



WESTMINSTER

Staff Report

TO: The Mayor and Members of the City Council

DATE: January 22, 2014

SUBJECT: Briefing and Post-City Council Briefing Agenda for January 27, 2014

PREPARED BY: J. Brent McFall, City Manager

Please Note: Study Sessions and Post City Council briefings are open to the public, and individuals are welcome to attend and observe. However, these briefings are not intended to be interactive with the audience, as this time is set aside for City Council to receive information, make inquiries, and provide Staff with policy direction.

Looking ahead to Monday night's Briefing and Post-City Council meeting briefing, the following schedule has been prepared:

Dinner	6:00 P.M.
Council Briefing (<i>The public is welcome to attend.</i>)	6:30 P.M.
POST BRIEFING (<i>The public is welcome to attend.</i>)	

PRESENTATIONS

1. Discussion Regarding 2014 Council Outreach

CITY COUNCIL REPORTS

None at this time.

EXECUTIVE SESSION

None at this time.

INFORMATION ONLY

1. Animal Management Overview
2. Monthly Residential Development Report

Items may come up between now and Monday night. City Council will be apprised of any changes to the post-briefing schedule.

Respectfully submitted,

J. Brent McFall
City Manager



Staff Report



Post City Council Meeting
January 27, 2014

SUBJECT: Discussion about 2014 Council Outreach Events

PREPARED BY: Joe Reid, Communication and Outreach Manager

Recommended City Council Action

Review the elements of the current Council Outreach program and provide Staff with direction regarding the 2014 Council Outreach program and events to be scheduled in the coming year.

Summary Statement

- It is time to plan for the 2014 Council Outreach program.
- There are a variety of methods and meetings used during the year to help council engage with the community.
- The new Council may wish to modify the current program in some way or pursue a new direction entirely.
- Staff is seeking direction on how to formulate a Council Outreach program that meets Council's objectives.

Policy Issue

Does City Council wish to continue with the Council Outreach program in its current form or make changes to meet its stated objective?

Alternatives

1. Maintain the Council Outreach program in its current format.
2. Modify the Council Outreach program to better meet its stated objective.
3. Modify the objective of the Council Outreach program and direct Staff to create a new program based on that objective.
4. Eliminate the Council Outreach program and direct Staff to replace it with another outreach program.

Background Information

For the past several years the Public Information Office (PIO) has met with City Council to discuss the past year's Council Outreach program and plan for events in the upcoming year. This has been an opportunity to talk about what worked well and what did not, and agree in broad terms on the general schedule of meetings and events Council wants to see in the coming year.

With the advent of a new Council, this also is a chance to revisit the entire program and talk about how this Council wants to move ahead with efforts to reach out to, and engage with, our community.

The Council Outreach program has grown and changed over the past several years but its objective has always been one of fostering transparency and openness by connecting Council with the community.

The program has typically relied on a mix of activities, ranging from face-to-face meetings to online efforts, aimed at a wide range of Westminster residents. These include:

- Mayor and Council breakfasts and desserts - These open forums typically run twice in the spring and fall. Locations are throughout Westminster.
- We're All Ears events - These involve Council having a booth or tent at summertime activities such as the Westminster Faire and concerts and movies in the park.
- Telephone Town Hall - We've had a town hall call-in event with council and the community in May for the past two years.
- Community service project - We usually try to find an event in the summer or fall that allows Council to lead the community in a service project. In the past this has included food/school supply drive, open space cleanup and tree planting, and graffiti removal.
- WestyConnect - When this new online community debuted in 2012 we explored whether it could be used by Council to connect with yet another sector in our community. After several months of trying it became clear this was not a tool that worked well as a direct Council Outreach vehicle where Councillors actively participated day-to-day with the community.

On average, the Council Outreach program has resulted in about one event per month beginning in March and running through October. Often there are two events in July or August due to scheduling of the concerts and movies in the park.

Staff will be in attendance at Monday's post-meeting session to receive feedback and direction from City Council. The Council Outreach Program supports the Strategic Plan goal of "Vibrant Neighborhoods in One Livable Community," focusing on the objective "Strong community events and active civic engagement."

Respectfully submitted,

J. Brent McFall
City Manager



WESTMINSTER

Staff Report

Information Only Staff Report
January 27, 2014



SUBJECT: Animal Management Overview

PREPARED BY: Mike Cressman, Deputy Chief of Police
Kim Barron, Neighborhood and Support Services Commander

Summary Statement

This report is being provided for City Council information as a result of questions that have been raised concerning the licensing of animals and the City's current obligations with Foothills Animal Shelter. No action by City Council is required.

Background Information

Prior to 1996, the City of Westminster operated its own animal shelter, located at the old police department building at 8800 N. Sheridan Boulevard. A decision was made to enter into an intergovernmental agreement (IGA) with a regional animal shelter based on cost effectiveness, economies of scale and the elimination of duplicity of efforts. It is difficult at this point to reconstruct what the operating costs of the shelter were prior to 1996. A rough conservative estimate of the cost to operate the Animal Shelter in 1996 is in excess of \$90,000. In today's dollars, assuming no increase in service demand (which is not the case) this cost would be approximately \$150,000. This does not include any capital or facilities maintenance costs.

In November 1996, City Council authorized the City Manager to enter into an IGA with Table Mountain Animal Center (in 2010 the name was changed to Foothills Animal Shelter (FAS)), along with six other Jefferson County jurisdictions, for the provision of all animal sheltering functions to be effective January 1, 1997. The partner cities include Arvada, Edgewater, Lakewood, Golden, Westminster and Wheat Ridge. The IGA set out the method for calculating each participating agency's annual assessment for FAS operating expenses. This was based upon each participating entity's population and valuation.

In 2007, Jefferson County and the partnering cities entered into a separate IGA creating a County-Wide Dog Licensing Program requiring each participating entity to adopt and enforce a dog licensing ordinance. Local ordinances are required to be consistent with the County ordinance concerning the licensing of dogs and license fees. The fees set forth under the IGA are \$15 for each altered (spayed/neutered) dog and \$30 for unaltered; the fees go directly to FAS for the construction costs of the new animal shelter facility and the City retains no portion of these fees. Licensing for cats is not required. The revenue generated from dog licensing supports a \$9.7 million construction project to erect a new animal shelter. In that all animal sheltering services for the City are serviced by FAS, the licensing requirements apply to the portions of Westminster that fall within both Adams and Jefferson Counties.

Jefferson County agreed to fund \$3 million and issue Certificates of Participation (COPs) in the amount of \$5.2 million; the COPs are financed over a twenty year period and have 16 years remaining on the note. Separately, a capital campaign was initiated by the Table Mountain Animal Center Foundation (Foundation) to raise the additional \$1.5 million. In order to save several hundred thousand dollars, it was agreed that the project be completed in one phase. The new facility is located at 580 McIntyre Street in Golden. The entities entered into an agreement with Jefferson County for a short term loan of the \$1.5 million to be raised by the Foundation that was to be repaid at the end of five years; per this agreement, any portion of the \$1.5 million, plus 4% interest on any unpaid portion pledged by the Foundation, would be repaid by the member cities. The Foundation signed a letter stating that they would use good faith efforts to raise their portion. The Foundation has since dissolved, leaving a projected balance of \$1,021,238 that the entities are responsible to pay; Westminster's portion of that balance is \$204,248. This amount could decrease if the Shelter staff is successful in collecting any unpaid pledges that are outstanding. The two IGA's (the facility operational agreement and the new facility construction/dog licensing requirement) worked in tandem; the uncertainty associated with meeting the required operating contribution (if a certain number of dogs were not licensed in a given year, the City paid the difference towards the shelter's operating budget) created challenges in the Police Department's budget.

In 2011, the FAS Board of Directors reviewed the FAS operational budget and the construction debt repayment funding plan. The new facility is approximately three times the size of the old Table Mountain Animal Center facility. Operational costs for the new FAS facility were escalating proportionately. This led to a meeting in March 2012 with the FAS Board of Directors, Jefferson County Administration, and city management of the partnering cities. It was decided at that time to rewrite and combine the two existing IGA's governing FAS and the County-Wide Dog Licensing Program. The revised IGA outlining the operational agreements for the governing and usage of FAS was approved by City Council on August 27, 2012. The revised IGA reflects a more stable and balanced funding plan for both operations and construction debt repayment to Jefferson County. Under the revised and current IGA, the City's budgeted and predictable annual assessments are used to repay the construction debt, while revenue generated from the Dog Licensing Program offsets FAS operational costs. The City still has both capital and operating obligations for FAS but this revised IGA has helped to make them more predictable, although uncertainty remains around dog licensing fees and the operating obligation (i.e., if less dogs are registered than calculated by the annual assessment, the City pays the difference for operating costs of FAS).

The annual assessment is based on the Estimated Dog Population that is calculated by:

- a) The estimated percentage of Colorado households harboring one or more dogs, obtained from the most current data published by the American Veterinary Medical Association ("Source"); multiplied by
- b) The number of households in a party's jurisdiction, as reported in the most current publication by the State Demographer's Office; multiplied by
- c) The average number of dogs per household for each household with a dog, obtained from the most current source using the data for Colorado.

The IGA requires the FAS Executive Director to establish an annual operating budget that must be approved by the FAS Board of Directors. The Board of Directors includes representatives from each of the partnering entities. The FAS operating budget for 2014 is \$3,107,720. Westminster contributes approximately 3% of the total operating budget.

The City of Westminster is responsible for 17.11% of the facility debt service. The assessment for City of Westminster for 2013 was \$89,243 and for 2014 is \$87,581. Because the assessment is based on the loan principal balance, the annual assessment will incrementally decrease as the principal is paid down.

2014	Households per Jurisdiction*	# of Households With Dogs	Estimated Dog Population	% of Total Estimated Dog Population	Annual Assessment
		0.425%**	1.6**		
Arvada	44,613	18,961	30,337	17.34%	\$88,744
Edgewater	2,437	1,036	1,657	0.95%	\$4,847
Golden	7,801	3,315	5,305	3.03%	\$15,518
Lakewood	65,963	28,034	44,855	25.64%	\$131,214
Westminster	44,028	18,712	29,939	17.11%	\$87,581
Wheat Ridge	14,871	6,320	10,112	5.78%	\$29,581
Unincorp. Jeffco	77,596	32,978	52,765	30.16%	\$154,354
TOTAL	257,309	109,356	174,970	100%	\$511,839

*Source: Colorado Department of Local Affairs, State Demography Office

**Source: The American Veterinary Medical Association

Prepared by Elaine Fears, Jefferson County Accounting Operations Manager 7/5/2013

In addition to the annual assessment, participating entities are required to meet minimum licensing requirements as set forth in the IGA in order to generate revenue to be applied towards operating costs of FAS. At the end of each licensing year, if an entity does not meet their minimum licensing requirement, they are required to pay the shortfall to FAS.

Annual dog licensing compliance rates are based on dog licenses sold from July 1st of the preceding year through June 30th and are calculated by dividing the number of licenses issued for dogs residing in an entities jurisdiction during a one year Reporting Period by the Estimated Dog Population in that jurisdiction for the same Reporting Period. Minimum compliance rates for each Reporting Period are increased when all the participating entities exceed the previous minimum compliance at which time the new minimum compliance rate is set at the lowest Compliance Rate of all the parties in the Annual Report. Currently, minimum dog licensing requirements are set at 20% of each entities estimated dog population.

The City of Westminster has achieved the following in compliance rates, revenue generated and any subsequent shortfall since the inception of the dog licensing program:

Year	City of Westminster Compliance Obtained	Number of Dog Licenses Sold	Revenue Generated	Shortfall Covered by the City	# of Mobile Clinics Sponsored	Number Licensed During Clinics
2009	18%	5,744	\$86,160	\$10,470	–	–
2010	18%	5,697	\$85,455	\$7,680	–	–
2011	23%	7,340	\$110,100	\$0	–	–
2012	22%	6,619	\$99,285	\$0	12	285
2013	22%	6,494	\$97,410	\$0	11	342

Several avenues have been used to achieve minimum dog licensing compliance rates for the City of Westminster to include licensing and vaccination clinics, water billing leaflets, public education during city sponsored events, enforcement and renewal reminder letters. The consistent use of vaccination and licensing clinics began during the 2012 Reporting Period and have been successful in providing the convenience to our citizens of obtaining low-cost vaccinations and the ability to purchase their pet license in one location. In 2013, approximately 93% or 6,039 of licensed dogs in the City of Westminster were spayed/neutered.

The benefits realized since the inception of the dog licensing program include a safer community in that licensed dogs are also required to be vaccinated against rabies. Because licensing must be renewed annually, owner contact information is usually current, allowing animal management officers to reunite dogs with their owners much easier and faster. This results in less stress on the dog, avoids the time and expense for owners to respond to the shelter to retrieve their dog, limits the exposure of liability for the City, and reduces the number of trips animal management officers must make to the shelter thus keeping them in service to handle more calls for service. Absent extenuating circumstances, animal management officers often times return licensed dogs directly to their owners without a summons being issued while at the same time educating the owner on effective ways to prevent the dog from running at large. A decline in the number of animals being taken to FAS and an increase in the number of animals being returned to owners without the need to impound at the shelter has been realized over the past 3+ years. Staff believes these numbers further demonstrate the benefit of the licensing program to our residents.

Year	Number of Animals taken to FAS	Number of Animals Returned Directly to Owner by Animal Management Officer	Total Animal Management Officer Contacts with Animals
2010	1,098 (80%)	284 (20%)	1,382
2011	872 (77%)	263 (23%)	1,135
2012	877 (79%)	227 (21%)	1,104
2013	754 (63%)	449 (37%)	1,203

Staff was asked about the potential of a \$30 credit being offered to pet owners who register their dogs. Staff is unclear how this credit would be applied or distributed but it is important to note that any lost license revenue attributed to the City does not relieve the City of its obligation under the IGA to pay FAS an annual sum equivalent to a minimum 20% dog licensing compliance rate. In 2013, Westminster’s minimum licensing revenue requirement was \$89,730 and for 2014 it is \$89,820. All license fees collected, even those in excess of the established minimum compliance for each Reporting Period, are payable to FAS. If a \$30 credit is distributed or dispersed in some way to all dog owners as an incentive to license their dogs, not only would the City need to find the funding to subsidize the credit to residents, we would also need to fund the licensing obligation that would remain to FAS. A public policy question that may be raised is whether the estimated 25,316 households in Westminster without dogs would support subsidizing a \$30 credit to those households who have chosen to have a dog(s) as a pet.

In September 2013, the administration of the dog licensing program was transferred from Jefferson County to FAS, and FAS has contracted with PetData, an outside vendor. FAS and PetData are partnered in order to provide enhanced marketing strategies, more convenient payment options for citizens, easier data retrieval and less workload for FAS staff. It is too early to know the level of impact this change will have on dog licensing compliance rates.

Staff believes that participation in a regional shelter operation makes practical and economic sense. For the City to again operate a shelter would require acquisition or construction of new facility,

maintenance, utilities and additional staff. It also presents a number of challenges related to the health and care of animals, veterinary care, liability issues and other logistical issues.

If City Council has additional questions and/or would like Staff to attend a future meeting to discuss Animal Management operations further, please let the City Manager know.

Animal management operations supports City Council's Strategic Plan goals of Safe and Healthy Community by helping maintain citizen safety anywhere in the City and Financially Sustainable City Government Providing Exceptional Services managing resources to ensure focus on city services and service levels.

Respectfully submitted,

J. Brent McFall
City Manager



WESTMINSTER

Staff Report

City Council Information Only Staff Report
January 27, 2014



SUBJECT: Monthly Residential Development Report

PREPARED BY: Walter G. Patrick, Planner II

Summary Statement

This report is for City Council information only and requires no action by City Council.

- The following report updates 2013 residential development activity per subdivision (please see attachment) and compares 2013 year end totals with 2012 year end totals.
The table below shows an overall increase (82.4%) in new residential construction for 2013 year end totals when compared to 2012 year end totals (321 units in 2013 vs. 176 units in 2012).
Residential development activity for the month of December 2013 versus December 2012 reflects a decrease in single-family detached (5 units in 2013 versus 26 units in 2012), an increase in single-family attached (16 units in 2013 versus 0 units in 2012), an increase in multiple-family (200 units in 2013 versus 0 units in 2012) and an increase in senior housing (60 units in 2013 versus 0 units in 2012). The 200 multiple family units are part of the new Arbor Commons apartment community located at 148th Avenue and Huron Street. The 60 senior housing family units reflect the Anthem Memory Care Facility located at the southwest corner of Church Ranch Boulevard and Wadsworth Boulevard.

NEW RESIDENTIAL UNITS (2012 AND 2013)

Table with columns for UNIT TYPE, DECEMBER (2012, 2013), % CHG, YEAR END (2012, 2013), and % CHG. Rows include Single-Family Detached, Single-Family Attached, Multiple-Family, Senior Housing, and TOTAL.

Background Information

In December 2013, there were 321 Service Commitments issued for new housing units.

The column labeled “# Rem.” on the attached table shows the number of approved units remaining to be built in each subdivision.

Total numbers in this column will change as new residential projects (awarded Service Commitments in the new residential competitions), Legacy Ridge projects, build-out developments, etc., receive Official Development Plan (ODP) approval and are added to the list. Conversely, projects with expired Service Commitments are removed from the list.

This report supports the City Council Strategic Plan Goals of Strong Balanced Local Economy, Financially Sustainable City Government Providing Exceptional Services, and Vibrant Neighborhoods in one Livable Community.

Respectfully submitted,

J. Brent McFall
City Manager

Attachment – Active Residential Development Table

ACTIVE RESIDENTIAL DEVELOPMENT

Single-Family Detached Projects:

Bradburn (120th & Tennyson)
CedarBridge (111th & Bryant)
Country Club Highlands (120th & Zuni)
Countryside Vista (105th & Simms)
Huntington Trails (144th & Huron)
Hyland Village (96th & Sheridan)
Legacy Ridge West (104th & Leg. Ridge Pky.)
Lexington (140th & Huron)
Tuscany Trails (95th & Westminster Blvd.)
Shoenberg Farms (72nd & Sheridan)
Various Infill
Winters Property (111th & Wads. Blvd.)
Winters Property South (110th & Wads. Blvd.)

Nov-13	Dec-13	2012 YTD	2013 YTD	# Rem.*	2012 TOTAL
3	0	34	6	0	34
0	0	0	0	3	0
2	1	15	8	70	15
0	0	0	0	9	0
1	1	30	10	23	30
0	0	0	0	105	0
0	0	3	1	0	3
0	1	0	1	2	0
0	0	21	0	0	21
0	0	39	0	0	39
0	2	1	7	8	1
0	0	0	0	8	0
0	0	0	0	10	0
6	5	143	33	238	143

SUBTOTAL

Single-Family Attached Projects:

Alpine Vista (88th & Lowell)
Cottonwood Village (88th & Federal)
East Bradburn (120th & Lowell)
Hollypark (96th & Federal)
Hyland Village (96th & Sheridan)
Legacy Village (113th & Sheridan)
South Westminster (East Bay)
Shoenberg Farms
Summit Pointe (W. of Zuni at 82nd Pl.)
Sunstream (93rd & Lark Bunting)

0	0	0	0	84	0
0	0	0	0	62	0
0	0	0	0	117	0
0	0	0	0	58	0
0	0	0	0	153	0
0	16	0	24	30	0
0	0	5	0	53	5
0	0	28	0	8	28
0	0	0	0	58	0
0	0	0	4	10	0
0	16	33	28	633	33

SUBTOTAL

Multiple-Family Projects:

Hyland Village (96th & Sheridan)
Arbour Commons
Prospector's Point (87th & Decatur)
South Westminster (East Bay)
South Westminster (Harris Park Sites I-IV)

0	0	0	0	54	0
0	200	0	200	194	0
0	0	0	0	24	0
0	0	0	0	28	0
0	0	0	0	6	0
0	200	0	200	306	0

SUBTOTAL

Senior Housing Projects:

Crystal Lakes (San Marino)
Mandalay Gardens (Anthem)

0	0	0	0	7	0
0	60	0	60	0	0
0	60	0	60	7	0

SUBTOTAL

TOTAL (all housing types)

6	281	176	321	1184	176
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* This column refers to the number of approved units remaining to be built in each subdivision.