PARKER
COLORADO

TOWN COUNCIL STUDY SESSION AGENDA
April 22, 2019
5:30 PM

I. **Town Council Items**

II. **Study Session Items**

1. E-470 Update - Tim Stewart - 15 minutes
2. Impact Fee Study Update - Robberson/TischlerBise - 30 minutes
3. DRCOG TIP Application - Williams/Hudson - 15 minutes
4. Elected Official Media Policy - Anderson - 30 minutes
5. Council Social Media Practices - Anderson/Dittmer - 15 minutes
6. Charter Amendment/Ballot Question Concerning Mayor and Town Councilmember's Terms of Office - Schledorn - 30 minutes

MEMORANDUM

TO: Mayor and Town Council

FROM: Dannette Robberson, Assistant to the Town Administrator

DATE: April 22, 2019

SUBJECT: Impact Fee Study Update

ISSUE:

In 2018, the Town retained TischlerBise, a forty year national practice in fiscal impact analysis, to conduct a multi-faceted study on the costs of growth and development. The overall study aims to address the Town's current practices and potential options to pay for growth and development-related services and facilities. The overall study contains three key components: (1) Paying for Growth and Development Policy Document (2) Impact Fee Study; and (3) User Fee Study. The purpose of this study session is to provide the Mayor and Town Council information regarding the methodologies used in the analysis and the potential impact fee categories that have been identified. The draft impact fee calculations will be presented at a later study session for Town Council consideration.

FISCAL/BUDGET IMPACT:

The fiscal impact fee study was previously approved and funded in the amount of $106,000.

BACKGROUND:

On November 2, 1999, the registered electors of the Town of Parker voted by a margin of 4 to 1 to approve an excise tax, repealing the impact fee ordinance that was previously in place. Since approval of the excise tax in 1999, the Town has not conducted a comprehensive review of the paying for growth policies to determine whether the revenue tools currently in place to pay for growth are the most ideal for future financial sustainability.

In a previous study session on October 22, 2018, the consultants from TischlerBise delivered a presentation to the Mayor and Town Council to discuss the draft "Paying for Growth" policy document. The consultants answered questions and gathered feedback. The associated documents are attached.

Town staff has been working closely with TischlerBise over the past eight months providing extensive data for this evidence-based study. Additionally, the consultants have interviewed dozens of Town staff to gather information regarding current levels of service, capital projects and financial instruments currently utilized to fund growth.

RECOMMENDATION:

There is no Town Council action required at this time. The session is for information purposes only.

REQUESTED DIRECTION:

This item is for information purposes only.

ATTACHMENT:

1. Paying for Growth Council Briefing 10.22.18

Paying for Growth and Development

Town of Parker, Colorado

Briefing to Parker Town Council

October 22, 2018

(301) 320.6900
TischlerBise.com

Presentation Outline

- Introductions
- Overview of Study
- Revenue Structure and Cost Considerations
- Exactions
- Revenue Enhancements

Introduction

TischlerBise

- 40-year national practice
- Fiscal Impact Analysis (800+)
- Impact Fees (900+)
- Economic Impact Analysis
- Real Estate and Market Feasibility
- Revenue Enhancement Options

Overview of Study

- Three parts to the study:
  1. **Paying for Growth and Development Policy Document**
  2. User Fee Study
  3. Impact Fee Study

Key Concepts

- Fiscal Impact Analysis
  - Will revenues from development or growth cover the resulting expenditures—for operations and capital improvements
- Revenue Structure
  - What are main sources of revenue to pay for services and infrastructure?
- Types and Levels of Service
  - What services and infrastructure does the locality fund?
  - At what funding level?
- Capacity of Existing Infrastructure
- Demographic Characteristics
  - How many residents live in a housing unit?

Town of Parker Current Major Revenue Sources

Operating and Capital Funding Sources

- Sales and Use Taxes
- Property Taxes
- Other General Fund Taxes and Fees

Operating & Maintenance Only

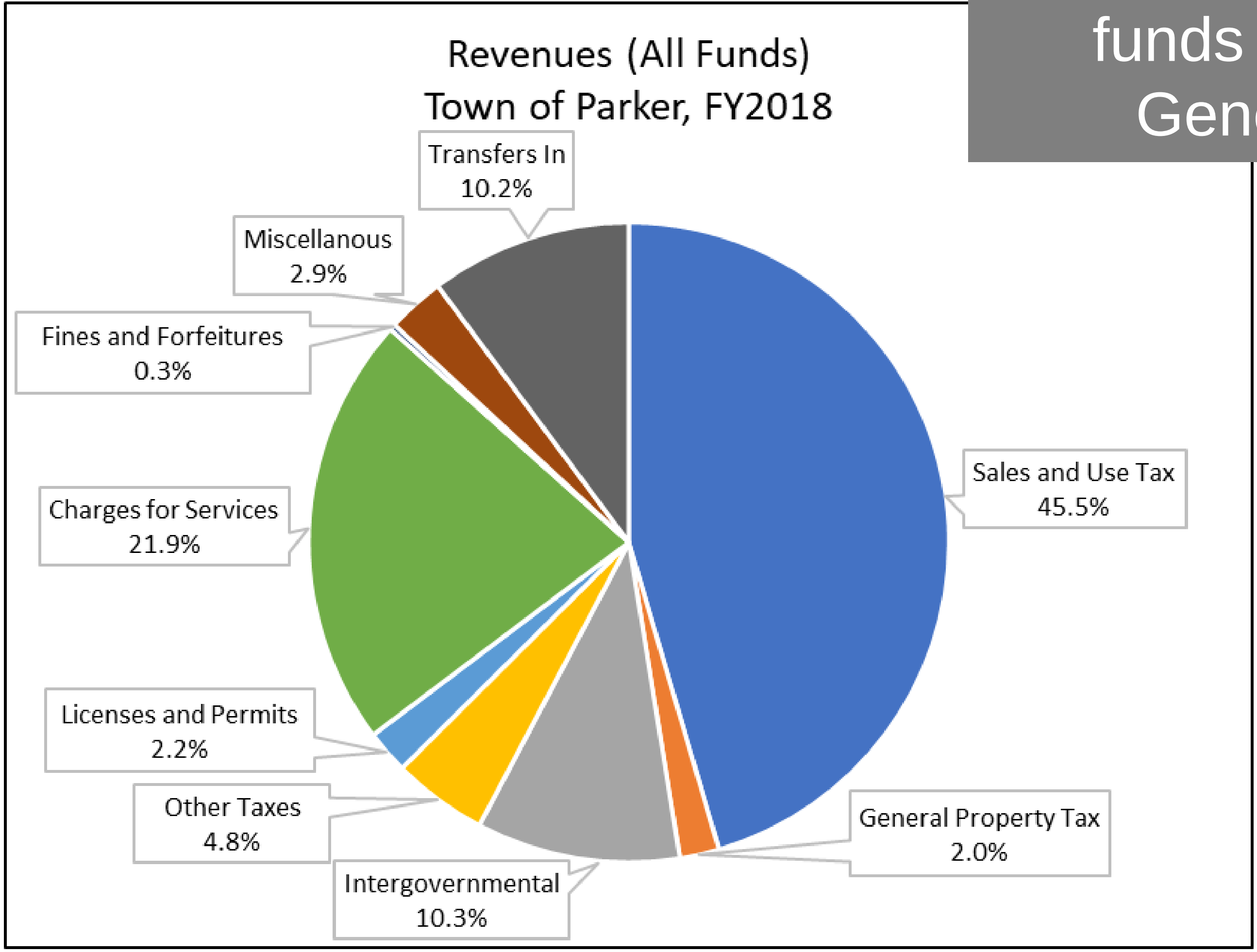
- Deficit Reduction Fee
- User Fees

Capital Only

- Excise Tax

Revenue Structure

All Funds



Sales and Use Tax Revenue is **46%** of all funds but **70%** of General Fund

Sale and Use Tax Rates and Revenues Comparison

Municipality	Sales Tax Rate	Sales & Use Tax Revenue [1]	Population [2]	Tax Revenue per Capita	Revenue per Capita from 1% Sales Tax Rate [3]
Lone Tree	1.81%	$24,649,096	12,808	$1,925	$1,063
Greenwood Village	3.00%	$30,239,128	15,208	$1,988	$663
Parker	**3.00%**	**$42,280,470**	**48,322**	**$875**	**$292**
Englewood	3.50%	$29,414,880	32,523	$904	$258
Littleton	3.00%	$33,973,000	45,072	$754	$251
Castle Rock	4.00%	$49,304,097	53,789	$917	$229
Lakewood	3.00%	$90,146,096	149,793	$602	$201
Thornton	3.75%	$96,446,874	130,511	$739	$197
Centennial	2.50%	$47,879,351	107,862	$444	$178
Aurora	3.75%	$227,600,461	351,131	$648	$173
Average	**3.13%**	**$67,193,345**	**94,702**	**$980**	**$351**

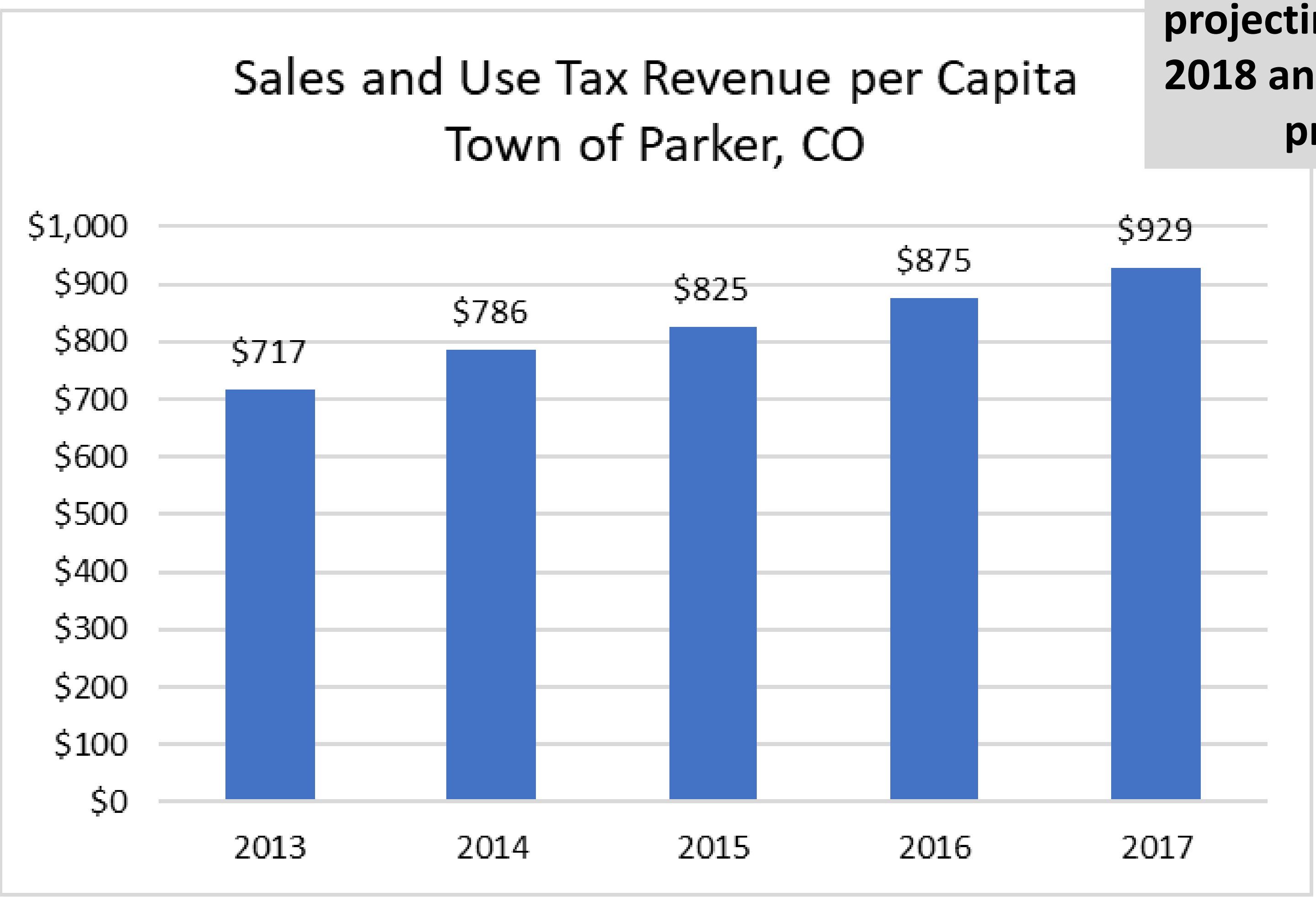
[1] Source: 2017 Comprehensive Annual Financial Reports (CAFR) with FY2016 data for each City

[2] Source: U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimates

[3] The revenue per capita from 1% sales tax rate allows for communities to be compared although they may have different sales tax rates. To calculate the dollar amount, the tax revenue per capita is divided by the sales tax rate multiplied by 100; for example, the City of Parker receives $875 per capita in sale tax revenue and has a sales tax rate of 3 percent, equaling $292 in revenue per capita from 1% sales tax rate ($875 / (.03*100) = $292, rounded).

Sales and Use Tax Revenue Trends in Parker

Note: The Parker Finance Department is projecting a decrease in 2018 and 2019 sales tax projections



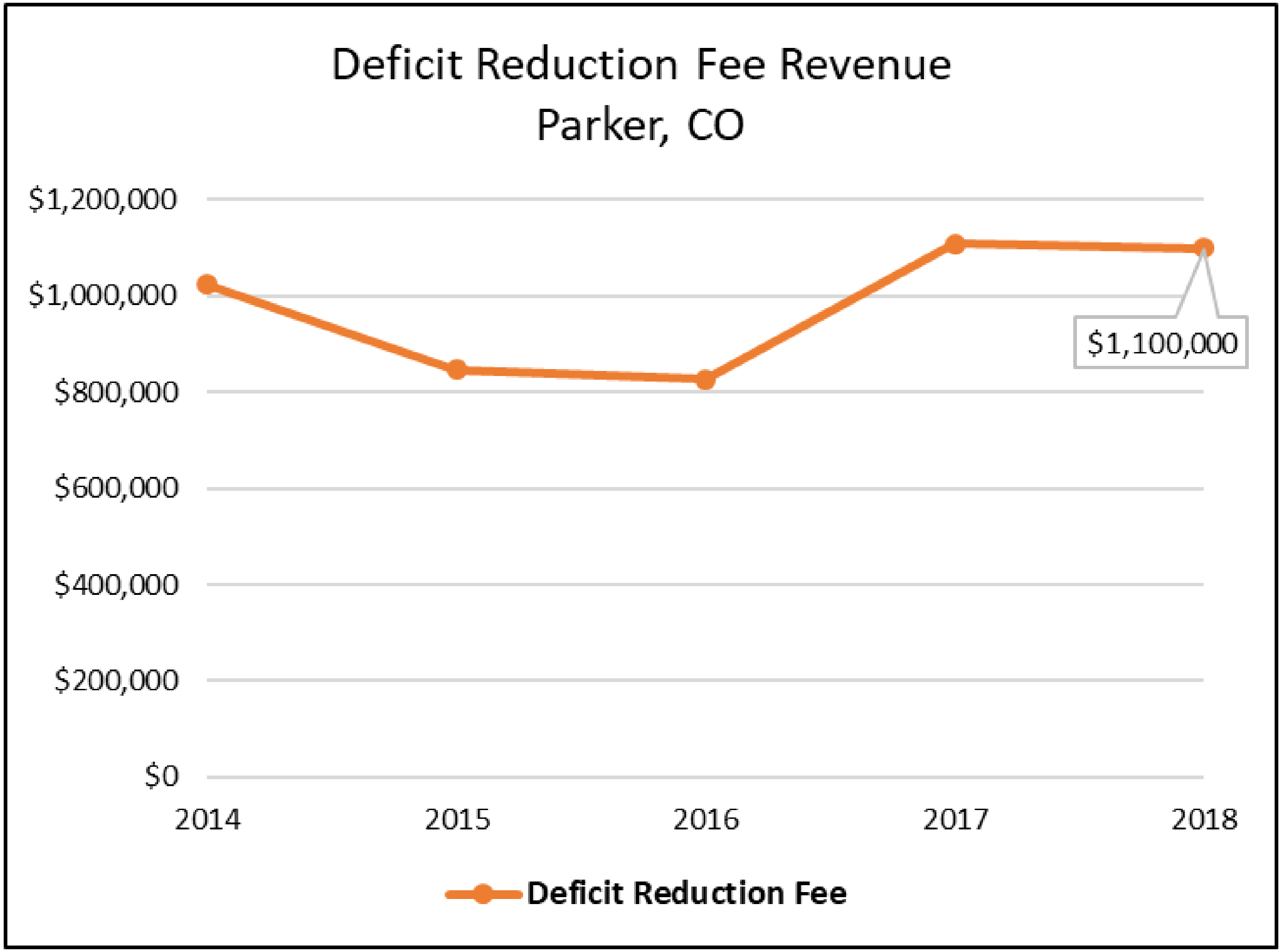
Other Ongoing Operating Revenue Sources

- Property Taxes
- User Fees
  - Charges for Service
  - Permit and License Fees
- Intergovernmental Funding
- Deficit Reduction Fee

Deficit Reduction Fee

- Negotiated with annexed properties
- Intent is to cover operating costs created by annexed development—not covered by revenue from the development
- Calculated using a fiscal impact approach
  - Revenues generated minus operating expenditures = Deficit or Surplus
  - If a **deficit**, deficit reduction fee calculated and collected

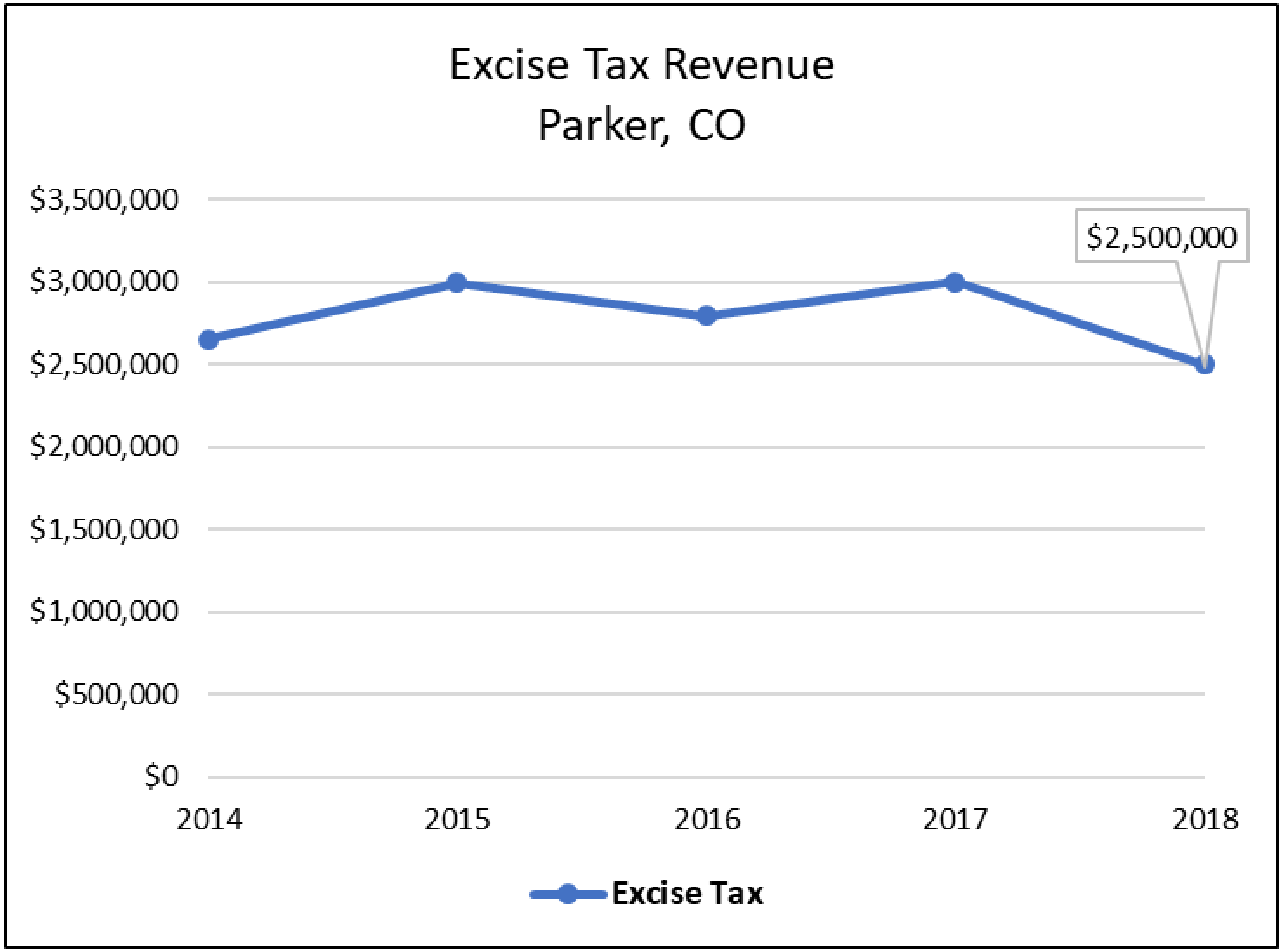
Deficit Reduction Fee



Town Capital Funding Sources

- Excise Tax
  - One-time payment made at time of development
  - All new development pays (whether inside current City boundaries and/or annexed properties)
  - Funds earmarked for capital improvements
  - Voter approved
- Park Dedication/Cash In Lieu Fee
  - New development provides park land or cash payment
  - Implemented through Parker Land Development Code

Excise Tax Revenue



Expanded Sources

Operating and Capital Funding Sources

- Sales and Use Taxes
- Property Taxes
- Other General Fund Taxes and Fees
- Operating & Maintenance Only
  - Deficit Reduction Fee
  - User Fees
- Capital Only
  - Excise Tax
  - Impact Fees

User Fees

- Suitable for services in which the payer receives a benefit that does not accrue to non-payers (e.g., charges for service, permit fees)
- Common concept: Fees should be established at a level to recover costs of providing service – profit is not an objective
- Advantages
  - Raises revenue
  - Fee setting helps localities understand costs
  - Often viewed as more acceptable by the public
  - May promote more efficient use of service
- Development-related user fees to be evaluated/recalculated by TischlerBise

Impact Fees

- One-time payment made at time of development
- Fee is to fund **capacity improvements** – facilities / improvements required to serve new development
- Funds cannot be used for maintenance and repairs
- Funds cannot pay for improvements to correct existing deficiencies
  - Unless there is funding to pay for existing development's share
- Three requirements need to be met:
  - Need: Growth creates the need for the infrastructure
  - Proportionality: Growth pays its fair share of the cost
  - Benefit: Growth receives a benefit from the infrastructure

Key Differences between Impact Fees and Excise Taxes

	Excise Tax	Impact Fee
Capacity Improvements Only	✓	✓
One Time Payment	✓	✓
Voter Approved	✓	
Funds Earmarked for Specific Infrastructure Categories		✓
Multiple Land Use Categories Included in the Schedule	✓ (for Residential; not for Nonresidential)	✓ (for all land use categories)
Rational Nexus Required		✓
Can be Collected at Building Permit	✓	✓

TischlerBise
FISCAL | ECONOMIC | PLANNING

Other Items to Consider

- Overpayment Issue
  - Fees need to account for local share of capital costs and/or potential double payment
    - Payment of other fees and taxes for the same projects (e.g., through annexation agreements, excise taxes)
    - Land dedications
  - Part of the overall evaluation for an impact fee program

Wrap-Up

- Underlying questions:
  - What is the cost of development and growth in the Town?
  - Who should pay for what?
- Are revenue sources and regulatory tools used by the Town sufficient?
  - Pursue others such as impact fees and expanded user fees
- How do current revenue and regulatory tools match with future development?
- Do the Town’s development-related costs maintain the Town’s economic competitiveness?

Questions and Discussion

- Thank you

MEMORANDUM

TO: Mayor and Town Council

FROM: Chris Hudson, Public Works Manager

DATE: April 22, 2019

SUBJECT: DRCOG TIP Application

ISSUE:

Town staff would like to review the outcome of the Douglas County Subregional Transportation Forum process related to the planned distribution of DRCOG transportation improvement project (TIP) funding.

FISCAL/BUDGET IMPACT:

None at this time. The matching funds will be requested as part of the future Town budget process.

BACKGROUND:

The Town entered into a Memorandum of Understanding (MOU) in September of 2018, regarding the Douglas County Subregional Transportation Forum. The Douglas County Subregional Forum was initiated due to a new model of distributing DRCOG/Federal Transportation Improvement Project (TIP) funding. This new model created a regional/subregional process with Douglas County being a separate subregion. The Douglas County MOU created a partnership with Aurora, Castle Pines, Littleton, Lone Tree, Castle Rock, Larkspur, Parker and Douglas County.

The Town of Parker has been an active participant in both the Steering Committee (Elected Officials) and the Technical Working Group (staff) established as part of the MOU. Numerous meetings have been held to distribute the TIP funding among the Douglas County partners and their applicable projects. The funding distribution was approved by the Steering Committee in March. Representatives from the Steering Committee have presented the Douglas County project selection to the DRCOG Board on April 17, 2019. Town staff would like to review the selection of the Parker projects and other Douglas County projects with Town Council.

A PowerPoint presentation will be utilized at the study session to review the proposed projects.

RECOMMENDATION:

Proceed with the selected projects.

REQUESTED DIRECTION:

None at this time. The presentation is being done to inform Town Council of the outcome of the Douglas County Subregional Transportation Forum process.

ATTACHMENT:

None

MEMORANDUM

TO: Mayor and Town Council

FROM: Andy Anderson, Communications Coordinator

DATE: April 22, 2019

SUBJECT: Elected Official Media Policy

ISSUE:

Members of Town Council made the request to revisit the current Elected Official Media Policy during a previous discussion about the Town Council Social Media Policy at the March 11, 2019 Study Session.

FISCAL/BUDGET IMPACT:

None

BACKGROUND:

The Town Council Media Policy was formulated through a discussion between the Mayor and Councilmembers.

RECOMMENDATION:

Staff will either keep the Elected Official Media Policy in its current form or make revisions at the direction of Mayor and Town Council.

REQUESTED DIRECTION:

Staff seeks direction from the Mayor and Town Council on whether to keep the Town Council Media Policy in its current form or to make revisions.

ATTACHMENT:

1. Elected Official Media Policy Statement 1-2

Town of Parker, Colorado

POLICY STATEMENT

TITLE Elected Official Media Policy Statement	PAGE 1 of 2	POLICY NUMBER 1-2
EFFECTIVE DATE August 20, 2018	**REVISED DATE**	
APPROVED BY COUNCIL ACTION Resolution No. 18-054		

PURPOSE

The Elected Official Media Policy Statement provides a clear and consistent procedure for responding to Town-related media requests in a timely, accurate and coordinated fashion.

POLICY STATEMENT

Designated Elected Official Media Contact

Town Council has designated the Mayor as the official media spokesperson for the Parker Town Council. The Mayor will respond to any media inquiries that require a response from the entire Council. At times, other councilmembers may be contacted on an issue due to their expertise on a particular subject. When media interviews are given, the elected official responding should alert the rest of the Town Council, the Town Administrator, and the Communications Department.

In the Event of Direct Media Contact

Elected official are likely to be contacted by the media on a variety of issues. When possible, please speak to Communications Department staff prior to speaking with the media to coordinate specific messaging on the issue. When speaking to the media prior to speaking with staff, please inform Communications Department staff immediately and provide the name of the media outlet and what the contact was regarding. Staff will then provide any necessary follow-up and track media coverage resulting from the interview.

When responding to the media, only provide information that has been approved for public dissemination. Refrain from responses such as “no comment.” If the contacted elected official does not know an answer to a question, it is acceptable to tell the reporter that staff will find out the answer and get back to them. It is more important to respond accurately than quickly! In addition, if elected officials are uncomfortable working with the media, staff would be happy to respond to the reporter.

Staff Contact Information

Elise Penington, Communications Director
303.805.3113 – direct line
720.323.2888 - cell phone
epenington@parkeronline.org
ca@parkeronline.org (goes to the entire Communications Department)
General Town and Town Council Media Inquiries

Chris Peters, Professional Standards Commander
303.805.6517 – direct line
303.574.9136 – cell phone
cpeters@parkeronline.org
Police Media Inquiries

MEMORANDUM

TO: Mayor and Town Council

FROM: Andy Anderson, Communications Coordinator

DATE: April 22, 2019

SUBJECT: Elected Official Social Media Best Practices

ISSUE:

Members of Town Council requested that staff research best practices regarding staff management of elected officials' social media accounts during a previous discussion about the Town Council Media Policy at the March 11, 2019 Study Session.

FISCAL/BUDGET IMPACT:

None

BACKGROUND:

The Mayor and Councilmembers currently manage their own social media profiles with little to no assistance from Town staff.

RECOMMENDATION:

The Mayor and Councilmembers would continue to be responsible for their personal social media presences. However, Communications staff would be available to provide additional support, such as:

* Weekly email updates to the Mayor and Council with suggestions about posts and other information to share.

* Assistance with responses to general questions and the gathering of information at the request of elected officials [tag the Town (@TownofParkerCO) in a comment to notify staff that a response is needed].

REQUESTED DIRECTION:

Staff seeks direction from the Mayor and Town Council on the topic of staff providing assistance with management of social media accounts.

ATTACHMENT:

1. Elected Official Social Media Recommendations

Elected Official Social Media Recommendations

Communications Staff Researched Best Practices:

- Staff management for elected officials' social media pages is uncommon for an organization of our size
- Idea brought before Government Social Media Organization peers (Facebook group of 4,361)
- The majority of local government staff who responded said that their elected officials manage their own profiles instead of having staff co-manage

Communications Staff Recommendation:

Councilmembers should continue to be responsible for their personal social media presence; Communications Staff is available to provide support.

- Not a best practice for an agency/department our size
- Work repeated up to 7 times over; staff time commitment
- Splits conversation among the pages, more difficult to respond/engage on multiple pages
- Who responds to comments/direct messages on individual pages, how presented
- Pages with connection to Town staff may not be used for campaigning
    - On social media, you have the option to present yourself up to three ways: personal page, Town-managed councilmember page, campaign page
- Not every elected official wants the same presence on social media or has the same opinion on issues

Communications Staff is available to provide additional support for our elected officials.

- Draft and email weekly suggestions of posts to share
- We are available to help respond to questions/gather information; just ask!
- Tag the Town account (@TownofParkerCO) in a comment to notify us for response
- Sharing content from primary Town account is the best way to disseminate information
- Update Facebook page Following settings: Click "Following," select "See First"

MEMORANDUM

TO:	Mayor and Town Council
FROM:	Kristin Schledorn, Deputy Town Attorney
DATE:	April 22, 2019
SUBJECT:	Charter Amendment/Ballot Question Concerning Mayor and Town Councilmember's Terms of Office

---

ISSUE:

Whether to revise the language in proposed Ballot Question 8 concerning a Charter Amendment to the Mayor and Town Councilmember's Terms of Office

FISCAL/BUDGET IMPACT:

None.

BACKGROUND:

At the April 15, 2019, Town Council meeting, Town Council voted to remove Ballot Question 8 (concerning the Mayor and Town Councilmember's Terms) from Ordinance 1.530 and asked staff to bring back revised language for a third reading on May 6, 2019.

The language as presented at second reading was:

QUESTION 8.
Shall the Home Rule Charter of the Town of Parker be amended by amending and readopting Section 2.7 – Mayor and Town Councilmember's Terms of Office, as follows?

Section 2.7 - Mayor & Town Councilmember's Terms of Office

...

The term of office of all Town Councilmembers and the Mayor shall be four (4) years. The terms of office of the Town Councilmembers shall be staggered so that three (3) Town Councilmembers are elected every two (2) years. Neither the Mayor nor any Town Councilmember shall serve more than three (3) consecutive four-year terms of office in their respective offices. Terms of office shall be considered consecutive unless they are at least four

(4) years apart. For purposes of this section, the office of Mayor and office of Town Councilmember shall be considered different offices.

To address concerns raised during public comment in allowing someone to serve three terms as Councilmember and then three terms as Mayor, the following language is suggested:

The term of office of all Town Councilmembers and the Mayor shall be four (4) years. The terms of office of the Town Councilmembers shall be staggered so that three (3) Town Councilmembers are elected every two (2) years. Neither the Mayor nor any Town Councilmember shall serve more than three (3) consecutive four-year terms of office, whether as Mayor or as Town Councilmember. Terms of office shall be considered consecutive unless they are at least four (4) years apart.

RECOMMENDATION:

None.

REQUESTED DIRECTION:

Staff requests direction on this matter.

ATTACHMENT:

None