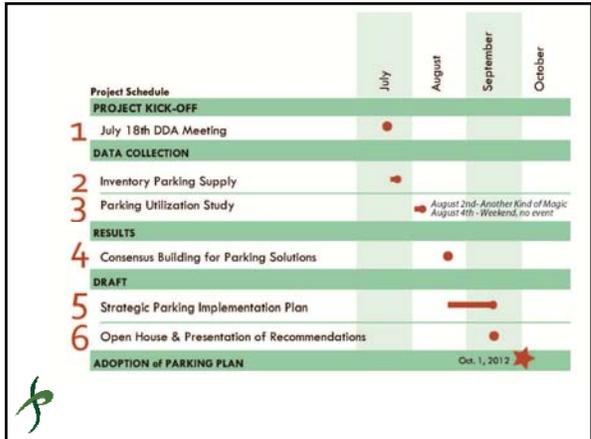
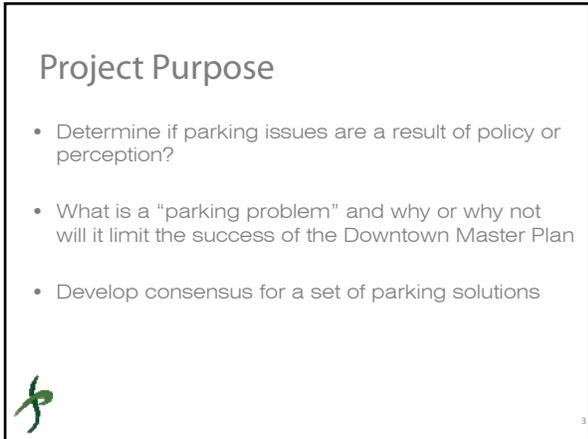
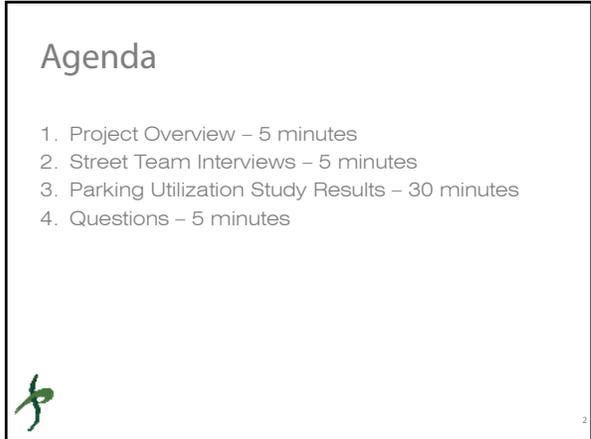
Potential Solutions for Identified Parking Issues

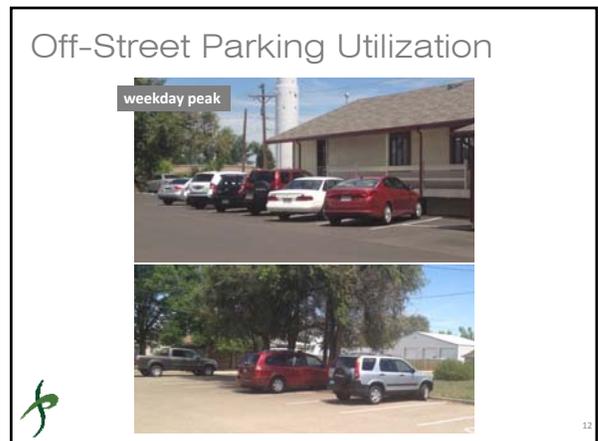
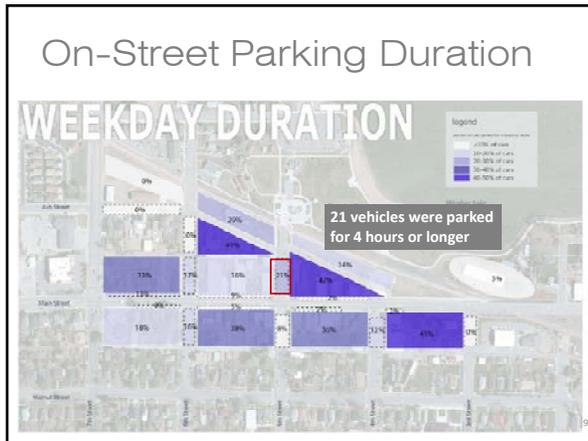
Issue	Potential Solutions	Immediate		Future			
		Cost	Impact	Cost	Impact		
Parking in front of businesses is compromised	Better utilize off-street supply	a	Request that employees park in the rear of buildings and not park on Main Street. Encourage employees to use alternative modes to work	\$	○	\$	○
		b	Offer incentives for employees who park in the rear of buildings or use alternative modes of travel	\$\$	○	\$\$	○
		c	Identify & promote off-street parking	\$\$	○	\$\$	○
		d	Institute two hour parking maximums for Main Street parking spaces	\$\$	●	\$\$	●
	Improve off-street supply	e	Improve sidewalks, lighting, and alley access to parking in rear of buildings. Install secure bicycle parking	\$\$\$	○	\$\$\$	○
		f	Explore options to purchase land that could be utilized for off-street parking	\$\$\$	○	\$\$\$	○
		g	Construct a new off-street parking facility	\$\$\$\$	○	\$\$\$\$	○
	TDM	h	Construct complete street improvements in the DDA area to provide safer multimodal access into downtown	\$\$\$\$	○	\$\$\$\$	○
Access to and from Main Street parking spaces is perceived to be difficult because of the design and speeds along Main Street	a	Increased enforcement of existing posted speed limit on Main Street	\$\$	○	\$\$	○	
	b	Construct wider pedestrian zone while maintaining angled parking	\$\$\$	○	\$\$\$	○	
	c	Convert to back-in angled parking	\$\$	○	\$\$	○	
Special event patrons occupy on-street parking spaces intended for short term customers	a	Town will comprehensively plan event parking which may include additional parking personnel and additional agreements with private land owners for special event parking	\$\$\$	●	\$\$\$	●	
	b	Official "customer parking only" temporary signs will be given to business owners who wish to put them in front of their businesses during events	\$	○	\$	○	
	c	Temporary and movable signage to direct special event visitors to additional parking areas	\$\$	○	\$\$	○	
	d	Institute two hour parking maximums for on-street parking spaces on Main Street and provide	\$\$	●	\$\$	●	
	e	Courtesy cards provided by business owners explain new parking procedures and provide store discounts	\$	○	\$\$	○	
	f	Implement a parking, shuttle, bike, and walking management plan that may include: Bike valet, Shuttle and parking director, crossing guards on Main Street. Town of Windsor leases spaces for events from property owners during events	\$\$\$	○	\$\$\$	○	
Inconsistent application of town parking requirements when redevelopment occurs results in inequitable parking supply	a	Town staff will consistently adhere to the parking code	\$	○	\$	○	
	b	Town will amend parking requirements to a district based parking code with shared parking agreement	\$	○	\$	○	
	c	Town will consider new parking requirements for redevelopment	\$	○	\$	○	

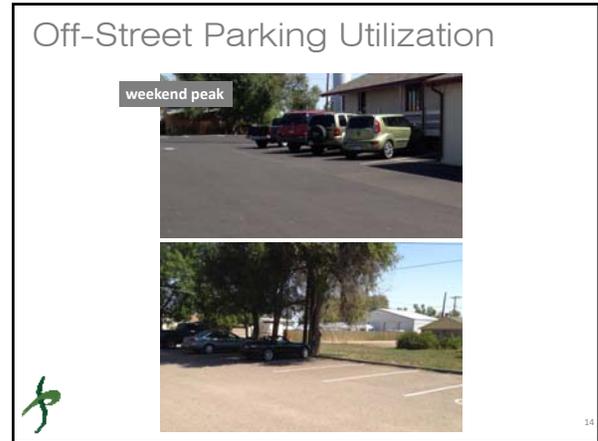


Strategic Parking Implementation Plan

Issue	Immediate Parking Actions for Windsor DDA	Future Parking Actions: Average Parking Utilization within Windsor DDA is Approaching 85% Utilization	Long Term Parking Actions: Average Parking Utilization within Windsor DDA is Greater than 85% Utilization
<p>Parking in front of businesses is compromised</p>	<p>Identify & promote off-street parking for employees and long-term visitors (wayfinding, signage, maps, education materials)</p> <p>Businesses request employees parking in rear of buildings or at off-site locations</p> <p>Develop framework for developing off-street parking standards</p>	<p>Consider two-hour parking restrictions along Main Street</p> <p>Businesses incentivize employees parking in rear of buildings or at off-site locations</p> <p>Implement off-street parking standards with paving, striping, and signage improvements</p>	<p>Consider two-hour parking restrictions along Main Street</p> <p>Businesses require employees parking in rear of buildings or at off-site locations</p> <p>Explore opportunities for DDA to purchase land for Downtown parking</p>
<p>Access to and from Main Street parking spaces is perceived to be difficult because of the design and speeds along Main Street</p>	<p>Install secure bicycle parking in Downtown</p> <p>Install flashing lights for pedestrian crossings on Main Street</p> <p>Investigate traffic speeds along Main Street & provide additional enforcement if necessary</p>	<p>Explore options for multi-modal improvements in Downtown Windsor & consider destination-based signage to direct bicyclists to Downtown Windsor from trails/routes</p> <p>Increase pedestrian zone on Main Street while maintaining parking supply by shortening parking stalls</p> <p>Explore options for multi-modal improvements in Downtown Windsor, which may include traffic calming</p>	<p>Implement additional options for multi-modal improvements to Downtown Windsor</p> <p>Explore options to slow/divert traffic along Main Street</p> <p>Implement additional options for multi-modal improvements to Downtown Windsor</p> <p>Prepare comprehensive parking plan specifically for events (may include shuttle system, event personnel, signage, agreements with private land owners, neighborhood parking program, etc.)</p>
<p>Special event patrons occupy on-street parking spaces intended for short term customers</p>	<p>Identify & promote preferred parking areas for special event patrons (wayfinding, signage, maps, educational/promotional materials at events)</p>	<p>Consider two-hour parking restrictions along Main Street</p>	<p>Utilize funds/resources gathered through code requirements to provide additional Downtown parking.</p>
<p>Inconsistent application of town parking requirements when redevelopment occurs results in inequitable parking supply</p>	<p>Consider new Town parking requirements specific to Downtown Windsor, which may include district-based requirements, shared parking strategies, fee-in-lieu requirements, etc.</p>	<p>Refine or revise parking requirements based on an updated parking demand study</p>	



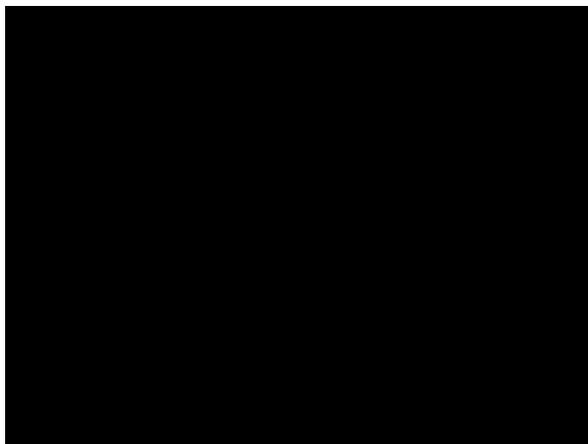




Issue: Are employees utilizing on-street parking?

How is off-street parking utilized?

Is parking in front of businesses compromised?



- ### Immediate Solutions
- Request that employees park in the rear of buildings. Encourage employees to use alternative modes to work.
 - Identify and promote off-street parking
 - Develop framework for developing off-street parking standards
 - Install secure bicycle parking in Downtown

Long Range Solutions

- Consider two-hour parking restrictions along Main Street
- Improve sidewalks, lighting, and alley access to parking in rear of buildings.
- Explore options to purchase land that could be utilized for off-street parking or construct new off-street parking facility
- Implement off-street parking standards with paving, striping, and signage improvements
- Implement additional options for multi-modal improvements to Downtown Windsor



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Issue: Getting in and out of parking spaces along Main Street

- Perception of high vehicular speeds, high volumes, and visibility issues making access to and from Main Street spaces difficult
- Indicator- Main Street parking design



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Main Street Parking Design



- Angled parking spaces along Main Street approx. 30 feet long



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- Typical spaces 20 feet long

Immediate Solutions

- Install flashing lights for pedestrian crossings on Main Street
- Increased enforcement of existing posted speed limit on Main Street



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Long Range Solutions

- Construct wider pedestrian zone to accommodate increased pedestrian activity from parked vehicles while maintaining angled parking.
- Back-in angled parking



23

Issue: Special Event Parking

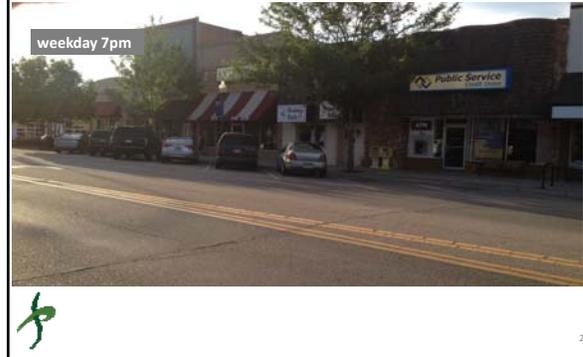


24

Special Event Parking Utilization



Special Event Parking Utilization



Special Event Parking Utilization



Immediate Solutions

- Identify & promote preferred parking areas for special event patrons (wayfinding, signage, maps, educational/promotional materials at events)
- Plan for event parking (may include additional parking personnel and additional agreements with private land owners)
- Official "customer parking only" temporary signs placed in front of businesses by business owners

Long Range Solutions

- Enforced two hour parking maximums for on-street parking spaces on Main Street
- Implement a comprehensive special event parking management plan

Issue: Parking Requirements

- New business are required to provide parking **IF** they have adequate room
- Inconsistent enforcement of current parking standards

Immediate Solutions

- Consider new Town parking requirements specific to Downtown Windsor, which may include:
 - district-based requirements
 - shared parking strategies
 - fee-in-lieu requirements
- Town staff will consistently adhere to the parking code



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Long Range Solutions

- Refine or revise parking requirements based on an updated parking demand study
- Utilize funds/resources gathered through code parking requirements to provide additional Downtown parking.



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Next Steps

DDA to adopt parking plan



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FUTURE TOWN BOARD MEETINGS

Work Sessions & Regular Meetings will be held in the Board Chambers unless otherwise noted.

September 17, 2012 Community Recreation Center 5:00 p.m.	Town Board Work Session Strategic Plan wrap up – K. Arnold Water & Sewer Rates – D. Moyer
September 24, 2012 6:00 p.m.	Town Board Work Session Dormant Land Use Projects Update – J. Plummer Liquor licensing - fee review & collection of occupation tax – P. Garcia
September 24, 2012 7:00 p.m.	Town Board Meeting
October 1, 2012 6:00 p.m.	Town Board Work Session Boardwalk Park policy/procedure discussion Davis seepage pipe overview and recommendation I-25/SH392 agreements and fee implementation discussion
October 8, 2012 5:30 p.m.	Board/Manager/Attorney Monthly Meeting Discussion of golf cars on public streets – J. Michaels & I. McCargar
October 8, 2012 7:00 p.m.	Town Board Meeting
October 15, 2012 6:00 p.m.	Town Board Work Session Community Recreation Center ad hoc committee report
October 22, 2012 6:00 p.m.	Town Board Work Session Budget Wrap Up - Tentative
October 22, 2012 7:00 p.m.	Town Board Meeting
October 29, 2012	Fifth Monday
November 5, 2012 6:00 p.m.	Town Board Work Session
Tuesday, November 13, 2012 5:30 p.m.	Board/Manager/Attorney Monthly Meeting
Tuesday, November 13, 2012 6:30 p.m.	Kern Board Meeting
Tuesday, November 13, 2012 7:00 p.m.	Town Board Meeting
November 19, 2012 6:00 p.m.	Town Board Work Session
November 26, 2012 6:00 p.m.	Town Board Work Session
November 26, 2012 7:00 p.m.	Town Board Meeting
	<u>Additional Events</u>
October 4, 2012 4:00 p.m.	CML Fall District Meeting Loveland, CO
October 6, 2012 CRC	Budget work session

None at this time.

Future Work Session Topics