Town of Frederick
Board of Trustees Agenda

Frederick Town Hall
Board Chambers
401 Locust Street
Tuesday, October 4, 2022

5:30 P.M.
Work Session

1. Proposed 2022-2023 Strategic Plan – Ryan Johnson, Assistant Town Manager
2. Groundwater Study RFQ – Kevin Ash, Engineering Director
3. Appointment of Commission Chairs – Trustee Kevin Brown and Trustee Windi Padia
4. Mayor and Trustee Reports
5. Adjournment

TOWN OF FREDERICK
BOARD OF TRUSTEES
INFORMATION MEMORANDUM

Proposed 2022-2023 Strategic Plan

Agenda Date: Board Work Session, October 4, 2022

Attachments: a. Draft 2022-2023 Strategic Plan

Submitted by: **Ryan Johnson**
Assistant Town Manager

Approved for Presentation: Bryan Ostler
Town Manager

Strategic Plan Alignment:

- Effective, Efficient & Strategic Government Operations
- Community and Economic Vitality
- Dynamic, Inclusive & Connected Community
- Strategic, Reliable & Sustainable Infrastructure
- Safe & Secure
- Fiscally Responsible Governance

Detail of Issue/Request:

In 2021, the Board adopted its first strategic plan. This effort was the culmination of many years of work to identify and establish cultural values and an authentic voice that was shared between the Board of Trustees, Staff and really was inclusive of the needs and desires of the community. This plan was adopted in late summer 2021 and Staff began implementation of the plan immediately.

Examples of this implementation included the following:

- Making the plan available on the Town's website
- Providing quarterly status updates to the Board

- Having the Strategic Plan displayed prominently in every Town facility
- Using the Strategic Plan as the basis for the 2022 budget
- Sharing the Strategic Plan at community events
- Providing quarterly presentations to other work groups (i.e. Planning Commission, Chamber State of the Region etc.)
- Being selected to present this plan and the journey to accomplishing this plan at the 2022 International City & County Managers Association conference in Columbus, Ohio
- Incorporating Strategic Plan alignment statements into staff reports requiring action form the Board

At the 2022 Strategic Planning workshop held in August, the Board and Staff took time to reflect and celebrate successes of work completed. Time was also spent contemplating which items might need to be adjusted, removed or added in order to further advance the work in the community.

Attached for discussion is the draft 2022-2023 Strategic Plan. Staff have worked in recent weeks to synthesize notes from the workshop in August and distill key themes into one concise document. One of the greatest elements of the Strategic Plan fitting on one document is the ease with which someone can articulate what is on the plan. Of note, there are some differences with how this plan is formatted compared to last year. Those differences include:

- Numbering each item so that as we integrate performance measures and metrics in 2023 we can easily tie programs and projects together.
- Expanding the language (in some cases) to be more broad and strategic in nature rather than "task oriented".
- A couple of items have been relocated to another focus area if there was a better alignment.
- Some items have been combined as they are being completed in parallel now as one work effort.

As this plan really is meant to reflect the will of the community, Staff are desirous of soliciting feedback to ensure that this draft plan accurately captures those comments made during the August Strategic Planning workshop. Staff will be present at the October 4th, 2022 work session to receive feedback. Following that feedback, Staff will go ahead and make necessary adjustments and provide an opportunity later in October to formally adopt this 2022-2023 Strategic Plan.

Alternatives/Options:

The Board could choose to not receive this presentation. This alternative is not recommended as Staff desires to ensure this plan truly reflects the sentiment of the Board and will of the community. Having a shared commitment and buy-in is critical.

Financial Considerations:

No financial considerations exist at this time.

Staff Recommendation:

Staff recommends that the Board receive the presentation from Staff and provide any guidance or feedback they may have.

TOWN OF FREDERICK STRATEGIC PLAN 2022/2023

***MISSION STATEMENT*:** Our Mission is to foster an exceptional and inclusive community that is Built on What Matters.

VALUES: We are FRED (Family, Respect, Empower, Dedicated).

EFFECTIVE, EFFICIENT & STRATEGIC GOVERNMENT OPERATIONS – The Town of Frederick will lead the region in a culture of efficiency, innovation and strategic partnerships in all municipal services that far exceed the expectations of the community that exemplifies the fact that Frederick is Built on What Matters, which is the people.

- 1.1 Analyze and develop a strategy regarding political capital and potential resources to aid in further implementing this Strategic Plan.
- 1.2 Complete an update to the Municipal Code in connection with 2.7 below.

COMMUNITY AND ECONOMIC VITALITY – Frederick is a community that fosters economic, recreational, cultural, and environmental vitality and builds upon and enhances a variety of economic opportunities.

- 2.1 Continue the master planning process for Frederick Recreation Area, considering other nearby planning areas, their impacts, and needs.
- 2.2 Continue implementing our retail attraction strategy to target regional and destination opportunities, traditional and non-traditional grocers, and sit-down eating establishments.
- 2.3 Complete analysis on revitalization strategies for 5th, engaging all stakeholders and strategic partners, including Downtown beautification, a cultural center with potential programming for youth, and a re-visioning of Crist Park to include lighting and safety improvements.
- 2.4 Continue work on updating the Comprehensive Plan and Downtown Plan.
- 2.5 Continue work on updating the Land Use Code in connection with 1.4 above.

DYNAMIC, INCLUSIVE & CONNECTED COMMUNITY – Frederick is represented by diverse nonprofit, cultural, business, and geographic participation. Residents actively engage in activities and initiatives; they are encouraged and supported to address important community needs and issues.

- 3.1 Implement new ways to increase accessibility for public engagement including both traditional and non-traditional means.

STRATEGIC, RELIABLE & SUSTAINABLE INFRASTRUCTURE – Frederick is dedicated to investing in existing and future transportation, water, storm water, and technology while planning for sustainable growth and development.

- 4.1 Complete work on a long-term Facilities Master Plan taking into account the growth needs of the Town.
- 4.2 Study the economic impacts of municipal services in the Downtown relative to future growth needs of the community and the organization.

SAFE & SECURE – Residents of Frederick experience safety and peace of mind knowing they live in the safest community in Colorado.

- 5.1 Continue efforts to implement commitments made resulting from the public safety sales tax initiative.
- 5.2 Continue to foster and improve the relationship quality with public safety/emergency agencies seeking ways to collaborate and leverage resources where feasible.

FISCALLY RESPONSIBLE GOVERNANCE – The Town of Frederick plans for, identifies, leverages, and utilizes resources that reflect exemplary stewardship for those who live in Frederick and those who will seek out Frederick in the future.

- 6.1 Continue analysis of the financial position of the Bella Rosa Golf Course to address short-term needs with existing facilities and long-term strategies with the restaurant operations.
- 6.2 Implement tools to enhance organizational transparency regarding budget and project performance as evidence of being responsible stewards of valuable public resources.

TOWN OF FREDERICK
MEMORANDUM

TO: Board of Trustees

FROM: Engineering

DATE: 9/8/22

SUBJECT: Groundwater Impact Study RFQ

Request: Board direction regarding funds for groundwater impact/sump pump discharge.

The Engineering department released a Request for Qualifications (RFQ) to procure design services for evaluation of the Town's groundwater issues and sump pump discharge concerns. Staff has reviewed proposals and is currently negotiating the scope of work with the top firm.

1st scope of work proposal

The initial scope of work included evaluation and monitoring of the entire Town of Frederick municipal limits. A proposal was received that would install forty **(40)** groundwater monitoring wells and provide a report with suggested mitigation improvements. The proposal did ***not*** include design or construction of any mitigation projects.

1st Scope	Cost
40 Monitoring Wells	$132,056
Report / Mitigation Plan	$367,545
Construction Improvements	Not Included
Total	$499,601

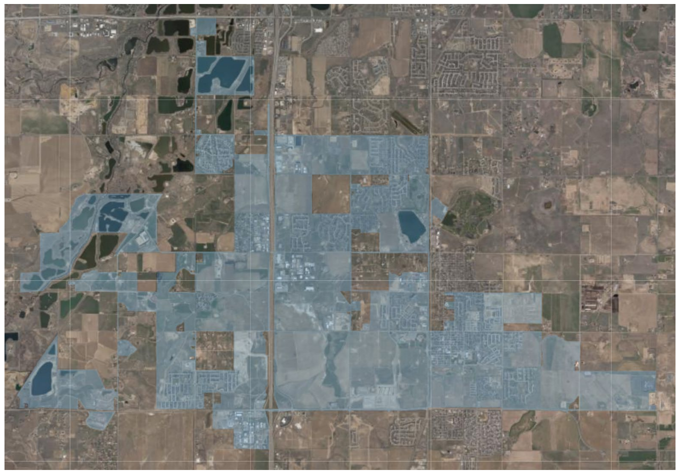

Figure 1- Area of Interest Town limits

2nd scope of work proposal

Considering total cost, staff met with the consultant and requested an update to the scope of work. Since the primary area of interest is the Historic Downtown of Frederick, the consultant proposed scaling back and installing ten **(10)** groundwater monitoring wells and providing a report with suggested mitigation improvements. Again the proposal did ***not*** include design or construction of any mitigation projects.

2nd Scope	Cost
10 Monitoring Wells	$45,461
Report / Mitigation Plan	$336,874
Construction Improvements	Not Included
Total	$382,335

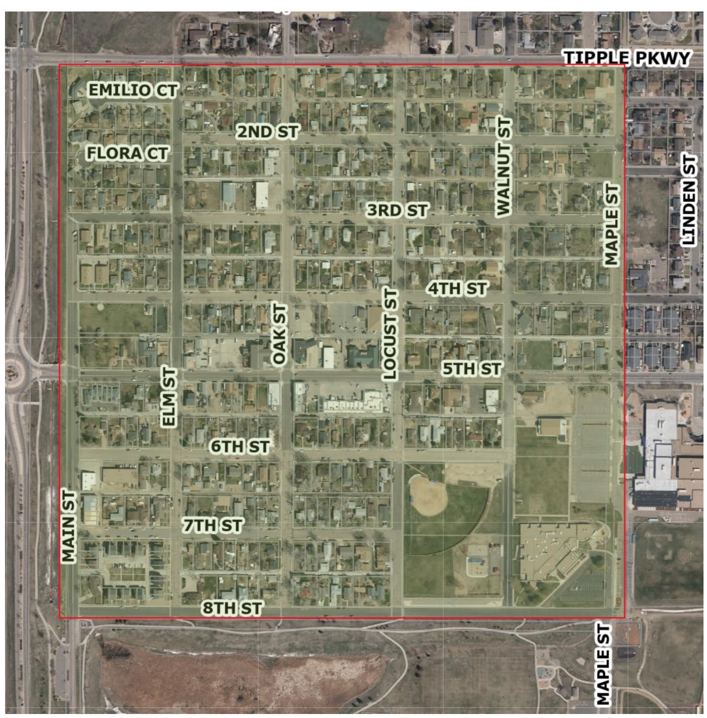

Figure 2- Area of Interest-Historical Downtown Frederick

Issue
The approved budget for this CIP project is $500,000. Engineering went into this project expecting a consultant fee around $150k and that dollar amount would still leave funds to install infrastructure. Even with scaling back on the original scope, the cost and effort to evaluate and monitor the sump pump discharge problem will prohibit us from doing anything substantial to mitigate the issue. The primary sump pump areas of concern appear to be isolated around and along the Locust/6th Street intersection and at the Elm/3rd Street intersection.

There is some internal concern that if we were to move forward with even the scaled back scope, we would spend $382,335, and the consultant would recommend that we install storm sewer pipe and inlets at locations that we can already see are a problem. A significant amount of improvements could be designed and installed for this $382k. Also of concern is schedule. To be more effective, monitoring wells should be installed for at least a year to get a solid evaluation on how the groundwater fluctuates over the course of the seasons – that puts us into 2024 before any physical improvements would be installed.

However, one advantage of proceeding with the consultant's scope is identifying the unknown. Monitoring wells *may* tell us something exists underground that needs to be addressed by a different method. After evaluation, they *may* be able to tell us more cost effective means to address the issue.

Potential Action Items
1. Proceed with one of the current bid proposals of either $499,601 or $382,335. Budget additional funds in the future to design and install mitigation measures provided in the consultant's report.
2. Do not proceed with using a consultant to evaluate and monitor the groundwater. Instead use budgeted funds for design and construction of more traditional infrastructure like sidewalk chases, stormwater pipe and inlets to address the problem areas where they currently exist.
3. Do nothing. The sump pump discharge issue is not a Board priority and not a big enough public concern to spend $500,000 at this time. The problem is somewhat isolated in downtown and Code Enforcement and Public Works could continue to address the issue through citations and maintenance.

Recommendation
Action Item#1 would provide a higher level of evaluation, but it will take longer and cost more.
Action Item #2 would produce immediate results and would address the visually identifiable areas of concern.
Engineering sees value in both Action Item #1 and #2, but would rank Action Item #2 higher on our list. The schedule and cost are considerable negatives. If significant sump pump problem areas were prevalent throughout Town, then maybe drilling monitoring wells throughout Town and evaluating for a year could be supported higher.

Three potential action items are provided and Engineering is prepared to advance with one of these or any direction the Board recommends.

Boards, Commissions and Committees

Agenda Date: Town Board Meeting - October 4, 2022

Attachments:

Submitted by: Windi Padia, Kevin Brown and Meghan Martinez
Trustee, Trustee and Town Clerk

Summary Statement:

At the September 6, 2022 Special Board Meeting the Town Clerk requested the Board of Trustees assign two representatives from the Board to lead the creation of a new Boards, Commissions, and Committees Recruitment Program.

Detail of Issue/Request:

Trustees Padia and Brown met with the Town Clerk on September 14, 2022 and we anticipate that the October round of recruitment process will begin soon. The application has been completed and the Boards, Commissions and Committee pages have been updated to reflect the updated process. In the course of our discussions, the topic of appointment of leadership of Boards, Commissions, and Committees was discussed. The Board has expressed concerns or requested clarity on the process of appointment of leadership on Boards, Commissions and Committees in the past, so we are requesting feedback from the Board on those appointments.

The Town Clerk has provided the following code information for the Board's review and discussion to make sure that the Board's intent on the appointment of such positions is codified as intended.

- Frederick Municipal Code Section 2-9-120 discusses the membership for the Planning Commission and states that the Commission shall annually elect a chair and vice chair.
- The code is silent on the appointment of a chair. In practice the Building Appeals Board has historically been chaired by the appointed Trustee.

Alternatives/Options:

The Board may choose to amend the municipal code to clarify the appointment of Board, Commission and Committee leadership as the Board sees fit.

Financial Considerations:

N/A

Staff Recommendation:

The Town Clerk takes no position on this matter as it is strictly a Board decision.