



TOWN COUNCIL STUDY SESSION AGENDA
September 24, 2018
5:30 PM

I. Town Council Items

II. Study Session Items

1. Economic Development Quarterly Update - Carlson - 30 minutes
2. Economic Development Action Council - Carlson - 30 minutes
3. Liquor Licensing Options - Schledorn/Baumgartner - 30 minutes



^{Town of}
Parker COLORADO
ECONOMIC DEVELOPMENT DEPARTMENT

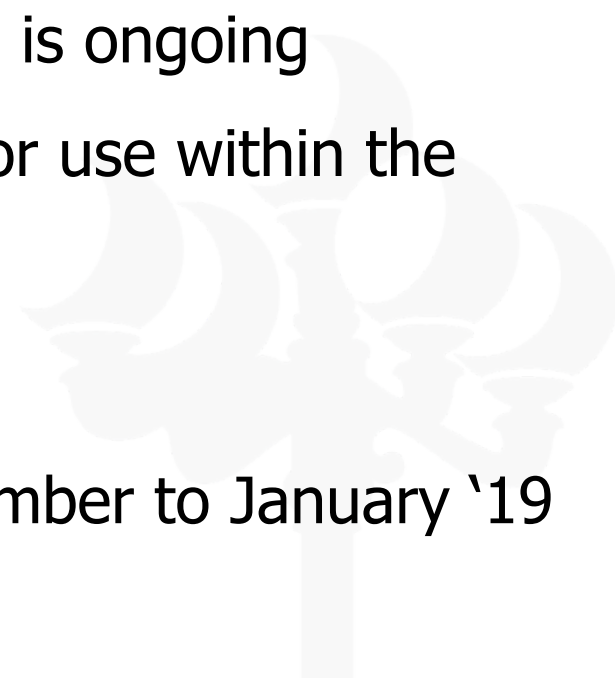
Economic Development
Q3 - 2018

Videos

- 15 second promo Video
- Parker Adventist Storytelling video



Marketing Overview

- Continued to modify the website content and usability
 - Set up social media profiles and regular posts of information to drive awareness
 - Content development for campaigns is ongoing
 - Videos added to YouTube channel for use within the marketing campaigns
 - Campaign #1 underway
 - Campaign #2 planned for mid-December to January '19
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Digital Marketing Campaign #1 Timeline:

- **“Parker Colorado - The Perfect Location for Startup Companies”**
 - Support 1: Companies are Heading to Denver in Search of Tech Talent
 - Support 2: Startups in Parker
 - Support 3: Success in Parker
- Campaign #1 – 9 to 22 weeks in length
 - Anchor article to post on LinkedIn **Week 3** (article will run for the whole duration of the campaign)
 - Support article 1 post and boosted **Week 7 - 10**
 - Support article 2 post and boosted **Week 10 - 14**
 - Repost and Re-boost anchor article **Week 12**
 - Support article 3 post and boosted **Week 15 - 18**
 - **Week 18 - 22** for cushion on timeline.

Campaign Demographic Breakdown

- Location Outreach
 - West coast, central plains, local growth companies (*largest cities and areas creating the most STEM-related jobs*)
- Titles
 - Managing partner, founder, team lead, principal, co-founder, operations manager, CEO, production manager, logistics, engineer, IT
(*positions with decision making power*)
- Industry
 - Biotechnology, outsourcing/offshoring, import and export, nanotechnology, computer software, computer networking, logistics & supply chain, venture capital & private equity, marketing & information technology and services, research, development, design, and practitioners.

Campaign Performance

	Impressions	Clicks	Other Clicks	Total Social Actions
Campaign #1	6,536	56	34	90
Industry Average	5,378	87	18	
Anticipated Results Remainder of Campaign #1	26,000	250		

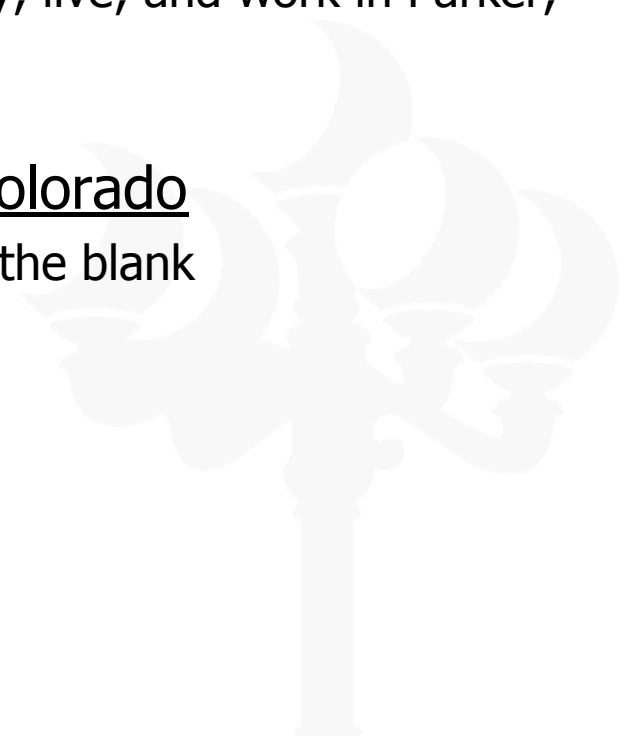
Looking Ahead: Campaign #2 Rollout and Timelines

“A Good Place To Try a Wild Idea”

Why: Commuters traveling outside of Parker have valuable assets to provide to the community, such as business ideas. Marketing to that group to build their own business is a targeted idea to get people to stay, live, and work in Parker, especially the ones that already live here.

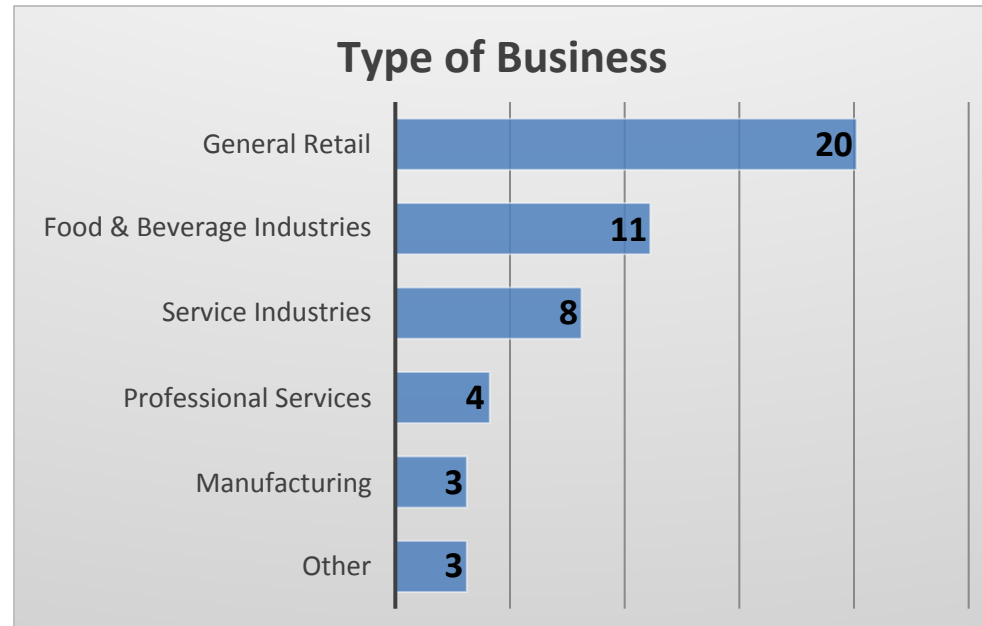
A Good Place to Try a Wild Idea - Parker Colorado

- Support 1: Strong Business Case for Why - fill in the blank
- Support 2: Current Business
- Support 3: Why Work Anywhere Else?

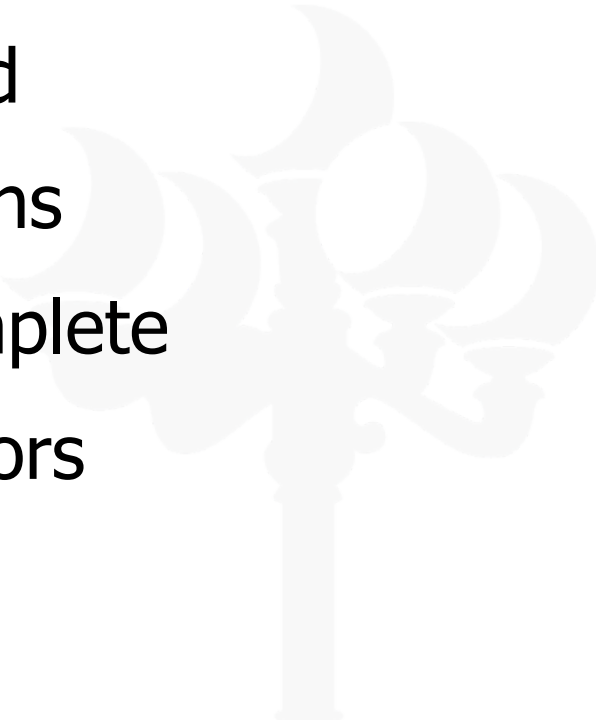


Business Retention Visits

Geographical Areas	# of Visits
Cottonwood Retail Area	2
Crown Point Retail Area	3
Lincoln Ave & Jordan Rd	2
Parker Rd & Lincoln Ave	5
Mainstreet & Parker Rd	15
Flatacres Retail Area	9
Dransfeldt Light Industrial Area	10
Stroh Ranch Retail Area	2
Other Areas	1
Total	49



Activities in 3rd Quarter

- Takoda Tavern – TAP program
 - Pine Bluff Commercial – Assistance Program
 - 20 Mile Village Hotel – TAP program
 - Country Meadows – 30% leased
 - Kings Point – multiple discussions
 - Parker Pointe – annexation complete
 - Work to re-open Gander Outdoors
- 

Business Recruitment

- Commercial / Industrial
 - Medical device manufacturer
 - Commercial finishing company
 - Etkin Johnson
- Medical Office Building
 - Parker Adventist
 - Centura Med Office
 - Health One
 - Kaiser
- Multiple Restaurant Prospects
 - Cottonwood/Crown Point
 - Kings Point
 - Pine Bluff



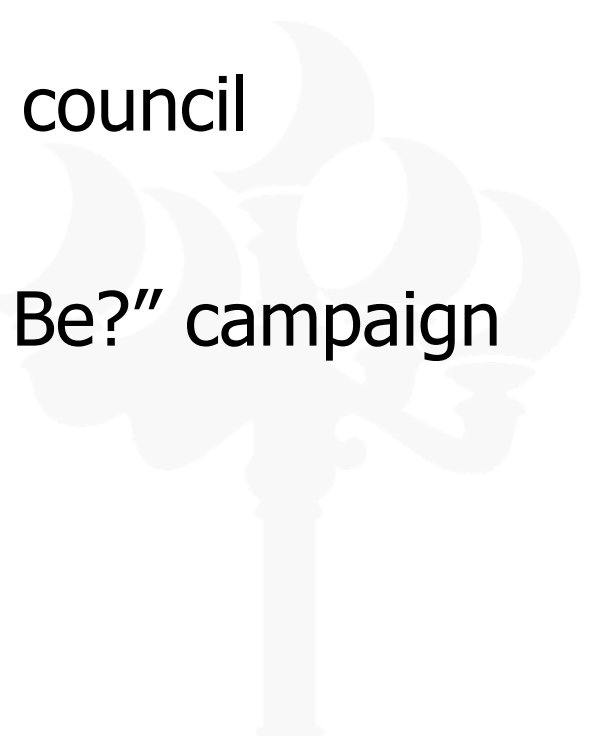
Retail Developments Currently Underway

- Pine Bluff Commercial
- Reata West
- Stroh Crossing
- Parker Pointe
- Dransfeldt Business Park



Ongoing Efforts

- Continue targeted annexation
 - Bowey property
 - Phased Highfield approach
- Site selector conferences
- Economic development advisory council
- Retention efforts with chamber
- Complete “What Will Your Story Be?” campaign



Questions





MEMORANDUM

TO: Mayor Waid and Town Council

FROM: Kristin Schledorn, Deputy Town Attorney
Carol Baumgartner, Town Clerk

DATE: September 19, 2018

RE: Special Licensing Authority/Hearing Officer

Background

The purpose of this memorandum is to provide information and analysis concerning whether the Town should replace its five-member licensing authority with a hearing officer.

The Town has established a Special Licensing Authority, which has authority to grant liquor licenses and to suspend and revoke licenses for cause. The Special Licensing Authority also grants licenses for amusement devices and arcades, pawnbrokers and sexually oriented businesses, and acts as an advisory board to the Town Council on licensing issues. P.M.C. §§ 5.08.040 and 5.08.020.

Other Municipalities' Approaches

Researching other Colorado municipalities that are nearest in size to the Town of Parker, two (Longmont and Loveland) have appointed their municipal judges to serve as the licensing authority, five (Grand Junction, Castle Rock, Commerce City, Brighton and Englewood) utilize a hearing officer to serve as their licensing authority, and three (Littleton, Northglenn, and Wheat Ridge) have an appointed citizen board. The City of Lone Tree utilizes a hybrid approach, where the city council sits as the licensing authority for the issuance of licenses, and a hearing officer (they appoint the municipal judge) serves as the licensing authority for license suspensions and revocations.

Of the five that utilize a hearing officer, Commerce City, Brighton, Castle Rock, and Englewood have only recently (within the last few years) moved from an appointed-citizen board to a hearing officer. In the ordinances approving the change, the reasons given include:

- Englewood: "The complexity of application of state rules and regulations associated with alcoholic beverage licensing and marijuana licensing" (Ord. No. 2017-65);
- Castle Rock: "Increase the efficiency of the liquor licensing process and thus promote the Council's interest in more effectively serving the Town's residents and business community" (Ord. No. 2015-07);
- Brighton: "Difficult to find knowledgeable members to serve"; "requires a certain level of expertise regarding administrative law and procedures and familiarity with the ever changing

Liquor Code and the related liquor licensing rules and regulations”; “desire to make the liquor licensing process as business friendly as possible”; as well as a code provision that provides that if the number of members on the licensing authority falls below three, the duties return to the city council (Ord. No. 2209); and

- Commerce City: “Increasingly difficult to find citizens interested in serving” and a belief by city council that “the complexity of state and local laws related to liquor licensing may discourage citizen participation and may be better suited to a hearing officer who is a trained attorney” (Ord. No. 2046).

Considerations

Complexity of liquor laws

A hearing officer that is a practicing attorney would have more knowledge of the liquor laws and administrative hearing procedures than a lay citizen. However, with the assistance of a licensing authority attorney, most citizen boards can be quickly educated and remain apprised of changes in those laws. Given that there have not been legal challenges to the Town’s Special Licensing Authority’s decisions, this would tend to indicate that the licensing authority is well-advised during its deliberations and decision making process.

Increasing efficiency

With a hearing officer, presumably the Town could hold licensing authority meetings more frequently. In particular, if the municipal judge is appointed as the hearing officer, licensing authority meetings could be scheduled as frequently as court sessions, if needed. Looking at the recent agendas for the Town’s Special Licensing Authority meetings, it does not appear that an unusually large volume of applications, or the need to continue licensing matters, exist. Therefore, unless staff is aware of other concerns with efficiency, there does not appear to be a need for more frequent meetings to consider liquor licensing matters.

Additionally, the Special Licensing Authority handles licensing for other matters, not just liquor licenses. It also serves as an advisory board to the Town Council. Were the Town to move to a hearing officer, these other types of licenses and advisory function would also need to be delegated elsewhere.

Citizen interest in serving on licensing authority

It is my understanding that the current licensing authority has been fully seated. Therefore, the concerns that other municipalities have faced regarding lack of citizen interest to serve on the licensing authority do not seem applicable in the Town of Parker. Additionally, service on the licensing authority is an important vehicle for civic engagement. Given that there have generally not been any issues filling vacancies on the licensing authority, it likely serves to fulfill a desire by citizens for involvement at the local level.

Needs and desires analysis

In determining whether to approve liquor license applications, the licensing authority must consider “the reasonable requirements of the neighborhood” and “the desires of the adult inhabitants.” C.R.S. § 12-47-312. A board consisting entirely of residents of the Town may be better suited to make this determination than a hearing officer, who may or may not be a Town resident.

Cost

Thornton recently appointed a hearing officer at the rate of \$145 per hour, Brighton at \$150 per hour, and Englewood at \$185 per hour. Some of the municipalities utilize their municipal judge as the hearing officer. Lone Tree, for example, appoints its judge to serve as hearing officer and compensates him \$125 per hour. Currently the Town compensates its municipal judge at the rate of \$75 per hour. Therefore, the Town could likely retain a hearing officer in the range of \$75 to \$150 per hour. With the appointment of a hearing officer, the City would not need to provide legal counsel to advise the licensing authority (billed at \$180 per hour), which would result in a slight savings in outside counsel fees.

Next Steps and Recommendation

Were Town Council to desire to move forward with a hearing officer, municipal code revisions, adopted by ordinance, would be necessary. Additionally, if the hearing officer were to be someone other than the municipal judge, the Town would need to undertake an RFP/RFQ process. If the Town does not have relief/substitute judges, and the municipal judge were to serve as the hearing officer, relief/substitute judges would be necessary, as different judges would need to handle the criminal case and the administrative licensing matter.

Balancing the above considerations, and given the fact that the Town of Parker's Special Licensing Authority oversees the granting of other types of licenses, not just liquor licenses, staff's recommendation is to continue to utilize an appointed citizen board to serve as the Town's Special Licensing Authority.