



**TOWN BOARD
WORK SESSION**

**January 22, 2018 // 6:00 p.m. // First floor conference room
301 Walnut Street, Windsor, CO 80550**

GOAL of this Work Session is to have the Town Board receive information on topics of Town business from the Town Manager, Town Attorney and Town staff in order to exchange ideas and opinions regarding these topics.

Members of the Public in attendance are asked to be recognized by the Mayor before participating in any discussions of the Town Board

AGENDA

1. Public Works Project – Final Report
2. Public Works – Staffing Report
3. Future Meetings Agenda



MEMORANDUM

Date: January 22, 2018
To: Mayor and Town Board
From: Kelly Houghteling, Assistant to the Town Manager
Re: Public Works Project Final Report
Item #: WKS - 1

Background / Discussion

In April 2014, the Town initiated a Space Needs Assessment to determine the needs of the Public Works Department. The Space Needs Assessment evaluated the Town's needs for future staffing and related space needs. The results of the evaluation concluded that the department had outgrown its current facility. The new Public Works Service Facility creates an operational center for the department to serve the growing needs of the community.

The first phase of the project consists of six new buildings including a 9,100 sf office building, 10,100 sf shops building, 15,100 sf fleet building, 7,500 sf covered storage building, 8,000 sf heated storage building, and a 3,300 sf solid de-icer material storage building.

The 24 acre site allows for growth and expansion of the buildings in a future phase. This first phase improved roughly 10 acres. This new site and facility will serve the Town of Windsor for several years into the future.

The Public Works Service Facility groundbreaking was held in October 2017. Since that time, staff has been working to wrap up the project and finalize budget numbers. The table below shows a breakdown the project budget vs. actual cost and variance analysis.

Financial Impact

	Budget	Actual	Variance
Public Works Service Facility	\$14,000,000	\$13,037,412	\$962,588
15th Street Reconstruction	\$1,500,000	\$1,871,719	(\$371,719)
Fiber Optic Offsite	\$175,000	\$120,609	\$54,391
Existing Public Works Renovation (Parks Shop)	\$125,000	\$140,965	(\$15,965)
Demo Parks Shop (7th & Ash)	\$100,000	\$28,936	\$71,064
TOTAL	\$15,900,000	\$15,199,641	\$700,359

Recommendation

Town Board discussion.



MEMORANDUM

Date: January 22, 2018
To: Mayor and Town Board
From: Terry Walker, Director of Public Works
Re: Expansion
Item #: WKS - 1

Background / Discussion:

The purpose of this memo is to advise the board regarding the needs of expansion to our new Public Works Facility. Although we just moved into our new facility a few short months ago, we have outgrown our heated storage and are in need of more space to house our current inventory and store new equipment in the future. The original plans secured six more bays of which were cut for cost saving measures. We currently are utilizing a section of our fleet department to store equipment that subsequently needs to be in a temperature controlled environment. We have reached a critical point of requiring additional climate controlled space. Building new is always more cost-efficient than remodeling, however we believe this addresses concerns that far out way simply the need for more additional heated space. In addition, we have found problems with the recycled asphalt that is in place throughout the space. We are unable to plow snow where the recycled asphalt resides as well as we are losing a percentage of sand and other products stored in bins as it slips through the cracks of the un-solid surface. All these particles that either melt or seep through make the ground underneath unstable. Lastly, the cold storage garage doors have to be manually opened by personnel. The risks involved if someone gets hurt by pushing the doors open or having the doors fall back down is a safety concern. Changing these out to an automatic door opener makes more sense.

Our revised plan would help optimize the full use of the campus and use of the land more efficiently.

Goal:

To utilize the full potential of the property.

Objective:

Regain the use of important elements in the buildings while maintaining safety for the employees.

Financial Impact

The primary alterations in the revised plan would include (a) an expansion of the heated storage by six new bays to handle our growing inventories costing \$992,747 (b) adding garage door openers to our cold storage buildings at \$27,477 (c) changing the recycled asphalt to asphalt would be \$475,000. We will need to get a cost for changing the doors from 10' to 12' from FCI.

Relationship to Strategic Plan

Develop and Maintain Existing Infrastructure

Recommendation

Discuss, provide staff with direction.

Attachments

N/A



MEMORANDUM

Date: January 22, 2018
To: Mayor and Town Baord
From: Patti Garcia, Acting Town Manager/Town Clerk
Re: Staffing requests – 2018 information
Item #: WKS – 2

Background / Discussion

As background to your discussion on the Public Works staffing report, I wanted to provide you information as to how the Town has processed staffing requests in relation to the annual budget process in the past.

New staffing requests have been required to be submitted to the Town Manager by the first week of June; those requests would include the following information in order to warrant the need to consider the position:

- The position being requested;
- The background of the department and the key areas of service;
- Why the position is needed (growth/change, turnover, current staffing, staff focus);
- Overview of the staffing need - comparing to other local municipalities;
- Indicators of need – analyzing the key challenges currently being faced up through the next five years;
- Outcomes of the new position (benefits/impacts);
- Responsibilities of the new position noting the service areas that would be impacted; and
- Recommendation and cost analysis

In relation to the 2018 budget, there were 32 new position requests; 10 were approved in the budget but two of them will not be filled at this time (Engineering Manager and Director of Public Services). This does not include the positions that were requested to be reclassified, some to a higher grade level to improve pay.

As this work session is related to Public Works (PW), there were two positions requested in 2018 that were not part of the budget. These were brought forward by Terry Walker in verbal discussions, as he had not been advised to conduct written analysis. These two positions are a storm water technician and a winter seasonal streets position.

Human Resources (HR) has advised me that there are two current vacancies for authorized full-time FTE in the PW department: Utility Technician and Facilities Manager. HR will be recruiting for the Technician position and the Facilities Manager continues to be vacant, as authority to fill

this was not provided. There is a vacant custodial position that PW determined and communicated to HR that did not need to be filled.

Terry Walker, Director of Public Works, has provided his thoughts on future staffing needs for Public Works in the following memo. HR concurs that a Risk Manager is a position that needs to be addressed in the very near future. They have recommended that when that position is addressed, that it be placed under a broader umbrella of oversight than PW, as it also overlaps significantly with emergency management, public communications, security and ADA.

My goal is to assure that Mr. Walker's and other departmental staffing needs are provided with clarity to the new Town Manager. At that juncture, or earlier if the Board deems it appropriate, then staffing decisions can be made. As we have shared, it will be important to do this relative to service/community needs, exploring of efficiencies and the 2018-2020 strategic plan.



MEMORANDUM

Date: January 22, 2018
To: Mayor and Town Board
From: Terry Walker, Director of Public Works
Re: Future Staffing Needs
Item #: WKS - 2

Background / Discussion

According to the Public Works organization assessment done in July of 2017, the Town's population has increased by 330% to 21,751 residents between the years of 1990 and 2016 and is expected to continue to grow. The Public Works Department oversees the management of many different divisions that include water, sewer, storm drain, streets, alleys, facilities, custodial for town hall and public works, administration, brush recycling, recycle center, fleet, and WWTP. Our projects and services are vital to the growth, health, safety, and quality of life of the community. With the rapid growth and the need to maintain service levels, we continue to face challenges from the growing community.

The assessment indicates over the past five years, the Department's staffing level has increased however this is primarily due to the additional positions that were created in the facilities division to meet the needs of the recreation center. Public works is asking for additional staff to keep up with the growing demands of the community.

Staffing Framework

Goal:

Maintain the strength and integrity the department is known for and to continue to provide excellent services to the community.

Objectives:

Regain staff we have lost while increasing the work force to improve our operational performances.

Overall full-time staffing needs include:

- Operation Managers
 - a.) Streets
 - b.) Water
 - c.) Wastewater collection
 - d.) Director of operations (allow to train someone to take my place when I retire)
- Stormwater
 - a.) Manager and enforcement
- Two shift foremen's for Snow plowing (these two positions would be in house)
- Signs/Signal Technician (2019)
- Utility Technician Sewer

- Eliminating labor positions since everyone needs a CDL Class “B” license

Our infrastructure totals shown below demonstrate the importance of keeping the water, sewer, storm drain, and transportation departments operating at full capacity to ensure our town is maintained properly.

Infrastructure Totals

Water

Water Lines	204.24 Miles
Water Valves	3,362
Fire Hydrants	1,491
PRV's	10 Locations
Master Meters	5 Locations

Collections

Sanitary Sewer Lines	167.57 Miles
Sanitary Manholes	3,064
Lift Stations	6 Locations
Measuring Flumes	2 Locations

Storm Water

Storm Lines	40.52 Miles
Storm Inlets	1,649
Storm Outlets	631
Storm Basins	125

Streets

Center Line Roads	175.5 Miles
Road Striping	56.18 Miles
Paved Parking Lots	22
Gravel Parking Lots	5
Traffic Signals	2 Locations
RRFB/Trail Crossings	6 Locations
School Flashers	15 Locations
Signs	6,354
Sign Supports	3,636
Round-a-bouts	13

The following table displays only a piece of the volume public works accomplished throughout last year.

Utility Department Year End Summary 2017	
Curb Stop/ Curb Repairs	7 Non-operating
Water Service / Water Main Repairs	7 Service/4 Main
Meter Reads	6,900
Work orders	4,690
Locate Tickets	7,073
Water Shutoff's	711
Final Reads for move out and closings	1132
Meter installs	517
Sewer Camera inspections	511
Check for CO's	689

Collections Year End Summary 2017	
Video Inspection	6,000 Feet
Lift Station Alarms Answered	100
Loads of Grease Removal from Lift Stations	17 Loads
Trouble Spots Flushed and/or Jetted (Weekly, Bi Weekly and Monthly)	16
Routine Checks on Lift Stations/Generator	6 Locations

A critical area is the need for Risk and Emergency Management. The risk manager would be responsible for safety training and implementation for all employees. This is crucial to help keep the town safe and CIRSA costs down.

Emergency Management has been mostly handled by the Chief of Police, Public Works Director and the Fire Chief. There have been many changes since the tornado and all departments no longer have the staff that was trained to handle a crisis such as the tornado. If an Emergency Manager is hired they could help the necessary town personnel get trained. We may be able to hire a Director of Operations with risk management and emergency management background. I think this is necessary since Windsor is growing so fast and it is what will be needed to help all the citizens of Windsor to be safe.

A current concern is the maintenance, mowing and sprinkler system upkeep at the new public works facility and at the I-25 exchange. PW has been responsible for the I-25 exchange maintenance; maintenance of both locations will need to be addressed internally between PW and Parks.

Developing a facility maintenance and repair plan should be a high priority for any municipality. The first piece of a facility maintenance and repair plan is already in place: a thorough inventory

of the existing in Town-maintained facilities, such as elevators, boilers and air conditioners. The next step involves calculating the estimated replacement cost and replacement year (based on the useful life of the asset). The replacement costs for facility maintenance can be significant. As such, these ongoing building needs should be included with the Town's CIP. It is the responsibility of the department to clearly communicate these needs. An annual maintenance and repair report, that summarizes at a high level the equipment needs that have been addressed as well as those that are still outstanding, will allow Town leaders to understand the importance of adequately funding the replacement equipment. This should be a high priority once the new Town Manager is hired.

Lastly we need to develop a succession plan for each department in the town. Some of you might ask what does a succession plan look like. Succession planning is the mitigating process for the loss of critical personnel in an organization. To do this an assessment tool would need to be designed to help identify what positions in the town have the highest potential for a vacancy and the impact it will have on the town. This would include some basics to set up a critical foundation:

1. Know the risks-perform an assessment
2. Recruit quality employees
3. Identify employees' development needs
4. Develop employees' knowledge, skills and abilities (KSA)
5. Continue to enhance employees' KSA's
6. Prepare employees for advancement

Financial Impact

N/A

Relationship to Strategic Plan

Performance Commitment 4: Safe, Well-Planned Community with Spirit and Pride

Recommendation

For discussion.

Attachments

N/A



FUTURE TOWN BOARD MEETINGS

January 29, 2018	Fifth Monday
February 5, 2018	Town Board Work Session Northern Colorado Regional Route Study & Business Plan – Will Jones, Greeley Public Works Deputy Director/Greeley-Evans Transit Golf Cars – Water Valley expansion – Police Department
February 12, 2018 5:30 p.m. /1 st floor conference room	Board/Manager/Attorney Monthly Meeting Poudre River Flood Resiliency Study Results
February 12, 2018 7:00 p.m.	Town Board Meeting
February 19, 2018 6:00 p.m.	Town Board Work Session – President’s Day Town Hall closed
February 26, 2018 6:00 p.m.	Town Board Work Session Brush/Recycling relocation and consolidation discussion Brush site fee review
February 26, 2018 7:00 p.m.	Town Board Meeting
March 5, 2018 5:00 p.m.	Town Board Work Session Candidate Orientation
March 12, 2018 5:30 p.m. /1 st floor conference room	Board/Manager/Attorney Monthly Meeting Preliminary review of water rate study
March 12, 2018 7:00 p.m.	Town Board Meeting Kern Board Meeting
March 19, 2018 6:00 p.m.	Town Board Work Session Town Manager Candidates – meet & greet
March 26, 2018 6:00 p.m.	Town Board Work Session Park Development Fees
March 26, 2018 7:00 p.m.	Town Board Meeting
April 2, 2018 6:00 p.m.	Town Board Work Session

April 9, 2018 Board/Manager/Attorney Monthly Meeting
5:30 p.m. /1st floor conference room

April 9, 2018 Town Board Meeting
7:00 p.m.

Additional Events

February 15, 2018 CML 2018 Legislative Workshop; attending: Scheuerman, Rennemeyer,

Future Work Session Topics

- Road Improvement Plan Prioritization - Planning
- Code Update meeting with Planning Commission (next code section in series) - Planning
- Primary Work Force Housing (subject to direction from two December 2017 work sessions) - Planning
- Raindance/LaBue Land Acquisition