

SPECIAL CITY COUNCIL MEETING

MONDAY, JULY 15, 1996 AT 6:30 P.M.

1. Pledge of Allegiance
2. Roll Call
3. Purpose of Special Meeting:
  - A. Community Development Department Positions
  - B. Reclassification of Community Development Management Assistant
  - C. Adjustment in pay range for Economic Development Specialist
  - D. Resolution No. 33 re transfer of Contingency Funds for position changes.
4. Adjournment

July 10, 1996

To All Members of City Council

A special meeting of the City Council has been set for Monday, July 15, 1996 at 6:30 P.M. for the following purpose:

A. Community Development Department Staffing

Sincerely,

Michele Kelley, CMC  
City Clerk

July 10, 1996

Michele Kelley, City Clerk  
City of Westminster  
4800 West 92nd Avenue  
Westminster, CO 80030

Dear Michele:

Please call a special meeting of the City Council for Monday, July 15, 1996 at 6:30 P.M. for the following purpose:

Community Development Department Staffing

Sincerely,

Nancy M. Heil  
Mayor

CITY OF WESTMINSTER, COLORADO  
SPECIAL CITY COUNCIL MEETING  
MONDAY, JULY 15, 1996 AT 6:30 P.M.

PLEDGE OF ALLEGIANCE:

Mayor Heil led Council, Staff and the audience in the Pledge of Allegiance.

ROLL CALL:

Present at roll call were Mayor Heil and Councillors Allen, Harris, Merkel, Scott and Smith. Also present were William Christopher, City Manager; Martin McCullough, City Attorney; and Michele Kelley, City Clerk. Absent was Mayor Pro Tem Dixon.

PURPOSE OF SPECIAL MEETING:

The Mayor stated that the purpose of the special City Council meeting was to consider proposed Community Development Staffing positions.

COMMUNITY DEVELOPMENT DEPARTMENT POSITIONS:

A motion was made by Harris and seconded by Allen to authorize one full-time equivalent Planner II (salary range \$35,980 to \$41,725), and one full-time equivalent South Westminster Revitalization Projects Coordinator (salary range \$46,650 to \$53,560). The motion carried unanimously.

RECLASSIFICATION OF COMMUNITY DEVELOPMENT MANAGEMENT ASSISTANT:

A motion was made by Harris and seconded by Allen to authorize the reclassification of the one full-time equivalent Community Development Management Assistant position to one full-time equivalent Development Projects Coordinator (salary range \$46,650 to \$53,560). The motion carried unanimously.

PAY RANGE ADJUSTMENT FOR ECONOMIC DEVELOPMENT SPECIALIST:

A motion was made by Harris and seconded by Allen to authorize the adjustment in the pay range of the Economic Development Specialist Position to a range of \$34,245 to \$43,686. The motion carried unanimously.

RESOLUTION NO. 33 - CONTINGENCY TRANSFER FOR CD POSITION CHANGES:

A motion was made by Heil and seconded by Allen to adopt Resolution No. 33 approving the transfer of \$84,000 in General Fund Contingency funds to pay for the new and modified positions in Community Development for the remainder of the current budget year.

Upon roll call vote, the motion carried unanimously.

MISCELLANEOUS BUSINESS:

Mayor Heil stated there would be an Executive Session to discuss an Urban Renewal issue and a 72nd Avenue proposal.

ADJOURNMENT:

The meeting was adjourned at 6:44 P.M.

ATTEST:

\_\_\_\_\_  
Mayor

City Clerk

**Date:** July 15, 1996

**Subject:** Authorization of Proposed Community Development Positions

**Prepared by:** John Carpenter, Director of Community Development

### **Introduction**

City Council is requested to authorize two new Staff positions, the reclassification of one position, and the upgrade in salary of another position in the Department of Community Development.

### **Summary**

The City of Westminster is at a key point in its history as the amount of vacant land is less than 30 percent of the total City land area. Council and Staff need to make thoughtful decisions on the use of the remaining vacant land to assure that if developed, the development enhances the City's quality of life. Several major projects are under way or proposed which have the potential to further elevate the City's quality of life and reputation as a desirable community. At the same time, more resources need to be devoted to existing neighborhoods, particularly in South Westminster, to assure its continued vitality and attractiveness.

The proposed staffing modifications in the Department of Community Development are designed to handle the current heavy workload and address the neighborhood enhancement needs in South Westminster. The current level of staffing in the department is inadequate to handle the current level of new development review, special projects, and the needs of the older City neighborhoods. The added positions will enable Staff to handle the numerous important City projects. The reorganization will better match existing Staff talents with the Department of Community Development.

### **Staff Recommendation**

1. Authorize the following positions:
  - a. one full-time equivalent Planner II (salary range \$35,980 to \$41,725), and
  - b. one full-time equivalent South Westminster Revitalization Projects Coordinator (salary range \$46,650 to \$53,560).
2. Authorize the reclassification of the one full-time equivalent Community Development Management Assistant position to one full-time equivalent Development Projects Coordinator (salary range \$46,650 to \$53,560).
3. Authorize the adjustment in the pay range of the Economic Development Specialist Position to a range of \$34,245 to \$43,686.
4. Adopt Resolution No. \_\_\_\_ approving the transfer of \$84,000 in General Fund contingency funds to pay for these new and modified positions for the remainder of the current budget year.

## **Background Information**

As the "gate keeper" for development occurring in the City, the Department of Community Development is involved with attracting quality development to the City. It is also responsible for assuring that the ever-dwindling supply of undeveloped land (less than 30% of the total land area) is developed in a way that enhances the City's already high-quality way of life. As the City ages, another important role is to proactively encourage redevelopment and improvement to older commercial and residential areas. Currently, it is impossible for the Staff to keep up with the workload in some key areas.

The following new Staff positions or modifications are proposed as follows:

- 1) Development Coordinator - eliminate the current Management Assistant position and create a Development Coordinator position to be responsible for a myriad of complex special projects in the department. Also, provide assistance to the Director on projects in various divisions within the department.
- 2) South Westminster Revitalization Coordinator - Provide focused coordination and directives to existing and proposed programs to enhance the South Westminster area including the Westminster Plaza redevelopment.
- 3) Planner II - add an additional planner in the Planning Division to assist with the heavy workload in processing plans and other current planning responsibilities.
- 4) Economic Development Specialist - upgrade the pay range of this existing position to reflect the "market rate" for similar positions. so the position can be filled with a qualified individual.

The modifications and new Staff positions are designed to address several needs in the Department of Community Development as summarized hereafter.

### Development Review/Current Planning

Despite the temporary moratorium on new residential development approvals, development review activity continues at a brisk pace.

Several major commercial, office, hotel, and industrial projects are under review as well as a number of Legacy Ridge projects. Unlike most cities with "conventional" zoning, Westminster's PUD system requires many more Staff hours to be devoted to development review since many of the development regulations are custom tailored to each site. The trade off is higher quality development, but more Staff hours are needed per project. This workload is expected to increase once the existing moratorium expires.

The planners are currently averaging about 20 development proposals each, at any given time. This work level has been consistent since about 1993, despite the City's "development delays" during this time period. This workload exceeds the level in other similar sized cities based upon recent surveys.

The planners who have taken a more proactive approach to the development review process by working more directly and offering alternative design solution to applicants rather than just "reviewing" and commenting on concerns.

This number of projects per planner is misleading since one major economic development project can be very time consuming. As an example, Planner Terri Hamilton spent on average, 15 hours per week for several months as lead planner and development coordinator on the Sullivan Hayes Marketplace project. Part of the high quality of that project can be attributed to the amount of time and attention Terri was able to devote to that project. Unfortunately, the current workload does not permit that amount of time to be spent on any single project.

In addition, the Planning Division has modified its procedures to increase the involvement of neighborhoods and COG groups in the development review process. For most new developments, developers are required to have informal meetings with nearby residents to solicit input early in the project design phase. While Staff strongly endorses enhanced citizen participation, this process substantially increases the Staff time needed to process each development proposal. Also, as the City's population has increased and as awareness has increased in planning issues, the number of routine, day-to-day contacts with citizens continues to increase, thus taking more Staff time.

**Proposal:** Staff recommends creating a new Planner II positions (salary range \$35,980 to \$41,725) to primarily work in the area of development review. This would allow the workload to be more reasonably distributed among the existing five full-time planners working on development reviews. More time would be available to devote to each development proposal which will help to increase the quality of the end product. The total estimated annual cost of this added FTE is \$43,000 (which includes 17% for benefits). Staff believes that this position is needed, given the expected long-term workload associates with continued commercial, industrial, and residential development, as well as increased redevelopment, i.e., Westminster Plaza and neighborhood enhancement throughout the City.

### Special Projects

Currently, Community Development Staff is involved in a number of significant, long-term, complex projects. Some of these include:

- \* New Comprehensive Land Use Plan
- \* Implementation of the Plan once adopted
- \* New landscape design standards
- \* New commercial design standards
- \* Planning for the new Countrydale golf course
- \* Northpoint/AMC/Westminster Promenade Project
- \* Enhancement strategy and implementation for the Westminster Center area and Westminster Mall, including major transportation improvements
- \* Special design studies such as the northwest corner of 120th Avenue/Huron Street in Park Centre
  - \* Adams County/Westminster IGA on land use matters

Acting as the project manager for each of these projects is very time consuming. Given the current workload in development review, virtually all of the planners spend most of their time on processing new projects with little discretionary time available for special projects and advanced planning needs. As a result, the management of these projects falls on many shoulders to be accommodated as time permits.

Staff believes these special projects are unique opportunities and very important to the quality of life and long-term viability of Westminster and adequate Staff resources need to be available to achieve quality results.

The projects described will extend over a multi-year period and new projects will undoubtedly evolve in the future. These types of special projects have helped to increase the desirability and livability of Westminster in the past and that adequate Staff resources are needed to continue this process. This person would coordinate strategic teams of professionals from the department along with consultants to put the best talents to work in a coordinated manner.

**Proposal:** Staff recommends the reclassification of the current position of management assistant in a new position to be called Development Coordinator. This position will have as its primary focus acting as project coordinator for the more detailed and complex special projects. The reclassification would result in an approximate increase of a normal salary expense of approximately \$20,000 with a pay range of \$46,650 to \$53,560.

This new position would provide much needed help to the Community Development Department and the Director of Community Development to address the many important special projects now and in the future such as the Westminster Promenade project, Comprehensive Land Use Plan implementation, development of commercial design standards, Westminster Center enhancements, Westminster Mall enhancements and the like.

### South Westminster

The continued revitalization and enhancement to the commercial and residential area in south Westminster continues to be a top priority of the City. City Council has identified this as one of their key focuses (goals). A major focus to date is the redevelopment of the Westminster Plaza. Consultants have been hired to assist in this effort and yet, a significant amount of Staff time is spent providing overall coordination and policy direction to the consultant team.

Staff has identified a variety of additional efforts to enhance south Westminster, such as:

1. 73rd Avenue/Bradburn Boulevard historic area revitalization
2. 73rd Avenue Lowell Boulevard Shoppette revitalization
3. South area business assistance program
4. Little Dry Creek corridor redevelopment from Della Villa to Lowell Boulevard
5. Aspen Care Nursing Home redevelopment
6. Lowell Boulevard, Bradburn Boulevard, and 80th Avenue streetscape improvements
7. Extension of 72nd Avenue and Federal Boulevard roadway project improvements beyond current limits
8. Housing Code/minimum property maintenance code implementation
9. Coordination with south Westminster COG groups
10. Developing greater citizen involvement in improving their own neighborhoods.

While some of these projects can be completed in the next few years, many are long-term, complex, and difficult projects spanning several years. It is important to have adequate Staff time to devote to these projects if the projects are to be completed any time soon in a quality manner. Staff believes that these projects and others like them have the ability to significantly enhance the south Westminster area and would be enthusiastically supported by residents. Currently, staffing levels do not exist to aggressively tackle these projects any time soon.

**Proposal:** Staff proposes the creation of a new (1) FTE position called South Westminster Revitalization Coordinator. This person would be responsible for the overall project management of the Westminster Plaza redevelopment project. The person would also coordinate the development of a multi-year strategy for the enhancement and revitalization of the residential and commercial areas in south Westminster (generally the area south of 80th Avenue and east of Sheridan Boulevard).

As previously listed, there are a number of very beneficial projects which are not proceeding because of lack of Staff time. This position would enable the City to devote a much more significant effort to the south Westminster neighborhood. This person would be the key contact for businesses and residents in the south Westminster area. Creation of this position would likely be viewed positively by the local neighbors.

Staff proposes the following salary range for this position \$46,650 to \$53,560. This will enable the City to recruit a person experienced in commercial and residential redevelopment and revitalization.

This position is proposed to be funded at a pay range of \$46,650 to \$53,560 using Westminster Economic Development Authority (WEDA) funds from the sales tax increment being realized starting with the 1997 WEDA budget. This year WEDA is projected to receive approximately \$300,000 in new revenues. Most other urban renewal authorities in the State are currently using some of their funds to pay for administrative and management expenses.

Based on preliminary financial analyses done by WEDA's consultants on the Westminster Plaza, WEDA will be able to issue sufficient bonds to finance the proposed Plaza redevelopment (subject to voter approval this November). This analysis indicates that the expenses proposed to be used for the South Westminster Revitalization Coordinator position would not adversely impact the ability to issue WEDA bonds. If the City is to seriously address south Westminster revitalization, it is important to allocate more Staff resources to this project.

### Economic Development

In the 1996 Budget, Council authorized an Economic Development Specialist position to assist Economic Development Manager Susan Grafton handle her workload. The salary range as proposed a year ago was thought to have been appropriate to attract qualified candidates and in line with similar positions in other cities. A salary survey of other cities completed by the City's Employee Services Division earlier this year concluded that the salary range should be higher. (See attachment A.) The position is currently vacant.

The following compares the approved salary range with that recommended by the salary survey:

Approved salary range	\$28,106 - \$35,855
Recommended Salary Range	\$34,245 - \$43,686

**Proposal:** Staff recommends increasing the salary range to the higher level. This will enable the City to attract a more qualified and experienced individual with at least a couple of years of actual economic development experience to the Economic Development Specialist position. A more experienced person will be productive more quickly and better equipped to represent the City with economic development prospects. Less supervision will be required by Susan Grafton, thus freeing up more of her time for business recruitment, retention efforts, and project development. This individual's primary duties will include keeping City data (includes real estate and demographic information) readily available and updated for quick prospect responses; development and updating of marketing material (including the City's Economic Development page on the World Wide Web); developing and maintaining a prospect tracking system; and assisting with special economic development events and projects.

Funds are available in the General Fund Contingency to cover the additional expense to implement these recommendations. Currently, the Contingency has a balance of \$969,104.

Respectfully submitted,

William M. Christopher  
City Manager

Attachments

RESOLUTION

RESOLUTION NO.

INTRODUCED BY COUNCILLORS

SERIES OF 1996

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AUTHORIZING THE USE OF GENERAL FUND CONTINGENCY FUNDS FOR NEW  
AND MODIFIED DEPARTMENT OF COMMUNITY DEVELOPMENT POSITIONS

Whereas, the work load in the Planning Division of the Department of Community Development exceeds the ability of the existing Staff to provide a high quality work product, and

Whereas, there are many very important special development projects which are placing heavy time demands on Staff, and

Whereas, Staff is in need of Staff to coordinate and implement an overall South Westminster revitalization and enhancement strategy, and

Whereas, the Employee Services Division has determined that the salary range of the Economic Development Specialist position needs to be adjusted, and

Whereas, City Council has approved the creation and modification of four full-time equivalent positions to address these needs.

NOW, THEREFORE, be it resolved that the Westminster City Council resolves that \$84,000 in funds be transferred from the General Fund contingency fund to the Department of Community Development to pay for the costs of the new and modified Staff positions.

Passed and adopted this 15th day of July, 1996.

ATTEST:

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Mayor

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City Clerk