



BOARD OF TRUSTEES

December 15, 2020

6:30 PM

Please click the link below to join the webinar:

<https://zoom.us/j/94537641431?pwd=YVRiS0NMdHc1SFBibGxOT2RNcDlPQT09>

Webinar ID: 945 3764 1431

Passcode: 978186

Or iPhone one-tap :

US: +13462487799,,94537641431# or +16699009128,,94537641431#

Or Telephone:

Dial(for higher quality, dial a number based on your current location):

US: +1 346 248 7799 or +1 669 900 9128 or +1 253 215 8782

WORK SESSION AGENDA

A. ITEMS

1. Water Treatment Plant Expansion Project Update

- Staff presentation: Dave Myer, Engineer

2. Highway 1 Intersection Study Update

- Staff presentation: Cody Bird, Planning Director

3. Strategic Plan

- Staff Presentation: Kelly Houghteling, Deputy Town Administrator

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 the Deputy Clerk at Town Hall or at 970-568-3380 ext. 110 at least 24 hours in advance.

Board of Trustees Meeting

Date: December 15, 2020
Submitted By: Dave Myer, Engineer
Water Treatment Plant Expansion Project Update
Subject:

- **Staff presentation: Dave Myer, Engineer**

EXECUTIVE SUMMARY

An update on the progress made thus far on the WTP Expansion design will be given.

BACKGROUND / DISCUSSION

STAFF RECOMMENDATION

ATTACHMENTS

None

Board of Trustees Meeting

Date: December 15, 2020
Submitted By: Cody Bird, Planning Director
Highway 1 Intersection Study Update
Subject:

- **Staff presentation: Cody Bird, Planning Director**

EXECUTIVE SUMMARY

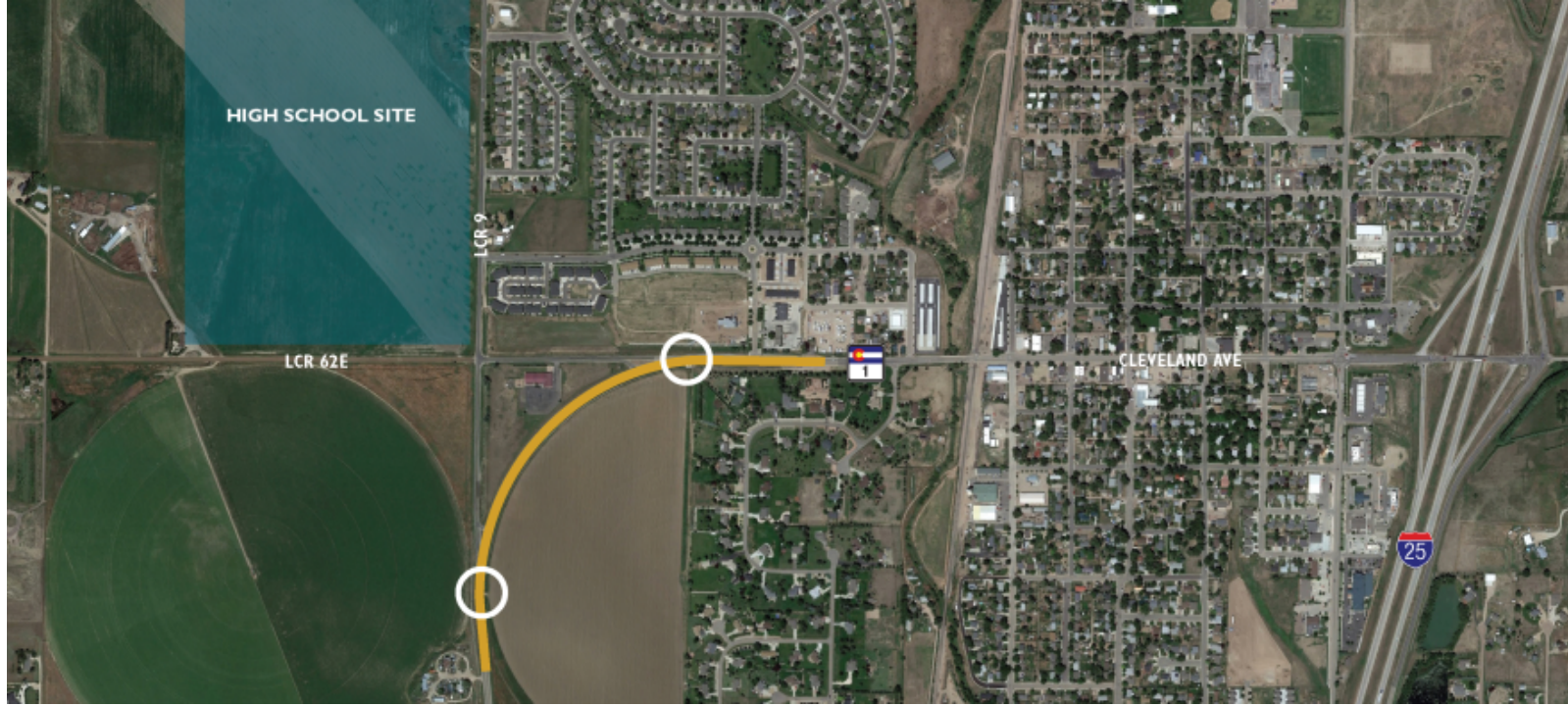
The Town has undertaken a study of the Highway 1 intersections at County Road 9 and County Road 62E. The intersections were identified as needing improvements to facilitate safe traffic movements in conjunction with the opening of the new high school as well as for the long-term traffic operations for the community. Staff will provide an update of the study progress, recommendations and next steps. Presentation slides are attached.

BACKGROUND / DISCUSSION

STAFF RECOMMENDATION

ATTACHMENTS

1. Presentation - Highway 1 Intersections



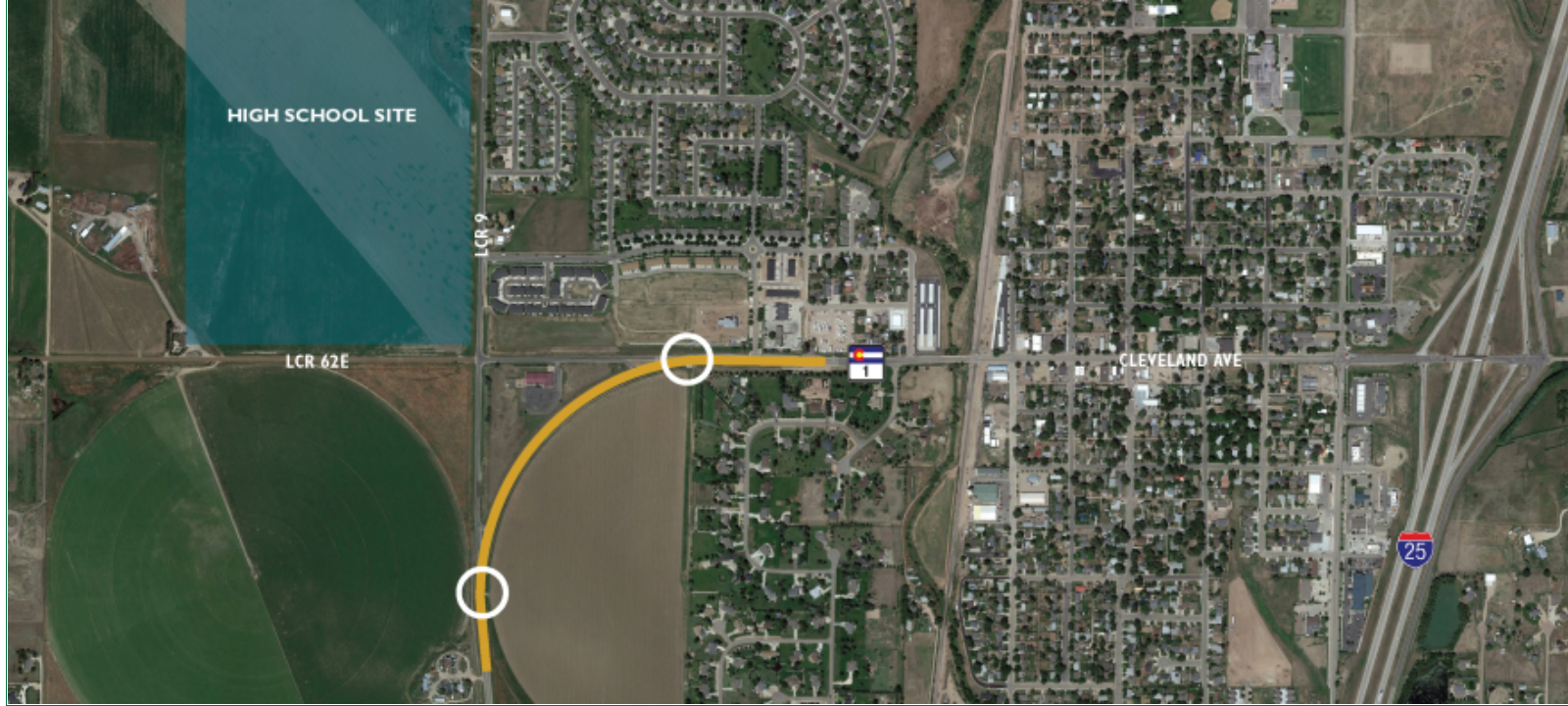
Highway 1 Intersection Study Update

Board of Trustees Meeting

December 15, 2020 | 6:30 pm

AGENDA

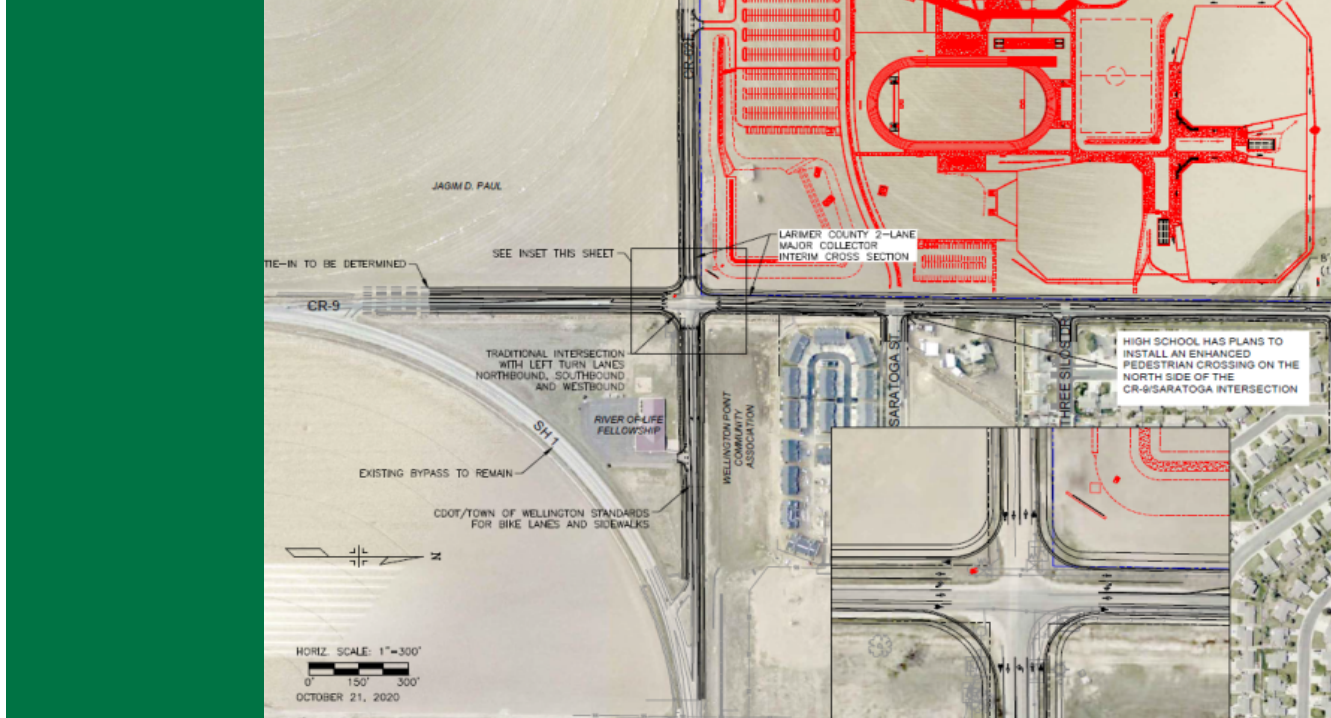
- I. Project Update
- II. Conceptual Analysis
- III. Collaboration with Partners
- IV. Funding Considerations
- V. Next Steps



Project Update

- April 2020 – Board approved funding for study
- April 2020 – Entered into contract with FHU
 - Develop 3 different conceptual alternatives for consideration
 - Perform technical analysis (safety and conceptual design)
 - Phasing and funding analysis
- May – Aug. 2020 – Data Collection and Traffic Analysis
- Aug. – Oct. 2020 – Alternatives Analysis
- Oct. – Nov. 2020 – Coordination with CDOT, Larimer County and River of Life Fellowship Church
- December 2020 – Upper Front Range Transportation Planning Region (CMAQ Funds)

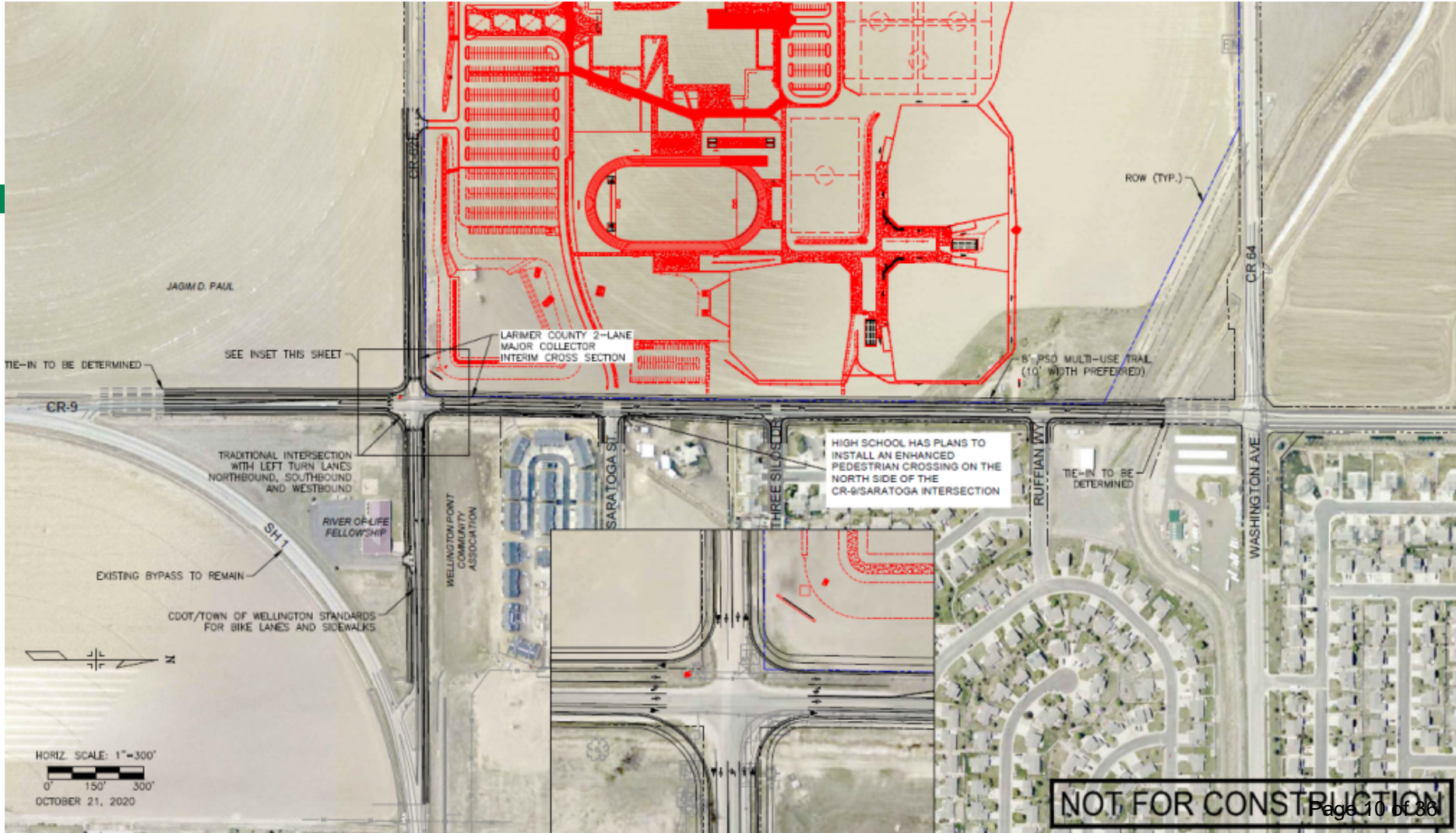
Key Dates



Conceptual Analysis

Concept 1

- Traditional Intersection
- Signalization at CR9/CR62E
- Curve of Highway 1 Remains
- Intersections on curve of Highway 1 remain
 - Additional safety improvements would be needed at the unconventional intersections with the highway



Concept 1 - Traditional Intersection with Curve of Highway 1 Remaining

Pros

- Safe intersection with traffic control and improved intersection configuration
- Intersection operates at acceptable levels of service (A/A)
- 2nd lowest cost
- Minimal right-of-way impact
- Limited impacts to utilities, drainage, and stormwater pond

Cons

- Curve and unconventional intersections with LCR 9 and LCR 62E remain
- Intersections with LCR 9 and LCR 62E at level of service C and B
- No turnarounds at the intersection for future right-in/right-out accesses
- Additional right-of-way needed for water quality facilities
- Left turn movements could be more severe with high-speed crashes

Concept 2

- Traditional Intersection
- Signalization at CR9/CR62E
- Curve of Highway 1 is Removed
- Unconventional intersections with highway are removed

JAGIM D. PAUL
CDOT/TOWN OF WELLINGTON STANDARDS
FOR BIKE LANES AND SIDEWALKS

TRADITIONAL INTERSECTION
WITH LEFT TURN LANES
NORTHBOUND, SOUTHBOUND
AND WESTBOUND AND
FREE RIGHT TURN
EASTBOUND

SEE INSET THIS SHEET

LARIMER COUNTY 2-LANE
MAJOR COLLECTOR
INTERIM CROSS SECTION

ROW (TYP.)

8' PSD MULTI-USE TRAIL
(10' WIDTH PREFERRED)

NORTHBOUND CR-9 TO
EASTBOUND CR-52E
PROTECTED FREE RIGHT
WITH SPLITTER ISLAND

SUGGESTED REMOVAL
OF BYPASS

RIVER OF LIFE
FELLOWSHIP

RELOCATE EXISTING
CHURCH ACCESS

RELOCATED CHURCH
ACCESS

WELLINGTON POINT
COMMUNITY
ASSOCIATION

SARATOGA ST.

THREE SILOS DR

HIGH SCHOOL HAS PLANS TO
INSTALL AN ENHANCED
PEDESTRIAN CROSSING ON THE
NORTH SIDE OF THE
CR-9/SARATOGA INTERSECTION

RUEFELAN WY.

TIE-IN TO BE
DETERMINED

WASHINGTON AVE



HORIZ. SCALE 1"=300'

0' 150' 300'

OCTOBER 21, 2020



NOT FOR CONSTRUCTION

Page 13 of 36

Concept 2 - Traditional Intersection and Remove Curve of Highway 1

Pros

- Safe intersection with traffic control and improved intersection lane designations
- Intersection operates at acceptable levels of service (B/A)
- Eliminates the curve of Highway 1 and unconventional intersections
- Could use existing right-of-way from abandoned curve for water quality facilities
- Greater access for southern parcels with curve removed
- Increased property values and development potential

Cons

- Larger footprint and more right-of-way impacts
- Closest to River of Life Fellowship Church
- More expensive
- Left turn movements could be more severe with high-speed crashes
- No turnarounds at the intersection for future right-in/right-out accesses

Concept 3

- Roundabout
- Curve of Highway 1 is Removed
- Unconventional intersections with highway are removed

LARIMER COUNTY (CITY OF FORT COLLINS)
2-LANE MAJOR COLLECTOR CROSS SECTION

JAGIM D. PAUL

170' INSCRIBED DIAMETER
15' CIRCULATING LANE

SEE INSET THIS SHEET

TIE-IN TO BE DETERMINED

CDOT CH. 19 CRITERIA AND LARIMER
COUNTY 4-2 ROUNDABOUT CRITERIA

INSET

LARIMER COUNTY (LOVELAND)
2-LANE MAJOR COLLECTOR
INTERIM CROSS SECTION

9' PSD MULTI-USE TRAIL
(10' WIDTH PREFERRED)

TIE-IN TO BE
DETERMINED

8" TRUCK APRON
RIVER OF LIFE
FELLOWSHIP

WELLINGTON POINT
COMMUNITY
ASSOCIATION

SARATOGA ST.

THREE SILOS DR.

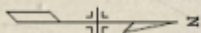
HIGH SCHOOL HAS PLANS TO
INSTALL AN ENHANCED
PEDESTRIAN CROSSING ON THE
NORTH SIDE OF THE
CR-2/SARATOGA INTERSECTION

RUFFIAN WY.

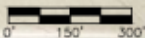
WASHINGTON AVE.

ROW (TYP.)

CR 64



HORIZ. SCALE: 1"=300'



OCTOBER 21, 2020

NOT FOR CONSTRUCTION Page 16 of 36

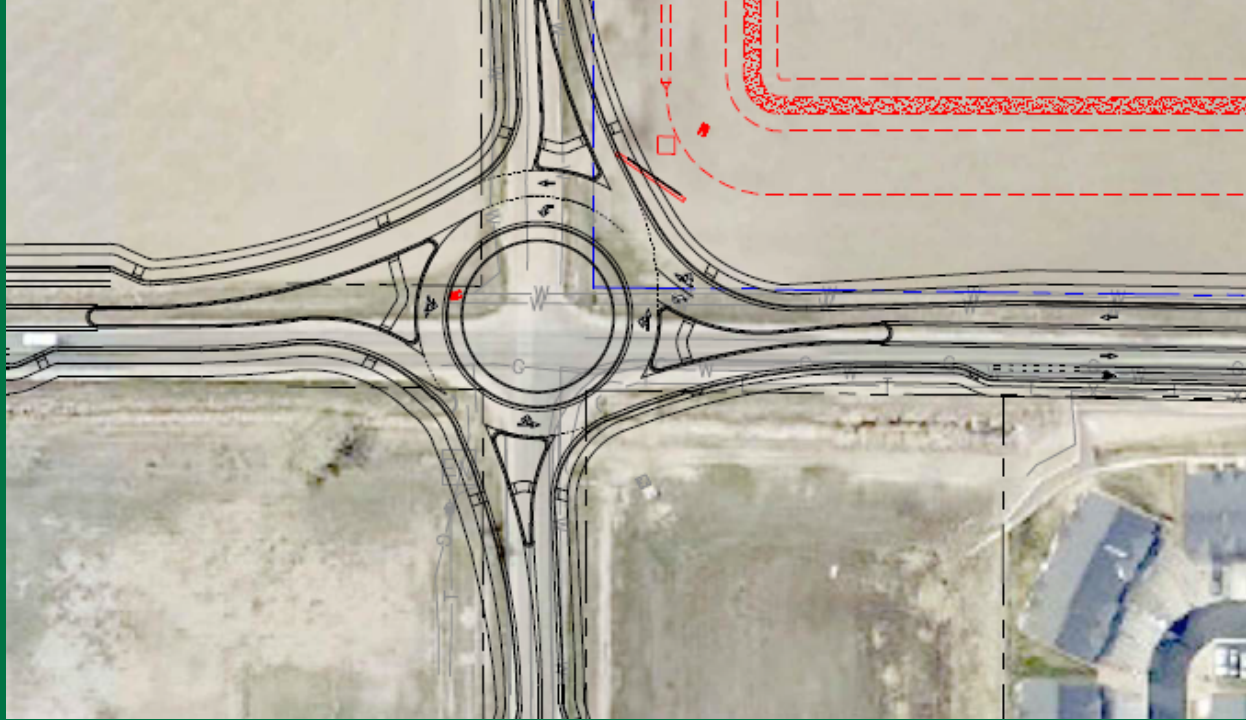
Concept 3 - Roundabout and Remove Curve of Highway 1

Pros

- Safest intersection (slow speeds, less conflict points, one direction of travel)
- Eliminates the curve of Highway 1 and unconventional intersections
- Roundabout operates at level of service (B/B)
- Lowest cost
- Greater access for southern parcels with curve removed
- Increased property values and development potential
- Allows for potential aesthetics and gateway features
- Allows turnarounds at the intersection for any future right-in/right-out accesses
- Could use existing right-of-way from abandoned curve for water quality facilities

Cons

- Potential for larger utility impacts
- Larger footprint and right-of-way impact at intersection



Collaboration with Partners

Collaboration - Partners

- CDOT
- Larimer County
- River of Life Fellowship Church

Collaboration - Considerations

- Safety
- Traffic flow and function
- Current/future jurisdiction and maintenance
- Right-of-way impacts
- Cost

Preferred Alternative

- Roundabout design is recommended
 - Safest intersection
 - Good level of service (B/B) for long range future
 - Least right-of-way impacts overall
 - Lowest estimated cost

Estimated Costs

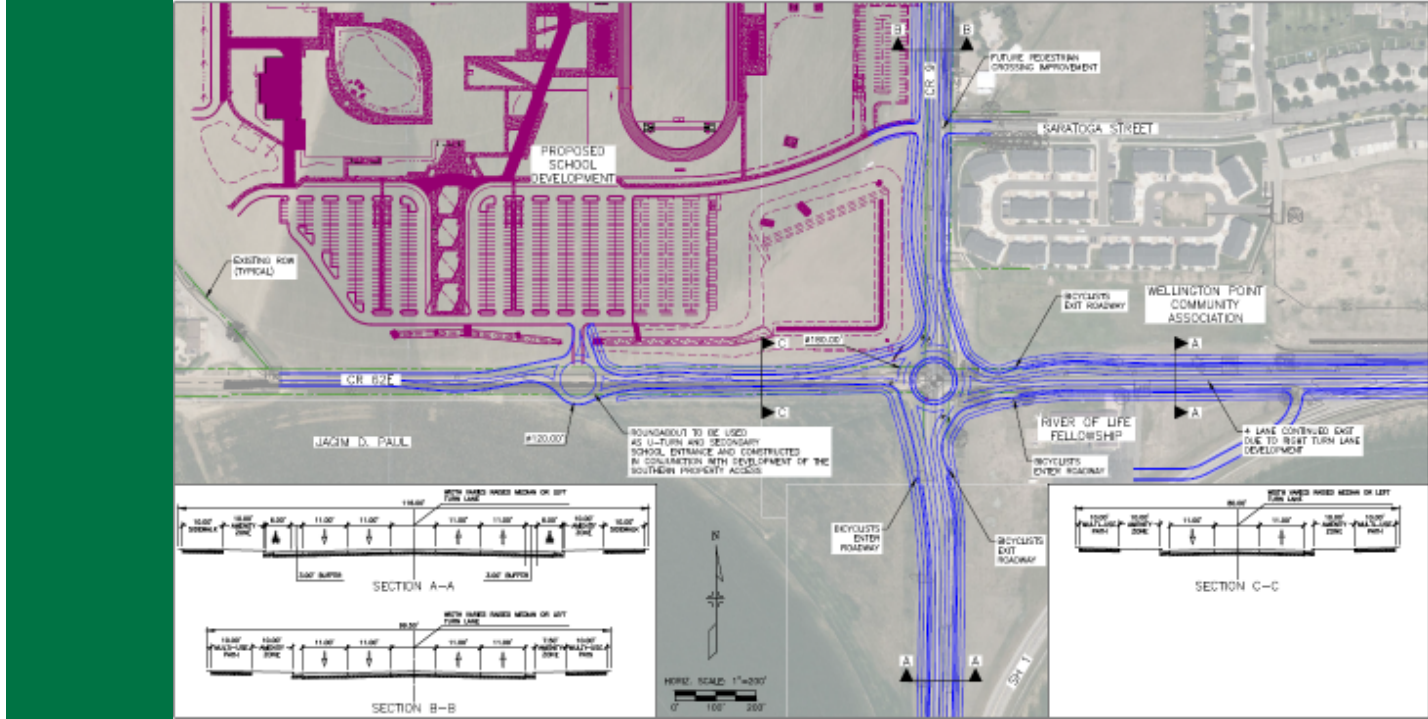
- Concept 1 - \$4,126,000
- Concept 2 - \$4,543,000
- Concept 3 - \$4,067,000

Funding Considerations

- Project included in Town's Capital Improvement Plan (CIP)
 - 2021 - \$750,000 (design and right-of-way)
 - 2022 - \$2,250,000 (construction)
 - 2023 - \$2,000,000 (construction)

Funding Considerations

- Town was awarded \$710,000 for the roundabout project
 - Federal transportation funds administered through CDOT and the Upper Front Range Transportation Planning Region
 - Source is Congestion Mitigation Air Quality (CMAQ) Grant aimed at reducing vehicle emissions
- Poudre School District contributed \$200,000 for improvements at these intersections
- Balance of costs will be paid by Town
- Repay agreements for future developments are proposed to recover some of the costs incurred by the Town



Next Steps

Next Steps

- Complete current study - Jan. 2021
 - Further refine cost estimates based upon preferred alternative
 - Determine phasing strategy for school opening
 - Finalize funding analysis
- Consider additional funding sources
- Preliminary/Final Design - 2021
- Right-of-way acquisitions and utility relocations - 2021-2022
- Construction - 2022



Board of Trustees Meeting

Date: December 15, 2020

Submitted By:
Strategic Plan

Subject:
• **Staff Presentation: Kelly Houghteling, Deputy Town Administrator**

EXECUTIVE SUMMARY

At the November 17th meeting, the Board reviewed a draft of the 2021-2022 Strategic Plan. The Board was comfortable with the mission statement and four key areas of focus, but still had concerns about the last line of the vision statement.

Current Vision Statement

Wellington is one of the best small towns in America,
recognized as a great place to raise a family, own a unique business,
and have access to a wide range of recreational and cultural amenities.

Option 1:

Wellington is one of the best small towns in America,
recognized as a great place to raise a family, own a unique business,
and have access to a wide range of recreational and leisurely activities.

Option 2:

Wellington is one of the best small towns in America,
recognized as a great place to raise a family, own a unique business,
and have access to a wide range of community activities.

Option 3:

Wellington is one of the best small towns in America,
recognized as a great place to raise a family, own a unique business,
and create memorable experiences through community activities.

BACKGROUND / DISCUSSION

STAFF RECOMMENDATION

ATTACHMENTS

1. Wellington Strategic Plan DRAFT



MISSION STATEMENT

We provide outstanding municipal services to enhance the quality of life and provide opportunities for our community of today and tomorrow.

VISION STATEMENT

Wellington is one of the best small towns in America, recognized as a great place to raise a family, own a unique business, and have access to a wide range of recreational and cultural amenities.

INTENTIONAL GROWTH AND DEVELOPMENT



- Goal 1: Balanced and resilient revenues
- Goal 2: Identify, attract and retain commercial development and businesses
- Goal 3: Comprehensive Plan - alignment and execution

SUSTAINABLE INFRASTRUCTURE



- Goal 1: Ensure adequate current and future water resources, treatment and delivery
- Goal 2: Develop Long term funding strategies
- Goal 3: Plan and develop purposeful facilities
- Goal 4: Enhance and explore partnerships
- Goal 5: Create opportunities for transportation and stormwater management improvements

COMMUNITY ENGAGEMENT



- Goal 1: Build awareness about the Town of Wellington services and programs
- Goal 2: Improve access to local government
- Goal 3: Develop communications strategy for Town's Water Conservation Plan

ORGANIZATIONAL STRENGTH



- Goal 1: Provide regular training programs for all employees and develop cross-training plans
- Goal 2: Update Personnel Policy
- Goal 3: Review Employee Compensation and Benefits
- Goal 4: Create smooth, efficient employee on/off-boarding processes



Area of Focus: Intentional Growth and Development

Goal	Objective	Action Step	Owners	By When	Resources?	Status
Balanced and resilient revenues	Increase sales tax revenue by 10% YOY by 2025		Finance	2025		
	Adopt lodging fee of 3% by 2021		Finance		Likely need a consultant to help	
	Ensure Town Fees are appropriate for services rendered	Identify all fees and consolidate into one list	Administration, Finance			
		Evaluate current fee purpose and adequacy	Finance (lead), All Departments/Divisions			
		Prepare recommendations for updates	All			
		Board adopt fees				
		Fees go into effect				
Identify, attract and retain commercial development and businesses	Determine Board direction and purpose for economic development	Hire firm/consultant to serve in this capacity through 12.31.20	Town Manager		\$\$	
	Adopt strategic plan for economic development by 12.31.21		Consultant	12.31.21		
	Identify and define existing incentive opportunities	Board adopted policy	Consultant	7.31.20		
	Create Business Expansion, Attraction and Retention Plan	Survey local businesses	Consultant	10.31.20		
Comprehensive Plan and Master Plans - alignment and execution	Adopt the Comprehensive Plan by 5.31.21	Attain 15% community participation	Planning	5.31.21	consultant	in progress
		500 unique responses				met and cou
		Draft by 12.15.20				pending
		Comments returned by 1.30.21				
	Coordinate and align with regional partners in the preparation and execution of the Comprehensive Plan	Execute IGA with Larimer County	Planning	12.1.21		
		Timnath		12.1.21		
		Fort Collins		12.1.21		

Area of Focus: Sustainable Infrastructure

Goal	Objective	Action Step	Owners	By When	Resources?	Status
Ensure adequate current and future water supply, treatment and delivery	Create a comprehensive plan for a long-term, reliable and cost effective water supply	Prepare and adopt plan	Administration, Public Works, Finance, Planning	12.2021	Water Resource Consultant	Pending
		Address current raw water supply costs	Administration, Public Works, Finance	12.2021	Water Rights Attorney, Water Resources Consultant	Pending
		Diversify and expand water portfolio	Administration, Public Works, Finance	12.2021	Water Rights Attorney, Water Resources Consultant	Pending
	Provide proper amount of high-quality treated drinking water and appropriate distribution capacity	Prepare a water treatment master plan	Public Works, Finance, Planning	9.2020	Engineering Consultant	Complete
		Design water treatment plant expansion project	Public Works	12.2021	Engineering Consultants, CMAR	In process
		Construct expansion project	Public Works	5.2024	Consultants, CMAR	Pending
		Prepare water distribution master plan	Public Works	12.2022	Engineering Consultant	Pending
	Provide proper amount of wastewater treatment that meets current and foreseeable compliance standards, and appropriate collection capacity	Prepare and adopt WW treatment master plan	Public Works	12.2020	Engineering Consultant	In process
		Design wastewater treatment plant expansion	Public Works	12.2021	Engineering Consultants	Pending
		Construct expansion project	Public Works	12.2024	Consultants, Contractors or CMAR	Pending
		Prepare wastewater collection master plan	Public Works	12.2021	Engineering Consultant	In process

Develop long term funding strategies

Update utility rates for current and future customers	Prepare and adopt rate study	Finance, Public Works	9.2020	Consultant	Complete
Ensure development pays its own way	Prepare and adopt updated raw water contribution policy	Public Works, Finance	9.2020	Staff	Complete
	Prepare and adopt updated water, wastewater, stormwater, streets and parks impact fees	Finance, Public Works, Planning	6.2021	Consultant	Pending
	Prepare and adopt water, wastewater and drainage oversizing policy	Public Works, Finance, Planning	6.2022	Consultant?	Pending
	Prepare and adopt stormwater detention fee-in-lieu program	Public Works, Finance, Planning	12.2022	Consultant?	Pending
Identify grant funding opportunities as projects are planned	Investigate and initiate grant proposals on a project-by-project basis	Finance, Public Works, Planning	6.2021	Consultant?	Pending
Develop and react quickly to potential partnership opportunities for funding		Finance, Public Works, Planning	1.2020	Staff	In process
Prepare and implement infrastructure asset management plan	Identify, collect data, and qualify condition of capital assets outside the treatment plants	Finance, Public Works	12.2021	Staff	In process
	Develop replacement plan and update 5-year capital plan	Finance, Public Works	6.2022	Staff	Pending
Identify and outreach to potential partners for infrastructure	Hold a Board work session to explain current partnerships			Staff	Pending

Plan and develop purposeful facilities	Provide adequate intermediate town hall facility	Complete design of interim town hall	Administration, Public Works, Planning, Finance	1.2021	Consultants	Pending
		Complete construction of interim town hall	Public Works, Administration, Planning, Finance	5.2021	Contractor	Pending
	Prepare and adopt a Facilities Master Plan	Prepare overall facilities master plan for PW shop, recreation center, and other facilities as identified	Administration, Public Works, Planning, Finance	6.2023	Consultant	Pending
	New Town Hall					
	Recreation Center feasibility study					
	Evaluate current and future library needs					
Create opportunities for transportation and stormwater management improvements	Prepare and adopt street classification master plan	Build off Comprehensive Plan to create ultimate street classifications	Planning, Public Works	3.2021	Consultant	Pending
	Improvements to the intersections of LCR9, LCR62E and Highway 1	Prepare alternatives and develop consensus with partners	Planning, Public Works, Finance	12.2021	Consultant	In process
	Improvements to the I25 and Highway 1 interchange	Continue set aside of monies for preliminary design	Finance, Public Works, Planning	12.2021	Staff	Pending
		Prepare preliminary design	Public Works, Planning	12.2023	Consultants	Pending
	Prepare and adopt a Transportation Master Plan	Define community vision for future transportation goals	Planning, Public Works	12.2023	Consultant	Pending
		Prepare and prioritize conceptual solutions and develop funding strategies	Planning, Public Works, Finance	12.2023	Consultant	Pending
	Prepare and adopt stormwater management master plan	Identify problems and develop solutions	Public Works	12.2021	Consultant	Pending
		Prepare conceptual budgets	Public Works	12.2021	Consultant	Pending

Area of Focus: Community Engagement

Goal	Objective	Action Step	Owners	By When	Resources?	Status
Build awareness about the Town of Wellington services and programs	Develop annual marketing and communications plan	Communications annual calendar	Communications	Jan-21		
	Increase social media presence	Investing in paid advertising	Communications	May-21	Demographic information	
		Where in Wellington campaign	Communications	Dec 2020-April 21		
	Clarify the Wellington brand	Build out style guide	Communications	Mar-21		
		Update Recreation logo	Communications	21-Jul	Designer	
	Clarify role/ function of each dept.	Update website/ provide updates through e-newsletter	Communications			
Improve access to local government	Improve stakeholders access to information through proactive communications	Update website - working with each department to determine needed changes and regular schedule for updates	Communications	Ongoing/all department plans by Dec 2020		
		Compact .com/.gov	Communications	2022		
		Merge Instagram	Communications	Nov-20		
		Launch monthly e-newsletter		Jan-21		
Develop communications strategy for Town's Water Conservation Plan	Work with Public Works & Management Analyst to implement Water Efficiency Plan					
		Educate residents on water restrictions and messaging for water conservation tips	Water Conservation Team/Comms			
		Educate residents on water process and why they pay for water	Water Conservation Team/Comms	Feb-20	Printing, marketing cost	
		Educate residents on cost savings and water quality benefits of conservation	Water Conservation Team/Comms	Jun-20	Printing, marketing cost	
		Provide residents action steps on how to conserve water in their own homes	Water Conservation Team/Comms	Aug-20	Incentive program,	
		Develop K-5 water conservation educational programming	Water Conservation Team/Comms	Jan-21	Experiment/lesson materials	

Area of Focus: Organizational Strength

Goal	Objective	Action Step	Owners	By When	Resources?	Status
Provide regular training programs for all employees and develop cross-training plans.	Launch monthly manager/supervisor meetings for training/development	Establish monthly meetings/invites	Managers, Supervisors, HR	1.1.2021	Establish list of training topics and schedule (12)	Begin 1.1.2021
	Managers and Directors will work with HR to identify annual training opportunities for employees.	HR provides lists of potential/upcoming trainings as they are available.	HR, department heads, managers.	3.31.2021	Establish list of managers, directors; schedule meetings	Begin 1.1.2021
	Identify and create training plan to promote cross-training for key positions.	Identify key positions to focus cross - training plan in conjunction with manager/directors	HR, department heads, managers.	7.1.2021	Utilize cross training models, strategies and training.	Begin efforts 1.1.2021
	Develop succession planning for known and upcoming vacancies.	Meet with directors, managers and employees as appropriate to create several outlook	HR, managers, directors, employees	7.1.2021	Strategic and succession planning matrix	Begin efforts 1.1.2021
Update Personnel Policy	Rewrite handbook to ensure its compliant with current employment law.	Address current employment law; establish regular review processes	Leadership Team, HR.	3.31.2021	Employer's Council, Listserv	Begin efforts 1.1.2022
Review Employee Compensation, Benefits, and Resources	Determine appropriate salary ranges for all jobs	Hard reset for salaries is a good way to catch up; budget for annual increases across positions to keep pace.	Leadership Team, HR.	1.1.2021 to implement a hard reset	Salary and other savings from 2020	1.1.2021
	Retention and recruitment are facilitated with competitive benefit package.	Review peer community benefits, seek opportunities for cost savings, research additional low cost benefits to add to Town portfolio.	HR	7.1.2021	Compensation Studio, Listserv, other HR resources	1.1.2022
	Ensure employees have the tools, resources, and technology for efficient service delivery.		Leadership Team, HR.			

Create smooth, efficient employee on/off- boarding processes	Eliminate paper, time consuming steps for on/off boarding, candidate and search tracking processes	Identify/purchase new HRIS software package; build pages/site; cancel Casella HR, Timekeeping modules.	HR , Marketing, IT	10.1.2021	HR listserv, research software, demos, determine needs; implement	1.1.2021
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