



TOWN BOARD WORK SESSION

September 15, 2014 – 6:00 P.M.

Town Board Chambers

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

1. Enclave Annexation Process
2. Windsor Works Alliance
3. Update on Demographic and Housing Study (additional information will be presented at the meeting)
4. Future meetings agenda



MEMORANDUM

Date: September 15, 2014
To: Mayor and Town Board
Via: Kelly Arnold, Town Manager
From: Patti Garcia, Town Clerk/Assistant to Town Manager
Re: Outside Agency Funding Request – Windsor Works Alliance
Item #: Work Session - 2

Background / Discussion:

In January, 2013 the Town Board approved policies and procedures related to providing financial support to non-profit organizations and other charitable causes which staff has referred to as Outside Agency Funding. Two tiers of funding were established; a Short Form was created for requests less than \$1,000 and the Long Form was created for funding requests over \$1,000. The Guidelines that were established provide the framework for eligible organizations and state that applicants should be tax exempt under the provisions of section 501(c)(3) of the Internal Revenue Code; the Guidelines further note that other nonprofit entities demonstrating a need will be considered on a case-by-case basis. The Guidelines are identical for both Short and Long Form applications with an Application Outline requirement with only the Long Form applicants. The Guidelines and Application Outline information are both attached to this memo.

Windsor Works Alliance approached staff several months ago with a request for funding of their program. Staff met with them in August, 2014 to discuss their request and it was determined they were eligible based on the established Guidelines. It was recommended that in order for Windsor Works Alliance to pursue funding from the Town of Windsor that they would need to submit either the Long or Short Form grant application for Town Board consideration. The application was received and the requested amount of \$23,000 was a much larger sum than any past request for funding. Staff felt it was appropriate to provide the applicants an opportunity to present their program information to the Town Board at a work session in order to receive feedback on their application.

Relationship to Strategic Plan:

1.G.

Attachments:

Windsor Works Alliance application
Long Form Guidelines and Application Outline



Standard (Long) Form Grant Application

ORGANIZATION NAME: Windsor Works Alliance
MAILING ADDRESS: 900 Main Street D-1, Windsor, CO 80550
PHYSICAL ADDRESS: Same
ORGANIZATION DIRECTOR/PRESIDENT: Desiree Sandoval
GRANT CONTACT: Desiree Sandoval
DAYTIME PHONE: 970-686-8078 CELL PHONE: 970-396-8228
FAX: 970-686-8001 EMAIL: desiree.sandoval@weldre4.k12.co.us
WEBSITE ADDRESS: NA
FEDERAL IDENTIFICATION NUMBER:
IS THE ORGANIZATION TAX EXEMPT UNDER THE PROVISIONS OF SECTION 501(c)(3) OF THE INTERNAL REVENUE CODE? No

PURPOSE OF GRANT:

- Agency Support as a whole
Marketing Support
Special Program or Projects
Capital Expenditure
Seed, start-up or development costs
Technical assistance

TYPE OF AGENCY:

- Arts & Culture
Health & Human Services
Education
Environment
Sports/Recreation
Other: Employment

AMOUNT OF REQUEST: \$23,000 FISCAL YEAR END: 2015

BRIEF DESCRIPTION OF REQUEST:

Support requested to expand services and programming that prepares youth for the workforce and benefits employers, the local economy and the Windsor community as a whole.

2012 Actual Revenues: \$
2013 Budgeted Revenues: \$

2012 Actual Expenses: \$
2013 Budgeted Expenses: \$

Signature, Director/President

Date

I. Organizational Summary- Windsor Works Alliance

Windsor Works Alliance (WWA) is a Weld RE-4 School District initiative for youth who need to develop and improve the skills needed to be successful in the workplace. WWA utilizes both classroom instruction and settings in the community to carry out the critical task of teaching future workers proper workplace behaviors, to introduce different types of entry-level jobs available and to provide opportunities to learn and practice basic work skills. At the same time, WWA builds partnerships with Windsor's business community. These partnerships are essential in order for WWA to provide youth with opportunities to observe and imitate appropriate workplace behaviors, to engage in career exploration activities, and to develop work skills in an actual work setting.

Since 2010 WWA has partnered with over 80 area businesses and organizations in a wide range of capacities, including workplace tours, guest speakers and both paid and unpaid employment. WWA has also mentored youth in community workplace settings to help them be successful at work. Initially a majority of WWA initiatives served what is considered an "at-risk" population of Windsor High School students who are receiving Special Education Services, have fallen behind in earning credits toward graduation or both. While WWA continues to improve on what is provided to this population, we have also expanded our reach to include the rest of Windsor High School students who do not fall in to those categories, young adults in our community who have dropped out of school, and Windsor's young citizens who are not actively engaged in post-secondary training or employment. Since broadening our scope, WWA has provided workshops, training and field trips to 120 youth educating them about the world of work, providing a venue for youth to gain confidence and acquire knowledge and skills that reach far beyond the walls of Windsor High School.

WWA benefits go beyond our students and young adults in our community. Both local businesses and our community as a whole are stronger because of WWA's work to provide a strong, prepared workforce of entry-level employees. Additionally, our local economy grows because working youth are spending their earnings in our community.

Our Vision - WWA youth will have an awareness of how to meet employer expectations and will have acquired basic work skills in order to be successful in the workplace.

Our Mission - WWA will increase its presence in the Windsor community by creating new partnerships and build on current partnerships in order to continue to teach youth how to be successful employees.

Our Organization -WWA is a Weld RE-4 interdepartmental effort that gives businesses access to prepared employees and gives youth the knowledge and practice to be successful at work. WWA has:

- has worked with over 80 area businesses and organizations
- mentored over 55 youth in paid and unpaid work situations
- sponsored workshops, trainings and field trips to 120 youth educating them about entering the workforce.

The WWA team is comprised of five Weld RE-4 teachers and employees who are dedicated to improving the “work readiness” of youth for the benefit of local employers and the local economy. While the daily job duties of the team fall in line with WWA’s overall mission, some WWA efforts and activities are similar to those of extra-curricular activities such as Student Council requiring team members to volunteer their time. Since 2010 the WWA Team has collectively volunteered over 700 hours of time organizing and facilitating:

- Career Exploration Activities such as field trips and guest speakers
- Assessments to help students know their strengths and areas for growth
- Job Seeking Skills Training such as instruction on how to complete job applications and mock interviews
- Workshops to educate and inform youth about various vocational related topics such as up and coming careers, how to organize a job search and using social media to find a job
- Paid/Unpaid work to practice appropriate workplace behaviors and build work skills

Our Partners -WWA has been welcomed by departments and programs district-wide. To date, our biggest community supporter is the Windsor Chamber of Commerce. The Chamber has provided ample opportunities for WWA youth to participate in unpaid work experiences at the Business Expo and Windsor Wonderland. The Chamber has also been pivotal in connecting WWA to other businesses that support WWA activities. A small sampling of partnerships are listed below:

- Weld RE-4 Maintenance Department- provided paid training for two inexperienced workers in the form of a summer job.
- Pelican Jo’s Pizzeria- since opening for business has employed WWA youth in paid positions.
- Lighten Up Electric & Plumbing- has volunteered to conduct mock interviews for WWA youth needing practice in this area, has partnered with WWA to host a Business Before Hours and is in the initial stages of developing a training program in partnership with WWA that will be available for all Windsor High School students to pursue.

WWA’s work would not be possible without the support of the school district and community partners.

II. Organizational Information

a. Windsor Works Alliance:

- Advances local efforts to improve the quality of career education by building a bridge from school to work.
- Uses both classroom based and community based education and training to teach youth how to be prepared to be successful in the workplace.

b. In 2010, WWA was created as an inner-district partnership between Special Education and Vocational Education in Weld RE-4 Schools.

- Purpose was to create a strategy to outreach to the business community to meet vocational training needs
- Quickly WWA evolved and become a training continuum for youth to learn about the world of work.

c. WWA has:

- Provided more than 120 youth with Career Exploration Activities, Assessments, Job Seeking Skills Training and Paid & Unpaid Work Experiences to practice appropriate workplace behaviors and gain work skills.
- Helped over 58 youth earn a National CareerReady Certification, which is used by some employers to determine work potential.
- Established partnerships with 80 community agencies and businesses.
- Gained support from the Director of Exceptional Student Services, the Principal at Windsor High School and Superintendent & the Board of Education.

WWA is:

- Unique in that it is not a club, a program of study or a department in Weld RE-4 Schools. Instead it is the effort of five dedicated educators who understand the value in preparing youth for employment.
- Scrambling for financial resources, WWA has been very successful in helping youth become work ready and building partnerships.
- Governed by the team of five. Each plays an essential role in carrying out our mission and takes leadership roles in their area of expertise.

d. WWA has gathered resources from partnering education departments and from business partners in order to operate. To date the school district has supported us by funding activities and covering all associated costs. We have not operated on a budget of our

own. Instead with each activity, we seek support from various departments within our district.

e. WWA's vitality depends on partnerships and collaboration within our school district and with our community. Collaboration includes: working with business professionals to serve as guest speakers and volunteers to conduct mock interviews, coordinating with businesses for paid and unpaid work experiences for youth, etc.

f. The WWA Team:

- Are staff members of Weld RE-4 School District.
- Volunteers time (An estimated 100 volunteer hours in current school year from each team member for the activities that occur outside the school day. This will increase as WWA increases community presence.)
- Facilitated 40 hours of Partner volunteer time in preparation for Mock Interviews, Workshops and other activities.
- Will implement a tracking system to more efficiently monitor volunteer hours

III. Purpose of Grant

- a. **Needs Statement:** In line with the Town of Windsor's strategic plan to "Promote a One Windsor, One Community Philosophy" Windsor Works Alliance is asking the Town Board to increase their involvement in educating Windsor's youth by providing WWA with \$23,000. WWA provides opportunities for students who are at-risk of graduating from high school (credit deficient, educational barriers, involvement with the criminal justice system, economically disadvantaged, etc.) with fundamental career and technical education skills. The cost to keep a child in school by providing these types of programs is substantially less than it would be to support him/her as an uneducated and unemployed adult later. WWA has been operating by asking for funding from Windsor High School and from the Department of Exceptional Student Services on an as needed basis. WWA's goals are to expand our presence in the Windsor community by developing and expanding partnerships with agencies and businesses and to continue to offer both classroom based and community based learning to youth preparing to enter the workforce.
- b. While we feel that we have established a presence in the community-it is now time for the Town, the Weld RE4 School District, and the Business Community to take our community based program to the next level by completion of the following goals:
 - Goal #1:** Establish a stronger community presence
 - Objective #1: Host a community event such as Business After Hours in conjunction with the Windsor Chamber and a business partner.
 - Objective #2: Meet with a marketing consultant and launch a marketing campaign based on recommendations
 - Objective #3: Develop and implement a social media campaign that can eventually be run by a WWA youth
 - Objective #4: Uniforms for Windsor Works Alliance sponsors and student workers that make WWA visible in the community
 - Goal #2:** Host a Career Expo/Job Fair for all 1,339 Windsor High School students in partnership with Windsor High School Counseling Department
 - Objective #1: Involve community business members (guest speakers, interviews)
 - Objective #2: Expose students to different career fields
 - Objective #3: Connect with other school districts that have ran similar fairs
 - Goal #3:** Transport students to paid and unpaid work experiences, job fairs, interviews, job shadows and career exploration field trips.

Goal #4: Develop a Pride Program (incentives) for Students who in the past have “volunteered” or have had unpaid work experiences

- Students will be compensated for their work instead of doing work as an unpaid work experience
- Students will learn what it takes to get a raise through employee reviews, etc.

Goal #5: Compensation (stipend) for WWA Team (Sponsors) who currently donate their time outside of the school day for:

- Driving students to job fairs, interviews, career exploration activities
- Attending Windsor Chamber Events to network with business community
- Attending and accompanying youth to Windsor community events
- Meeting with Business owners
- Counseling of students on jobsite
- Professional Development Opportunities
- Potential businesses for recruitment

The requested amount aligns with Weld RE4 pay rate for professional development activities.

Goal #6: To continue Professional Development for the Windsor Works Alliance staff by supporting the expenses that occur (substitute teachers, registration fees, meals, hotel, mileage, etc.). This includes opportunities to showcase WWA at conferences as we’ve done in the past.

- c. Timetable** – Upon receiving grant, WWA will immediately begin to implement programming and services. All projects and activities will be completed by June 2015.
- d.** This project benefits all of Windsor by increasing school retention, developing a stronger workforce and giving youth power to impact the economy with their earnings.
- e.** Weld RE-4 School district has been supporting WWA since inception.
- f.** The WWA team is seeking sources of funding outside the school district to continue to improve and broaden services.
- g.** This grant falls in line with three of the four goals in the Town of Windsor’s strategic plan. One Windsor, Once community means we all work together. Supporting Windsor’s youth to grow, engage in healthy choices, take advantage of employment opportunities are all things this grant will allow WWA to better promote.
- h.** Currently, WWA is funded by various Weld RE-4 budgets.

IV. Evaluation

- a. During this funding period WWA expects to:
 - Collaborate with a minimum of 30 business partners during school year
 - Host a Career Expo/Job Fair for 1339 Windsor High School Students
 - Provide all Windsor High School students with access to 5 community events such as job fairs, career exploration activities
 - Create a Pride Program for WWA youth who complete a designated number of activities and/or unpaid work hours
 - Establish WWA as an official school entity, making it possible for WWA Team to be eligible for an Activity Sponsor stipend
 - Access professional development activities for the WWA Team to have the most up to date training
- b. Results will be defined and measured by the completion of each of aforementioned activities.
- c. Project results will be shared on WWA's website and presented to the Town Board.
- d. The Town Board can expect a final report no later than June 30, 2015.

Attachments

- a. WWA does not currently have an annual budget. Instead, the WWA Team has had to seek funds for each individual project. With this award, WWA would implement and track closely a budget for 2014-2015.
- b. WWA currently does not have financial statements. With this award, WWA would implement and track closely for 2014-2015.
- c. With this award, WWA will maintain a balance sheet.
- d. Weld RE-4 School District will provide any tax exempt documentation required.
- e. WWA Team is comprised of:
 - a. Tina Clay, Windsor High School Special Education Teacher, Alternative Cooperative Education (ACE) Teacher
 - b. Kristin Ervin, Windsor High School Special Education Teacher, Alternative Cooperative Education (ACE) Teacher
 - c. Desiree Sandoval, School to Work Alliance Program (SWAP) Coordinator
 - d. Cristi Thomas, Windsor Exceptional Students in Transition (WEST) Teacher
 - e. Monica York, Windsor High School Transition Liaison
- f. WWA Team is willing to create a Board of Directors if required by grant.

Standard (Long) Form Grant Application Requirements

Please read the requirements carefully to ensure that your application is in compliance and complete. Be specific and concise in your answers. The long form is required for grant requests of \$1,001 or more.

PURPOSE

The purpose of the Town of Windsor Community Grant Program is to fiscally support projects, services, and activities through the funding of non-profit organizations and charitable organizations in order to enhance the quality of life of Windsor residents.

GUIDELINES

1. The Town of Windsor supports organizations that enhance the quality of life in Windsor, Colorado. This includes groups that provide programs or services in areas such as arts and culture, health and human services, education, and amateur sports.
2. Applicants should be tax exempt under the provisions of section 501(c)(3) of the Internal Revenue Code. Other nonprofit entities demonstrating a need will be considered on a case-by-case basis.
3. The Town of Windsor will fund specific projects and programs that have measurable results (evidence of productivity, change in numbers, etc.)
4. The services and programs are need-based, nondiscriminatory, and provided to the citizens of Windsor.
5. The services and programs are provided through a means that are more cost effective than the Town could provide and supplement or extend services currently provided by the Town of Windsor.
6. Operational funding requests will be considered; however, the Town of Windsor will not provide sustaining funds (multiple year commitments) to organizations.
7. Organizations receiving funding in the past must have current progress and/or final reports on file with the Town of Windsor in order to be eligible for the following year.
8. Grant recipients must complete and return a Final Report within one year of grant receipt.
9. If an organization receives duplicate funding for a request, the Town of Windsor funds must be returned. For example, if a project/program budget is \$5,000 and the Town of Windsor and another organization both award \$5,000 to the same project/program, the Town of Windsor funds must be returned.
10. The use of funds must support the Town of Windsor's Strategic Plan.

Please submit this application according to the directions.

FORMAT

- Follow the outline provided and respond to all questions in the order presented in the number of pages indicated.
- The "Organizational Summary" page is the cover page of your application. Do not include a separate cover letter.
- Number each page of your request.
- Be sure to include required attachments.

Standard (Long) Form Grant Application Outline

Please read the guidelines carefully to ensure you are complying with the submission requirements.

- I. Complete Organizational Summary
- II. Organizational Information – 2 pages maximum
 - a. Describe the mission of the organization and briefly outline the organization's goals.
 - b. Briefly describe the history of the organization. Include the year it was established.
 - c. Describe current programs or activities, accomplishments, financial status, and governance structure.
 - d. Describe the steps your organization has made to becoming self-supporting.
 - e. Describe how your organization is collaborating with other organizations.
 - f. Include an estimate of volunteer hours in 2013 from all volunteers, including board members.
- III. Purpose of Grant – 2 pages maximum
 - a. Describe the project/program to be funded, including a needs statement.
 - b. Describe the goals and objectives of the grant.
 - c. Describe the timetable for implementing this project/program.
 - d. How does this project/program benefit the local community? How many people will be impacted?
 - e. Include a list of all entities asked to give financial support to the proposed project, including the responses to date and dollar amounts committed.
 - f. What are the long-term sources/strategies for funding beyond the grant funds received?
 - g. Why should the Town of Windsor provide funding to your organization? How does the requested funding support the Town of Windsor Strategic Plan?
 - h. Are you funded by other sources? If so, what are the sources?
- IV. Evaluation – 1 page maximum
 - a. What are the expected results during your funding period?
 - b. How will you define and measure results?
 - c. How will the project's results be used and/or disseminated?
 - d. List dates that the Town of Windsor can expect to receive a preliminary or final report.
- V. Attachments
 - a. Organizations annual budget for fiscal year 2014.
 - b. Most recent year-to-date financial statements.
 - c. Current year balance sheet.
 - d. Copy of 501(c)(3) documentation if a non-profit or Articles of Incorporation.
 - e. Organizational chart – including executive director, staff, and volunteers.
 - f. List of board of directors, occupations, and board member donations.



MEMORANDUM

Date: September 15, 2014
To: Mayor, Town Board, Planning Commission, and Housing Authority Board
Via: Kelly Arnold, Town Manager
From: Joseph P. Plummer, AICP, Director of Planning
Re: Update on Demographics and Housing Study
Item #: 3

Discussion:

As it may be seen from the enclosed slide show, in 2013 the Town Board and Planning Commission met to discuss what the demographic make-up and housing needs of the Town may look like in the future. After discussing potential scenarios, it was the consensus of the boards to have a demographics and housing study prepared.

During the current work session, members of the consulting firm of Economic and Planning Systems which is preparing the study will be presenting the first chapter of the study. Although this presentation is primarily to provide the boards with an update on the status of the study, there will be an opportunity to discuss and provide comments on this first chapter of the report.

Recommendation: None at this time

Attachment: Power point presentation on background of the study

pc: Daniel Guimond, Principal, Economic and Planning Systems
David Schwartz, Vice President, Economic and Planning Systems



DEMOGRAPHICS AND HOUSING STUDY

BACKGROUND

Joseph P. Plummer, AICP
Director of Planning
September 15, 2014

Town Board, Planning Commission and
Windsor Housing Authority Board



Discussion

February 2013:

In response to an inquiry from the Town Board relative to the Town's demographic make-up and housing needs in the future, staff made a presentation to the Town Board and Planning Commission on growth management policies.

This presentation and discussion centered around:

- The Town's Land Use Plan and Growth Management Area;**
- The Sewer Master Plan and Service Area;**
- Overall Land Use Goals and Policies;**
- Infill Developments and Mixed Use Developments; and**
- Annexation Goals and Policies**



DISCUSSION

(CONTINUED)

In response to this presentation, it was the consensus of the Town Board and Planning Commission to have a demographics and housing study prepared to determine what policies should be developed to meet the needs of Windsor's current and future residents.

October 2013:

The Town Board appropriated funds in the 2014 budget to have the demographics and housing opportunities study prepared.



REQUEST FOR PROPOSALS

January 2014:

Staff opened a Request for Proposals

- Four competitive proposals were received;**
- The consulting firm of Economic & Planning Systems, Inc. (EPS) – which previously prepared the 2009 Workforce Housing Needs Assessment for the Town – was selected for the Study;**
- Primary EPS Staff Assigned to Project:**
 - **Daniel Guimond, Principal**
 - **David Schwartz, Vice President;**
- Work on the Study began in May; and**
- Draft Report on the First Chapter of the Study Delivered in August.**



FUTURE TOWN BOARD MEETINGS

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

September 22, 2014 6:00 p.m.	Town Board Work Session Flashing Crosswalks Policy
September 22, 2014 7:00 p.m.	Town Board Meeting
September 29, 2014	Fifth Monday
October 6, 2014 6:00 p.m.	Town Board Work Session
October 13, 2014 5:30 p.m./1 st floor conference room	Board/Manager/Attorney Monthly Meeting
October 13, 2014 7:00 p.m.	Town Board Meeting
October 20, 2014 6:00 p.m.	Town Board Work Session Windsor Housing Authority work session on CDBG-DR grant application Reader board signage discussion Large entertainment establishments discussion
October 27, 2014 6:00 p.m.	Town Board Work Session Discussion of draft 2015 DDA budget
October 27, 2014 7:00 p.m.	Town Board Meeting
November 3, 2014 6:00 p.m.	Town Board Work Session
November 10, 2014 5:30 p.m./1 st floor conference room	Board/Manager/Attorney Monthly Meeting
November 10, 2014 7:00 p.m.	Town Board Meeting
November 17, 2014 6:00 p.m.	Town Board Work Session
November 24, 2014 6:00 p.m.	Town Board Work Session
November 24, 2014 7:00 p.m.	Town Board Meeting

Additional Events

October 2, 2014
Estes Park
CML District 2 meeting; attending: Christian Morgan, Ivan Adams

October 11, 2014

Budget work session

Future Work Session Topics

None.