



BOARD OF DIRECTORS MEETING for Thursday February 27, 2025

10:00 AM - 12:00 PM

Via

Teams

Foothills Animal Shelter

AGENDA

TOPIC/DISCUSSION ITEMS	PRESENTER/FACILITATOR
Call to Order Roll Call	Marianne Schilling, President
Public Comment	Marianne Schilling, President
Approve January Minutes	Marianne Schilling, President
January Financials January Licensing Report	Lea Araki, Director of Finance & Administration
Executive Director Report	Maggie McSchaefer, Executive Director
An executive session pursuant to C.R.S. 24-6-402(4)(b) for a conference with the Shelter's attorney to receive legal advice on specific legal questions related to ongoing IGA negotiations.	
Adjourn	Marianne Schilling, President

**Foothills Animal Shelter
Board of Directors Meeting
January 23, 2025, 10:01 AM**

Call to Order and Roll Call

The meeting was called to order by Marianne Schilling at 10:01 AM.

Board Members:

Marianne Schilling, City of Wheat Ridge
Anita Koester, City of Lakewood
Gabiella Bommer, City of Arvada
Ariany Young, City of Edgewater
Carly Lorentz, City of Golden
Del Kleinschmidt, Jefferson County

Foothills Animal Shelter Staff:

Lea Araki, Director of Finance & Administration
Jon Rogge, Director of Municipal Relations & Safety
Maggie McSchaefer, Executive Director
Becky Shrefler, Municipal Relations Coordinator
Jennifer Schwartz, Director of Human Resources

Guests:

Anthony Baros, City of Arvada
Mike Brogan, City of Lakewood

Public Comment

No Public Comment.

Approval of December FAS Board Minutes

Marianne asked for a motion for approval of the December 2024 FAS Board meeting minutes, Del Kleinschmidt made a motion to approve, Anita Koester seconded the motion. All were in favor of the motion, none were opposed, the minutes are approved.

Resolution of Posting Meeting Notices

Gabiella Bommer shared that there is a resolution notifying where the posting for Board meeting notices will be. They will be posted on the website, and as an alternate location if the website is not accessible, they will be posted outside the Hope Center for Humane Education door. Carly Lorentz made a motion to approve this resolution of posting meeting notices, Del seconded the motion, there were no further comments, all voted in favor, the motion passed.

December Financials

Lea Araki summarized the financials. On the P&L, 2024 ended \$30,000 over budget in earned income. This is from community services such as from Adoptions and End-of-Life services and the Vaccine Clinics. We did not receive all of the bequests that we had budgeted. Licensing revenue was a bit higher than expected. In Expenses, we have been more conscientious in 2024 over all our controllable expenses, especially with respect to our budgeted net income. We chose not to backfill some of the staff vacancies to help make up for some of the bequests that we knew we might not receive; this allowed us to come in under budget for the year and to help cover that small deficit.

that was proposed for the 2025 budget. The net income of \$34,000 covers the forecasted budget. Considering that Q1 is historically a lower revenue time for Foothills, the plan amongst Shelter leadership is to continue to manage our payroll and operational expenses conservatively.

On the Balance Sheet, the only major change is assets moving from Cash to Building Improvements for that Long Term Holding renovation. We had one additional bill due at the end of December, so those funds will move from that Reserve account to the Building & Improvement line.

December Licensing Report

Lea shared that December & Year to Date numbers show a continued downward trend of licensing participation across all municipalities and as a whole. In Expenses, December was higher than average due to printing and copying costs covers one-quarter's worth have been paid. The final YTD total for Licensing Administrative Costs for 2024 is \$85,930; this does not include the additional Licensing Specialist and the management of the program. The 2025 Assessment amount in the packet is what can be expected to be invoiced to each jurisdiction. All of the 2025 assessment numbers should be less than projected in the November report because December did outperform the forecast.

Action item: Lea to send invoices for assessments out later today.

Fee Schedule Approval

Maggie McSchaefer introduced a new line item on the Fee Schedule to add a charge of \$10 now for dewormer product so we can charge for it on court case invoices and provide it at our Vaccine Clinics moving forward. Gabriella made a motion to approve adding dewormer to the Fee Schedule, Anita seconded the motion, there were no additional comments, all voted in favor, the motion passes.

Executive Director Report

Maggie informed everyone that Long Term Holding is now completed, and we can have access to that room now regardless of the weather conditions. We are hiring for a couple of mid-level manager positions right now, they are both looking for a credentialed and experienced person, so we expect them to take some time to fill, which should help with our goal to be conservative in our payroll costs this year. Western Roofing has agreed to cover the cost of roof maintenance and inspection for the Shelter, we will be highlighting them in our Annual Report. We will be closing on February 5th for a deep-cleaning day, we will still be open for reclaims and stray intakes. Our team will be onsite for Animal Control if they need support that day as well.

News from the Friends of Foothills Animal Shelter team is that Community Shares of Colorado has announced their need to dissolve, we typically get about \$75,000 annually to the Shelter from them so we are working on what this will look like for those donors moving forward. Colorado Gives Day raised almost \$75,000 more than in 2023. The November/December end of year fundraising was steady with the prior year. The dog Butterfly was featured, we saw a great response from the community around her story.

The end of year stats for PACFA, Protective Custody, and Court Hold numbers.

Mediation Update

Marianne provided an update to the mediation happening between Foothills and the Jefferson County Sheriff's Office. We have been able to schedule a meeting on February 13th from 1-5 PM at

the Golden Community Center. Attendees will include the same folks from the first mediation plus Patrick Goff to represent the City Managers and Carly Lorentz to represent the FAS Board.

Additional Items

Gabriella introduced Commander Anthony Baros as Arvada's alternate Board Member.
Del Kleinschmidt introduced himself as the new Board Member for Jefferson County.

Adjourn

Marianne adjourned the meeting at 10:18 AM.



Foothills Animal Shelter
Profit & Loss Budget Performance
As of January 31, 2025
Accrual Basis

	January Actual	January Budget	\$ Over Budget	% of Budget	YTD Actual	YTD Budget	\$ Over Budget	% of Budget	2024 YTD Actual	Annual Budget
Income										
Earned Income	133,336	130,715	2,621	2%	133,336	130,715	2,621	2%	92,125	1,721,500
Assessments	1,379,120	1,368,035	11,085	0%	1,379,120	1,368,035	11,085	1%	980,775	1,368,035
Licensing Fee Income	29,165	30,309	(1,144)	-4%	29,165	30,309	(1,144)	-4%	40,515	378,861
Grants & Contributions	8,063	11,980	(3,917)	-33%	8,063	11,980	(3,917)	-33%	64,314	586,000
Pass Thru from Friends	169,158	175,500	(6,342)	0%	169,158	175,500	(6,342)	-4%	363,508	2,700,000
Interest Income	11,520	12,000	(480)	-4%	11,520	12,000	(480)	-4%	17,352	150,000
Total Income	1,730,362	1,728,539	1,823	0%	1,730,362	1,728,539	1,823	0%	1,558,589	6,904,396
Cost of Goods Sold	2,452	1,600	852	53%	2,452	1,600	852	53%	1,113	20,000
Gross Profit	1,727,910	1,726,939	971	0%	1,727,910	1,726,939	971	0%	1,557,476	6,884,396
Expense										
Payroll Expenses	440,637	445,204	(4,567)	-1%	440,637	445,204	(4,567)	-1%	254,312	5,383,000
Additional Staff Costs	2,539	3,930	(1,391)	-35%	2,539	3,930	(1,391)	-35%	6,038	85,500
Volunteer Management	241	300	(59)	-20%	241	300	(59)	-20%	250	10,000
Professional Contract Services	10,895	12,400	(1,505)	-12%	10,895	12,400	(1,505)	-12%	6,915	124,000
Animal Care	16,532	14,740	1,792	12%	16,532	14,740	1,792	12%	16,443	168,000
Animal Health Care	39,913	37,170	2,743	7%	39,913	37,170	2,743	7%	35,854	434,000
Shelter Admin & Operations	35,031	35,670	(639)	-2%	35,031	35,670	(639)	-2%	41,119	160,010
Licensing Expenses	14,776	15,060	(284)	-2%	14,776	15,060	(284)	-2%	5,365	137,000
Reg Fees & Professional Memberships	4,894	3,520	1,374	39%	4,894	3,520	1,374	39%	2,279	18,000
Marketing & Communications	182	800	(618)	-77%	182	800	(618)	-77%	273	10,000
Property Costs	14,665	15,200	(535)	-4%	14,665	15,200	(535)	-4%	18,047	189,500
Utilities	9,987	11,570	(1,583)	-14%	9,987	11,570	(1,583)	-14%	11,926	136,000
Depreciation	5,915	4,960	955	19%	5,915	4,960	955	19%	4,877	62,000
Total Operating Expense	596,206	600,524	(4,318)	-1%	596,206	600,524	(4,318)	-1%	403,697	6,917,010
Net Operating Income	1,131,704	1,126,415	5,289	0%	1,131,704	1,126,415	5,289	0%	1,153,779	(32,614)



Foothills Animal Shelter
Balance Sheet
As of January 31, 2025
Accrual Basis

	January 31, 2025	January 31, 2024
Assets		
Current Assets		
Cash & Cash Equivalents		
Citywide Operating	0	58,246
FirstBank Operating	46,679	648,797
CSAFE Reserves	2,761,079	3,606,615
<i>Building Reserve</i>	<i>500,000</i>	
<i>4 Months Expenses</i>	<i>2,161,079</i>	
<i>Legal Deductible</i>	<i>100,000</i>	
CSAFE Donor Restricted Funds	75,515	71,645
<i>Animal Relief Fund</i>	<i>69,364</i>	<i>69,364</i>
<i>Earned Interest</i>	<i>6,151</i>	<i>2,282</i>
Petty Cash	433	433
Total Cash & Cash Equivalents	2,883,706	4,385,736
Accounts Receivable	1,403,499	701,240
Due from Friends of FAS	0	261
Prepaid Emp Benefit - Dental	(4)	(87)
Prepaid Emp Benefit - Life/Disability Ins	(237)	(430)
Prepaid Emp Benefit - Medical Premiums	24,991	22,497
Prepaid Emp Benefit - Vision	(7)	(14)
Undeposited Funds	7,887	10,469
Total Current Assets	4,319,834	5,119,672
Fixed Assets		
Building & Improvements	468,697	429,242
Furniture & Fixtures, Equipment	331,333	336,114
Vehicles	75,245	24,279
Less: Accumulated Depreciation	(315,436)	(268,669)
Total Fixed Assets	559,840	520,966
Total Assets	4,879,674	5,640,638
Liabilities and Equity		
Liabilities		
Accounts Payable	9,924	237,062
Credit Cards	51,848	24,382
FSA Payable	7,477	4,557
Sales Tax Payable	338	(87)
Shelter Buddy Refunds Due	712	2,070
Worker's Comp Payable	0	0
Wages Payable	75,328	61,973
Vacation Payable	136,717	133,912
Total Liabilities	282,345	463,870
Equity		
Current Year Earnings	1,131,704	1,153,431
Retained Earnings	3,465,625	4,023,338
Total Equity	4,597,328	5,176,769
Total Liabilities and Equity	4,879,674	5,640,638



FOOTHILLS ANIMAL SHELTER

Jefferson County Pet Licensing
Monthly Licensing Report
January 2025

	January License Count	January License Revenue	License Count (YTD)	License Revenue (YTD)
Arvada	239	\$ 4,780	239	\$ 4,780
Edgewater	7	\$ 140	7	\$ 140
Golden	31	\$ 620	31	\$ 620
Jefferson County	542	\$ 10,840	542	\$ 10,840
Lakewood	418	\$ 8,360	418	\$ 8,360
Westminster	11	\$ 220	11	\$ 220
Wheat Ridge	85	\$ 1,700	85	\$ 1,700
Total	1,333	\$ 26,660	1,333	\$ 26,660

Licensing Administrative Costs (YTD)	Net Revenue (YTD)	Calculated 2026 Assessment as of 1/31/2025
\$ 2,081	\$ 2,699	\$ 304,800
\$ 100	\$ 40	\$ 14,745
\$ 347	\$ 273	\$ 51,029
\$ 3,302	\$ 7,538	\$ 480,379
\$ 2,905	\$ 5,455	\$ 423,865
		\$ 295,825
\$ 632	\$ 1,068	\$ 92,283
\$ 9,366	\$ 17,074	\$ 1,662,926

License Count (2024 YTD)	License Revenue (2024 YTD)
370	\$ 7,400
14	\$ 280
88	\$ 1,760
772	\$ 15,440
531	\$ 10,620
21	\$ 420
106	\$ 2,120
1,902	\$ 38,040

	Est Dog Population	License Count (YTD)	Compliance Rate (YTD)	Compliance Rate (2024 YTD)
Arvada	35,701	239	0.7%	1.0%
Edgewater	1,716	7	0.4%	0.8%
Golden	5,956	31	0.5%	1.4%
Jefferson County	56,648	542	1.0%	1.3%
Lakewood	49,844	418	0.8%	1.0%
Westminster	34,345	11	0.0%	0.1%
Wheat Ridge	10,838	85	0.8%	0.9%
Total	195,049	1,333	0.7%	0.9%



Licensing Administrative Costs		
	January	YTD
Licensing Coordinator	\$ 4,268	\$ 4,268
Printing and Copying		
Credit Card Fees	\$ 782	\$ 782
Supplies		
Licensing Software	\$ 3,718	\$ 3,718
Postage	\$ 487	\$ 487
Overhead	\$ 111	\$ 111
	\$ 9,366	\$ 9,366

	% of total Estimated Dog Population	January Licensing Administrative Costs	YTD Licensing Administrative Costs
Arvada	22.2%	\$ 2,081	\$ 2,081
Edgewater	1.1%	\$ 100	\$ 100
Golden	3.7%	\$ 347	\$ 347
Jefferson County	35.2%	\$ 3,302	\$ 3,302
Lakewood	31.0%	\$ 2,905	\$ 2,905
Westminster	-	\$ -	\$ -
Wheat Ridge	6.7%	\$ 632	\$ 632
Total	100.0%	\$ 9,366	\$ 9,366

Additional expenses not passed on to jurisdictions		
	January	YTD
Additional Licensing Specialist	\$ 3,905	\$ 3,905
Licensing Management	\$ 1,583	\$ 1,417
	\$ 5,489	\$ 5,322



2026 Assessment Calculation	Total Households 2023 (1)	Est Dog Pop (2)	Dogs per HH (2)	Est Dog Population	% of total Estimated Dog Population (3)	Total Contribution
Arvada	52,309	0.46	1.5	35,701	18.3%	\$ 307,500
Edgewater	2,515	0.46	1.5	1,716	0.9%	\$ 14,784
Golden	8,727	0.46	1.5	5,956	3.1%	\$ 51,302
Jefferson County	83,000	0.46	1.5	56,648	29.0%	\$ 487,918
Lakewood	73,032	0.46	1.5	49,844	25.6%	\$ 429,320
Westminster	50,323	0.46	1.5	34,345	17.6%	\$ 295,825
Wheat Ridge	15,880	0.46	1.5	10,838	5.6%	\$ 93,351
Total				195,049	100%	1,680,000

2026 Expense Calculation	Total Households 2023 (1)	Est Dog Pop (2)	Dogs per HH (2)	Est Dog Population	% of total Estimated Dog Population (3)
Arvada	52,309	0.46	1.5	35,701	22.2%
Edgewater	2,515	0.46	1.5	1,716	1.1%
Golden	8,727	0.46	1.5	5,956	3.7%
Jefferson County	83,000	0.46	1.5	56,648	35.2%
Lakewood	73,032	0.46	1.5	49,844	31.0%
Westminster	-	-	-	-	-
Wheat Ridge	15,880	0.46	1.5	10,838	6.7%
Total				160,703	100%

(1) State Demography Office - Population and Household Estimates for Colorado Counties and Municipalities, 2023

(2) American Veterinary Medical Association Pet Ownership Demographic Source Book, 2024

(3) Used to calculate each jurisdictions portion of contribution and licensing administrative expenses

Executive Director Report

February 21, 2025

Maggie McSchaefer

Shelter Updates

Our next new volunteer onboarding sessions are upcoming on February 26th and March 1st.

FAS participated in 2nd mediation session with Jeffco on Thursday 2/13, and a smaller follow-up session on Tuesday 2/25.

Reminder, our next meeting in March is a joint meeting with the Friends board and will be held in person at the shelter.

Friends Updates

Our Medical Appeal Matching Gift Challenge, sponsored by Firstbank has generated more than \$25k in February (1-18) with 300 donors. In 2024, our Medical Appeal from the same period raised \$13k and 170 donors.

The Development team is planning 2 larger community events - save the dates!

5/15 - After Hours - this event will include adult beverages and appetizers and will be hosted at the shelter - geared towards our adult supporters.

9/13 - Community Event - this event is a broader community event, family friendly day with booth vendors, food trucks, games and activities, and shelter tours, it will be hosted next door at the Fairgrounds - geared towards families and a wider audience of current and potential supporters. We will also be encouraging peer-to-peer fundraising to earn special edition FAS prizes!

Our online recurring giving program, the PAW program, has increased from \$7k monthly in 2024 to \$9.2k in January 2025. For 2025 we plan even further expansion in donor appreciation and recruitment efforts to encourage more patrons to support through recurring giving.

PACFA Statistics / January 2025

	Dogs	Puppies	Cats	Kittens	Birds	Small Mammals	Reptiles	Rabbits	Others	Total
Beginning Count in Shelter	71	34	62	13	0	4	1	0	5	190
In Foster	4	7	4	15	0	0	0	0	0	30
Total Beginning Count	75	41	66	28	0	4	1	0	5	220

Intakes

Stray	103	8	57	17	0	4	0	0	3	192
OREL	68	26	60	13	5	23	7	2	5	209
Transfer In from Colorado	19	2	5	0	0	0	0	0	0	26
Transfer In from Out of State	3	45	0	0	0	0	0	0	0	48
Other (Protective Custody, Property Hold, Court Hold, Bite Quarantine, TNR, etc.)	61	10	22	2	1	0	7	1	0	104

Total Live Intake	254	91	144	32	6	27	14	3	8	579
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Outcomes

Adoptions	124	88	105	39	5	20	4	2	12	399
RTO	70	3	20	0	0	1	0	0	0	94
Transfer/Rescue Out - Colorado	2	0	0	0	0	0	0	0	0	2
Transfer/Rescue Out - Out of State	0	0	0	0	0	0	0	0	0	0
Other (Protective Custody RTO, TNR, Euthanized/Released by Offsite Vet, etc.)	36	0	19	2	0	0	5	0	0	62

Sub Total - Live Outcomes	232	91	144	41	5	21	9	2	12	557
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Died	0	0	1	1	0	0	0	0	0	2
Shelter Euthanasia	22	2	18	0	0	0	1	0	1	44
Missing/Stolen	0	0	0	0	0	0	0	0	0	0

Sub Total - Other Outcomes	22	2	19	1	0	0	1	0	1	46
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Total Outcome	254	93	163	42	5	21	10	2	13	603
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Shelter End Count	71	24	47	14	1	10	5	1	0	173
In Foster End Count	4	15	0	4	0	0	0	0	0	23
Total End Count	75	39	47	18	1	10	5	1	0	196

Length of Stay (No Exclusions)	10.8	10.2	13.1	17.5	2.6	9.7	7.7	2.2	24.2	11.9
Length of Stay (No CH, PC, Foster)	9.2	8.3	11.0	9.9	2.6	9.7	9.3	2.2	23.8	9.9

Data Check	0	0	0	0	0	0	0	0	0	0
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% of Live Outcomes

Adoptions	53%	97%	73%	95%	100%	95%	44%	100%	100%	72%
Redemptions	30%	3%	14%	0%	0%	5%	0%	0%	0%	17%
Transfer Out	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Other	16%	0%	13%	5%	0%	0%	56%	0%	0%	11%

% of All Outcomes

Shelter Euthanasia	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
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Live Release Rate

Total Live Outcomes	557
All Outcomes	603
Live divided by All Outcomes	92%

Asilmoar LITE Live Release Rate: Live Outcomes divided by All outcomes (minus O/R Euth).

For example, 1,000 Live Outcomes divided by 1,500 (ALL outcomes minus 50 O/R Euth). $1,000/(1,500-50)=.69$ or 69%

Protective Custody

January 2025	
Intake	
Total Patrons	45
Total Animals	82
Dogs	51
Cats	22
Other	9
Walk-ins	19
Municipalities	63
Partner Referrals	0
Stray	0

Circumstance	Patrons	Animals
Housing	15	29
Incarceration	11	19
Hospital/Accident	14	24
Owner Deceased	5	10
Domestic Violence	0	0
Unknown	0	0
Other	0	0

Services provided (# of animals)	
Food Provided	16
Animal Supplies	17
Resource Referrals	13
Spay/Neuter	5
Meds	13
Microchip	6
Grooming	0
End of Life Services	3
Transported Animals	11

Outcome (# of animals)	
Reunited	62
Relinquished	14
Euthanasia	3
Still in Care	20

Cost of Care	
Daily Care	\$15,955.00
Daily Meds	\$3,750.00
Spay/Neuter	\$540.00
Relinquishment	\$705.00
End of Life Services	\$220.00
Transportation	\$289.16
Total	\$21,459.16

January 2024	
Intake	
Total Patrons	56
Total Animals	83
Dogs	44
Cats	34
Other	5
Walk-ins	38
Municipalities	43
Partner Referrals	2
Stray	0

Circumstance	Patrons	Animals
Housing	19	34
Incarceration	11	12
Hospital/Accident	15	16
Owner Deceased	3	4
Domestic Violence	6	11
Unknown	1	1
Other	1	5

Services provided (# of animals)	
Food Provided	16
Animal Supplies	24
Resource Referrals	36
Spay/Neuter	4
Meds	10
Microchip	11
Grooming	0
End of Life Services	1
Transported Animals	10

Outcome (# of animals)	
Reunited	72
Relinquished	10
Euthanasia	1

Cost of Care	
Daily Care	\$14,220.00
Daily Meds	\$1,800.00
Spay/Neuter	\$540.00
Relinquishment	\$480.00
End of Life Services	\$25.00
Transportation	\$284.14
Total	\$17,349.14

Foothills Animal Shelter Court Hold Animals

January 2025

Type	Jurisdiction	Court Hold Start Date	Lenth of Stay in days	Still in Care (Court Hold) as of 1/31/25
Dog	Unincorporated Jeffco	1/14/2025	17	Y
Dog	Unincorporated Jeffco	1/14/2025	17	Y
	Unincorporated Jeffco	1/14/2025	17	Y
Dog	Mountain View	1/2/2025	1	N
Dog	Mountain View	1/2/2025	1	N
Dog	Mountain View	1/2/2025	1	N
Dog	Sheridan	12/16/2024	46	Y
Dog	Sheridan	12/29/2024	33	Y
Dog	Sheridan	12/29/2024	33	Y
Dog	Arvada	12/23/2024	25	No
Dog	Lakewood	1/25/2025	5	No
Dog	Lakewood	1/25/2025	6	Y