



## TOWN BOARD WORK SESSION

October 21, 2013 – 6:00 PM

301 Walnut Street, Town Board Room, 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.

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**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

#### 1. CRC – Financing and Potential Resources for Expansion

This session will have the Town Board discuss and start to determine what a Town Board supported Center expansion ballot question might look like. This could include the components of an expansion and the methodology of paying for the construction of an expansion. Developing any outstanding issues and a calendar for the future will be the primary goal.

- a. Construction and Subsidy Costs
- b. Financing
  - i. Bonds – *documents pending*
  - ii. Partnerships
  - iii. Grants
  - iv. Other Resources
    1. Sponsorships
    2. Reserves
    3. Recreation Impact Fee

#### 2. Future Town Board Meetings



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## MEMORANDUM

**Date:** October 21, 2013  
**To:** Mayor and Town Board  
**Via:** Kelly Arnold, Town Manager  
**From:** Dean Moyer Director Finance and IT  
Melissa M. Chew, CPRP, Director of Parks, Recreation & Culture  
**Re:** CRC Expansion – Financing & Potential Resources  
**Item #:** 1.a.

### **Background / Discussion:**

This discussion will afford the opportunity to become familiar with various fund raising possibilities associated with the possible CRC expansion. Documents that will be helpful in this discussion include the 2012 Feasibility Study. If you are in need of another full copy of the Feasibility Study, please advise us as it is too large for a packet or the web site.

The 2012 Feasibility Study was completed by Barker Rinker Seacat, Architects (BRS) with GreenPlay, LLC as a sub-contractor for the operational information. Utilizing the numbers in the study (see Financial Impact below) along with Windsor sales tax projections, George K. Baum provided tax estimates and bonding information. A representative will be present to answer questions.

When speaking of funding we need to consider two areas. One being the original construction and the other being ongoing operations and maintenance. Construction costs require us to issue some sort of debt. What type and how much debt depends on the size of the final project and how much funding came from sources outside of debt issuance.

As you may recall, an Ad Hoc Committee was formed in fall of 2012 to consider recommendations for funding such a project. The Committee's recommendations included considering outside funding from grants, partnerships and out right cash contributions towards the project, with any reminder considered in a sales tax question to the voters. This was further supported with Resolution 2013 – PRC01 by the Parks, Recreation & Culture Advisory Board (PReCAB).

In meetings with the ad hoc committee, we discussed issuing bonds based on a voter approved sales tax increase. The rate being considered would be high enough to support both construction and operations in the various scenarios.

Other funding mechanisms also exist. The Ad Hoc Committee did not discuss using accumulated fund balances, as that is a Town Board decision. You may also want to consider creating a public building impact fee to be collected at the time a building permit is issued on single family homes. Establishing a nexus on such a fee would be fairly straightforward.

Included in this packet is the research completed by staff earlier this year relevant to grants and partnerships. Staff has contacted each of the potential partners who submitted letters of interest earlier this year to gauge their continued interest and interest remains. Additionally, we have include the Partnership Guidelines adopted by PReCAB and Town Board in 2009 as consideration for public – private competition if/when a partnership was being sought for any project.

**Financial Impact:**

Summary of the construction and operational impact:

	<b>Scenario 1</b>	<b>Scenario 2</b>	<b>Scenario 3</b>
<b>Construction</b> (inc. \$300k offices)	\$14,882,257	\$8,899,605	\$6,593,188
<b>Operations</b>	(\$553,362)	(\$678,734)	(\$310,576)
<b>Sales Tax construction</b>	.66%	.39%	.29%
<b>Sales Tax operations</b>	.30%	.37%	.17%

**Relationship to Strategic Plan:**

Goal 1. F. Review CRC Expansion Financing Options

**Recommendation:**

For discussion and clarification.

**Attachments:**

- b. Bond info
- c. Expansion Scenario Details (2013)
- d. Grant Research (2013)
- e. Potential Partnerships (2013)
- f. Partnership Research (2013)
- g. Partnership Guidelines (2009)



# Town of Windsor, Colorado

## *2014 Bond Election*

**Donald Diones**  
Senior Vice President

**Michael Persichitte**  
Vice President



**George K. Baum & Company**  
INVESTMENT BANKERS SINCE 1928

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## Section 1

# Sales Tax History



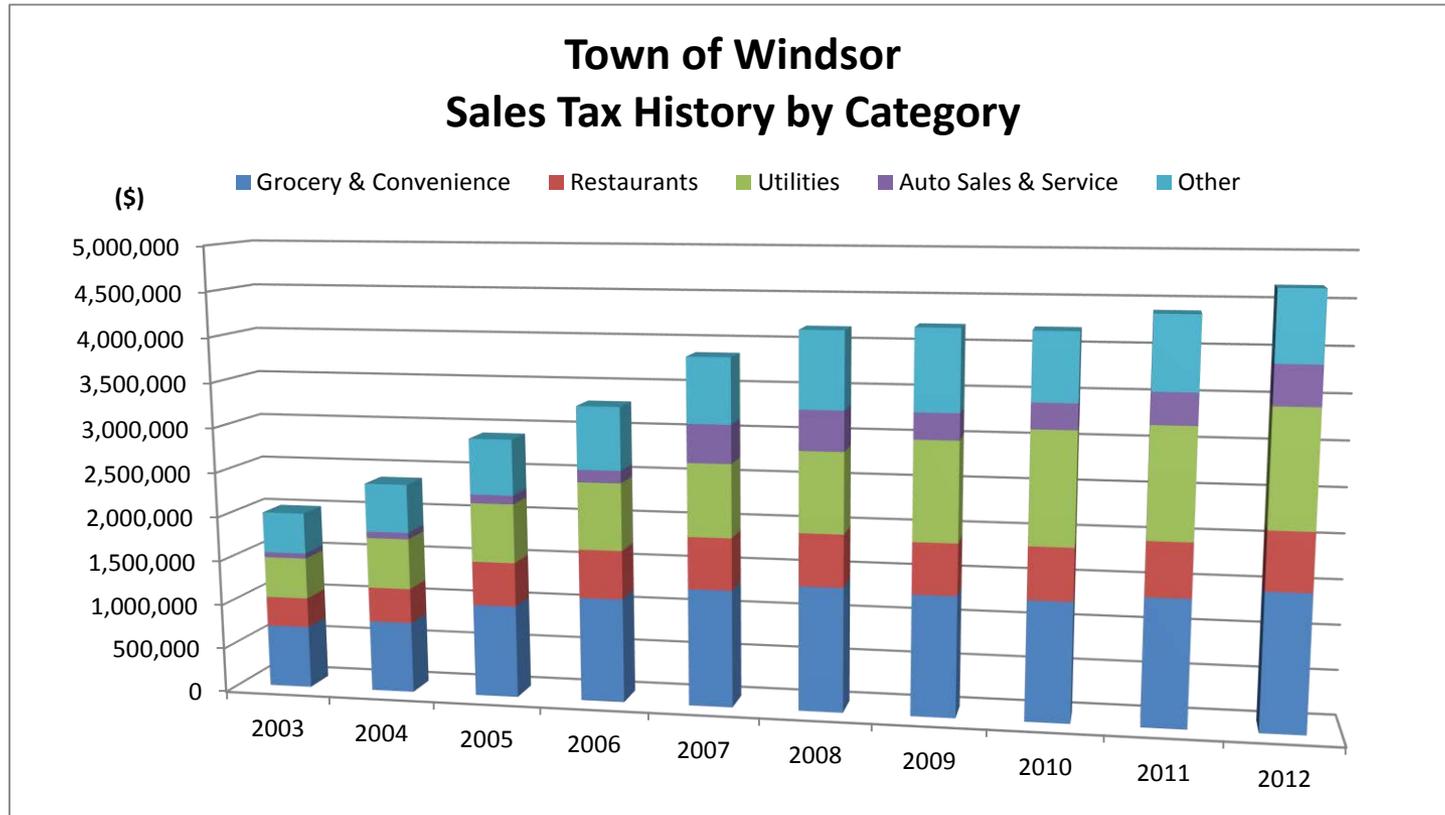
# Sales & Use Tax Collections

- The table below summarizes the Town's Sales and Use Tax collections over the past 10 years.
- For 2013, the Town expects to collect approximately \$6.5 million of Sales Taxes and \$1.7 million of Use Taxes.

## Town of Windsor Total Sales & Use Tax Collections

Year	Total Sales Taxes	Total Use Taxes	Total Sales & Use Taxes
2013*	6,500,000	1,700,000	8,200,000
2012	4,656,353	923,223	5,579,576
2011	4,379,552	1,363,180	5,742,732
2010	4,187,770	966,353	5,154,123
2009	4,202,020	685,442	4,887,462
2008	4,158,197	779,752	4,937,949
2007	3,850,987	2,323,607	6,174,594
2006	3,291,635	2,824,736	6,116,371
2005	2,904,157	3,084,006	5,988,163
2004	2,367,513	2,374,209	4,741,722
2003	2,004,585	1,762,990	3,767,575

# Sales Tax Collections



## Section 2

# Bond Election Questions

# Draft 2014 Bond Question

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SHALL THE TOWN OF WINDSOR DEBT BE INCREASED BY AN AMOUNT NOT TO EXCEED \$9,000,000, WITH A MAXIMUM REPAYMENT COST OF \$\_\_\_\_\_ AND SHALL THE TOWN OF WINDSOR TAXES BE INCREASED \$\_\_\_\_\_ (FISCAL YEAR 2014 DOLLAR INCREASE); SUCH DEBT TO CONSIST OF SALES AND USE TAX REVENUE BONDS TO BE PAYABLE FROM ALL OR ANY PORTION OF THE **TOWN'S** SALES AND USE TAX AND ISSUED SOLELY FOR THE PURPOSE OF

- CONSTRUCTING AN EXPANSION TO THE COMMUNITY RECREATION CENTER TO INCLUDE, AMONG OTHER THINGS, AN AQUATICS FACILITY;

SUCH BONDS TO BE DATED AND SOLD AT SUCH TIME, AND AT SUCH PRICES (AT, ABOVE OR BELOW PAR) AND CONTAINING SUCH TERMS, NOT INCONSISTENT HEREWITH, AS THE BOARD OF TRUSTEES MAY DETERMINE; SUCH TAX TO CONSIST OF A RATE INCREASE IN THE TOWN-WIDE SALES AND USE TAX OF \_\_\_% (\_\_\_\_\_- TENTHS OF ONE PERCENT, WHICH REPRESENTS \_\_\_\_\_ CENTS ON EACH TEN DOLLAR PURCHASE) COMMENCING JANUARY 1, 2015; SHALL ORDINANCE NO. 2014-\_\_\_\_ OF THE TOWN PROVIDING FOR THE INCREASE IN THE TOWN SALES AND USE TAX AND FOR THE DEPOSIT OF TAX REVENUES INTO THE TOWN OF WINDSOR COMMUNITY AND RECREATION CENTER FUND BE APPROVED; AND SHALL THE TAX REVENUES DEPOSITED IN THE COMMUNITY AND RECREATION CENTER FUND CONSTITUTE A VOTER APPROVED REVENUE CHANGE?



# 2002 Bond Question

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SHALL THE TOWN OF WINDSOR DEBT BE INCREASED BY AN AMOUNT NOT TO EXCEED \$5,000,000, WITH A MAXIMUM REPAYMENT COST OF \$8,500,000 AND SHALL THE TOWN OF WINDSOR TAXES BE INCREASED \$275,000 (FIRST FULL FISCAL YEAR DOLLAR INCREASE); SUCH DEBT TO CONSIST OF SALES AND USE TAX REVENUE BONDS TO BE PAYABLE FROM ALL OR ANY PORTION OF THE **TOWN'S** SALES AND USE TAX AND ISSUED SOLELY FOR THE PURPOSE OF

- CONSTRUCTING AND EQUIPPING A TOWN COMMUNITY AND RECREATION CENTER, INCLUDING THE ACQUISITION OF LAND FOR SAID FACILITY;

SUCH BONDS TO BE DATED AND SOLD AT SUCH TIME, AND AT SUCH PRICES (AT, ABOVE OR BELOW PAR) AND CONTAINING SUCH TERMS, NOT INCONSISTENT HERewith, AS THE BOARD OF TRUSTEES MAY DETERMINE; SUCH TAX TO CONSIST OF A RATE INCREASE IN THE TOWN-WIDE SALES AND USE TAX OF 0.2% (TWO-TENTHS OF ONE PERCENT, WHICH REPRESENTS TWO CENTS ON EACH TEN DOLLAR PURCHASE) COMMENCING JULY 1, 2002; SHALL ORDINANCE NO. 2002-1106 OF THE TOWN PROVIDING FOR THE INCREASE IN THE TOWN SALES AND USE TAX, PROVIDING FOR THE DEPOSIT OF TAX REVENUES INTO THE TOWN OF WINDSOR COMMUNITY AND RECREATION CENTER FUND AND LIMITING THE USE OF MONEYS IN SAID FUND TO CONSTRUCTING, ACQUIRING LAND FOR, OR EQUIPPING TOWN COMMUNITY AND RECREATION CENTERS, PAYING THE COSTS OF OPERATING AND MAINTAINING TOWN COMMUNITY AND RECREATION CENTERS, OR PAYING THE DEBT SERVICE ON REVENUE BONDS OR REFUNDING BONDS ISSUED FOR SAID PURPOSES BE APPROVED; AND SHALL ALL MONEYS DEPOSITED IN THE COMMUNITY AND RECREATION CENTER FUND (REGARDLESS OF AMOUNT) CONSTITUTE A VOTER-APPROVED REVENUE CHANGE, AND AN EXCEPTION TO THE REVENUE AND SPENDING LIMITS OF ARTICLE X, SECTION 20 OF THE COLORADO CONSTITUTION?;



## Section 3

# Series 2014 Bond Summary



Town of Windsor, Colorado  
 Larimer and Weld Counties, Colorado  
 General Obligation Bonds  
 Sales Tax Revenue Bonds

10/17/13 4:06 PM

Summary of Plan Options

Plan	Description	Par	Net Project Funds	Average Annual Payment	Total Repayment	True Interest Cost	Bond Levy	Sales Tax (For New Bond)	Sales Tax (For Operations)	Combined Sales Tax
Plan B (GO Bond)	\$8,900,000 General Obligation Issue (Level Debt Service)	\$8,900,000	\$8,900,000	\$709,490	\$14,189,795	4.61%	2.1 Mills	N/A	N/A	N/A
Plan C - 1 (Sales Tax Bond)	\$8,900,000 Proceeds - Sales Tax Revenue Bond (Level Debt Service)	\$9,690,000	\$8,900,000	\$792,095	\$15,049,802	4.89%	N/A	0.37%	0.26%	0.63%
Plan C - 2 (Sales Tax Bond)	\$14,900,000 Proceeds - Sales Tax Revenue Bond (Level Debt Service)	\$16,175,000	\$14,900,000	\$1,322,305	\$25,123,788	4.89%	N/A	0.62%	0.26%	0.88%
Plan C - 3 (Sales Tax Bond)	\$8,900,000 Proceeds - Sales Tax Revenue Bond (Wrap Around Existing Bonds)	\$9,880,000	\$8,900,000	\$843,909	\$16,034,263	4.91%	N/A	0.34%	0.26%	0.60%
								(C-3 Sales Tax for Bond Will Increase in 2023)		
Plan D (Sales Tax Bond)	\$6,300,000 Proceeds - Sales Tax Revenue Bond (Level Debt Service)	\$6,880,000	\$6,300,000	\$562,423.63	\$10,686,049	4.89%	N/A	0.26%	0.26%	0.52%
				(Sales Tax Plans: Payments Net of DSR Fund (0% Interest))						

Town of Windsor, Colorado  
Larimer and Weld Counties, Colorado

Windsor 2014 (\$8.9MM GO Level) Plan B  
Bond Levy Rev  
10/17/2013

Schedule of New Mill Levy & Revenue

20 Year Term - Operations Covered by Sales Tax

Plan B - \$8,900,000 GO Issue, Level Payments

Collection Year	2013 Final Larimer County AV: \$82,563,660						2013 Final Weld County AV: \$257,909,190						Combined Mills Proposed New Mill Levy (14)	Combined Revenue & AV		
	Larimer County Property & Specific Ownership Contribution to GO Bonds						Weld County Property & Specific Ownership Contribution to GO Bonds							Weld County Property Tax Revenue (13)	Incremental Mill Levy Revenue For Debt Service (15)	Combined Assessed Value (16)
	Projected Assessed Value (2)	Current Mill Levy (3)	Proposed New Mill Levy & SOT			Projected Assessed Value (8)	Current Mill Levy (9)	Proposed New Mill Levy & SOT								
			Mill Levy For Series 2014 (4)	Mill Levy Revenue @ 99.0% (5)	Specific Ownership Tax (6)			Mill Levy For Series 2014 (10)	Mill Levy Revenue @ 99.0% (11)	Specific Ownership Tax (12)						
(1)	(2)	(3)	(4)	(5)	(6)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)		
	0% Biennial Growth	12.03 GF Levy		4% of Mill Revenue		0% Biennial Growth	12.03 GF Levy		4% of Mill Revenue		(11) + (12)	(3) + (4)	(7) + (13)			
2013	\$82,563,660	12.030	-	-	-	\$257,909,190	12.03	-	-	-	-	12.030	-	\$340,472,850		
2014	Est. 88,721,960	12.030	-	-	-	Est. 256,106,231	12.03	-	-	-	-	12.030	-	344,828,191		
2015	88,721,960	12.030	2.100	\$184,453	\$7,378	256,106,231	12.03	2.100	\$532,445	\$21,298	\$553,743	14.130	\$716,898	344,828,191		
2016	88,721,960	12.030	2.100	184,453	7,378	256,106,231	12.03	2.100	532,445	21,298	553,743	14.130	716,898	344,828,191		
2017	88,721,960	12.030	2.100	184,453	7,378	256,106,231	12.03	2.100	532,445	21,298	553,743	14.130	716,898	344,828,191		
2018	88,721,960	12.030	2.100	184,453	7,378	256,106,231	12.03	2.100	532,445	21,298	553,743	14.130	716,898	344,828,191		
2019	88,721,960	12.030	2.100	184,453	7,378	256,106,231	12.03	2.100	532,445	21,298	553,743	14.130	716,898	344,828,191		
2020	88,721,960	12.030	2.100	184,453	7,378	256,106,231	12.03	2.100	532,445	21,298	553,743	14.130	716,898	344,828,191		
2021	88,721,960	12.030	2.100	184,453	7,378	256,106,231	12.03	2.100	532,445	21,298	553,743	14.130	716,898	344,828,191		
2022	88,721,960	12.030	2.100	184,453	7,378	256,106,231	12.03	2.100	532,445	21,298	553,743	14.130	716,898	344,828,191		
2023	88,721,960	12.030	2.100	184,453	7,378	256,106,231	12.03	2.100	532,445	21,298	553,743	14.130	716,898	344,828,191		
2024	88,721,960	12.030	2.100	184,453	7,378	256,106,231	12.03	2.100	532,445	21,298	553,743	14.130	716,898	344,828,191		
2025	88,721,960	12.030	2.100	184,453	7,378	256,106,231	12.03	2.100	532,445	21,298	553,743	14.130	716,898	344,828,191		
2026	88,721,960	12.030	2.100	184,453	7,378	256,106,231	12.03	2.100	532,445	21,298	553,743	14.130	716,898	344,828,191		
2027	88,721,960	12.030	2.100	184,453	7,378	256,106,231	12.03	2.100	532,445	21,298	553,743	14.130	716,898	344,828,191		
2028	88,721,960	12.030	2.100	184,453	7,378	256,106,231	12.03	2.100	532,445	21,298	553,743	14.130	716,898	344,828,191		
2029	88,721,960	12.030	2.100	184,453	7,378	256,106,231	12.03	2.100	532,445	21,298	553,743	14.130	716,898	344,828,191		
2030	88,721,960	12.030	2.100	184,453	7,378	256,106,231	12.03	2.100	532,445	21,298	553,743	14.130	716,898	344,828,191		
2031	88,721,960	12.030	2.100	184,453	7,378	256,106,231	12.03	2.100	532,445	21,298	553,743	14.130	716,898	344,828,191		
2032	88,721,960	12.030	2.100	184,453	7,378	256,106,231	12.03	2.100	532,445	21,298	553,743	14.130	716,898	344,828,191		
2033	88,721,960	12.030	2.100	184,453	7,378	256,106,231	12.03	2.100	532,445	21,298	553,743	14.130	716,898	344,828,191		
2034	88,721,960	12.030	2.100	184,453	7,378	256,106,231	12.03	2.100	532,445	21,298	553,743	14.130	716,898	344,828,191		
				\$3,689,059	\$147,562				\$10,648,897	\$425,956	\$11,074,853		\$14,337,956			

Town of Windsor, Colorado  
Larimer and Weld Counties, Colorado

Windsor 2014 (\$8.9MM S/T Level) Plan C-1  
Cashflow ST  
10/17/2013

Plan C-1 - \$8,900,000 Sales Tax Issue, Level Payments

Schedule of Sales Tax Cashflows For Debt Service

(Series 2013 Sales Tax Revenue Issue Only)

20yr Term, \$555,000 2014 Operations (From S/T)

Collection Year	New Portion of Sales Tax Allocable to Debt Service			Other Revenue	Total Revenue	S/T Debt Service	Surplus / (Deficit)
	Base Sales Tax Revenue	Sales Tax Rate For Debt Service	Sales Tax Revenue	Earnings on Surplus Funds	Revenue Available For Debt Service	Series 2014 Net Debt Service	Annual Surplus/ Deficit
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	3.00% 0.00% Growth/yr	Does not include sales tax needed for Series 2012 Payments		0% Annual	(4) + (5)	\$9,690,000 Par	
2010	\$5,587,875						
2011	6,129,113						
2012	5,611,959						
2013	Est. 6,500,000			-	-	-	-
2014	6,500,000	-	-	-	-	-	-
2015	6,500,000	0.370%	801,667	0	801,667	791,045	10,621
2016	6,500,000	0.370%	801,667	0	801,667	790,400	11,267
2017	6,500,000	0.370%	801,667	0	801,667	795,044	6,623
2018	6,500,000	0.370%	801,667	0	801,667	793,713	7,954
2019	6,500,000	0.370%	801,667	0	801,667	791,650	10,017
2020	6,500,000	0.370%	801,667	0	801,667	793,856	7,810
2021	6,500,000	0.370%	801,667	0	801,667	790,088	11,579
2022	6,500,000	0.370%	801,667	0	801,667	790,588	11,079
2023	6,500,000	0.370%	801,667	0	801,667	795,113	6,554
2024	6,500,000	0.370%	801,667	0	801,667	793,419	8,248
2025	6,500,000	0.370%	801,667	0	801,667	790,750	10,917
2026	6,500,000	0.370%	801,667	0	801,667	791,500	10,167
2027	6,500,000	0.370%	801,667	0	801,667	791,000	10,667
2028	6,500,000	0.370%	801,667	0	801,667	794,250	7,417
2029	6,500,000	0.370%	801,667	0	801,667	791,000	10,667
2030	6,500,000	0.370%	801,667	0	801,667	791,500	10,167
2031	6,500,000	0.370%	801,667	0	801,667	790,500	11,167
2032	6,500,000	0.370%	801,667	0	801,667	793,000	8,667
2033	6,500,000	0.370%	801,667	0	801,667	793,750	7,917
2034	6,500,000		0	0	0	(2,363)	2,363
	\$143,000,000		\$15,231,667	\$0	\$15,231,667	\$15,049,802	\$181,865

**Town of Windsor, Colorado  
 Larimer and Weld Counties, Colorado**

Windsor 2014 (\$14.9MM S/T Level) Plan C-2  
 Cashflow ST  
 10/17/2013

**Plan C-2 - \$14,900,000 Sales Tax Issue, Level Payments**

**Schedule of Sales Tax Cashflows For Debt Service**  
 (Series 2013 Sales Tax Revenue Issue Only)

20yr Term, \$555,000 2014 Operations (From S/T)

Collection Year	New Portion of Sales Tax Allocable to Debt Service		Other Revenue	Total Revenue	S/T Debt Service	Surplus / (Deficit)	
	Base Sales Tax Revenue	Sales Tax Rate For Debt Service					Sales Tax Revenue
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	3.00% 0.00% Growth/yr	Does not include sales tax needed for Series 2012 Payments		0% Annual	(4) + (5)	\$16,175,000 Par	
2010	\$5,587,875						
2011	6,129,113						
2012	5,611,959						
2013	Est. 6,500,000						
2014	6,500,000	-	-	-	-	-	-
2015	6,500,000	0.620%	1,343,333	0	1,343,333	1,321,876	21,457
2016	6,500,000	0.620%	1,343,333	0	1,343,333	1,323,494	19,840
2017	6,500,000	0.620%	1,343,333	0	1,343,333	1,322,656	20,677
2018	6,500,000	0.610%	1,321,667	0	1,321,667	1,320,600	1,067
2019	6,500,000	0.620%	1,343,333	0	1,343,333	1,322,325	21,008
2020	6,500,000	0.620%	1,343,333	0	1,343,333	1,322,588	20,746
2021	6,500,000	0.610%	1,321,667	0	1,321,667	1,321,388	279
2022	6,500,000	0.620%	1,343,333	0	1,343,333	1,323,725	19,608
2023	6,500,000	0.620%	1,343,333	0	1,343,333	1,324,356	18,977
2024	6,500,000	0.620%	1,343,333	0	1,343,333	1,323,281	20,052
2025	6,500,000	0.610%	1,321,667	0	1,321,667	1,320,500	1,167
2026	6,500,000	0.620%	1,343,333	0	1,343,333	1,325,000	18,333
2027	6,500,000	0.620%	1,343,333	0	1,343,333	1,322,250	21,083
2028	6,500,000	0.620%	1,343,333	0	1,343,333	1,322,500	20,833
2029	6,500,000	0.610%	1,321,667	0	1,321,667	1,320,500	1,167
2030	6,500,000	0.610%	1,321,667	0	1,321,667	1,321,250	417
2031	6,500,000	0.620%	1,343,333	0	1,343,333	1,324,500	18,833
2032	6,500,000	0.610%	1,321,667	0	1,321,667	1,320,000	1,667
2033	6,500,000	0.620%	1,343,333	0	1,343,333	1,323,000	20,333
2034	6,500,000		0	0	0	(2,000)	2,000
	<b>\$143,000,000</b>		<b>\$25,393,333</b>	<b>\$0</b>	<b>\$25,393,333</b>	<b>\$25,123,788</b>	<b>\$269,545</b>

**Town of Windsor, Colorado  
Larimer and Weld Counties, Colorado**

Windsor 2014 (\$8.9MM S/T Wrapped) Plan C-3  
Cashflow ST  
10/17/2013

**Plan C-3 - \$8,900,000 Sales Tax, Payments Wrapped Around 2012 Bonds**

**Schedule of Sales Tax Cashflows For Debt Service**

(Series 2013 Sales Tax Revenue Issue Only)

20yr Term, \$555,000 2014 Operations (From S/T)

Collection Year	New Portion of Sales Tax Allocable to Debt Service			Other Revenue	Total Revenue	S/T Debt Service	Surplus / (Deficit)
	Base Sales Tax Revenue	Sales Tax Rate For Debt Service	Sales Tax Revenue	Earnings on Surplus Funds	Revenue Available For Debt Service	Series 2014 Net Debt Service	Annual Surplus/ Deficit
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	3.00% 0.00% Growth/yr	Does not include sales tax needed for Series 2012 Payments		0% Annual	(4) + (5)	\$9,880,000 Par	
2010	\$5,587,875						
2011	6,129,113						
2012	5,611,959						
2013	Est. 6,500,000			-	-	-	-
2014	6,500,000	-	-	-	-	-	-
2015	6,500,000	0.340%	736,667	0	736,667	717,494	19,173
2016	6,500,000	0.300%	650,000	0	650,000	636,131	13,869
2017	6,500,000	0.300%	650,000	0	650,000	639,063	10,938
2018	6,500,000	0.290%	628,333	0	628,333	626,506	1,827
2019	6,500,000	0.300%	650,000	0	650,000	629,194	20,806
2020	6,500,000	0.290%	628,333	0	628,333	626,394	1,940
2021	6,500,000	0.300%	650,000	0	650,000	628,350	21,650
2022	6,500,000	0.300%	650,000	0	650,000	629,819	20,181
2023	6,500,000	0.380%	823,333	0	823,333	805,800	17,533
2024	6,500,000	0.470%	1,018,333	0	1,018,333	1,007,763	10,571
2025	6,500,000	0.470%	1,018,333	0	1,018,333	1,009,000	9,333
2026	6,500,000	0.470%	1,018,333	0	1,018,333	1,008,000	10,333
2027	6,500,000	0.470%	1,018,333	0	1,018,333	1,005,500	12,833
2028	6,500,000	0.470%	1,018,333	0	1,018,333	1,006,500	11,833
2029	6,500,000	0.470%	1,018,333	0	1,018,333	1,005,750	12,583
2030	6,500,000	0.470%	1,018,333	0	1,018,333	1,008,250	10,083
2031	6,500,000	0.470%	1,018,333	0	1,018,333	1,008,750	9,583
2032	6,500,000	0.470%	1,018,333	0	1,018,333	1,007,250	11,083
2033	6,500,000	0.470%	1,018,333	0	1,018,333	1,008,750	9,583
2034	6,500,000		0	0	0	20,000	-20,000
	\$143,000,000		\$16,250,000	\$0	\$16,250,000	\$16,034,263	\$215,738

**Town of Windsor, Colorado  
Larimer and Weld Counties, Colorado**

Windsor 2014 (\$6.3MM S/T Level) Plan D  
Cashflow ST  
10/17/2013

**Plan D - \$6,300,000 Sales Tax, Level Payments**

**Schedule of Sales Tax Cashflows For Debt Service**

(Series 2013 Sales Tax Revenue Issue Only)

20yr Term, \$555,000 2014 Operations (From S/T)

Collection Year	New Portion of Sales Tax Allocable to Debt Service			Other Revenue	Total Revenue	S/T Debt Service	Surplus / (Deficit)
	Base Sales Tax Revenue	Sales Tax Rate For Debt Service	Sales Tax Revenue	Earnings on Surplus Funds	Revenue Available For Debt Service	Series 2014 Net Debt Service	Annual Surplus/ Deficit
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	3.00% 0.00% Growth/yr	Does not include sales tax needed for Series 2012 Payments		0% Annual	(4) + (5)	\$6,880,000 Par	
2010	\$5,587,875						
2011	6,129,113						
2012	5,611,959						
2013	Est. 6,500,000			-	-	-	-
2014	6,500,000	-	-	-	-	-	-
2015	6,500,000	0.260%	563,333	0	563,333	559,205	4,128
2016	6,500,000	0.260%	563,333	0	563,333	562,663	671
2017	6,500,000	0.260%	563,333	0	563,333	561,694	1,640
2018	6,500,000	0.270%	585,000	0	585,000	565,238	19,763
2019	6,500,000	0.260%	563,333	0	563,333	563,050	283
2020	6,500,000	0.260%	563,333	0	563,333	560,375	2,958
2021	6,500,000	0.260%	563,333	0	563,333	562,213	1,121
2022	6,500,000	0.260%	563,333	0	563,333	563,319	15
2023	6,500,000	0.270%	585,000	0	585,000	563,694	21,306
2024	6,500,000	0.270%	585,000	0	585,000	563,338	21,663
2025	6,500,000	0.260%	563,333	0	563,333	562,250	1,083
2026	6,500,000	0.270%	585,000	0	585,000	565,000	20,000
2027	6,500,000	0.260%	563,333	0	563,333	561,750	1,583
2028	6,500,000	0.260%	563,333	0	563,333	562,750	583
2029	6,500,000	0.260%	563,333	0	563,333	562,750	583
2030	6,500,000	0.260%	563,333	0	563,333	561,750	1,583
2031	6,500,000	0.270%	585,000	0	585,000	564,750	20,250
2032	6,500,000	0.260%	563,333	0	563,333	561,500	1,833
2033	6,500,000	0.260%	563,333	0	563,333	562,250	1,083
2034	6,500,000		0	0	0	(3,488)	3,488
	\$143,000,000		\$10,811,667	\$0	\$10,811,667	\$10,686,049	\$125,618

Town of Windsor, Colorado  
 Larimer and Weld Counties, Colorado

Windsor 2014 (\$8.9MM S/T Level) Plan C-1

Cashflow Ops  
 10/17/2013

Plan C-1 - \$8,900,000 Sales Tax Issue, Level Payments

Schedule of Sales Tax Cashflows for Operations

(Operations Expense Paid From Sales Tax Revenue)

20yr Term, \$555,000 2014 Operations (From S/T)

Collection Year	Sales Tax For Operations			Other Revenue Earnings on Surplus Funds	Total Revenue Revenue Available For Operations	Operations Expense Annual Operations Expense	Surplus / (Deficit) Annual Surplus/ Deficit
	Portion of Tax Allocable to Operations						
	Base Sales Tax Revenue	Sales Tax Rate For Operations	Sales Tax Revenue				
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
	3.00% 0.00% Growth/yr			0% Annual	(4) + (5)	\$555,000 2014 0.00% Growth/yr	
2010	\$5,587,875						
2011	6,129,113						
2012	5,611,959						
2013	Est. 6,500,000						
2014	6,500,000						
2015	6,500,000	0.260%	\$563,333	\$0	\$563,333	\$555,000	\$8,333
2016	6,500,000	0.260%	563,333	0	563,333	555,000	8,333
2017	6,500,000	0.260%	563,333	0	563,333	555,000	8,333
2018	6,500,000	0.260%	563,333	0	563,333	555,000	8,333
2019	6,500,000	0.260%	563,333	0	563,333	555,000	8,333
2020	6,500,000	0.260%	563,333	0	563,333	555,000	8,333
2021	6,500,000	0.260%	563,333	0	563,333	555,000	8,333
2022	6,500,000	0.260%	563,333	0	563,333	555,000	8,333
2023	6,500,000	0.260%	563,333	0	563,333	555,000	8,333
2024	6,500,000	0.260%	563,333	0	563,333	555,000	8,333
2025	6,500,000	0.260%	563,333	0	563,333	555,000	8,333
2026	6,500,000	0.260%	563,333	0	563,333	555,000	8,333
2027	6,500,000	0.260%	563,333	0	563,333	555,000	8,333
2028	6,500,000	0.260%	563,333	0	563,333	555,000	8,333
2029	6,500,000	0.260%	563,333	0	563,333	555,000	8,333
2030	6,500,000	0.260%	563,333	0	563,333	555,000	8,333
2031	6,500,000	0.260%	563,333	0	563,333	555,000	8,333
2032	6,500,000	0.260%	563,333	0	563,333	555,000	8,333
2033	6,500,000	0.260%	563,333	0	563,333	555,000	8,333
2034	6,500,000	0.260%	563,333	0	563,333	555,000	8,333
	\$169,000,000		\$11,266,667	\$0	\$11,266,667	\$11,100,000	\$166,667

Town of Windsor, Colorado  
 Larimer and Weld Counties, Colorado  
 Sales & Use Tax Revenue Refunding Bonds

Windsor 2014 (\$8.9MM S/T Lease) Plan C-1  
 Debt Service 4  
 10/17/2013

Series 2012

Debt Service Schedule

\$2,855,000

Existing Sales Tax Bonds - 2015 to 2023

Date	Principal	Interest Rate	Interest	P & I	Annual P & I	Net Annual P & I
06/01/15	-	-	40,537.50	40,537.50		
12/01/15	300,000	3.00	40,537.50	340,537.50	381,075.00	381,075.00
06/01/16	-	-	36,037.50	36,037.50		
12/01/16	300,000	2.25	36,037.50	336,037.50	372,075.00	372,075.00
06/01/17	-	-	32,662.50	32,662.50		
12/01/17	310,000	2.25	32,662.50	342,662.50	375,325.00	375,325.00
06/01/18	-	-	29,175.00	29,175.00		
12/01/18	325,000	3.00	29,175.00	354,175.00	383,350.00	383,350.00
06/01/19	-	-	24,300.00	24,300.00		
12/01/19	340,000	3.00	24,300.00	364,300.00	388,600.00	388,600.00
06/01/20	-	-	19,200.00	19,200.00		
12/01/20	350,000	3.00	19,200.00	369,200.00	388,400.00	388,400.00
06/01/21	-	-	13,950.00	13,950.00		
12/01/21	360,000	3.00	13,950.00	373,950.00	387,900.00	387,900.00
06/01/22	-	-	8,550.00	8,550.00		
12/01/22	370,000	3.00	8,550.00	378,550.00	387,100.00	387,100.00
06/01/23	-	-	3,000.00	3,000.00		
12/01/23	200,000	3.00	3,000.00	203,000.00	206,000.00	206,000.00
	2,855,000		414,825.00	3,269,825.00	3,269,825.00	3,269,825.00

## Section 4

# Election Timeline



# Election Timeline

The following table sets forth important dates for Colorado towns holding an April 8, 2014 election utilizing the Municipal Election Code, (such election can also be held under the Uniform Election Code of 1992) articles 1 to 13 of title 1, Colorado Revised Statutes.

<u>Date (or not later than)</u>	<u>Days before Election</u>	<u>Event</u>	<u>Citation (C.R.S.)</u>
21-Feb	45 days	Last day for receipt of written comments for TABOR notice. Comments must be signed by an eligible elector.	Colo. Const. Art. X § 20(3)(b)
7-Mar	At least 30 days	Mail TABOR notice to all registered electors.	Colo. Const. Art. X, § 20(3)(b);
10-Mar	29 days	Voter registration deadline.	CRS § 31-10-205
19-Mar	At least 20 day	City website posting of specified financial information	CRS § 31-10-501.5; § 1-7-908
24-Mar	At least 15 days	The governing body shall appoint the judges of election	CRS § 31-10-401
28-Mar	At least 10 days	The official ballots and sample ballots shall be printed and in the clerk's possession. Sample ballots shall be subject to public inspection.	CRS § 31-10-703; § 31-10-802; § 31-10-806; § 31-10-902
28-Mar	At least 10 days	Clerk must publish and post notice of the election.	CRS § 31-10-501
28-Mar	At least 10 days	Polling places shall be designated by a sign conspicuously posted.	CRS § 31-10-501
3-Apr	No later than the fifth day	County Clerk and Recorder shall prepare a complete copy of the list of the registered electors.	CRS § 31-10-205
4-Apr	Close of business on Friday before election	Last day to file application for absentee ballot	CRS § 31-10-1002
April 4 to April 8	Close of business on Friday before election and 7:00 p.m. on election day	Time to apply for emergency absentee ballot	CRS § 31-10-1010
8-Apr	Election day	Election held; ballots counted.	Colo.Const.Art.X, § 20(3);
8-Apr	No later than 7:00 p.m. on election day	Absentee ballot must be received by election official	CRS § 31-10-1004; § 31-10-1010

## Section 5

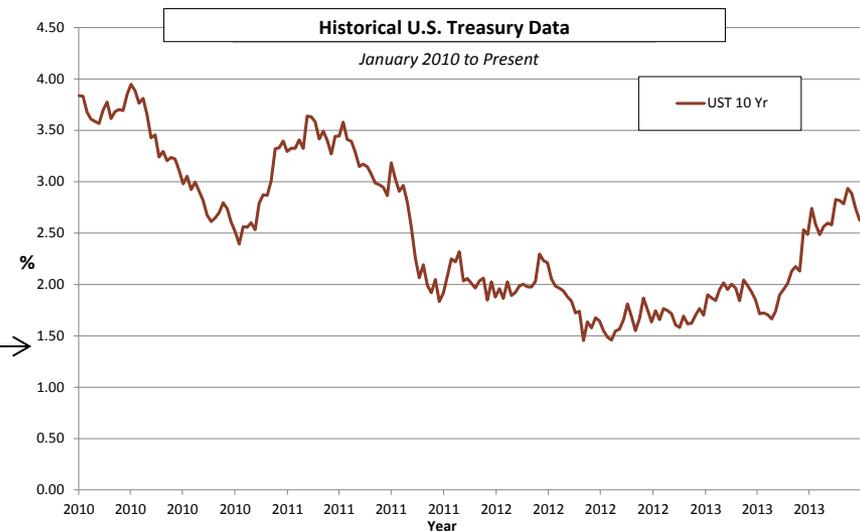
# Market Update



# Market Update

Week ending October 11, 2013

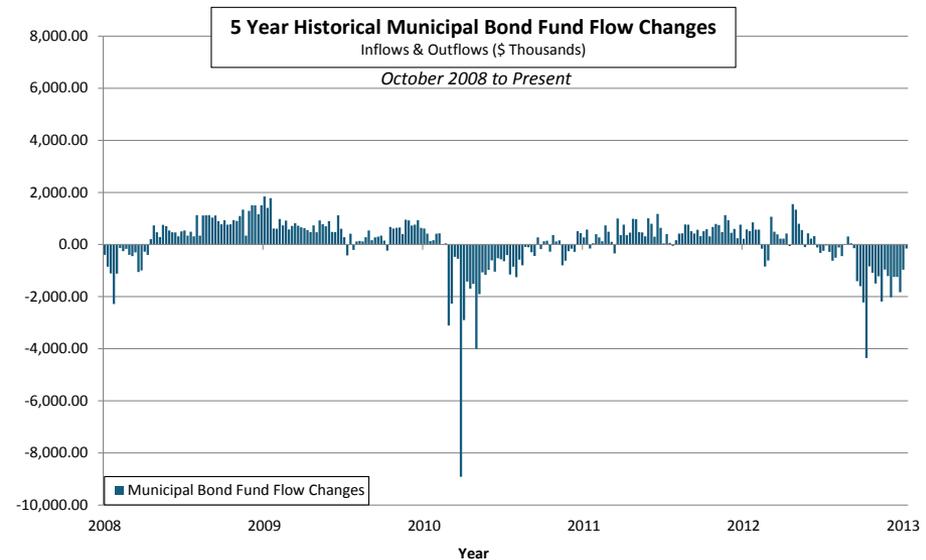
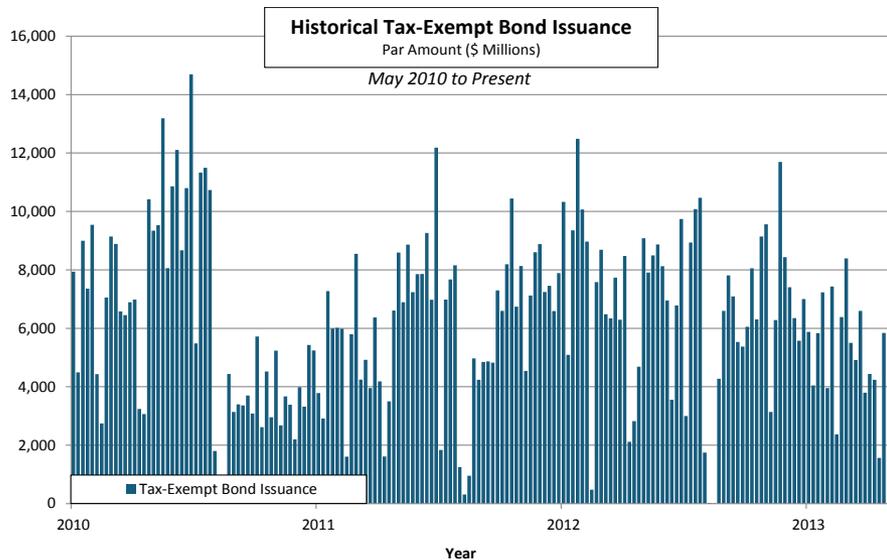
- Washington continued to be the focus of global markets last week as both sides of the aisle looked to find a compromise that would avoid a US debt default.
- Despite uncertainty over the government shutdown and debt ceiling, equity markets stabilized last week after two consecutive weekly declines. The DJIA ended the week at 15,237, up 165 points.
- The Treasury market waivered slightly last week ahead of the looming debt default deadline. While the 10 YR Treasury rose by 4 basis points in yield, most of the pain was felt on short end maturities. The one-month T-Bill jumped from 0.097% to 0.255% on Tuesday before closing at 0.219% on Friday as investors fear these will be the first securities hit by a potential default.



# Market Update (cont.)

Week ending October 11, 2013

- The charts below depict the weekly tax-exempt bond issuance and the weekly flow of money to and from municipal bond funds, basic supply and demand indicators.
- **Next week's municipal bond calendar will increase** from this week's **\$4.4 billion to \$6.7 billion**, and some deal congestion is expected Tuesday through Thursday as bond markets are closed Monday for Columbus Day.
- Municipal bond fund withdrawals continued to weigh on the market as the October supply has grown.





# Community Recreation Center Expansion Scenario Details

Scenario 1

## Operations Projection Details (with debt service)

Scenario 1 - Gym, Fitness, Aquatics	Expansion ONLY	Current (2013) ONLY	Combined
<b>Expenses</b>			
Personnel Services	\$483,872	\$351,992	\$835,864
Operations and Maintenance	\$247,158	\$135,599	\$382,757
CIP Improvement Fund	\$29,241		\$29,241
Debt Service and Transfers		\$631,760	\$631,760
Capital			
<b>TOTAL</b>	<b>\$760,271</b>	<b>\$1,119,351</b>	<b>\$1,879,622</b>
<b>Revenues</b>			
Taxes (sales/use)		\$424,511	\$424,511
Programs / Admissions	\$644,500	\$50,000	\$694,500
General Fund Transfers (operations)		\$450,000	\$450,000
CIP Transfers (debt service)		\$0	\$0
Balance Forward (varies year to year)		\$262,529	\$262,529
<b>TOTAL</b>	<b>\$644,500</b>	<b>\$1,187,040</b>	<b>\$1,831,540</b>
<b>Surplus/Deficit</b>	<b>(\$115,771)</b>	<b>\$67,689</b>	<b>(\$48,082)</b>

## Subsidy Projection Details (no debt service)

Scenario 1 - Gym, Fitness, Aquatics	Expansion ONLY	Current (2013) ONLY	Combined
<b>Expenses</b>			
Personnel Services	\$483,872	\$351,992	\$835,864
Operations and Maintenance	\$247,158	\$135,599	\$382,757
CIP Improvement Fund	\$29,241		\$29,241
<b>TOTAL</b>	<b>\$760,271</b>	<b>\$487,591</b>	<b>\$1,247,862</b>
<b>Revenues</b>			
Programs / Admissions	\$644,500	\$50,000	\$694,500
<b>TOTAL</b>	<b>\$644,500</b>	<b>\$50,000</b>	<b>\$694,500</b>
<b>Surplus/Deficit</b>	<b>(\$115,771)</b>	<b>(\$437,591)</b>	<b>(\$553,362)</b>
<b>Cost Recovery</b>	<b>85%</b>	<b>10%</b>	<b>56%</b>

## Project Construction Component

Scenario 1 - Gym, Fitness, Aquatics	
Facility Construction (building only)	\$10,258,000
Off-Site Construction (street changes, lighting, storm water, etc.)	\$0
Site Construction (1 acre all outside of building demo and new)	\$507,902
Other project costs (professional fees, water/sewer plant investment fees, permits, testing, FF&E)	\$2,490,696
Contingency (10%)	\$1,325,660
<b>TOTAL PROJECT COSTS</b>	<b>\$14,582,257</b>
Second floor office estimate	\$300,000
<b>TOTAL</b>	<b>\$14,882,257</b>

## Revenue / Expense Details (broken down)

Scenario 1 - Gym, Fitness, Aquatics	Expansion ONLY
<b>Expenses</b>	
Personnel Services	\$483,872
Supplies	\$47,500
Services	\$199,658
Capital	\$29,241
<b>TOTAL</b>	<b>\$760,271</b>
<b>Revenues</b>	
Admissions	\$516,800
Facility Rentals	\$15,000
Child Care	\$7,500
Vending	\$10,000
Fitness Programming	\$45,000
Aquatics lessons/programs/parties	\$50,200
<b>TOTAL</b>	<b>\$644,500</b>

## Sales Tax to Fund Project Over 20 Years

Scenario 1 - Gym, Fitness, Aquatics	
Sales Tax Increase for Construction Cost	0.66%
Sales Tax Increase for Operational Cost	0.30%
<b>TOTAL SALES TAX INCREASE FOR BOTH</b>	<b>0.97%</b>

Scenario 2

## Operations Projection Details (with debt service)

Scenario 2 - Aquatics Focus	Expansion ONLY	Current (2013) ONLY	Combined
<b>Expenses</b>			
Personnel Services	\$344,117	\$351,992	\$696,109
Operations and Maintenance	\$152,463	\$135,599	\$288,062
CIP Improvement Fund	\$19,863		\$19,863
Debt Service and Transfers		\$631,760	\$631,760
Capital			
<b>TOTAL</b>	<b>\$516,443</b>	<b>\$1,119,351</b>	<b>\$1,635,794</b>
<b>Revenues</b>			
Taxes (sales/use)		\$424,511	\$424,511
Programs / Admissions	\$275,300	\$50,000	\$325,300
General Fund Transfers (operations)		\$450,000	\$450,000
CIP Transfers (debt service)		\$0	\$0
Balance Forward (varies year to year)		\$262,529	\$262,529
<b>TOTAL</b>	<b>\$275,300</b>	<b>\$1,187,040</b>	<b>\$1,462,340</b>
<b>Surplus/Deficit</b>	<b>(\$241,143)</b>	<b>\$67,689</b>	<b>(\$173,454)</b>

## Subsidy Projection Details (no debt service)

Scenario 2 - Aquatics Focus	Expansion ONLY	Current (2013) ONLY	Combined
<b>Expenses</b>			
Personnel Services	\$344,117	\$351,992	\$696,109
Operations and Maintenance	\$152,463	\$135,599	\$288,062
CIP Improvement Fund	\$19,863		\$19,863
<b>TOTAL</b>	<b>\$516,443</b>	<b>\$487,591</b>	<b>\$1,004,034</b>
<b>Revenues</b>			
Programs / Admissions	\$275,300	\$50,000	\$325,300
<b>TOTAL</b>	<b>\$275,300</b>	<b>\$50,000</b>	<b>\$325,300</b>
<b>Surplus/Deficit</b>	<b>(\$241,143)</b>	<b>(\$437,591)</b>	<b>(\$678,734)</b>
<b>Cost Recovery</b>	<b>53%</b>	<b>10%</b>	<b>32%</b>

## Project Construction Component

Scenario 2 - Aquatics Focus	
Facility Construction (building only)	\$6,238,000
Off-Site Construction (street changes, lighting, storm water, etc.)	\$0
Site Construction (1 acre all outside of building demo and new)	\$308,046
Other project costs (professional fees, water/sewer plant investment fees, permits, testing, FF&E)	\$1,271,777
Contingency (10%)	\$781,782
<b>TOTAL PROJECT COSTS</b>	<b>\$8,599,605</b>
Second floor office estimate	\$300,000
<b>TOTAL</b>	<b>\$8,899,605</b>

## Revenue / Expense Details (broken down)

Scenario 2 - Aquatics Focus	Expansion ONLY
<b>Expenses</b>	
Personnel Services	\$344,117
Supplies	\$36,500
Services	\$115,963
Capital	\$19,863
<b>TOTAL</b>	<b>\$516,443</b>
<b>Revenues</b>	
Admissions	\$200,600
Facility Rentals	\$10,000
Child Care	\$4,500
Vending	\$10,000
Fitness Programming	\$0
Aquatics lessons/programs/parties	\$50,200
<b>TOTAL</b>	<b>\$275,300</b>

## Sales Tax to Fund Project Over 20 Years

Scenario 2 - Aquatics Focus	
Sales Tax Increase for Construction Cost	0.39%
Sales Tax Increase for Operational Cost	0.37%
<b>TOTAL SALES TAX INCREASE FOR BOTH</b>	<b>0.76%</b>



# Community Recreation Center Expansion Scenario Details

Scenario 3

## Operations Projection Details (with debt service)

Scenario 3 - Fitness/Gym Focus	Expansion ONLY	Current (2013) ONLY	Combined
<b>Expenses</b>			
Personnel Services	\$145,562	\$351,992	\$497,554
Operations and Maintenance	\$120,722	\$135,599	\$256,321
CIP Improvement Fund	\$10,651		\$10,651
Debt Service and Transfers		\$631,760	\$631,760
Capital			
<b>TOTAL</b>	<b>\$276,935</b>	<b>\$1,119,351</b>	<b>\$1,396,286</b>
<b>Revenues</b>			
Taxes (sales/use)		\$424,511	\$424,511
Programs / Admissions	\$404,150	\$50,000	\$454,150
General Fund Transfers (operations)		\$450,000	\$450,000
CIP Transfers (debt service)		\$0	\$0
Balance Forward (varies year to year)		\$262,529	\$262,529
<b>TOTAL</b>	<b>\$404,150</b>	<b>\$1,187,040</b>	<b>\$1,591,190</b>
<b>Surplus/Deficit</b>	<b>\$127,215</b>	<b>\$67,689</b>	<b>\$194,904</b>

## Subsidy Projection Details (no debt service)

Scenario 3 - Fitness/Gym Focus	Expansion ONLY	Current (2013) ONLY	Combined
<b>Expenses</b>			
Personnel Services	\$145,562	\$351,992	\$497,554
Operations and Maintenance	\$120,722	\$135,599	\$256,321
CIP Improvement Fund	\$10,851		\$10,851
<b>TOTAL</b>	<b>\$277,135</b>	<b>\$487,591</b>	<b>\$764,726</b>
<b>Revenues</b>			
Programs / Admissions	\$404,150	\$50,000	\$454,150
<b>TOTAL</b>	<b>\$404,150</b>	<b>\$50,000</b>	<b>\$454,150</b>
<b>Surplus/Deficit</b>	<b>\$127,015</b>	<b>(\$437,591)</b>	<b>(\$310,576)</b>
<b>Cost Recovery</b>	<b>146%</b>	<b>10%</b>	<b>59%</b>

## Project Construction Component

Scenario 3 - Fitness/Gym Focus	
Facility Construction (building only)	\$4,015,000
Off-Site Construction (street changes, lighting, storm water, etc.)	\$0
Site Construction (1 acre all outside of building demo and new)	\$338,752
Other project costs (professional fees, water/sewer, plant investment fees, permits, testing, FF&E)	\$1,367,328
Contingency (10%)	\$572,108
<b>TOTAL PROJECT COSTS</b>	<b>\$6,293,188</b>
Second floor office estimate	\$300,000
<b>TOTAL</b>	<b>\$6,593,188</b>

## Revenue / Expense Details (broken down)

Scenario 3 - Fitness/Gym Focus	Expansion ONLY
<b>Expenses</b>	
Personnel Services	\$145,562
Supplies	\$14,500
Services	\$106,222
Capital	\$10,851
<b>TOTAL</b>	<b>\$277,135</b>
<b>Revenues</b>	
Admissions	\$339,150
Facility Rentals	\$10,000
Child Care	\$0
Vending	\$10,000
Fitness Programming	\$45,000
Aquatics lessons/programs/parties	\$0
<b>TOTAL</b>	<b>\$404,150</b>

## Sales Tax to Fund Project Over 20 Years

Scenario 3 - Fitness/Gym Focus	
Sales Tax Increase for Construction Cost	0.29%
Sales Tax Increase for Operational Cost	0.17%
<b>TOTAL SALES TAX INCREASE FOR BOTH</b>	<b>0.46%</b>

Scenario 4

## Operations Projection Details (with debt service)

Scenario 4 No Changes	Current (2013) ONLY
<b>Expenses</b>	
Personnel Services	\$351,992
Operations and Maintenance	\$135,599
CIP Improvement Fund	
Debt Service and Transfers	\$631,760
Capital	
<b>TOTAL</b>	<b>\$1,119,351</b>
<b>Revenues</b>	
Taxes (sales/use)	\$424,511
Programs / Admissions	\$50,000
General Fund Transfers (operations)	\$450,000
CIP Transfers (debt service)	\$0
Balance Forward (varies year to year)	\$262,529
<b>TOTAL</b>	<b>\$1,187,040</b>
<b>Surplus/Deficit</b>	<b>\$67,689</b>

## Subsidy Projection Details (no debt service)

Scenario 4 No Changes	Current (2013) ONLY
<b>Expenses</b>	
Personnel Services	\$351,992
Operations and Maintenance	\$135,599
CIP Improvement Fund	
<b>TOTAL</b>	<b>\$487,591</b>
<b>Revenues</b>	
Programs / Admissions	\$50,000
<b>TOTAL</b>	<b>\$50,000</b>
<b>Surplus/Deficit</b>	<b>(\$437,591)</b>
<b>Cost Recovery</b>	<b>10%</b>

Potential Grant Source	Website	Award info	Notes	Contact info
Community Development Block Grant (CDBG)	<a href="http://portal.hud.gov/hudportal/HUD?src=/program_offices/comm_planning/communitydevelopment/programs">http://portal.hud.gov/hudportal/HUD?src=/program_offices/comm_planning/communitydevelopment/programs</a>	Requires match	A flexible program that provides communities with resources to address a wide range of unique community development needs: federally funded, can be used for public facilities. This is entitlement funding through Weld County, and likely might only relate to an ADA related cause. CDBG funds are intended to provide decent housing, suitable living environments and economic opportunities, principally for low and moderate-income persons through rehabilitation and preservation, economic/job development and public facilities improvements.	
Dept. of Local Affairs (DOLA)	<a href="http://www.colorado.gov/cs/Satellite?c=Page&amp;childpagename=DOLA-Main%2FCBONLayout&amp;cid=1251592194217&amp;pageName=CBONWrapper">http://www.colorado.gov/cs/Satellite?c=Page&amp;childpagename=DOLA-Main%2FCBONLayout&amp;cid=1251592194217&amp;pageName=CBONWrapper</a>	Requires match	State grants awarded from oil and gas severance tax revenue; likely upcoming grants will focus on public safety and welfare.	
Colorado Municipal Leagues CDFC		Lease purchase		
Community Facility Loans and Grants (10.766)	<a href="http://www.federalgrantswire.com/community-facilities-loans-and-grants.html">http://www.federalgrantswire.com/community-facilities-loans-and-grants.html</a>	Low income loans	Agency: Department of Agriculture, Office: Rural Housing Service; Applicant Eligibility: City, county, and State agencies - (1) are operated on a not-for-profit basis; (2) have or will have the legal authority necessary for constructing, operating, and maintaining the proposed facility or service and for obtaining, giving security for, and repaying the loan; and (3) are unable to finance the proposed project from its own resources or through commercial credit at reasonable rates and terms. Assistance is authorized for eligible applicants in rural areas of the States.	
Grants for Public Works and Economic Development Facilities (11.300)	<a href="http://www.federalgrantswire.com/grants-for-public-works-and-economic-development-facilities.html">http://www.federalgrantswire.com/grants-for-public-works-and-economic-development-facilities.html</a>	Grants; would have to prove expansion tied to economic development opportunities.	Agency: Department of Commerce, Office: Economic Development Administration. Support the construction or rehabilitation of essential public infrastructure and facilities necessary to generate or retain private sector jobs and investments, attract private sector capital, and promote regional competitiveness, innovation, and entrepreneurship, including investments that expand and upgrade infrastructure to attract new industry, support technology-led development, accelerate new business development, and enhance the ability of regions to capitalize on opportunities presented by free trade.	
USDA Rural Development (low interest loan)	<a href="http://www.rurdev.usda.gov/RD_Loans.html">http://www.rurdev.usda.gov/RD_Loans.html</a>	Low income loans	Community programs can make and guarantee loans to develop essential community facilities in rural areas and towns of up to 20,000 in population. Loans and guarantees are available to public entities such as municipalities, counties, and special-purpose districts, as well as to non-profit corporations and tribal governments. Loan funds may be used to construct, enlarge, or improve community facilities for health care, public safety, and public services. This can include costs to acquire land needed for a facility, pay necessary professional fees, and purchase equipment required for its operation. Federal 40 year loan, upfront fees and work. (Used on Police Department).	Cheryl Scofield, Area Director (970) 332-3107 ext 4 (970) 332-3260 fax cheryl.scofield@co.usda.gov

Boettcher Foundation	<a href="http://www.boettcherfoundation.org/home/capital-grants/">http://www.boettcherfoundation.org/home/capital-grants/</a>	Grant sfor capital; pre-qualification required	For 75 years, the Boettcher Foundation has been making capital grants to Colorado’s most forward-thinking nonprofits. Community Enrichment – This includes grants in: <ul style="list-style-type: none"> <li>•Arts &amp; Culture</li> <li>•Community and Multi-Use Facilities</li> <li>•Youth Development</li> </ul>	600 17th Street Suite 2210 South Denver 80202 1-800-323-9640
Bohemian Foundation	<a href="http://www.bohemianfoundation.org/community-programs/pharos-fund">http://www.bohemianfoundation.org/community-programs/pharos-fund</a>	Emphasis on Ft. Collins, limit \$30,000	To encourage and enable our youth to become productive members of society. We want to improve the quality of life in Fort Collins through efforts to strengthen the future of our youth (eligible projects must primarily serve youth ages 18 and under). We will work to enrich the lives of our youth to create an environment where they see themselves as a success, and to create opportunities for them to function as productive, contributing citizens. We look for agencies and programs that have clear, strong evaluation systems with high expectations for youth, are responsive to backgrounds, interests and needs of youth and families, and serve a broad cross-section of youth.	Bohemian Foundation 262 E. Mountain Ave. Fort Collins CO. 80524 970-221-2636
Greeley / Weld County Community Foundation Community Collaboration	<a href="http://www.greeleyweldcomfound.org/grants">http://www.greeleyweldcomfound.org/grants</a>	\$10,000 limit	Community Collaboration grant program promotes collaborations that help increase the capacity of nonprofit organizations to better serve our communities. The goal of the grant is to partner with agencies that have the most potential to yield positive outcomes, including greater economic security for individuals and families and thriving communities that are just and vibrant. Collaborations could include such things as basic needs, economic development, the arts, seniors/aging, or education.	Judy Knapp, President Judy@cfsgwc.org
Gates Family Foundation	<a href="http://www.gatesfamilyfoundation.org/initiatives#rural-communities">http://www.gatesfamilyfoundation.org/initiatives#rural-communities</a>	Does not accept unsolicited proposals	Rural communities and rural culture are an essential part of the identity and character of Colorado. But the future facing rural communities is full of challenges. Many face unprecedented growth pressures, while others are struggling to survive. Rural communities within Colorado face two very different circumstances. Much of eastern and southern Colorado continues to experience population declines and a contraction of agriculturally-based economies, as young people seek careers in population centers. For many other rural areas, particularly on the West Slope, communities face unprecedented changes due to population growth, increased urbanization, energy development and the growth of the recreational economy. Given this changing reality, the Foundation will work to maximize the impact of its grants to rural communities by focusing on projects that best contribute to the quality of life and long-term health and viability of rural communities. The Foundation will continue to invest in facilities that reinforce the strength of rural main streets and downtown areas.	3575 Cherry Creek Drive North Suite 100 Denver CO 80209 303-722-1881
El Pomar Foundation	<a href="http://www.elpomar.org/">http://www.elpomar.org/</a>	No set form or projects; must funnel through 501 C 3 organization. Limit \$100,000 at present.	At this time, due to El Pomar’s emphasis on assisting those most affected by the current economic conditions, the Trustees will not consider any capital grant requests exceeding \$100,000, unless initiated by the Foundation. Priority consideration will be provided to capital projects that have received local community and other support. Due to the tremendous need throughout the state of Colorado, capital grant requests, if funded, may be funded at lesser levels than requested.	10 Lake Circle Colorado Springs, Colorado 80906 719.633.7733 800.554.7711

Potential partner	Partnership Level of Interest Expressed	Indication of Financial Solvency	Length of Time in Field	Length of Time in Local Area	Location Relevant to Local Area	Current Client / Membership Base Strength	Expertise in Facility Operations	Ability to Contribute to Capital Costs	Ability to Contribute to Operations Costs
Windsor Health Club / Anne L'Orange 655 Academy Court Windsor CO 80550 970-674-1080	Not indicated	References growth during recession	1 partner 30 years as Personal Trainer	5 years	Windsor	800+ members	Operating own club; "Best Health Club" X3	Not indicated	Not indicated
University of Colorado Health / Meredith Box 1870 Marina Drive, Suite 103 Windsor CO 80550 970-495-8402	Capital and Operational	Implied - 165 years of business experience	165 years combined partners	80 years UCH; 51 years AFM; 34 years MLF	Windsor, Ft. Collins, Loveland	1700 members at PVMF	Extensive; Operating two facilities - PVMF and Miramont	Expressed interest	Expressed interest
Ed & Ruth Lehman YMCA / Tony Shockency 950 Lashley St. Longmont CO 80504 303-776-0370	Capital and Operational	Stated; Included Financial Statements / Audit	160 years	50 years	Longmont; exploring expansion to Northern Colorado since 2008	Up to 16,000 visits per month in Longmont	Extensive; YMCA is international model	Expressed interest and experience in fund raising	Expressed iinterest

Community / Size	Facility Constructed	Partners	Type of Facility	Cost of Facility	Partnerships	Other Comments
Muskingum Recreation Center, Ohio /86,237	Spring 2014	Ohio University-Zanesville, Genesis HealthCare System, Muskingum County Community Foundation, Muskingum Family Y	Aquatic/Recreation Center	\$10 million	YMCA - \$500,000; County - \$500,000; Genesis Health Care System - Equipment/Memberships for Wellness Center	
Morgan Hill, CA/38,477	Spring 2013	Mt. Madonna YMCA, City of Morgan Hill	Aquatic/Wellness/Teen Center/Gymnasium	\$28 million	Collaborative effort in operations and programming.	
North Las Vegas, NV/219,020	2010	YMCA of Southern Nevada	Fitness Center/ Aquatic Center/Group Exercise/Common Areas	\$18 million	Operation and management services.	Previously operated by the City.
Ball-Chatham Public Schools, Illinois/ 11,614	2011	FitClub/St. John's Hospital/Ball-Chatham Public Schools/H&I Real Estate	Fitness and Aquatics Facility	\$6 million	H&I Funded Construction Costs and lease land from the School/School Dist. is leasing the Aquatics Ctr. From H&I/FitClub leases the Health Club Area/St. John's leases the AthletiCare from H&I.	
Waverly, IA/10,000	2008	City of Waverly and Wartburg College	Fitness Center/Group Exercise/Climbing Wall, Sports Courts/Indoor Running track/Massage & Therapy rooms/Leisure Pool/Competitive Pool	\$31 million	City pays Wartburg College to administer programming	
Deleware, Ohio/35,541	2011	YMCA of Central Ohio and City of Deleware, OH	Recreation Center and Outdoor Leisure Pool	\$14 million	Management of facility and programs	Facility built by the City.
Clearwater, FL/107,784	2012	City of Clearwater, FL/Boys & Girls Club of the Suncoast and the Dr. Martin Luther King Jr. Neighborhood Family Center	Aquatic Center/ Gymnasiums/ Fitness Center/ 3 Multi Purpose Rooms	Existing facility, City dedicated funds to remodel.	All 3 groups relocated to the one facility, City offers the facility/building maintenance/scheduling of programs. Partners provide programs in the facility. City eliminated simliar programs on their end.	
Boise, ID/210,145	1990's	West Family YMCA/ City of Boise	Aquatic Center/ Wellness Center/ Gymnasium/ Teen Center	\$13.5 million	City-Capital Costs/YMCA- operation and programming costs.	\$1.5 million pledge from Hewlett-Packard; Land donation from local developer: \$660,000; \$8 million rasied in the community; \$5 million provided by the City;

Amherst, OH/12,021	2013	Mercy Medical and Lorain County Metro Parks	Aquatic Center/ Wellness Center/ Walking Track/ Concessions/ Inclusive playground/ Room Rentals	\$7 million	Mercy Medical will rent 10,000 sq. feet fo the facility and maintains Naming Rights	Land donation valued at \$2 million; Mercy Medical paid \$2 million for naming rights
Charlottesville, VA/43,511	2012	Jefferson School African American Heritage Center and Carver Recreation Center (Jefferson City Center)	Café/ Gymnasium/ Skate Rink/ Computer Labs/ Community Rooms/ Multiple class rooms		7 non profit parnters with each group having designated spaces. Each financially supported the capital and will support the operational costs.	African American Heritage Center/ Carver Recreation Center/ Common Grounds Healing Arts/ JAVA/ Literacy Volunteers of Charlottesville/ Piedmont Family YMCA; Piedmont VA Community College; Women's Iniative/ School District
Colorado Springs Parks & Recreation/426,388	2012	City and YMCA	4 Swimming Facilities and 2 Recreation Centers		City of CS remained the owners of the facilities but the YMCA took over ownership of all sites which included the management and operations.	<p>YMCA will be responsible for operating income and expenses; ° Should there be a year-end short fall; the City will subsidize the YMCA to the point of a break-even status.</p> <p>° Should the YMCA realize excess revenue at year-end, those funds will be shared between both parties.</p> <ul style="list-style-type: none"> <li>• 2012 City budget supplemental appropriation request = \$425,000 ° Based on estimated operating expenses minus revenues for each site.</li> <li>° Should revenues come in higher than budgeted, or expenses lower than anticipated, the subsidy amount will be appropriately reduced.</li> </ul>

City of Glendale, CO/4,432	2006	City and YMCA	Glendale Sports Center		City of Glendale built the facility with no capital funds from the YMCA. There are many big boxes around that helped fund the whole complex (Sports park, Sports Center, Events Center)	The YMCA has held the management contract for the City of Glendale for the past 6 to 7 years. The contract covers all programming, staff and 15% to the YMCA for extra costs. Since the facility is so new they have not had to address the issue of capital improvements. The YMCA contract stated that it would be on the City to repair any major fixes. The YMCA oversees all of the staff from contractual, cleaning, front desk, executive director, etc. They lease all of their exercise equipment on a 3 year rotation. Their Executive Director attends all City meetings. The YMCA staff work very closely with the City staff. The City of Glendale subsidizes their residents memberships \$10 per resident to join on a monthly basis.

# Town of Windsor

## Partnership Guidelines and Proposal Format



*February 2009*

# Town of Windsor Parks and Recreation Department Partnership Guidelines And Proposal Format

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For additional information on partnering with the Town of Windsor, contact:

Melissa M. Chew, CPRP  
Director of Parks & Recreation

# **I. Town of Windsor, Colorado Parks and Recreation Department Partnership Guidelines**

## **A. Purpose**

This guidelines is designed to guide the process for the Town of Windsor Parks and Recreation Department in their desire to partner with private, non-profit, or other governmental entities for the development, design, construction and operation of possibly partnered recreational facilities and/or programs that may occur on City property.

The Town of Windsor Parks and Recreation Department would like to identify for-profit, non-profit, and governmental entities that are interested in proposing to partner with the City to develop recreational facilities and/or programs. A major component in exploring any potential partnership will be to identify additional collaborating partners that may help provide a synergistic working relationship in terms of resources, community contributions, knowledge, and political sensitivity. These partnerships should be mutually beneficial for all proposing partners including the Town, and particularly beneficial for the citizens of the community.

This guidelines document is designed to:

- Provide essential background information,
- Provide parameters for gathering information regarding the needs and contributions of potential partners, and
- Identify how the partnerships will benefit the Town of Windsor Parks and Recreation Department and the community.

Part Two: The “Proposed Partnership Outline Format”, provides a format that is intended to help guide Proposing Partners in creating a proposal for review by the Town of Windsor Parks and Recreation Department staff.

## **B. Background and Assumptions**

Partnerships are being used across the nation by governmental agencies in order to utilize additional resources for their community’s benefit. Examples of partnerships abound, and encompass a broad spectrum of agreements and implementation. The most commonly described partnership is between a public and a private entity, but partnerships also occur between public entities and non-profit organizations and/or other governmental agencies.

**Note on Privatization:**

This application is specific for proposed partnering for new facilities or programs. This information does not intend to address the issue of privatization, or transferring existing Town functions to a non-Town entity for improved efficiency and/or competitive cost concerns. An example of privatization would be a contract for a landscaping company to provide mowing services in a park. The Town is always open to suggestions for improving services and cost savings through contractual arrangements. If you have an idea for privatization of current Town functions, please call or outline your ideas in a letter for the Town's consideration.

In order for partnerships to be successful, research has shown that the following elements should be in place prior to partnership procurement:

- § There must be support for the concept and process of partnering from the very highest organizational level – i.e.: the Board or Trustees, a council, and/or department head.
- § The most successful agencies have high-ranking officials that believe that they owe it to their citizens to explore partnering opportunities whenever presented, and those communities both solicit partners and consider partnering requests brought to them.
- § It is very important to have a Partnership Guidelines in place before partner procurement begins. This allows the agency to be proactive rather than reactive when presented with a partnership opportunity. It also sets a “level playing field” for all potential partners, so that they can know and understand in advance the parameters and selection criteria for a proposed partnership.
- § An inventory of private and non-profit providers of the same service should be conducted, and be included in the RFP list.
- § A partnership guidelines and process should set development priorities and incorporate multiple points for go/no-go decisions.
- § The partnership creation process should be a public process, with both Partners and the Partnering Agency well aware in advance of the upcoming steps.

**C. Partnership Definition**

For purposes of this document and guidelines, a Proposed Partnership is defined as:

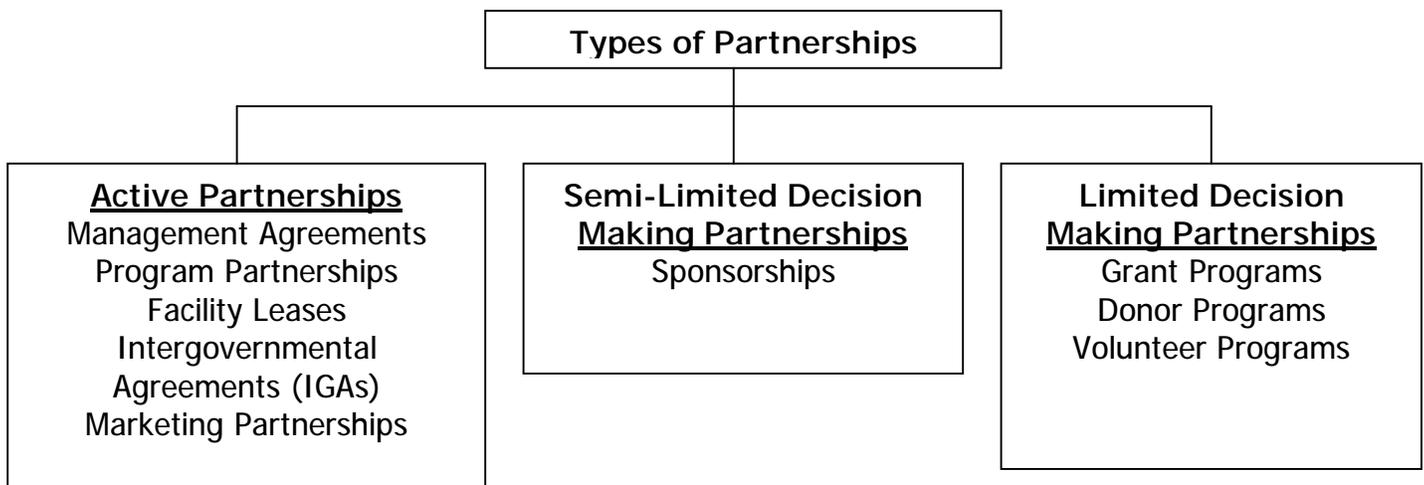
"An identified idea or concept involving the Town of Windsor Parks and Recreation Department and for-profit, non-profit, and/or governmental entities, outlining the application of combined resources to develop facilities, programs, and/or amenities for the Town and its citizens."

A partnership is a cooperative venture between two or more parties with a common goal, who combine complementary resources to establish a mutual direction or complete a mutually beneficial project. Partnerships can be facility-based or program-specific. The main goal for the Town of Windsor Parks and Recreation Department partnerships is enhancing public offerings to meet the mission and goals of the Town.

The Town of Windsor Parks and Recreation Department is interested in promoting partnerships which involve cooperation among many partners, bringing resources together to accomplish goals in a synergistic manner. Proposals that incorporate such collaborative efforts will receive priority status.

Partnerships can accomplish tasks with limited resources, respond to compelling issues, encourage cooperative interaction and conflict resolution, involve outside interests, and serve as an education and outreach tool. Partnerships broaden ownership in various projects and increase public support for community recreation goals. Partners often have flexibility to obtain and invest resources/dollars on products or activities where municipal government may be limited.

Partnerships can take the form of (1) cash gifts and donor programs, (2) improved access to alternative funding, (3) property investments, (4) charitable trust funds, (5) labor, (6) materials, (7) equipment, (8) sponsorships, (9) technical skills and/or management skills, and other forms of value. The effective use of volunteers also can figure significantly into developing partnerships. Some partnerships involve active decision making, while in others, certain partners take a more passive role. The following schematic shows the types of possible partnerships discussed in this guidelines:



**D. Possible Types of Active Partnerships**

The Town of Windsor Parks and Recreation Department is interested in promoting collaborative partnerships among multiple community organizations. Types of agreements for Proposed “Active” Partnerships may include leases, contracts, sponsorship agreements, marketing agreements, management agreements, joint-use agreements, inter-governmental agreements, or a combination of these. An innovative and mutually beneficial partnership that does not fit into any of the following categories may also be considered.

Proposed partnerships will be considered for facility, service, operations, and/or program development including associated needs, such as parking, paving, fencing, drainage systems, signage, outdoor restrooms, lighting, utility infrastructure, etc.

The following examples are provided only to illustrate possible types of partnerships. They are not necessarily examples that would be approved and/or implemented.

### **Examples of Public/Private Partnerships**

- A private business seeing the need for more/different community fitness and wellness activities wants to build a facility on Town land, negotiate a management contract, provide the needed programs, and make a profit.
- A private group interested in environmental conservation obtains a grant from a foundation to build an educational kiosk, providing all materials and labor, and is in need of a spot to place it.
- Several neighboring businesses see the need for a place for their employees to work out during the work day. They group together to fund initial facilities and an operating subsidy and give the facility to the Town to operate for additional public users.
- A biking club wants to fund the building of a race course through a park. The races would be held one night per week, but otherwise the path would be open for public biking and in-line skating.
- A large corporate community relations office wants to provide a skatepark, but doesn't want to run it. They give a check to the Town in exchange for publicizing their underwriting of the park's cost.
- A private restaurant operator sees the need for a concessions stand in a park and funds the building of one, operates it, and provides a share of revenue back to the Town.
- A garden club wants land to build unique butterfly gardens. They will tend the gardens and just need a location and irrigation water.

### **Examples of Public/Non-Profit Partnerships**

- A group of participants for a particular sport or hobby sees a need for more playing space and forms a non-profit entity to raise funds for a facility for their priority use that is open to the public during other hours.
- A non-profit baseball association needs fields for community programs and wants to obtain grants for the building of the fields. They would get priority use of the fields, which would be open for the Town to schedule use during other times.
- A museum funds and constructs a new building, dedicating some space and time for community meetings and paying a portion of revenues to the Town to lease its land.

### **Examples of Public/Public Partnerships**

- Two governmental entities contribute financially to the development and construction of a recreational facility to serve residents of both entities. One entity, through an IGA, is responsible for the operation of the facility, while the other entity contributes operating subsidy through a formula based on population or some other appropriate factor.
- Two governmental public safety agencies see the need for more physical training space for their employees. They jointly build a gym adjacent to Town facilities to share for their training during the day. The gyms would be open for the Town to schedule for other users at night.
- A school district sees the need for a climbing wall for their athletes. The district funds the wall and subsidizes operating costs, and the Town manages and maintains the wall to provide public use during non-school hours.
- A university needs meeting rooms. They fund a multi-use building on Town land that can be used for Town community programs at night.

### **E. Sponsorships**

The Town of Windsor Parks and Recreation Department is interested in actively procuring sponsorships for facilities and programs as one type of beneficial partnership. Details are addressed in a separate Sponsorship Guidelines.

### **F. Limited-Decision Making Partnerships: Donor, Volunteer, and Granting Programs**

While this guidelines document focuses on the parameters for more active types of partnerships, the Town is interested in, and will be happy to discuss, a proposal for any of these types of partnerships, and may create specific plans for such in the future.

### **G. Benefits of Partnerships with the Town of Windsor Parks and Recreation Department**

The Town expects that any Proposed Partnership will have benefits for all involved parties. Some general expected benefits are:

#### ***Benefits for the Town and the Community:***

- § Merging of resources to create a higher level of service and facility availability for community members.
- § Making alternative funding sources available for public community amenities.
- § Tapping into the dynamic and entrepreneurial traits of private industry.
- § Delivering services and facilities more efficiently by allowing for collaborative business solutions to public organizational challenges.

§ Meeting the needs of specific groups of users through the availability of land for development and community use.

***Benefits for the Partners:***

§ Land and/or facility availability at a subsidized level for specific facility and/or program needs.

§ Sharing of the risk with an established stable governmental entity.

§ Becoming part of a larger network of support for management and promotion of facilities and programs.

§ Availability of professional Town recreation and planning experts to maximize the facilities and programs that may result

§ Availability of Town staff facilitation to help streamline the planning and operational efforts.

## II. The Partnering Process

The steps for the creation of a partnership with the Town of Windsor Parks and Recreation Department are as follows:

- A. The Town of Windsor Parks and Recreation Department will create a public notification process that will help inform any and all interested partners of the availability of partnerships with the Town. This will be done through notification in area newspapers, listing in the brochure, or through any other notification method that is feasible.
- B. The proposing partner takes the first step to propose partnering with the Town. To help in reviewing both the partnerships proposed, and the project to be developed in partnership, the Town asks for a Preliminary Proposal according to a specific format as outlined in *Part Two - Proposed Partnership Outline Format*.
- C. If initial review of a Preliminary Proposal yields interest and appears to be mutually beneficial based on the Town Mission and Goals, and the Selection Criteria, a Town staff or appointed representative will be assigned to work with potential partners.
- D. The Town representative is available to answer questions related to the creation of an initial proposal, and after initial interest has been indicated, will work with the proposing partner to create a checklist of what actions need to take place next. Each project will have distinctive planning, design, review and support issues. The Town representative will facilitate the process of determining how the partnership will address these issues. This representative can also facilitate approvals and input from any involved Town departments, providing guidance for the partners as to necessary steps.
- E. An additional focus at this point will be determining whether this project is appropriate for additional collaborative partnering, and whether this project should prompt the Town to seek a Request for Proposal (RFP) from competing/ collaborating organizations.

**Request for Proposal (RFP) Trigger:** In order to reduce concerns of unfair private competition, if a proposed project involves partnering with a private "for-profit" entity and a dollar amount greater than \$5,000, and the Town has not already undergone a public process for solicitation of that particular type of partnership, the Town will request Partnership Proposals from other interested private entities for identical and/or complementary facilities, programs or services. A selection of appropriate partners will be part of the process.

- F. For most projects, a Formal Proposal from the partners for their desired development project will need to be presented for the Town's official development review processes and approvals. The project may require approval by the Legal, Planning, Finance and/or other Town Departments, Parks and Recreation Advisory

Board, Planning Board, The Town Board and/or the Town Manager's Office, depending on project complexity and applicable Town Charter provisions, ordinances or regulations. If these reviews are necessary, provision to reimburse the Town for its costs incurred in having a representative facilitate the partnered project's passage through Development Review should be included in the partnership proposal.

- G. Depending on project complexity and anticipated benefits, responsibilities for all action points are negotiable, within the framework established by law, to assure the most efficient and mutually beneficial outcome. Some projects may require that all technical and professional expertise and staff resources come from outside the Town's staff, while some projects may proceed most efficiently if the Town contributes staff resources to the partnership.
- H. The partnership must cover the costs the partnership incurs, regardless of how the partnered project is staffed, and reflect those costs in its project proposal and budget. The proposal for the partnered project should also discuss how staffing and expertise will be provided, and what documents will be produced. If Town staff resources are to be used by the partnership, those costs should be allocated to the partnered project and charged to it.
- I. Specific Partnership Agreements appropriate to the project will be drafted jointly. There is no specifically prescribed format for Partnership Agreements, which may take any of several forms depending on what will accomplish the desired relationships among partners. The agreements may be in the form of:

- § Lease Agreements
- § Management and/or Operating Agreements
- § Maintenance Agreements
- § Intergovernmental Agreements (IGAs)
- § Or a combination of these and/or other appropriate agreements

Proposed partnership agreements might include oversight of the development of the partnership, concept plans and project master plans, environmental assessments, architectural designs, development and design review, project management, and construction documents, inspections, contracting, monitoring, etc. Provision to fund the costs and for reimbursing the Town for its costs incurred in creating the partnership, facilitating the project's passage through the Development Review Processes, and completing the required documents should be considered.

- J. If all is approved, the Partnership begins. The Town is committed to upholding its responsibilities to Partners from the initiation through the continuation of a partnership. Evaluation will be an integral component of all Partnerships. The agreements should outline who is responsible for evaluation, the types of measures used, and detail what will occur should the evaluations reveal Partners are not meeting their Partnership obligations.

### III. The Partnership Evaluation Process

#### A. Mission Statements and Goals

All partnerships with Town of Windsor Parks and Recreation Department should be in accord with the Town's and the Parks and Recreation Department's Mission and Goals to indicate how a proposed partnership for that Department would be preliminarily evaluated:

**MISSION STATEMENT**

*The mission of the Town of Windsor Parks and Recreation Department is to provide recreation and cultural opportunities for the entire community through quality programs, facilities, service and management of natural resources.*

**GOALS –**

- Promote physical and mental health and fitness
- Nourish the development of children and youth
- Help to build strong communities and neighborhoods
- Promote environmental stewardship
- Provide beautiful, safe, and functional parks and facilities that improve the lives of all citizens
- Preserve cultural and historic features within the City's parks and recreation systems
- § Provide a work environment for the Parks & Recreation Department staff that encourages initiative, professional development, high morale, productivity, teamwork, innovation, and excellence in management

#### B. Other Considerations

##### ***1. Costs for the Proposal Approval Process***

For most proposed partnerships, there will be considerable staff time spent on the review and approval process once a project passes the initial review stage. This time includes discussions with Proposing Partners, exploration of synergistic partnering opportunities, possible RFP processes, facilitation of the approval process, assistance in writing and negotiating agreements, contracting, etc. There may also be costs for construction and planning documents, design work, and related needs and development review processes mandated by Town ordinances.

Successful Partnerships will take these costs into account and will plan for Town recovery of some or all of these costs within the proposal framework. Some of these costs could be considered as construction expenses, reimbursed through a negotiated agreement once operations begin, or covered through some other creative means.

## **2. Land Use and/or Site Improvements**

Some proposed partnerships may include facility and/or land use. Necessary site improvements cannot be automatically assumed. Costs and responsibility for these improvements should be considered in any Proposal. Some of the general and usual needs for public facilities that may not be included as Town contributions and may need to be negotiated for a project include:

- |  |   |
|--|---|
| § Any facilities or non-existent infrastructure construction | § Outdoor restrooms   |
| § Roads or street improvements                               | § Water fountains   |
| § Maintenance to specified standards                         | § Complementary uses of the site  |
| § Staffing   | § Utility improvements (phone, cable, storm drainage, electricity, water, gas, sewer, etc.) |
| § Parking  | § Custodial services  |
| § Snow removal   | § Trash removal   |
| § Lighting   |   |

## **3. Need**

The nature of provision of public services determines that certain activities will have a higher need than others. Some activities serve a relatively small number of users and have a high facility cost. Others serve a large number of users and are widely available from the private sector because they are profitable. The determination of need for facilities and programs is an ongoing discussion in public provision of programs and amenities. The project will be evaluated based on how the project fulfills a public need.

## **4. Funding**

Only when a Partnership Proposal demonstrates high unmet needs and high benefits for Town citizens, will the Town consider contributing resources at a below market value to a project. The Town recommends that Proposing Partners consider sources of potential funding. The more successful partnerships will have funding secured in advance. In most cases, Proposing Partners should consider funding and cash flow for initial capital development, staffing, and ongoing operation and maintenance.

The details of approved and pending funding sources should be clearly identified in a proposal.

For many partners, especially small private user groups, non-profit groups, and governmental agencies, cash resources may be a limiting factor in the proposal. It may be a necessity for partners to utilize alternative funding sources for resources to complete a proposed project. Obtaining alternative funding often demands creativity, ingenuity, and persistence, but many forms of funding are available.

Alternative funding can come from many sources, e.g. Sponsorships, Grants, and Donor Programs. A local librarian and/or the internet can help with foundation and grant resources. Developing a solid leadership team for a partnering organization will help find funding sources. In-kind contributions can in some cases add additional funding.

All plans for using alternative funding should be clearly identified. The Town has an established *Sponsorship Guidelines*, and partnered projects will be expected to adhere to the Guidelines. This includes the necessity of having an Approved Sponsorship Plan in place prior to procurement of sponsorships for a Partnered Project.

### C. Selection Criteria

In assessing a partnership opportunity to provide facilities and services, the Town will consider (as appropriate) the following criteria. The Proposed Partnership Outline Format in *Part Two* provides a structure to use in creating a proposal. Town staff and representatives will make an evaluation by attempting to answer each of the following Guiding Questions:

- How does the project align with the Town and affected Department's Mission Statement and Goals?
- How does the proposed facility fit into the current Town and the affected Department's Master Plan?
- How does the facility/program meet the needs of Town residents?
- How will the project generate more revenue and/or less cost per participant than the Town can provide with its own staff or facilities?
- What are the alternatives that currently exist, or have been considered, to serve the users identified in this project?
- How much of the existing need is now being met within the Town borders and within adjacent cities?
- What is the number and demographic profile of participants who will be served?
- How can the proposing partner assure the Town of the long-term stability of the proposed partnership, both for operations and for maintenance standards?
- How will the partnered project meet Americans with Disabilities Act and EEOC requirements?
- How will the organization offer programs at reasonable and competitive costs for participants
- What are the overall benefits for both the Town and the Proposing Partners?

## **Additional Assistance**

The Town of Windsor Parks and Recreation Department is aware that the partnership process does entail a great deal of background work on the part of the Proposing Partner. The following list of resources may be helpful in preparing a proposal:

- Courses are available through local colleges and universities to help organizations develop a business plan.
- The Chamber of Commerce offers a variety of courses and assistance for business owners and for those contemplating starting new ventures.
- Reference Librarians at local libraries can be very helpful in identifying possible funding sources and partners, including grants, foundations, financing, etc.
- Relevant information including the Town of Windsor Comprehensive Plan, the Parks, Recreation Trails and Open Lands Master Plan, site maps, and other documents are available at the Town Hall or on the web site at [www.windsorgov.com](http://www.windsorgov.com) . These documents may be copied or reviewed, but may not be taken off-site.
- The Town of Windsor Parks and Recreation Department Web Site [www.windsorgoc.com](http://www.windsorgoc.com) may also have additional information.
- If additional help or information is needed, please call (970) 674-3500.

## ***Part Two***

# **Proposed Partnership Outline Format**

***(Sample format to be used for the Town of Windsor Parks & Recreation Department)***

Please provide as much information as possible in the following outline form.

### **I. Description of Proposing Organization:**

- Name of Organization
- Years in Existence
- Contact Name, Mailing Address, Physical Address, Phone, Fax, E-mail
- Purpose of Organization
- Services Provided
- Member/User/Customer Profiles
- Accomplishments
- Legal Status

### **II. Decision Making Authority**

Who is authorized to negotiate on behalf of the organization? Who or what group (i.e. Council/Commission/Board) is the final decision maker and can authorize the funding commitment? What is the timeframe for decision making?

**Summary of Proposal (100 words or less)**

What is being proposed in terms of capital development, and program needs?

### **III. Benefits to the Partnering Organization**

Why is your organization interested in partnering with the Town of Windsor Parks and Recreation Department? Please individually list and discuss the benefits (monetary and non-monetary) for your organization.

### **IV. Benefits to the Sample Parks and Recreation Department**

Please individually list and discuss the benefits (monetary and non-monetary) for the Town of Windsor Parks and Recreation Department and residents of the Town.

### **V. Details (as currently known)**

The following page lists a series of ***Guiding Questions*** to help you address details that can help outline the benefits of a possible partnership. Please try to answer as many as possible with currently known information. Please include what your organization proposes to provide and what is requested of the Town of Windsor Parks and Recreation Department. Please include (as known) initial plans for your concept, operations, projected costs and revenues, staffing, and/or any scheduling or maintenance needs, etc.

## ***Guiding Questions***

### ***Meeting the Needs of our Community:***

- § In your experience, how does the project align with park and recreation goals?
- § How does the proposed program or facility meet a need for Town residents?
- § Who will be the users? What is the projected number and profile of participants who will be served?
- § What alternatives currently exist to serve the users identified in this project?
- § How much of the existing need is now being met? What is the availability of similar programs elsewhere in the community?
- § Do the programs provide opportunities for entry-level, intermediate, and/or expert skill levels?

### ***The Financial Aspect:***

- § Can the project generate more revenue and/or less cost per participant than the Town can provide with its own staff or facilities?
- § Will your organization offer programs at reasonable and competitive costs for participants? What are the anticipated prices for participants?
- § What resources are expected to come from the Parks & Recreation Department?
- § Will there be a monetary benefit for the Town, and if so, how and how much?

### ***Logistics:***

- § How much space do you need? What type of space?
- § What is critical related to location?
- § What is your proposed timeline?
- § What are your projected hours of operations?
- § What are your initial staffing projections?
- § Are there any mutually-beneficial cooperative marketing benefits?
- § What types of insurance will be needed and who will be responsible for acquiring and paying premiums on the policies?
- § What is your organization's experience in providing this type of facility/program?
- § How will your organization meet Americans with Disabilities Act and EEO requirements?

### ***Agreements and Evaluation:***

- § How, by whom, and at what intervals should the project be evaluated?
- § How can you assure the Town of long-term stability of your organization?
- § What types and length of agreements should be used for this project?
- § What types of “exit strategies” should we include?
- § What should be done if the project does not meet the conditions of the original agreements?



## FUTURE TOWN BOARD MEETINGS

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

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October 28, 2013 6:00 p.m.	Town Board Work Session Joint meeting with DDA/review of DDA budget
October 28, 2013 7:00 p.m.	Town Board Meeting
November 4, 2013 6:00 p.m.	Town Board Work Session CRC – Wrap Up Discussion & Determine Future
November 11, 2013	Veteran’s Day – Town Hall closed
November 12, 2013 (Tuesday) 5:30 p.m.	Board/Manager/Attorney Monthly Meeting
November 12, 2013 (Tuesday) 7:00 p.m.	Town Board Meeting Kern Board Meeting
November 18, 2013 6:00 p.m.	Town Board Work Session Flood plain prevention ordinance
November 18, 2013 7:00 p.m.	Town Board Special Meeting
November 25, 2013 6:00 p.m.	Town Board Work Session
November 25, 2013 7:00 p.m.	Town Board Meeting
December 2, 2013 6:00 p.m.	Town Board Work session
December 9, 2013 5:30 p.m./First floor conference room	Board/Manager/Attorney Monthly Meeting
December 9, 2013 7:00 p.m.	Town Board Meeting
December 16, 2013 6:00 p.m.	Town Board Work Session
December 23, 2013 6:00 p.m.	Town Board Work Session – <i>Cancel?</i>
December 23, 2013 7:00 p.m.	Town Board Meeting – <i>Cancel?</i>
December 30, 2013	Fifth Monday

### Additional Events

October 23, 2013	CML Fall District Meeting – Loveland, CO – attending: John Vazquez, Kelly Arnold
October 29, 2013, 6 pm	Weld Town/County Dinner – attending: John Vazquez, Ivan Adams, Kristie Melendez

**Future Work Session Topics**

Museum strategic plan  
Golf cart district application – Highland Meadows  
Model Traffic Code 2010 update  
Economic Development Update  
Joint work session – Historic Preservation Commission  
Town oil & gas revenue for school district foundation purposes