

CITY DEVELOPMENT DEPARTMENT

MISSION STATEMENT

Promote quality development that creates a safe, balanced community for living, working and playing. Maintain and improve the living environment for the citizens of Thornton.

DEPARTMENT OVERVIEW

The City Development Department is responsible for guiding the current and future growth of the City. The department performs the following services: providing information to the public; managing development processes; regulating development in the City; enforcing compliance with codes and ordinances; reviewing and approving development applications; administering and amending the codes and ordinances related to development; advocating for Thornton's regional transportation interests; developing and maintaining GIS databases; supporting city-wide functions, provide regular GIS support city-wide and maintaining standardized maps.

FUNCTIONAL RESPONSIBILITIES

Review and Process Development Applications

Building Inspection and Code Compliance

Plan Approval and Inspection of Paving, Drainage, Water, and Sanitary Sewer Constructed with New Developments

Develop and Maintain Spatial Data for GIS Databases and Mapping

Develop and Maintain Geo-spatial applications and tools for spatial analyst and awareness

Develop and Update the Comprehensive Plan and Other Long Range Plans

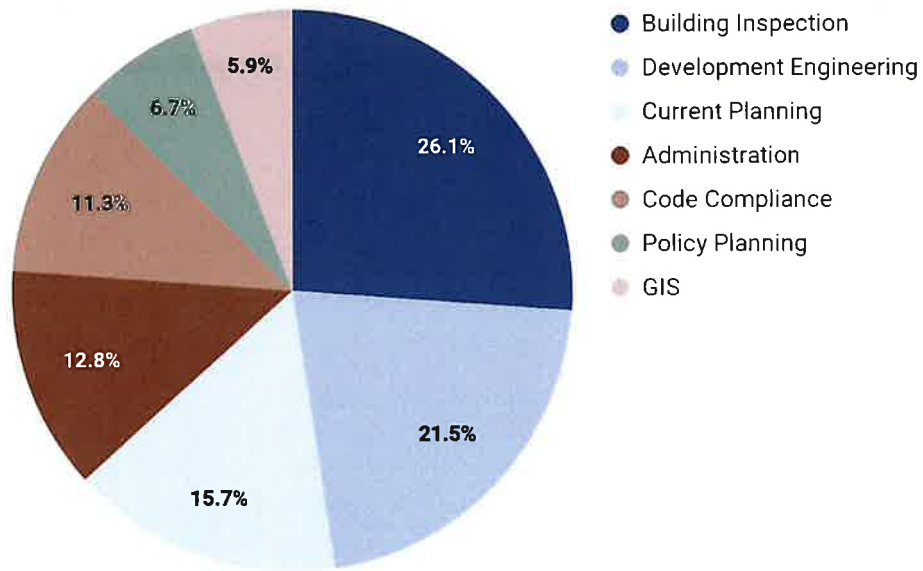
Development Code Amendments and Updates

CITY DEVELOPMENT SUMMARY

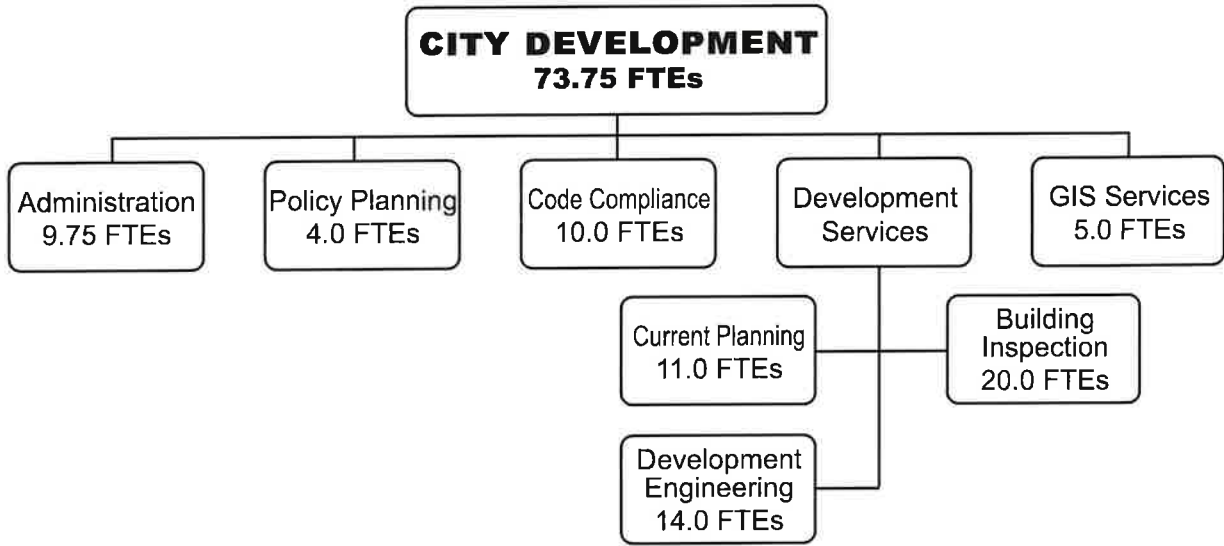
| City Development | Actual 2019 | Budget 2020 | Budget 2021 | % Chng 20-21 |
|----------------------|--------------------|--------------------|--------------------|-----------------|
| Personnel Services | \$7,703,921 | \$8,278,182 | \$7,924,875 | -4.3% |
| Contractual Services | 449,105 | 352,612 | 403,341 | 14.4% |
| Commodities | 61,347 | 104,403 | 49,374 | -52.7% |
| Capital Outlay | 64,784 | - | - | 0.0% |
| Total | \$8,279,157 | \$8,735,197 | \$8,377,590 | -4.1% |

| By Division | 2021 Budget |
|---------------------------------------|--------------------|
| 40300 City Development Administration | \$1,076,228 |
| 40305 Current Planning | 1,314,411 |
| 40310 Policy Planning | 560,734 |
| 40320 Building Inspection | 2,188,091 |
| 40325 Code Compliance | 945,665 |
| 40340 Development Engineering | 1,799,554 |
| 40350 GIS Services | 492,907 |
| Total | \$8,377,590 |

2021 City Development Department



CITY DEVELOPMENT SUMMARY



CITY DEVELOPMENT ADMINISTRATION (40300)

The Administration Division provides administrative support for all City Development divisions; advocates for Thornton's transportation interests; coordinates updates to the Development Code; and provides general support for department training and the furtherance of staffs' skills.

GOALS AND OBJECTIVES

Goal 1: Provide administrative support for all City Development divisions.

- Objective 1: Provide customer service and support to City Development staff, residents, applicants, and others.
- Objective 2: Ensure that all notices for public hearings are published and distributed to affected property owners within the timeframe required by City Code.
- Objective 3: Utilize software to enter, process, and route development applications and record inspection and review activities in a timely manner.
- Objective 4: Coordinate the proofreading, editing, copying, and distribution of packets to City Council and the Development Permits and Appeals Board (DPAB); act as the Recording Secretary to DPAB.
- Objective 5: Collect and input property data into the CityView database system, including parcel number, property address, owner information, zoning, and case history information.
- Objective 6: Process notifications and legal documents associated with impounded vehicles, Municipal Court cases, and administrative Blighted Property Rehabilitation hearings.
- Objective 7: Issue construction, traffic control, and hydrant meter permits.

Goal 2: Amend and update the Development Code where needed.

- Objective 1: Establish a process for timely amendments to the Development Code.
- Objective 2: Process Development Code amendments to respond to new legislative actions, technologies, conditions and Council priorities.

Goal 3: Actively advocate for Thornton's regional transportation interests.

- Objective 1: Review transportation-related legislation and regulations for impact to Thornton.
- Objective 2: Identify needs and advocate for improved bus service in Thornton.
- Objective 3: Focus on transportation priority projects as identified by City Council.
- Objective 4: Provide coordination and support to other departments/divisions regarding regional transportation.

Goal 4: Update and implement the Transportation Master Plan to ensure multi-modal transportation opportunities and coordinated transportation growth.

- Objective 1: Develop and prepare regular updates to the Transportation Master Plan to reflect Comprehensive Plan updates and incorporate other specific transportation studies.

CITY DEVELOPMENT ADMINISTRATION (40300)

- Objective 2: Coordinate any changes to the Transportation Master Plan with other City Master Plans.
- Objective 3: Ensure mobility and the impacts of future transportation trends are considered in any changes to the Transportation Master Plan.
- Objective 4: Evaluate and provide input on proposed projects and programs to ensure consistency with the Transportation Master Plan.

Goal 5: Expand the collective skills of City Development staff by focusing on training, process improvement, customer service, and communication.

- Objective 1: Identify and provide appropriate training to all department staff to establish baseline expectations for customer service and communication.
- Objective 2: Promote opportunities for teambuilding and service work among City Development staff.
- Objective 3: Encourage staff to identify opportunities for process improvement and support efforts that meet City Development goals and objectives.

| City Development Administration | Actual 2019 | Budget 2020 | Budget 2021 | % Chng 20-21 |
|---------------------------------|------------------|--------------------|--------------------|-----------------|
| Personnel Services | \$915,947 | \$1,177,404 | \$1,006,143 | -14.5% |
| Contractual Services | 19,063 | 23,499 | 59,805 | 154.5% |
| Commodities | 13,683 | 20,166 | 10,280 | -49.0% |
| Total | \$948,693 | \$1,221,069 | \$1,076,228 | -11.9% |

| Regular Full-Time Positions | FTE |
|----------------------------------|-------------|
| Administrative Specialist | 4.75 |
| Administrative Supervisor | 1.0 |
| Deputy City Manager | 1.0 |
| Executive Assistant | 1.0 |
| Regional Transportation Engineer | 1.0 |
| Senior City Development Analyst | 1.0 |
| Total | 9.75 |

CURRENT PLANNING (40305)

The Current Planning Division is responsible for the coordination of most development review functions for the City, including annexations, zone change requests, conceptual site plans, subdivisions, and development permits, as well as plan reviews and inspections for landscape improvements for commercial and residential projects. Landscape improvements include landscaped areas in residential open spaces, street rights of way, commercial developments, and public and private parks. Current Planning and Landscape Architecture staff works with developers, citizens, external review agencies, and other staff to address development issues and prepare development projects for public hearings. Current Planning staff is also the primary liaison with the Development Permits and Appeals Board (DPAB).

GOALS AND OBJECTIVES

Goal 1: Provide reliable, timely information and professional, friendly service to the public regarding development in the City of Thornton.

- Objective 1: Promote excellent customer service at all times for both internal and external customers.
- Objective 2: Provide clear and concise written and graphic information to the public and to applicants.
- Objective 3: Utilize the City's website for general land use information, guides, applications, etc.
- Objective 4: Consistently interpret Code requirements.
- Objective 5: Adjust interpretations as City Council policy direction is established.
- Objective 6: Increase the level of public transparency for development projects in the review process

Goal 2: Work with the development community to attain the best development that is practical and possible within the City's stated goals, policies, and ordinances.

- Objective 1: Identify for applicants the expectations set by City Council and discuss options and opportunities with them to improve land use proposals.
- Objective 2: Review and analyze development applications, development plans, and landscape plans for compliance with the Development Code, City Ordinances, regulations and policies.
- Objective 3: Evaluate development plans for consistency with the City's Comprehensive Plan, area plans, and associated Master Plans.

Goal 3: Process development proposals effectively and efficiently.

- Objective 1: Act as the case managers for land use requests, facilitate cases through the City process, and coordinate City comments to the applicant.
- Objective 2: Provide the applicant with complete information on their project with each comment letter.
- Objective 3: Meet with applicants as questions or issues arise.
- Objective 4: Prepare complete information for presentation at public hearings.
- Objective 5: Present information at the public hearing in a fair and thoughtful manner.
- Objective 6: Complete review process for cases within three reviews in an effort to get them to a public hearing in a timely manner.
- Objective 7: Complete case reviews within deadlines at least 90 percent of the time.

CURRENT PLANNING (40305)

Objective 8: Review irrigation construction drawings with the goal of increasing the efficiency of the irrigation systems installed in the City.

Objective 9: Perform timely and thorough Certificate of Occupancy inspections of new development and redevelopment and landscaping improvements.

Goal 4: Perform timely and thorough inspections of new development and redevelopment project landscaping and irrigation.

Objective 1: Hire and retain qualified professionals. Provide thorough training to ensure development inspection staff remains fully qualified to perform inspections and keep up with industry, materials, and technology changes.

Objective 2: Perform inspections within 24 hours of the contractor’s request.

Objective 3: Strive to be flexible in scheduling inspections within the timeframes needed by the contractor even when less than 24 hours notice is provided.

Goal 5: Process applications for landscape construction permits in a timely fashion.

Objective 1: Process permits within two business days.

| Current Planning | Actual 2019 | Budget 2020 | Budget 2021 | % Chng 20-21 |
|----------------------|--------------------|--------------------|--------------------|-----------------|
| Personnel Services | \$1,219,265 | \$1,263,166 | \$1,291,012 | 2.2% |
| Contractual Services | 8,306 | 13,074 | 22,246 | 70.2% |
| Commodities | 1,966 | 8,150 | 1,153 | -85.9% |
| Total | \$1,229,537 | \$1,284,390 | \$1,314,411 | 2.3% |

| Regular Full-Time Positions | FTE |
|----------------------------------|-------------|
| Current Planning Manager | 1.0 |
| Landscape Architect | 1.0 |
| Landscape Inspection Coordinator | 1.0 |
| Planner | 2.0 |
| Planning Director | 1.0 |
| Senior Landscape Architect | 1.0 |
| Senior Planner | 4.0 |
| Total | 11.0 |

POLICY PLANNING (40310)

The Policy Planning Division is responsible for maintaining, updating, and implementing the Comprehensive Plan, preparing area plans and growth documents, providing professional and analytical support on other local and regional issues, and maintaining statistical data for the City. The Policy Planning Division also reviews and processes Metro Districts and Metro District IGAs.

GOALS AND OBJECTIVES

Goal 1: Update and implement the Thornton Comprehensive Plan and associated Master Plans to ensure the well-planned growth of the City.

- Objective 1: Update the Comprehensive Plan on a regular basis to reflect changes in the community's vision and the planning environment.
- Objective 2: Coordinate the development of other City Master Plans either through support or as the project management group using the Comprehensive Plan as the overall guiding framework.
- Objective 3: Prepare annual updates of the City's plan-in-place for consideration by City Council.
- Objective 4: Conduct research, produce special studies, and prepare grant applications for development, historic, sustainability, wellness, growth, and other planning related issues.
- Objective 5: Evaluate development plans for consistency with the City's Comprehensive Plan, associated Master Plans and special studies.

Goal 2: Prepare and update area plans where needed.

- Objective 1: Develop area plans including subarea plans and transit station area plans using the Comprehensive Plan as the overall guiding framework.
- Objective 2: Update existing area plans including subarea plans and transit station area plans as circumstances and City policy changes.

Goal 3: Manage the processing of Metro Districts and Metro District IGAs effectively and efficiently.

- Objective 1: Inform all applicants of the policies established by City Council regarding Metro Districts.
- Objective 2: Establish a workable schedule for processing Metro Districts that allows applicants to meet dates for established elections
- Objective 3: Process and negotiate Metro District applications and Metro District IGAs in accordance with the City's model service plan, City Code and State Law.
- Objective 4: Provide an updated inventory listing of all approved Metro Districts in the City and maps showing their location.

Goal 4: Provide analysis regarding regional issues, intergovernmental matters, and new legislation.

- Objective 1: Where necessary, represent the City at committees and meetings dealing with regional and intergovernmental matters (for example, the Denver Regional Council of Governments (DRCOG) and the Regional Transportation District (RTD)).

POLICY PLANNING (40310)

- Objective 2: Provide expertise as requested on matters relating to the North Metro line.
- Objective 3: Respond to requests for information from regional, state, and Federal agencies and provide comments on Thornton related matters where needed.
- Objective 4: Review comprehensive and area plans by adjacent jurisdictions for consistency with Thornton's Comprehensive Plan.

Goal 5: Develop and maintain an extensive statistical database for the City.

- Objective 1: Analyze census data, inventory existing building stock, track new development, establish population estimates, identify growth trends and develop population projections.
- Objective 2: Respond efficiently to data requests by City departments, other entities, and citizens.
- Objective 3: Create statistical documents including a quarterly population and housing report and a year-end summary report.
- Objective 4: Post statistical data on the web for use by others.

| Policy Planning | Actual 2019 | Budget 2020 | Budget 2021 | % Chng 20-21 |
|----------------------|------------------|------------------|------------------|-----------------|
| Personnel Services | \$485,944 | \$508,785 | \$483,335 | -5.0% |
| Contractual Services | 2,334 | 25,813 | 73,049 | 183.0% |
| Commodities | 105 | 40,511 | 4,350 | -89.3% |
| Total | \$488,383 | \$575,109 | \$560,734 | -2.5% |

| Regular Full-Time Positions | FTE |
|-----------------------------|------------|
| Policy Planning Manager | 1.0 |
| Planner I | 1.0 |
| Senior Policy Analyst | 2.0 |
| Total | 4.0 |

BUILDING INSPECTION (40320)

The Building Inspection Division ensures that the standards and codes set forth by the City of Thornton for safety, health, and public welfare are implemented and maintained. The Division regulates and controls the design, construction, quality of materials, use and occupancy, and location of all buildings and structures within the City of Thornton.

The Division issues all building-related permits and coordinates associated activities related to the permits being issued. These activities include, but are not limited to, plan review for all new construction, remodels, additions, and miscellaneous projects. The Division is also responsible for the interpretation and enforcement of adopted model codes and standards of the City.

GOALS AND OBJECTIVES

Goal 1: Deliver quality service every day for inspection requests.

- Objective 1: Hire and retain qualified inspection professionals. Provide thorough training to ensure building inspection staff remains fully qualified to perform inspections and keep up with industry, materials, and technology changes.
- Objective 2: Provide cross-training opportunities, where applicable, to perform multiple inspections per stop.
- Objective 3: Provide the coordination of inspections with contractors to assist in making the inspection process efficient and effective.
- Objective 4: Provide inspection services within 24 hours of the request.

Goal 2: Provide outstanding customer service that is dynamic in nature and effectively utilizes current technology.

- Objective 1: Implement services online/electronically to provide for a more efficient and cost effective process.
- Objective 2: Maintain a website that has easy to locate, updated information.

Goal 3: Effectively manage building permit applications

- Objective 1: Hire and retain qualified plan review and permit technician professionals. Provide thorough training to ensure plan review staff and permit technicians remain fully qualified to perform job duties and keep up with industry, materials, and technology changes.
- Objective 2: Provide clear and concise review comments to the applicant on building permit applications in accordance with the time frames established by the City Development Department at a rate of 90 percent or better.
- Objective 3: Provide thorough first reviews of building permit applications in order to avoid new comments on re-submittals.
- Objective 4: Provide no more than three reviews of building permit applications at a rate of 90 percent or better, in an attempt to get projects to the construction stage in a timely manner.
- Objective 5: Maintain an up-to-date set of Codes for staff's use as well as the private sector and provide consistent interpretation of the regulations.
- Objective 6: Provide for a balanced workload between plan review staff to ensure that no one plans examiner is overloaded in order to meet deadlines.

BUILDING INSPECTION (40320)

| Building Inspection | Actual 2019 | Budget 2020 | Budget 2021 | % Chng 20-21 |
|----------------------|--------------------|--------------------|--------------------|-----------------|
| Personnel Services | \$1,926,000 | \$2,084,413 | \$2,093,892 | 0.5% |
| Contractual Services | 135,341 | 98,560 | 89,394 | -9.3% |
| Commodities | 24,617 | 3,776 | 4,805 | 27.3% |
| Total | \$2,085,958 | \$2,186,749 | \$2,188,091 | 0.1% |

| Regular Full-Time Positions | FTE |
|--------------------------------|-------------|
| Building Inspection Supervisor | 2.0 |
| Building Inspector | 10.0 |
| Chief Building Official | 1.0 |
| Permit Technician | 4.0 |
| Plans Examiner | 2.0 |
| Plans Examining Supervisor | 1.0 |
| Total | 20.0 |

CODE COMPLIANCE (40325)

The Code Compliance Division enforces the adopted City Codes (standards) that govern the use and maintenance of private property throughout the City. Code Compliance Officers collaborate with residents and businesses to eliminate the causes of blight and nuisances that devalue, detract, and degrade the quality of any neighborhood.

GOALS AND OBJECTIVES

Goal 1: Maintain a clean and attractive standard for the community.

- Objective 1: Enhance the general welfare of the City through proactive inspections of properties and enforcement of City Code violations.
- Objective 2: Educate residents, businesses and community members on the City property maintenance Codes and programs to improve neighborhood appearance.
- Objective 3: Locate and remove graffiti and other signs of blight to increase neighborhood safety and property values.
- Objective 4: Identify improvements to City processes or Code that can positively impact the standard of life in the community.

Goal 2: Provide reliable, consistent, timely information in a professional manner to the public regarding compliance with the City of Thornton ordinances.

- Objective 1: Promote excellent customer service at all times for both internal and external customers.
- Objective 2: Provide clear and concise information to the public through notices, brochures and online.
- Objective 3: Consistently interpret Code requirements.
- Objective 4: Continued training and education for Officers.
- Objective 5: Hire and retain qualified Officers.

| Code Compliance | Actual 2019 | Budget 2020 | Budget 2021 | % Chng 20-21 |
|----------------------|--------------------|--------------------|------------------|-----------------|
| Personnel Services | \$1,093,764 | \$979,162 | \$814,646 | -16.8% |
| Contractual Services | 258,402 | 129,698 | 126,133 | -2.7% |
| Commodities | 7,460 | 7,869 | 4,886 | -37.9% |
| Capital Outlay | 35,705 | - | - | 0.0% |
| Total | \$1,395,331 | \$1,116,729 | \$945,665 | -15.3% |

| Regular Full-Time Positions | FTE |
|--------------------------------|-------------|
| Code Compliance Officer | 7.0 |
| Code Compliance Supervisor | 1.0 |
| Senior Code Compliance Officer | 2.0 |
| Total | 10.0 |

DEVELOPMENT ENGINEERING (40340)

The Development Engineering Division includes two areas: engineering and construction inspection. The Division performs plan reviews and inspections for infrastructure for commercial and residential projects. Infrastructure improvements include water, sanitary sewer, paving, and drainage. This Division also creates and manages Developer's Agreements, issues construction and traffic control permits for development projects and inspects the repair of residential water and sanitary sewer services.

GOALS AND OBJECTIVES

Goal 1: Effectively and efficiently manage reviews of planning applications, engineering plans, and floodplain development permits for development projects.

- Objective 1: Hire and retain qualified professionals. Provide thorough training to ensure development review staff remains fully qualified to perform reviews and keep up with industry, materials, and technology changes.
- Objective 2: Provide clear direction and expectation of submittals to the development community to obtain submittals that are in compliance with City Standards and Specifications and of high quality in order to provide an efficient and comprehensive review.
- Objective 3: Provide clear and concise review comments on development proposals in accordance with time frames established by the Current Planning Division at a rate of 90 percent or better.
- Objective 4: Provide clear and concise review comments to the applicant on construction drawings and floodplain development permits in accordance with the time frames established by the City Development Department at a rate of 90 percent or better.
- Objective 5: Provide thorough first reviews of development applications, construction drawings and floodplain development permits in order to avoid new comments on re-submittals.
- Objective 6: Provide no more than three reviews of planning applications, construction drawings, and floodplain development permits at a rate of 90 percent or better, in an attempt to get projects to the construction stage in a timely manner.
- Objective 7: Provide for a balanced workload between plan review staff to ensure that no one engineer is overloaded in order to meet deadlines.
- Objective 8: Maintain an up-to-date Standard and Specifications for staff's use as well as the private sector and provide consistent interpretation of the Specifications.

Goal 2: Provide customer service that is timely, professional and friendly in nature regarding the development in the City of Thornton.

- Objective 1: Promote excellent customer service at all times for both internal and external customers.
- Objective 2: Review planning applications and construction drawings electronically to provide for a more efficient and cost effective process.
- Objective 3: Combine the construction drawings and development permit whenever possible to expedite the review process for less-complex projects.
- Objective 4: Maintain a website that is easy to locate updated information.
- Objective 5: Increase the level of public transparency for development projects in the review process.

DEVELOPMENT ENGINEERING (40340)

Goal 3: Perform timely and thorough inspections of new development and redevelopment projects for public/private infrastructure.

Objective 1: Hire and retain qualified professionals. Provide thorough training to ensure development inspection staff remains fully qualified to perform inspections and keep up with industry, materials, and technology changes.

Objective 2: Conduct inspections within 24 hours of the request by contractors.

Objective 3: Strive to be flexible in scheduling inspections within the timeframes needed by the contractor even when shorter notice is given than 24 hours.

Goal 4: Process applications for construction permits and traffic control permits in a timely fashion.

Objective 1: Process permits within two business days, unless a full road closure or sidewalk closure is required (five days).

| Development Engineering | Actual 2019 | Budget 2020 | Budget 2021 | % Chng 20-21 |
|-------------------------|--------------------|--------------------|--------------------|-----------------|
| Personnel Services | \$1,552,686 | \$1,745,020 | \$1,764,495 | 1.1% |
| Contractual Services | 23,670 | 60,598 | 31,059 | -48.7% |
| Commodities | 6,579 | 1,131 | 4,000 | 253.7% |
| Capital Outlay | 29,080 | - | - | 0.0% |
| Total | \$1,612,015 | \$1,806,749 | \$1,799,554 | -0.4% |

| Regular Full-Time Positions | FTE |
|-----------------------------------|-------------|
| Civil Engineer | 2.0 |
| Civil Engineering Technician | 1.0 |
| Deputy City Development Director | 1.0 |
| Development Engineering Manager | 1.0 |
| Development Inspection Supervisor | 1.0 |
| Development Inspector | 3.0 |
| Project Manager | 2.0 |
| Senior Civil Engineer | 2.0 |
| Senior Development Inspector | 1.0 |
| Total | 14.0 |

GIS SERVICES (40350)

The GIS Division in City Development provides sustainable, practical and innovative technical solutions through being proactive in engaging our clients, improving processes and providing the resources needed to create measurable and meaningful results across the organization.

GOALS AND OBJECTIVES

Goal 1: Develop and maintain reliable spatial and nonspatial data, provide data analysis and quality products to our clients.

Objective 1: Create high quality spatial data resources, which are essential to the city’s mission, goals and projects.

Objective 2: Streamline processes to increase efficiency, reduce redundancy, automate mapping tasks, and increase data accuracy.

Goal 2: Provide spatial data and tools to internal and external customers.

Objective 1: Provide GIS information in user-friendly applications, which allow all City agencies and the public the ability to collaborate on city-wide initiatives and to respond to emergencies.

Objective 2: Leverage the use of modern mobile and web based technologies to continuously improve efficiency, increase productivity and enhance public service.

Objective 3: Proactively provide solutions, recommendations and support the implementation of technology, resources and data for key business processes for our clients.

Goal 3: Provide world-class customer service to City Development, City agencies, the City’s contractors/consultants, and citizens.

Objective 1: Develop and enhance applications and processes to implement new technological opportunities

Objective 2: Achieve an annual satisfaction rating of 90% or higher.

| GIS Services | Actual 2019 | Budget 2020 | Budget 2021 | % Chng 20-21 |
|----------------------|------------------|------------------|------------------|-----------------|
| Personnel Services | \$510,317 | \$520,232 | \$471,352 | -9.4% |
| Contractual Services | 1,989 | 1,370 | 1,655 | 20.8% |
| Commodities | 6,938 | 22,800 | 19,900 | -12.7% |
| Total | \$519,244 | \$544,402 | \$492,907 | -9.5% |

| Regular Full-Time Positions | FTE |
|-----------------------------|------------|
| GIS Analyst | 2.0 |
| GIS Developer | 1.0 |
| GIS Manager | 1.0 |
| GIS Technician | 1.0 |
| Total | 5.0 |