



BOARD OF TRUSTEES
July 21, 2020
6:30 PM

Work Session

Zoom Meeting
<https://zoom.us/j/320850513>
Dial by your location 1-346-248-7799
Meeting ID: 320 850 513

AGENDA

A. ITEMS

1. Water Treatment Plant Expansion Project Discussion
2. Wastewater Treatment Plant Master Plan Update
3. 2021 Budget: Staffing Request
4. Discuss Economic Development Services
5. Raw Water Cash-in-lieu Rates

The Town of Wellington will make reasonable accommodations for access to Town services, programs, and activities and special communication arrangements. Individuals needing special accommodation may request assistance by contacting at Town Hall or at 970-568-3380 ext. 110 at least 24 hours in advance.



Board of Trustees Meeting

Date: July 21, 2020

Submitted By:

Subject: Water Treatment Plant Expansion Project Discussion

EXECUTIVE SUMMARY

BACKGROUND / DISCUSSION

STAFF RECOMMENDATION

ATTACHMENTS

None



Board of Trustees Meeting

Date: July 21, 2020

Submitted By:

Subject: Wastewater Treatment Plant Master Plan Update

EXECUTIVE SUMMARY

BACKGROUND / DISCUSSION

STAFF RECOMMENDATION

ATTACHMENTS

None

Board of Trustees Meeting

Date: July 21, 2020
Submitted By: Lori Woodruff, Staff
Subject: 2021 Budget: Staffing Request

EXECUTIVE SUMMARY

Beginning the discussion on needed 2021 staffing requests. Highlighting potential requests for 2022.

BACKGROUND / DISCUSSION

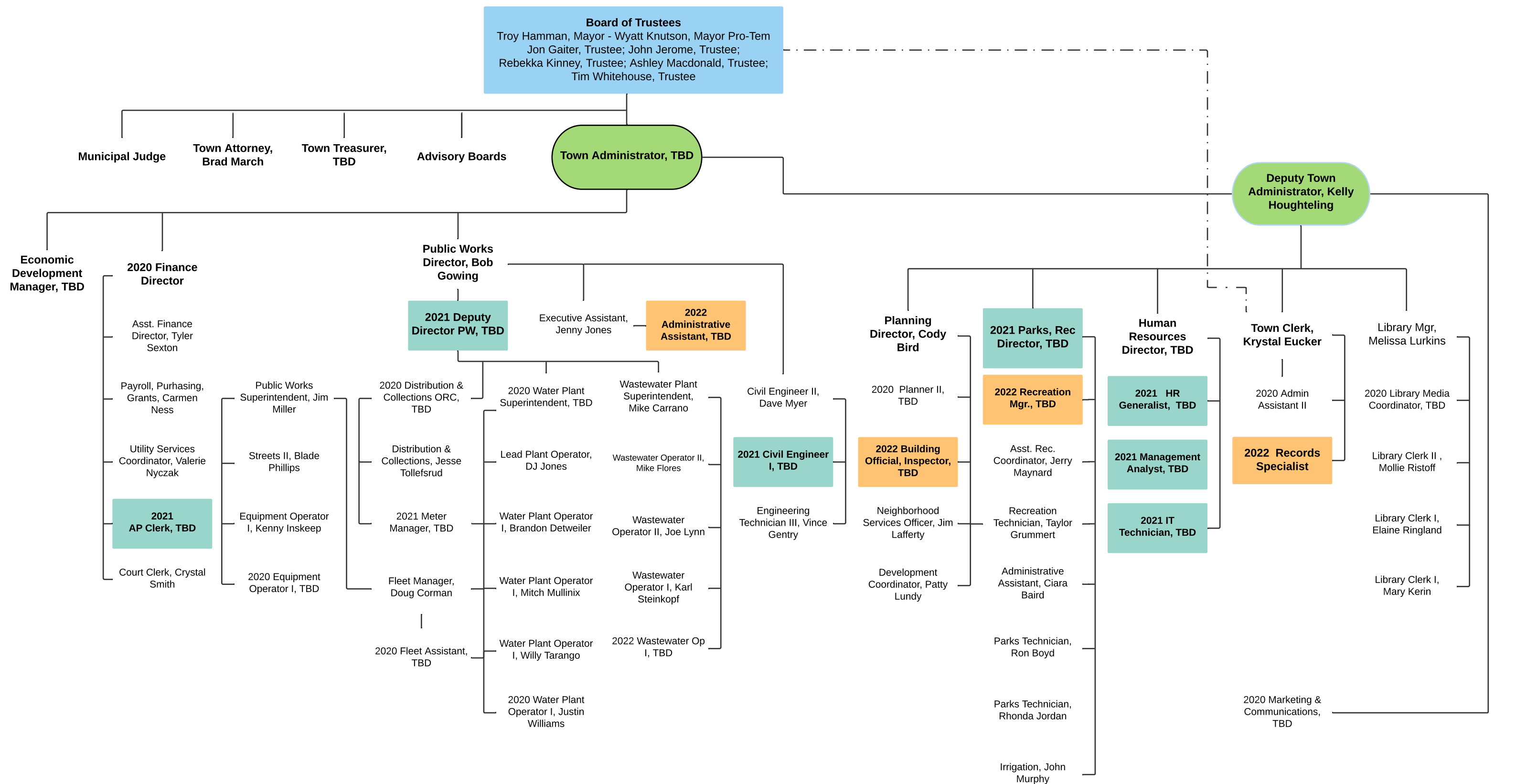
The attachments provided are an organizational chart and spreadsheet outlining both 2021 and 2022 position requests. we want to begin looking at staffing in new ways with the board:

- (1) We want to create an honest and open discussion with the Board about real and ongoing staffing needs
- (2) We want to identify and request the most critical positions while helping the Board to understand what is truly needed to function well
- (3) We want to highlight that while hiring staff costs money in the form of payroll, benefits, and equipment - employees can also save the Town significant dollars (now and in the future) if they have time to truly delve into their work to find inefficiencies.
- (4) We want to look at staffing strategically and synergistically so staffing and work matches with Town goals and objectives.

STAFF RECOMMENDATION

ATTACHMENTS

1. July 21 Board Work Session Org Chart
2. Staffing Outline for 2020-2022

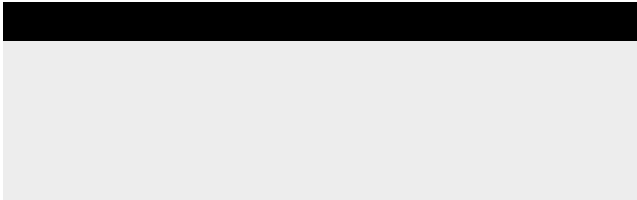


Budget Staffing Proposal

Year	Position	FTE	New or Replacement
2021	Deputy Public Works Director	1.0	New
	Civil Engineer I	1.0	New
	Parks and Recreation Director	1.0	Replacement
	HR Generalist	1.0	New
	Management Analyst	1.0	Replacement
	IT Technician	1.0	New
	Building Inspector/Official	1.0	New
	Accounts Payable	0.3	Current FTE is .7
	TOTAL	7.3	

2022	Administrative Assistant - PW	1.0	New
	Building Official/Inspector	1.0	New
	Records Specialist	1.0	New
	Wastewater Operator I	1.0	New

Salary Range	Compensation Rank
\$83,000-\$124,576	1000
\$54,800-\$82,100	700
\$83,000-\$124,576	1000
\$42,800-\$64,100	
\$39,700-\$57,640	400
\$45,400-\$68,100	600
\$63,700-\$95,600	800
\$34,000-\$47,700	



Board of Trustees Meeting

Date: July 21, 2020
Submitted By: Kelly Houghteling, Interim Town Administrator
Subject: Discuss Economic Development Services

EXECUTIVE SUMMARY

Please see attached proposal from Ayres to provide Economic Development Services. This proposal would provide two things: Task I - Economic Development Plan and Policy and Task II – Implementation and Management. The contract period is through December 31, 2020, with options to extend based on mutual agreement.

BACKGROUND / DISCUSSION

STAFF RECOMMENDATION

ATTACHMENTS

1. Ayres_Wellington Economic Development Proposal

Wellington Economic Development Services

Proposal
Town of Wellington

July 8, 2020

The logo for Ayres Associates, featuring the word "AYRES" in a bold, sans-serif font. The letters are white and set against a dark blue background. The logo is contained within a white, trapezoidal shape that tapers to the right.

Ingenuity, Integrity, and Intelligence.

www.AyresAssociates.com



July 8, 2020

Kelly Houghteling, Interim Town Administrator/Clerk
Town of Wellington
3735 Cleveland Avenue
P.O. Box 127
Wellington, CO 80549

Re: Ayres Proposal for Town of Wellington Economic Development Services

Dear Ms. Houghteling:

We are pleased to present our qualifications to provide economic development services to the Town of Wellington. The following is our plan for providing these services to the Town.

Task I - Economic Development Plan and Policy

We will create a draft **Economic Development Plan and Policy** for consideration by the Board of Trustees. The Plan and Policy would set forth the Town's economic development goals, provide clear direction to Town staff, and establish any tools available for implementation.

Once approved, the Plan and Policy are the expression of the Town's economic development aspirations and serves as the basis for the Town's economic development effort, providing direction to Town staff and creating a method for tracking progress. Progress may include the number of businesses contacted, responses to outreach, new jobs, new retail, and other items as identified by the Town Board.

The work plan we are proposing is based on the following economic development principles:

- ◆ Business Retention & Expansion
- ◆ Business Attraction
- ◆ Business Creation
- ◆ Talent/Workforce Development

We seek to explore these concepts, identify opportunities, establish clear goals, and create a policy so that Wellington can invest its limited resources in an effective and productive manner.

Our engagement process consists of two phases, (1) **OUTREACH** – preliminary data collection and economic scan, Board of Trustee interviews, and outside stakeholder interviews, followed by (2) **REVIEW** – the presentation of the preliminary draft plan and policy to the Board of Trustees. For the outside stakeholder interviews, we have identified the following and would anticipate additional interviews based on feedback from the Town staff:

- ◆ Jacob Castillo and Adam Crowe, Larimer County Economic and Workforce Development
- ◆ Mike O'Connell, Larimer Small Business Development Center
- ◆ Kathryn Rowe, Procurement Counselor, Colorado Procurement Technical Assistance Center
- ◆ Wellington Area Chamber of Commerce
- ◆ Wellington Main Streets Program

Our team has extensive experience in northern Colorado economic development and can quickly and efficiently identify key issues, identify areas for improvement, and make specific policy recommendations. Specifically, Mike Scholl previously worked for the City of Loveland's Economic Development team for over 10 years. During his tenure, he helped craft the City's Economic Development Strategy and Policy and managed several major economic development projects. In addition to helping bring the Foundry Redevelopment project to life, he successfully recruited a major grocery chain, worked to expand Jax Mercantile at a vacant Kmart site, and worked to bring Nordson Medical with its 75 new jobs to Loveland.

Schedule

30 to 45 days from approval of the contract.

Deliverables

1. Economic Development Plan and Policy
2. Presentation to the Board of Trustees

Fee Schedule

Fees will be charged at an hourly rate not to exceed \$15,000.

Task II – Implementation and Management

Based on the results from Task I, the Ayres Team is proposing to assume the day-to-day management of the economic development effort on behalf of Wellington. By hiring Ayres, the Town receives the benefit of a team approach with experience in managing organizations on behalf of communities.

We understand the need to prioritize the most critical matters while minimizing time spent on non-essential activities. Our approach is based on allocating a specific number of hours to cover the basic management requirements, along with undesignated project hours, which can provide flexibility to address high priorities as they arise. In this way, we can run the organization efficiently to meet baseline requirements and pursue the most important projects that require attention.

While we recognize that some additional discussion would be required based on the results from Task I, we would anticipate providing the following scope of services:

- ◆ Implementation of the approved Economic Development Plan and Policy
- ◆ Regular engagement with local businesses
- ◆ Response to site selection requests and commercial broker solicitations
- ◆ Engagement and meeting attendance at the Northern Colorado Regional Economic Initiative sponsored by Larimer County
- ◆ Engagement and meeting attendance at the Wellington Area Chamber of Commerce
- ◆ Quarterly reports to the Wellington Board of Trustees
- ◆ Monthly written reports to the Town Administrator
- ◆ Other projects as necessary and at the direction of the Town Administrator

Our team-focused approach enables the Town to focus on efficiently delivering the most critical services in a flexible manner.

- ◆ Additional projects will be approved in advance with an allocated budget limit identified.
- ◆ Any required purchases not invoiced directly through the Town will be approved in writing and routed through the monthly Ayres invoice with receipts attached.
- ◆ For clerical tasks, our team will bill using a reduced “administrative” rate. This rate enables us to prioritize efficiency and provide you with a more competitive rate.
- ◆ Any miscellaneous expenses and mileage will be billed separately.

The rates are inclusive of all benefits and overhead provided by Ayres. All equipment including transportation and computers will be provided by Ayres. The **Rate Table** below highlights professional hourly rates, as well as an administrative rate.

We understand that economic development is an important issue for the Town. Our team is prepared to discuss an initial trial period. I look forward to discussing this proposal and adjusting the scope and fee schedule to best meet your unique needs.

Schedule

It is anticipated that we could provide ongoing services concurrent with the development of the Strategic Plan and Policy.

We would recommend a period to last through December 31, 2020, with options to extend based on mutual agreement.

Deliverables

Implementation and management of the economic development effort (see scope above)

Fee Schedule

WELLINGTON ECONOMIC DEVELOPMENT – 2020 RATE TABLE							
TASK TYPE/RATE			EST. HOURS (MONTHLY)		LABOR COST		TOTAL
Staff	Regular	Admin	Regular	Admin	Regular	Admin	
Scholl	\$160.00	\$128.00	24	4	\$3,840.00	\$512.00	\$4,352.00
Ashby	\$160.00	\$128.00	4	0	\$640.00	–	\$640.00
Quast	\$98.00	\$48.00	4	4	\$392.00	\$192.00	\$584.00
Estimated Monthly Hours			32	8			40
Estimated Monthly Total							\$5,576.00

All benefits and fringes are the responsibility of Ayres. We believe that this approach provides significant cost savings and flexibility for the Town with regard to any additional expenses.

Experience/Qualifications

Mike Scholl will serve as the primary point of contact and manager, with Matt Ashby serving as backup. The following are qualifications of our project team:

Mike Scholl, Planning and Economic Development Professional

Mike has two decades of nationwide planning and economic development experience with consultants, community groups, and most recently as economic development manager for the City of Loveland. Among Mike's economic development experience is strategic planning, downtown redevelopment, comprehensive economic development, brownfield remediation, and grant writing. Mike's vision and persistence have brought success to many development projects.

He conceived and managed Loveland's Foundry redevelopment project, which opened in 2019 and the Gallery Flats redevelopment project, which was awarded the Governor's Award for best 2015 infill project in Colorado. Mike was also instrumental in business attraction efforts, helping to recruit a major plastics manufacturer and a high-tech machine manufacturer to Loveland. He also recruited a major grocery chain to Loveland and helped facilitate the expansion of Jax Mercantile to a vacant retail site.



Matt Ashby, AICP, CUD, Urban Planner

Matt brings a wealth of public experience to the communities he works with, leveraging urban planning expertise into tangible, value-added deliverables for clients. After eight years serving as Planning Services Director for Cheyenne, Wyoming, Matt brings a unique perspective to the Ayres' multidisciplinary team. His enthusiasm for vibrant community development sharpens the focus of Ayres' work on brownfield redevelopment, transportation planning, urban park and recreation planning, and landscape architecture.

Matt's eye for innovation has been recognized by his peers, with project accolades including the American Planning Association's Daniel Burnham Award. Matt has demonstrated success in leveraging grant funding to build vision and motivate investment, as evidenced in the West Edge brownfields revitalization project in Cheyenne. His downtown revitalization expertise is evident in the projects he has helped guide as the Executive Director of the Windsor Downtown Development Authority. Leading strategic plans for numerous Urban Renewal Authorities and Main Street organizations, Matt understands the nuances required to convert great ideas into groundbreaking projects. Educated at the University of Colorado, Matt holds dual master's degrees in urban design and urban and regional planning, as well as planning and urban design certifications from the American Institute of Certified Planners.



Tawny Quast, Marketing Coordinator

As an editor and supervisor at Ayres, Tawny brings her writing, editing, and coordination skills to a variety of documents including engineering technical reports, proposals, and marketing campaigns. She writes and edits articles for Ayres' in-house TRENDS magazine and our blog posted on our website to highlight and discuss recent engineering projects. She participates in strategic analysis of projects and collaborates with technical staff in developing the project mission and message. Ms. Quast is skilled in producing documents in Adobe InDesign and Microsoft Word.



We appreciate the opportunity to present our plans and qualifications to provide economic development services to the Town. If you have any questions or want more information, please let me know.

Sincerely,
Ayres Associates Inc



Michael J. Scholl
Planning and Economic Development Professional
970.797.3521
SchollM@AyresAssociates.com



Board of Trustees Meeting

Date: July 21, 2020

Submitted By:

Subject: Raw Water Cash-in-lieu Rates

EXECUTIVE SUMMARY

BACKGROUND / DISCUSSION

STAFF RECOMMENDATION

ATTACHMENTS

None