



2024 Budget



Inquiries regarding the City of Thornton's 2024 Budget, or requests for mailings, should be directed to:

City of Thornton
Management and Budget Office
9500 Civic Center Drive
Thornton, Colorado 80229
303-538-7321
www.ThorntonCO.gov

Budget Updates: Please visit the budget webpage at <https://www.thorntonco.gov/government/city-manager/Pages/default.aspx> for the latest budget documents and the finance website at https://www.thorntonco.gov/government/finance/Pages/finance_accounting.aspx for the latest monthly and annual financial reports.

Cover Design: City of Thornton

HOW TO CONNECT:

ThorntonCO.gov is your virtual City Hall. Learn more about your City Council, news in the community, and access to services. Text 303-502-TEXT (8398) to reach receive answers to your questions in both English and Spanish.



In 2022, we reached over 14k followers on our main city **Facebook** page. It's been a great tool in reaching a diverse audience. Find us at facebook.com/ThorntonColorado.



My Thornton is your mobile connection and allows you to review Thornton news and information, pinpoint issues and locations and opt-in to receive automatic status updates. Find out more: gocot.net/mythornton.



Check out **Thornton's City Voice Newspaper!** It's delivered to your mailbox six times a year to bring residents city news in a timely fashion. Check out the most recent news at ThorntonCO.gov/government/communications.



Tune into **Thornton Cable TV 8** to get involved in your local government. Original programming and City Council meetings are broadcast live and accessible online. Visit ThorntonCO.tv.



3, 2, 1, ACTION! View local government information and fun highlights at youtube.com/OMPThornton.



Be the first to receive Thornton news by subscribing to **T-Alert**, Thornton's free email newsletters. Visit Talerts.thorntonCO.gov.



See what activities are going on in your community through Thornton's **Festivals and Special Events!** Find something new at the city. Visit ThorntonCO.gov/festivals-events.



Use **LinkedIn** for job announcements and see how you're connected to current employees. Visit linkedin.com/company/city-of-thornton.



Get periodic 280-character updates on time-sensitive topics on **Twitter @CityofThornton**.



Connect with people, news, and announcements specific to your neighborhood at **nextdoor.com**. **Nextdoor** has 56,559 members and 32,791 claimed households. **Join today!**



Learn more about our **businesses in Thornton** and potential business opportunities at businessinthornton.com.



Get **water-wise** at thorntonwater.com. It's your online resource for everything conservation, including a watering guide, landscaping ideas, drought status, and even rebates and free services!



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Thornton
Colorado**

For the Fiscal Year Beginning

January 01, 2023

Christopher P. Morill

Executive Director

Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **City of Thornton, Colorado**, for its Annual Budget for the fiscal year beginning **January 01, 2023**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

TABLE OF CONTENTS

CHAPTER 1: INTRODUCTION 1

City Council.....	2
Resident Input and Legal Requirements.....	3
City Manager’s Budget Message.....	4
City Maps.....	6
Citywide Organizational Chart.....	8
Strategic Goals and Implementation.....	9
Thornton at a Glance.....	15
American Rescue Plan Act Summary.....	20

CHAPTER 2: BUDGET PROCESSES AND FINANCIAL POLICIES 23

Economic and Political Environment.....	24
Fund Structure.....	25
Budget Process.....	28
Financial and Budget Policies.....	32
Capital Improvement Plan.....	35
Staffing.....	38

CHAPTER 3: REVENUE AND EXPENDITURE SUMMARY 45

Budget Summaries.....	46
Fund Summaries.....	51
Projected Changes to Fund Equity.....	52

CHAPTER 4: GENERAL FUND 53

Fund Overview.....	54
Revenue and Expenditure Summaries.....	56
Department and Division Operating Budgets.....	64
General Fund General Operating Expenses.....	162

CHAPTER 5: INTERNAL SERVICE FUND 163

CHAPTER 6: GOVERNMENTAL CAPITAL FUND 167

Fund Overview and Revenue Summary.....	168
Capital Improvement Plan.....	169
Debt Service.....	204

CHAPTER 7: SPECIAL REVENUE FUNDS 205

Fund Overview and Revenue Summary.....	206
Capital Improvement Plan.....	208
Debt Service.....	240

TABLE OF CONTENTS

CHAPTER 8: WATER FUND 243

Fund Overview	244
Revenue and Expenditure Summaries	245
Operating Budgets	249
Capital Improvement Plan.....	262
Debt Service	312

CHAPTER 9: SEWER FUND 315

Fund Overview	316
Revenue and Expenditure Summaries	316
Operating Budgets	318
Capital Improvement Plan.....	321

CHAPTER 10: STORMWATER FUND 327

Fund Overview	328
Revenue and Expenditure Summaries	328
Operating Budgets	329
Capital Improvement Plan.....	332

CHAPTER 11: ENVIRONMENTAL SERVICES FUND 339

Fund Overview	340
Revenue and Expenditure Summaries	340
Operating Budgets	342
Capital Improvement Plan.....	345

CHAPTER 12: OTHER CITY FUNDS 347

Fund Structure	348
Projected Changes to Fund Equity	349
TDA Funds	350
TDA Capital Improvement Plan.....	353
TASHCO	364
136th Avenue GID.....	365
Thornton E-911 Authority	366

OFFICIAL DOCUMENTS* 367

GLOSSARY* 438

*Viewable at www.thorntonco.gov/government/city-manager/

This page intentionally left blank



CHAPTER 1: INTRODUCTION

CITY COUNCIL

MAYOR



Jan Kulmann

COUNCIL MEMBERS

Ward 1



Justin Martinez

Ward 2



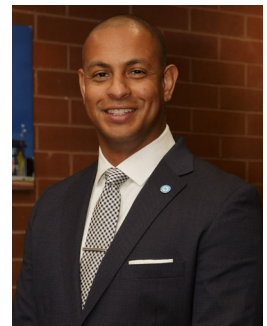
Roberta Ayala

Ward 3



David Acunto

Ward 4



Chris Russell



Kathy Henson



Jessica Sandgren



Tony Unrein



Karen Bigelow,
Mayor Pro Tem

CITY MANAGER AND SENIOR LEADERSHIP TEAM

Kevin Woods, City Manager
Tami Yellico, City Attorney
Joyce Hunt, Deputy City Manager
Robb Kolstad, Deputy City Manager
Randy Grant, Director of City Development
Terrence Gordon, Police Chief
Stephen Kelley, Fire Chief

Brett Henry, Executive Director of Infrastructure
Doug Romig, Executive Director of Parks & Recreation
Todd Barnes, Communications Director
Adam Krueger, Economic Development Director
Chris Molison, Executive Director of Management Services
Kimberly Newhart, Finance Director
Erika Senna, Budget & Operations Director

RESIDENT INPUT AND LEGAL REQUIREMENTS

Resident Participation

The annual budget is an ongoing process combining resident input, City Council desires and direction, and staff recommendations.

Residents are encouraged to attend community meetings, ice cream socials, and other public meetings, including the budget review meetings and the public hearing on the annual budget. These are excellent opportunities to discuss services, projects, and other issues with members of City Council. This dialogue often serves as the basis for discussions during the budget planning process, and can pave the way for enhancing an existing service or developing a new project or program.

Legal Requirements

The City of Thornton is a political subdivision of the State of Colorado, located in Adams County in the northeast quadrant of the greater Denver metropolitan area. The City charter establishes a council-manager form of government. The City's governing body consists of a Mayor, elected at-large, and eight City Council members, two from each of the City's four wards. The City of Thornton is a "home rule" city, governed by its City Charter, the Colorado State Constitution, and City ordinances, as adopted by the City Council.

The City Charter requires the adoption of budgets for the General Fund, Special Revenue Funds, Capital Project Funds, and Proprietary Funds. Budgets are not required for Fiduciary Funds. A Fiduciary Fund is custodial in nature and is used to account for assets that the government holds for others in an agent or trustee capacity.

The City Manager submits a proposed budget to City Council for the calendar year. The budget is generally submitted to City Council in the fall and is open for public inspection and review. In accordance with the City Charter, City Council adopts the budget prior to the end of each calendar year. The City prepares a combination line item and program budget, but the legal level of control is at the fund level, which is the amount approved by the ordinance.

The adopted budget can be amended during the budget year. This action requires City Council approval in the form of a budget amendment resolution. Interfund transfers also require City Council approval. However, budgetary transfers within a department or fund can be accomplished with the approval of the City Manager or a City Manager designee.

2024 BUDGET MESSAGE

To: *Mayor and City Council*
From: *Kevin S. Woods, City Manager*
Subject: *Recommended 2024 Budget*

Mayor and members of City Council,

I am pleased to present the recommended 2024 Budget for the City of Thornton in the amount of \$411,235,248. The recommended 2024 Budget is a balanced budget with ongoing revenues meeting or exceeding ongoing expenditures but does include the planned spending down of fund balance to make one-time investments in capital projects.

The 2024 Budget reflects City Council's priorities, which includes five strategic goals agreed upon at the 2023 Strategic Planning Conference, including:

- **Future Development**, which includes envisioning and shaping Thornton's Built End-State
- **Community Building**, to instill a sense of ownership and pride in shared spaces and neighborhoods.
- **Community Aesthetics**, to create a visually interesting and attractive city to engender a sense of civic pride
- **Gathering Places**, to build community gathering places to bring people together to connect with friends and neighbors, and
- **Financial Security** as an overarching strategy, which supports the implementation of the four main strategic goals described above.

Revenue and Expenditure Summary

Sales and Use Taxes are the City's primary revenue source and account for more than half of all the General Government revenues. They are forecasted to grow over projected 2023 returns by 3.1 percent, which is based on current growth net of inflation. The City property tax mill levy will remain at the same level that it has been since 1989, 10.21 mills; however, regardless of the mill levy staying steady, property taxes are anticipated to increase by 25.1 percent over projected 2023 property tax revenue due to increased valuation of properties.

General operating expenditures in all funds have seen increases. Many of these increases can be attributed to the high levels of inflation experienced both locally and nationally over the last two years. 2022 saw the regional consumer price index (CPI) increase 8.0 percent, while the projected annual inflation for 2023 is 4.6 percent. Construction costs have risen at an even steeper rate, which is led by increases in skilled labor costs, as well as some substantial building material cost increases.

Pay Plan Recommendation

The City's 2024 pay plan was developed through several discussions between City management and several stakeholder groups, including the City's Employee Advisory Committee, the Police Pay Plan Committee, Budget management and staff, as well as City Council. There is a 5.7 percent pay increase being proposed as part of the 2024 pay plan. This increase is comprised of two factors: 1) an economic adjustment, which is based off CPI data from the Bureau of Labor Statistics for the Denver, Lakewood, Aurora area, as well as the annual 2023 projection from the Colorado Legislative Council; and 2) a 1% step increase to move employees through their pay range, to reward them for gaining more expertise in their field.

2024 BUDGET MESSAGE

To validate this level of an increase, staff surveyed multiple regional data points to determine the current climate for wage increases:

- Federal employees will see a wage increase of 5.2 percent beginning in 2023;
- The Denver minimum wage is increasing by 5.8 percent beginning in 2024;
- The Colorado minimum wage is increasing by 5.6 percent beginning in 2024; and,

New Facilities & Capital Projects Highlights

There are several new facilities either being designed, constructed, opening, or experiencing their first full year of operations in 2024, including:

- Construction of Fire Station No. 8 will commence in 2024, with an anticipated opening date late 2025;
- Construction of Phase 2 of the Police Training Facility, which includes a training range for officers, will be completed mid-2024;
- Construction of the new Community Center in collaboration with Anythink Library continues with an estimated opening date in late 2024;
- A number of transportation projects that increase mobility and safety for all road users, and/or provide for greater transportation corridor efficiency; and,
- Design for improvements to convert the City's original Fire Station #1 to the Ken Frieberg City Museum, which will help educate the community on Thornton's history

This budget also provides for several ongoing or capital-maintenance type projects, including:

- Continued investments in city-wide accessibility, including the addition or updating of curb ramps, sidewalk updates, updating the first-floor bathrooms at City Hall to make them more accessible, and improvements at two City pool facilities;
- Remediation of the Thornton Shopping Center source area, including excavation and disposal;
- Street rehabilitation across the city, which includes paving, crack seal, and other road treatment projects;
- Maintenance of the City's recreation facilities and parks, including: sport courts, sport fields, recreation facility equipment, swimming pool repairs, concrete repairs along trails, irrigation maintenance and part replacement, hazardous tree removal; and,
- Maintenance of water and sewer lines, hydrants, tanks, and valves throughout the City.

Conclusion

The 2024 Budget was developed to support ongoing services to the community while also pursuing City Council's goals and vision.

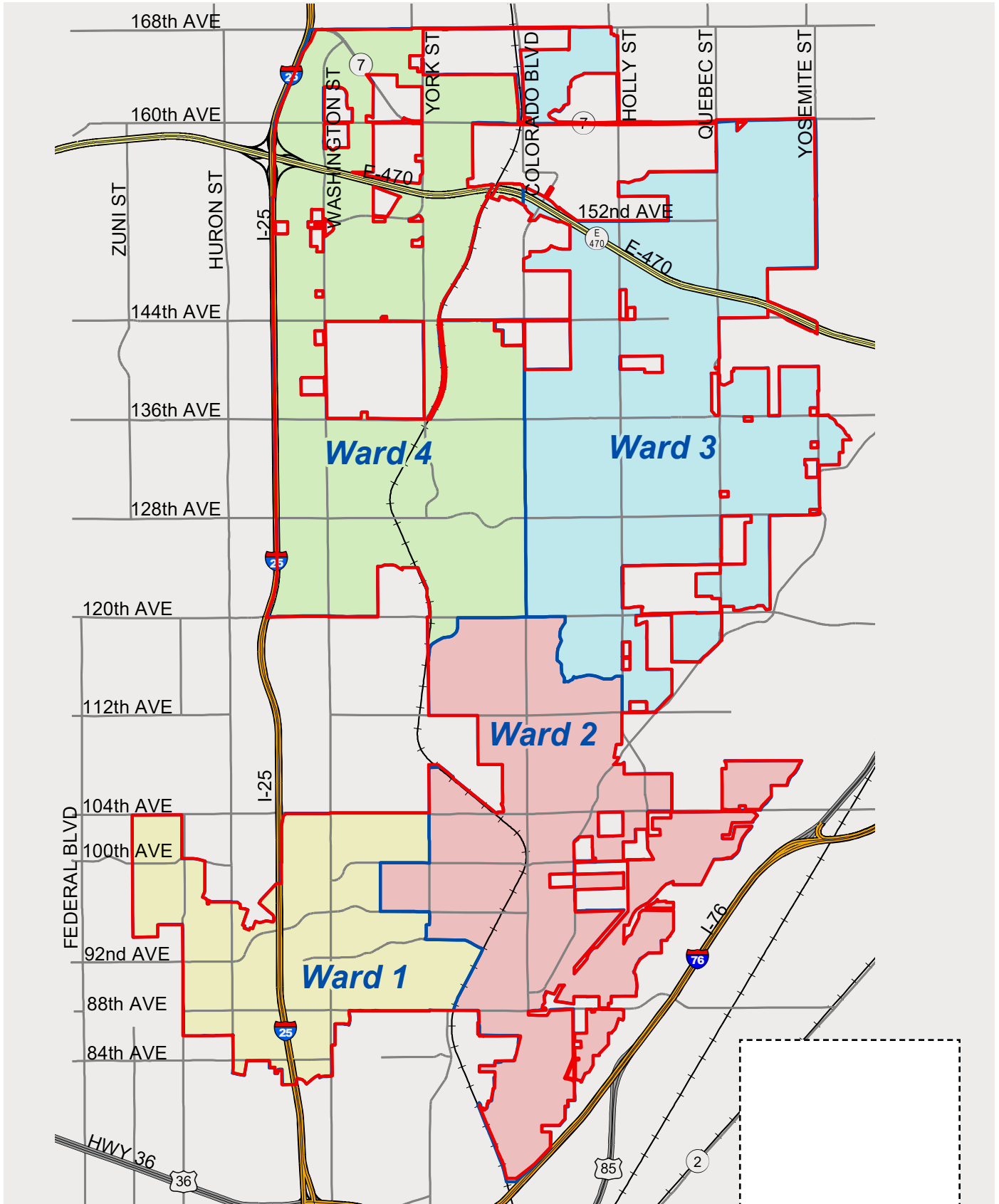
Mayor and City Council, I want to thank you for your input and support of the 2024 Budget as your priorities have shaped this document and service to the community. I also want to thank our budget office and the departments for their work in developing this budget that is responsive to the Council and the community.

Sincerely,

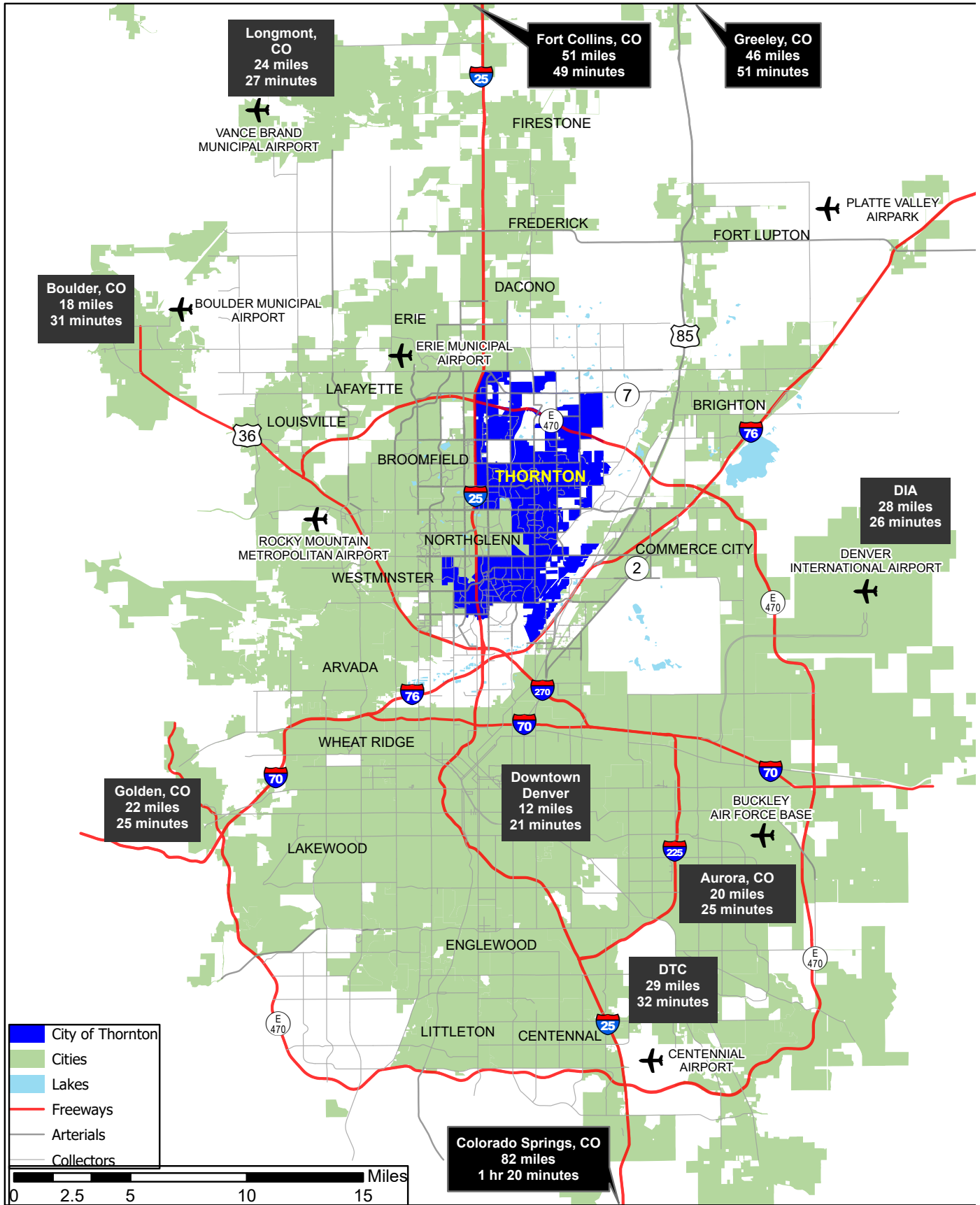
Kevin S. Woods
City Manager

WARD BOUNDARIES

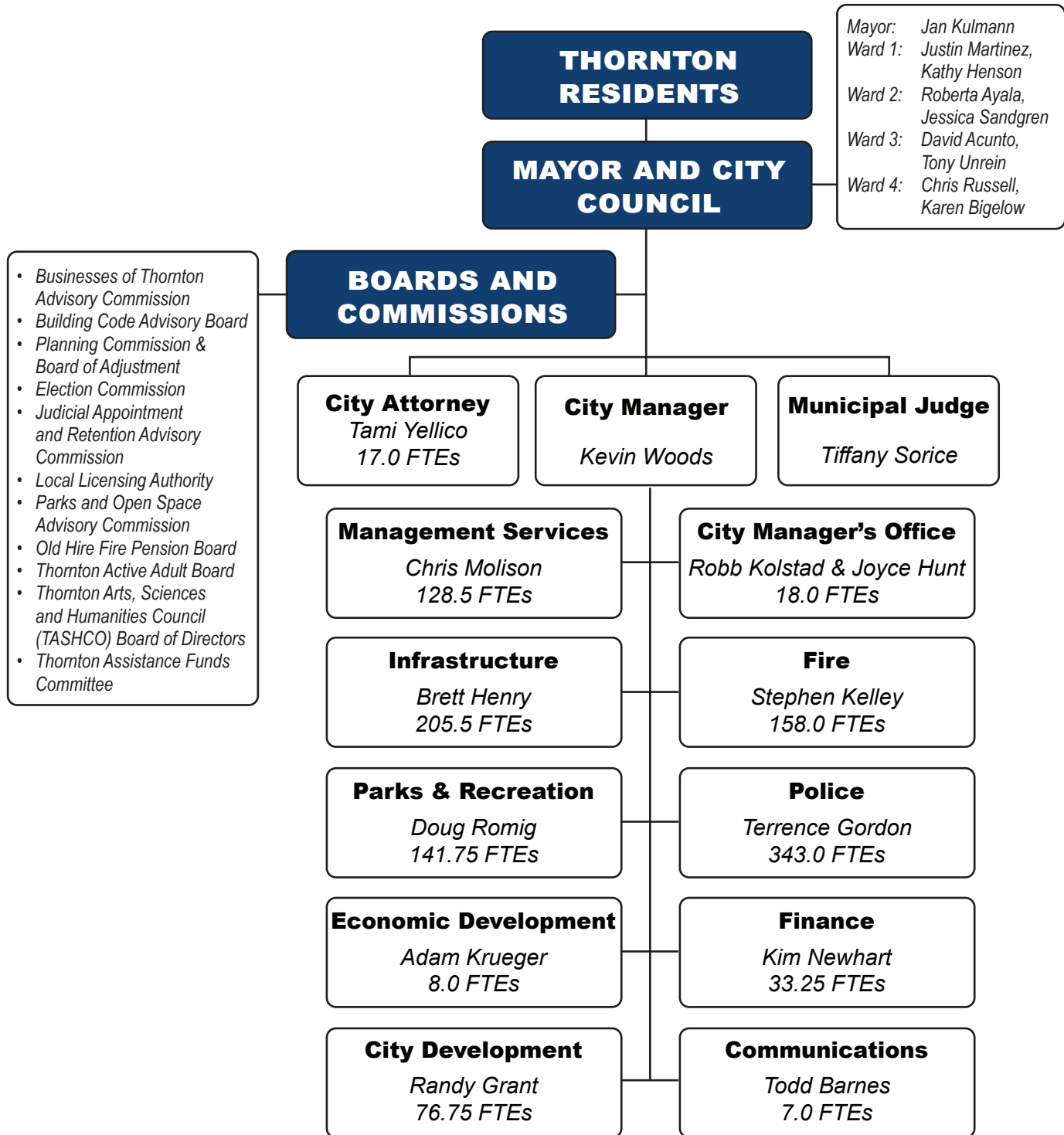
Effective January 1, 2023



REGIONAL MAP



CITY OF THORNTON ORGANIZATION CHART



STRATEGIC GOALS AND IMPLEMENTATION

The City of Thornton’s mission statement was approved by the City Council on July 22, 2014. The City of Thornton adopted the 2023-2027 Strategic Plan which includes their strategic goals and objectives which were discussed and approved by the City Council on April 23, 2022 at their annual Strategic Planning Conference (SPC). At the SPC and with input from citizens, City Council identifies their priorities and strategic goals to staff and the community for the upcoming budget years.

Vision

Our vision for Thornton in 2040 is a well-planned, self-sustaining community that:

- Has diverse, identifiable neighborhoods in which our citizens feel safe and secure, and which engender pride and a sense of belonging;
- Provides access to a broad range of services to meet the needs of the community;
- Has a transportation system that provides multi-modal opportunities for people to move safely through and within the City toward their destinations;
- Provides for a healthy, high quality of life through its recreational, cultural, parks and open space, and community gathering places;
- Actively engages its citizens, businesses, and educational communities to achieve the community’s goals;
- Provides a stable, but diverse, economic base that attracts and retains a broad range of businesses, primary jobs, and an environment that is conducive to business growth; and
- Values the environment and protects the resources it is entrusted with to oversee.

Mission Statement

Our mission as a community is to serve as a catalyst to achieve our Vision by:

- Being responsive to the physical and human requirements of its citizens through innovative leadership and planning, in partnership with the private sector;
- Ensuring the availability of a broad range of services through public and private means; and
- Efficiently and effectively utilizing available public and private resources

STRATEGIC GOALS AND IMPLEMENTATION

Strategic Planning Conference Directive for 2023 – 2027

In 2022, Thornton City Council set the following goals for 2023 – 2027 during the Strategic Planning Conference (SPC). The listed goals and metrics are the main data points that are utilized for budgetary decisions. Division Goals and Objectives highlight the City’s work to provide excellent service. Division Goals and Objectives help foster budgetary discussions during the development of the annual budget.

Goal – Shaping Future Growth: *Envisioning and Shaping “Thornton’s End-State”*

Shaping Future Growth is a “Grand Strategy” that guides the complex process of development toward the vision outlined in the Comprehensive Plan. This requires an understanding of patterns, trends, and data that impact current development and involves reviewing the policies and codes that incentivize high-quality development.

Department Goal 1: Prepare and update area plans where needed.

City Development

Performance Measurement:

Comprehensive and Sub-area plans are identified and are updated at a minimum of five-year increments. Plans have clear metrics and objectives that can be measured for completion.

Department Goal 2: Provide staff support for the growth and vitality of small businesses in the City of Thornton

Economic Development

Performance Measure:

Track the number of employers and employed individuals in the City. Track the number of businesses utilizing the service offered by the Small Business Center. All measures should see an increase and overall longer life cycle.

Employers/Employed:

- 2023 – 3,060/36,768*
- 2022 - 2,650/ 31,000
- 2021 - 2,100/ 30,955
- 2020 - 2,100/ 28,643
- 2019 - 2,100/ 30,343

*Estimated Numbers

**Employers are rounded, based on DRCOG Data Sets

Small Business Program Use:

- 2023 – 1,947
- 2022 - 1,547
- 2021 - 1,567
- 2020 - 1,043
- 2019 - 490
- 2018 - 281

STRATEGIC GOALS AND IMPLEMENTATION

Goal – Community Building: Purposeful Weaving of “Community”

Community Building creates social capital and social trust by creating opportunities for neighbors to interact and develop a sense of belonging. This is accomplished through outcome-based events, involvement and volunteer opportunities, and improvements to access and connectivity throughout the community.

Department Goal 1: Coordinate annual festivals and special events.

Parks & Recreation

Performance Measure:

Track the number of events, estimated attendance, and social media/newsletter followers. An increase shows growth in sense of community as people interact with one another and community events.

Community Event Attendance:

- 2022 & 2023**
- 2021* - 4,700
- 2020* - 0
- 2019* - 81,200
- 2018 – 91,700

*Covid-19 impacted Community Events

**The City updated its tracking system and data was not available at the time of this publication

Department Goal 2: Offer a variety of quality recreation programs to all Thornton citizens.

Parks & Recreation

Performance Measures:

This action is measured by creating additional programs that target different demographics, each demographic has a sustainable program that sees growth over time. New metric to be conducted.

Department Goal 3: Reinforce culture of Community Policing and collaborative activities designed to build community connections.

Police Department

Performance Measures:

Track the number of community events and partnership engagements held by the Police Department that instill a sense of community between residents and officers. Track the number of community engagements annually. New metric to be conducted.

STRATEGIC GOALS AND IMPLEMENTATION

Goal – Gathering Places: *Envisioning & Creating Community Gathering Places*

Gathering Places are interesting spaces designed for socializing and entertainment that creates a sense of place in the community. By Creating a variety of spaces that are small, large, temporary, or permanent, there will be more places for unique ongoing and new events.

Department Goal 1: Oversee and direct the planning and design of parks, recreation, and open space capital projects.

Parks & Recreation

Performance Measures:

Success is seeing the City maintain its current 2,500+ acres of park and 140 miles of trails in good condition and to add new park recreation, and open space amenities to meet the needs in different areas of the city. New metric to be conducted.

Department Goal 2: Provide quality recreational facilities for Thornton citizens.

Parks & Recreation

Performance Measures:

The city measures success of this by seeing the number of guests at recreational facilities increase over time. This includes the Community Center, Active Adult Center, Trail Winds Recreation Center, and Margaret Carpenter Recreation Center.

Attendance:

- 2023 - 958,391
- 2022 – 822,501
- 2021 – 563,626

Department Goal 3: Grow the Game of Golf

Parks & Recreation

Performance Measures:

The City measures success of this action by seeing the number of rounds at the golf course increase over time.

Rounds of Golf:

- 2023 – 42,851
- 2022 – 40,048
- 2021 – 40,794
- 2020 – 30,844
- 2019 – 29,088

STRATEGIC GOALS AND IMPLEMENTATION

Goal – Community Aesthetics: *A Visually Interesting and Attractive City*

Community Aesthetics improves the image and quality of public spaces such as streets, landscaping, signage, lighting, and parks. Efforts to improve the aesthetic appeal of private developments, such as addressing blight and removing graffiti, further the goal of creating an attractive community.

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

City Development

Performance Measures:

The City measures success for this action by tracking the number of city code violations, graffiti and blight incidents, and enforcement activities. Success is shown by a decrease over time.

Code Violation:

- 2023 – 8,880*
- 2022 – 6,359
- 2021 – 7,762
- 2020 – 6,064
- 2019 – 13,704

**Estimated Numbers*

Graffiti Incidents:

- 2023 – 347
- 2022 – 385
- 2021 – 345
- 2020 – 265
- 2019 – 215

Department Goal 2: Annual flower planting at municipal buildings

Parks & Recreation

Performance Measures:

The city measures success by maintaining current levels of services and reviewing additional locations for planting. *New metric to be conducted.*

Department Goal 3: Enhance spaces and places with unique and dynamic public art installations that position Thornton as a thriving cultural destination.

Parks & Recreation

Performance Measures:

The City measures success here by measuring how many art installations and the number of art events are carried out throughout the City. Success is shown by an increase in events/attendance and art pieces are located throughout the city.

Art Events & Programs:

- 2023 – 65
- 2022 – 149
- 2021 – 77

STRATEGIC GOALS AND IMPLEMENTATION

Goal – Financial Security

Financial Security is a critical component of the overarching strategy supporting implementation of the Strategic Directions. The implementation plan must compete with the other service demands, legal limitations, and financial capacity. Thornton City Council is required to pass a balanced budget, meaning that ongoing revenues meet or exceed ongoing expenditures and use of fund balance is limited to onetime expenses. While prioritizing and building toward the vision of the Strategic Directions and maintaining current levels of services, financial security requires:

- 1. Balancing the needs versus wants, including sustaining current levels of service.*
- 2. Evolving the workplace to limit personal growth, while taking steps to retain current employees.*
- 3. Understanding the financial impact of decisions using relevant data.*
- 4. Maintaining reserve financial capacity to address unforeseen challenges and opportunities.*

THORNTON AT A GLANCE

Overview and Demographic Narrative

Thornton is a diverse community with a strong commitment to quality of life. The community's location provides an ideal environment for business and recreation. Located in the Denver metropolitan area, the City of Thornton is adjacent to Westminster, Broomfield, Northglenn, Federal Heights, and Commerce City. The community's natural setting of ridgelines, wildlife, waterways, rolling hills, and undeveloped land provide Thornton residents with amenities that contribute to a unique quality of life.

The City of Thornton is the sixth largest city in Colorado. Located in the northeast quadrant of the Denver metropolitan area and comprising 37 square miles, Thornton is only 10 minutes from downtown Denver, 35 minutes from Denver International Airport (DIA) and less than 2 hours from the Breckenridge and Vail ski areas. Thornton offers convenient access to Interstate 25, Interstate 70, Interstate 76, E-470, and U.S. 36 and is serviced by the Denver Regional Transportation District (RTD), which provides public transportation.

Thornton has a population of more than 146,000, a median household income of roughly \$92,593, and almost 53,000 residential housing units. Over the last decade, Thornton's population has grown by 22.5 percent. Thornton residents have a median age of 34.5 and nearly 30.7 percent possessing a Bachelor's degree or higher. There are seven major universities and colleges, as well as five community colleges, located within an hour's drive of the City.

The over 2,650 employers in Thornton employ over 31,000 people. Business services, retail, manufacturing, health care services, and construction comprise the largest share of employment locally with major employers including Amazon, Adams 12 Five Star Schools, North Suburban Medical Center, Walmart, King Soopers, and Appliance Factory Outlet. The vast majority of Thornton's residents commute into Denver to their primary place of employment.

Thornton is far from being built-out, with numerous opportunities for commercial, residential, and industrial development and redevelopment.

History

1950s

In 1953, builder Sam Hoffman named the community after the governor at the time, Daniel Thornton. Three years later, residents voted to incorporate as a city. At the time, Thornton had a population of 8,640 and a radius of one square-mile. Nevertheless, Thornton claimed its spot as the eleventh largest city in Colorado.



THORNTON AT A GLANCE

1960s

In 1961, the City moved forward with issues including the running of day-to-day City operations by adopting a Council-Manager form of government, and securing a reliable water supply. The first Thornton Annual Festival Days celebration was held two years later and included a 20-mile bike race, square dancing, horse show, carnival and a parade. Residents voted to make Thornton a Home-Rule city in 1967.

1970s

The population of Thornton grew to 13,326 by 1970, and the City's boundaries had expanded through annexation. In March of 1975, the City adopted a long-range Comprehensive Plan as a blueprint to be used by the Thornton City Council, Planning Commission, and City staff to orchestrate the growth and development of the City.

1980s

On June 3, 1981, at 2:30 p.m., the worst tornado in the Denver metro area's history touched down in the City of Thornton. By 2:45 p.m., the tornado had struck Thornton City Hall. The tornado's destruction sent 53 injured people to hospitals, 25 homes were destroyed, and 239 structures were damaged - just a few days before the City was to celebrate its Silver Anniversary. One year later, Thornton faced another weather-related problem when the infamous "Blizzard of 1982" hit the metro area. On Christmas Eve, between five and six feet of snow fell on the Denver metro area. In 1983, the City opened the Thornton Civic Center off Interstate 25 and Thornton Parkway, a site formerly known as 9-Mile Hill, to house its municipal offices, courts, police and fire departments. Thornton created an urban renewal district in 1981 to raise \$3.5 million to build an interchange at Interstate 25 and Thornton Parkway (92nd Avenue), and to assist in the redevelopment of the City's original business district.



1990s

Thornton's population rose to 60,000 by 1994, the same year the City opened a new recreation center at 112th Avenue and Colorado Boulevard. In 1996, a community festival called Thorntontfest was started in celebration of the City's 40th anniversary. The annual festival encourages Thornton residents to attend the daylong event to celebrate the community and to get to know their neighbors. Thornton's City Council adopted the City's current Comprehensive Plan in 1997 and a new annual fall festival, Harvest Fest, was started in 1999. Harvest Fest gives residents a chance to socialize and celebrate autumn with their neighbors in the Thornton community.

THORNTON AT A GLANCE

2000s

The City of Thornton continued to grow as its residential population reached over 100,000 residents by 2003. To accommodate the increased demands of the growing population Thornton added new City facilities. The new facilities included Fire Station #5; the Justice Center to house the Police Department, Municipal Court operations, and the Emergency Communications Center, which provides dispatch services; and the City added an Infrastructure Maintenance Center that provides office space and storage space for streets, traffic, engineering, water, sewer, and trash services. The City also invested in improving its roadways to accommodate the increased traffic that included a new interchange at Interstate 25 and 136th Avenue and at Interstate 25 and 144th Avenue, and improvements to the intersection at 130th Avenue and Grant Street. In 2006, Thornton held its 10th annual Thorntonfest, which celebrated the City's 50th anniversary.

2010s

In 2010 and 2011 respectively, the City opened the Veterans Memorial Aquatics Center and the Consolidated Service Center in partnership with Adams 12 Five Star Schools. The City surpassed the 120,000 population benchmark in 2011. Two urban renewal areas – 144th Avenue and South Thornton's original commercial district – were added in 2012. In 2013 the City held a ribbon-cutting event at the new Margaret W. Carpenter Park and Open Space, which features a carousel, boathouse, outdoor amphitheater, splash ground, and other amenities. Denver Regional Transportation (RTD) awarded a contract to build the North Metro Rail Line in November of 2013. The line will run from Denver Union Station to 124th Avenue in Thornton, stopping at two other Thornton locations – 88th Avenue and 104th Avenue – along the way. E-470, a toll highway that runs along the northeastern perimeter of metro Denver, opened an interchange in Thornton, at Quebec Street, in 2014. In 2014, the City also completed renovations at the Senior Center, which modernized and maximized functional space at the facility. In 2018, the City opened the new Fossil Ridge Public Safety Center which houses both Fire Station 6 and a new police sub-station. Additionally in 2018, the City re-opened the newly remodeled and landscaped Thorncreek Golf Course and Clubhouse. In 2019 the City opened two new recreational facilities; the Riverwalk Ballfield featuring batting cages and the Trail Winds recreational facility.



THORNTON AT A GLANCE

2020-2022

On January 30, 2020, the WHO declared the COVID-19 outbreak a global health emergency. In Colorado, the first case of COVID-19 was reported in March. Soon after, the Governor declared a Disaster Emergency and restaurants, businesses, and offices shut down. This led to far-reaching economic impacts in the community that continued into 2022. Scheduled projects which increase services to Thornton residents were completed, including the new Active Adult Center and the new Fire Station #1. This new fire station improved response time and safety in South Thornton. The City also saw the population grow to almost 143,000 in the 2020 Census.



Post COVID-19

The health impacts from the COVID-19 pandemic started to stabilize in early 2022 due to the roll out of vaccines in late 2021 and global vaccination campaign. As the percentage of vaccinated citizens increased, governments around the world started easing emergency restrictions. This easing allowed businesses to start returning to normal operations. Though the world started opening, impacts from an almost three-year global shutdown created unprecedented supply-chain issues. Which resulted in another stress to the global economy. The restarting of the world economy as well as supply-chain adjustments resulted in a heated market that has saw a national inflation rate of 8.2%. The market impacts on the City resulted in higher day-to-day operation costs, in addition to increased capital costs and delays to projects. Through these challenges, the City continued providing services and made progress on community projects. Some examples of these included the opening of a new skateboard park, completion of the Thornton Police Training Facility, and commencement on the building of a new Community Center.

2023+

As the nation and City moves on from the COVID years the City still sees remnants from the shutdown, though a return to the new normal is taking hold. The City of Thornton continues to strive forward and grow. In 2023, Thornton reached an estimated 150,000 residents as well as completed and opened its newest Fire Station, No. 7. The City also introduced its first Wine & Beer Festival and had an outstanding turnout. Throughout 2023 the City of Thornton has started to return to normal operations and based on 2023 it looks to the future with optimism.

THORNTON AT A GLANCE

POPULATION: 146,305* (6th largest city in Colorado)

MEDIAN AGE: 34.5

RACE AND ETHNICITY*:

- 59.1% White
- 37.1% Hispanic or Latino
- 6.2% Asian
- 2.0% Black or African American
- 1.5% American Indian and Alaska Native
- 13.5% Some Other Race

MEDIAN HOUSEHOLD INCOME: \$92,593

MEDIAN HOME VALUE: \$ 455,222

Sources: ESRI Business Analyst, U.S. Census Bureau, Population Estimates Program (PEP)/ American Community Survey (ACS)

Thornton Business Community

The 25 largest sales tax generators, in alphabetical order, are:

- Amazon
- American Furniture Warehouse
- Apple
- Applejacks Wine & Spirits
- Appliance Factory
- Cabelas
- Comcast Cable**
- Costco
- Discount Tire**
- DoorDash
- Echo Park
- Green Dragon***
- Home Depot**
- King Soopers**
- Kohls
- McDonalds**
- Medicine Man***
- Rocky Road***
- Safeway**
- Sprouts Farmers Market
- T-Mobile**
- Target
- Topgolf
- Total Beverage
- Walmart**

*The Census numbers are challenging for all communities since it was done during COVID. For race and ethnicity, the 2020 Census offered more options for respondents to choose, so numbers may look different when compared to ACS data or previous Census data. After the 2010 Census, the Census Bureau conducted further research, testing, and outreach and changed how they captured and coded responses for the 2020 Census Hispanic origin and race questions.

**Represents business with common ownership (combined locations)

***Marijuana locations are taxed at a combined city rate of 8.75%

AMERICAN RESCUE PLAN ACT SUMMARY

The City of Thornton has been allocated \$21,001,371 in American Rescue Plan Act (ARPA) funding. These funds will be utilized for the replacement of City revenue that was lost due to the COVID-19 public health emergency and will be used for the provision of government services. The City has through December 31st, 2024 to either commit or spend these funds.

As part of the 2021 budget, documented in the fourth budget amendment of the year, City Council approved the following commitment of ARPA funds:

- \$258,439 to fund operations of the Business Assistance Center, which was set-up at the beginning of the COVID-19 pandemic. Of which, only \$236,441 was spent.
- \$100,000 for the Start-up Business Grant Program
- \$100,000 for the Non-Profit Grant Program
- \$2,000,000 to facilitate redevelopment of the Eastlake Grain Elevator, which was later reallocated in the 2022 budget process.

As part of the 2022 budget, documented in the budget planning session presentation, City Council approved the following commitment of APRA funds:

- \$320,179 to fund operations of the Business Assistance Center, which was set-up at the beginning of the COVID-19 pandemic. Of which, only \$232,624 was spent.
- \$100,000 for the Start-up Business Grant Program
- \$100,000 for the Non-Profit Grant Program, which was reallocated in a 2022 budget amendment.
- \$2,600,000 to acquire land for the future site of Fire Station #8, of which only \$2,226,410 was spent.
- \$1,000,000 for the design of Phase 2 of the Police Training Facility

On May 24, 2022, City Council approved a 2022 budget amendment of \$500,000 to the Thornton COVID-19 Recovery Grant Program and \$100,000 to cover the administrative costs of the grant program. This grant program was to assist Thornton residents (via nonprofits) and small businesses, and this program absorbed the \$100,000 of the Non-Profit Grant Program originally allocated in the 2022 budget.

During an October 4, 2022 City Council Planning Session, City Council provided the go ahead to increase the 2022 Recovery Grant budget to \$645,683 to account for increased need of nonprofits and small businesses.

As a result, the 2022 amended ARPA budget was:

- \$320,179 to fund operations of the Business Assistance Center, which was set-up at the beginning of the COVID-19 pandemic. Of which, only \$232,624 was spent.
- \$100,000 for the Start-up Business Grant Program
- \$645,683 for the Thornton COVID-19 Recovery Grant Program
- \$100,000 for the administration of the Recovery Grant Program, of which, only \$67,540 was spent.
- \$1,000,000 for the design of Phase 2 of the Police Training Facility
- \$2,600,000 to acquire land for the future site of Fire Station #8, of which only \$2,226,410 was spent.

As part of the 2023 budget, documented in the budget planning session presentation, City Council approved the following commitment of APRA funds:

- \$332,986 to fund operations of the Business Assistance Center, which was set-up at the beginning of the COVID-19 pandemic.
- \$1,500,000 for the Thornton COVID-19 Recovery Grant Program, the intention of spending \$1,000,000 in 2023 and having the remaining roll over into 2024 depending on the need and number of applicants, which changed in 2023.
- \$125,000 for the administration of the Recovery Grant Program
- \$8,500,000 for the construction of Phase 2 of the Police Training Facility. This includes reallocation of the \$2,000,000 to facilitate redevelopment of the Eastlake Grain Elevator to the Police Training Facility.

On May 23, 2023, City Council approved a reduction of funding for the Thornton recovery grant by \$500,000 in the 2023 Budget for the Thornton Recovery Grant due to a reduction in the number of applications for the second round of the grant program. During a December 19, 2023 City Council Planning Session, City Council provided the go ahead to increase the 2023 Recovery Grant budget by \$29,200 to a total of \$1,674,883 for the Recovery Grant across several years to provide additional funding to the Thornton Recovery Grant Program. As a result, the 2023 amended ARPA budget was:

- \$332,986 to fund operations of the Business Assistance Center, which was set-up at the beginning of the COVID-19 pandemic.
- \$1,029,200 for the Thornton Recovery Grant Program, which unused funding in 2023 being rolled to 2024 for the final round of the grant.
- \$125,000 for the administration of the Recovery Grant Program
- \$8,500,000 for the construction of Phase 2 of the Police Training Facility.

As part of the 2024 budget, documented in the budget planning session presentation, City Council approved the following commitment of APRA funds:

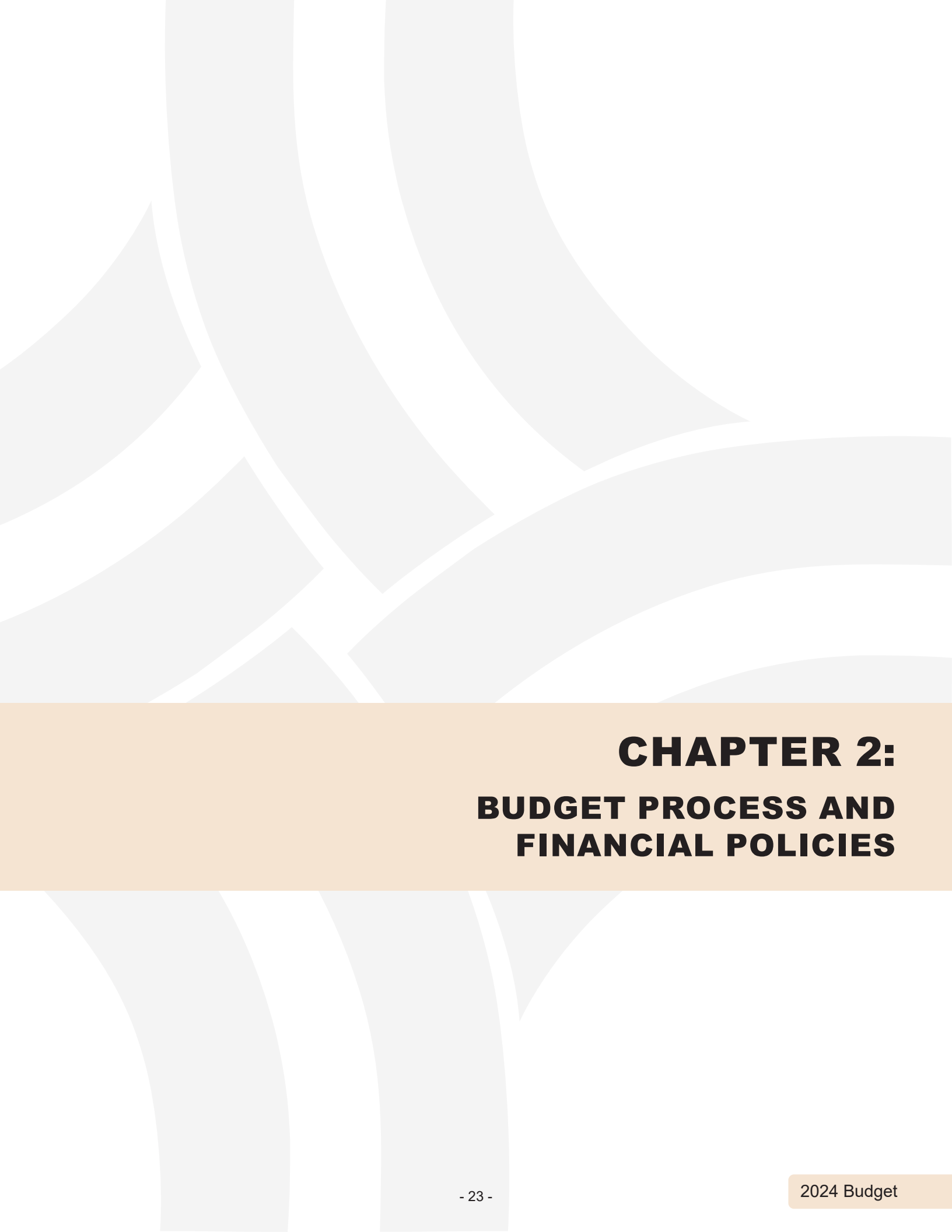
- \$346,305 to fund operations of the Business Assistance Center, which was set-up at the beginning of the COVID-19 pandemic.
- \$141,000 for the administration of the Recovery Grant Program
- \$5,818,182 towards the construction of Fire Station 8. Unspent funding across all ARPA projects would also be applied towards the Fire Station 8 project.

In total, the City has committed the full \$21,001,371 of the total ARPA allocation, as broken down below:

ARPA Funding	2021	2022	2023	2024	Total
Business & Community Support					
1. Alliance Business Center	236,441	232,624	332,986	346,305	1,148,356
2. Start Up Grant Program	100,000	100,000	-	-	200,000
3. COVID-19 Support Grant	100,000	-	-	-	100,000
4. Recovery Grant (businesses + nonprofits)	-	645,683	1,029,200	-	1,674,883
5. Administration	-	67,540	125,000	141,000	333,540
Subtotal	436,441	1,045,847	1,487,186	487,305	3,456,779
Deferred Capital Projects					
7. Fire Station 8 Land Acquisition	-	2,226,410	-	-	2,226,410
8. Police Training Facility – Phase 2	-	1,000,000	8,500,000	-	9,500,000
9. Fire Station 8 construction	-	-	-	5,818,182*	5,818,182*
Subtotal	-	3,226,410	8,500,000	5,818,182	17,536,822
Total ARPA Funding	436,441	4,272,257	9,987,186	6,305,487	21,001,371**

**Unspent funding across ARPA would be applied towards this total*

***Total ARPA funding total is \$21,001,371*



CHAPTER 2: BUDGET PROCESS AND FINANCIAL POLICIES

ECONOMIC AND POLITICAL ENVIRONMENT

Current Economic Environment

In developing the 2024 Budget, inflation was forecasted at 4.9% over 2023. Additionally, forecasts include a 6.0 % increase in sales and use tax revenue and a 21.2% increase in property tax revenue over 2023 projections. Thornton continues to grow rapidly, and it is anticipated that this growth will continue into 2024 and beyond. The 2024 Budget assumes some population growth with 360 new single family building permits and zero multi-family units. There are several factors that position Thornton well into the future:

- The City is one of the few remaining areas in metro Denver with large amounts of developable land. It is projected that the population will approach 160,000 by 2025. At full build-out, the population is expected to be 240,000.
- Major street and utility infrastructure is already in place in prime retail and commercial areas.
- The City is located roughly 10 miles west of Denver International Airport and has a number of major arterials that lead to the airport.
- Interstate 25 and E-470 run through major portions of the City.

FUND STRUCTURE

Fund Types and Fund Structure

The City of Thornton has different funds through which City services are financed: General Governmental Funds, Risk Fund, Enterprise Funds, and Special Revenue Funds.

General Governmental Funds include the General Fund and the Governmental Capital Fund. The General Fund includes the majority of City services. General Fund revenues include sales tax, use tax, property tax, user fees, fines, permits, licenses, internal transfers, and intergovernmental revenue.

The Risk Fund provides insurance services to other City departments. This fund is financed by internal service charges included in the user agency operating budgets.

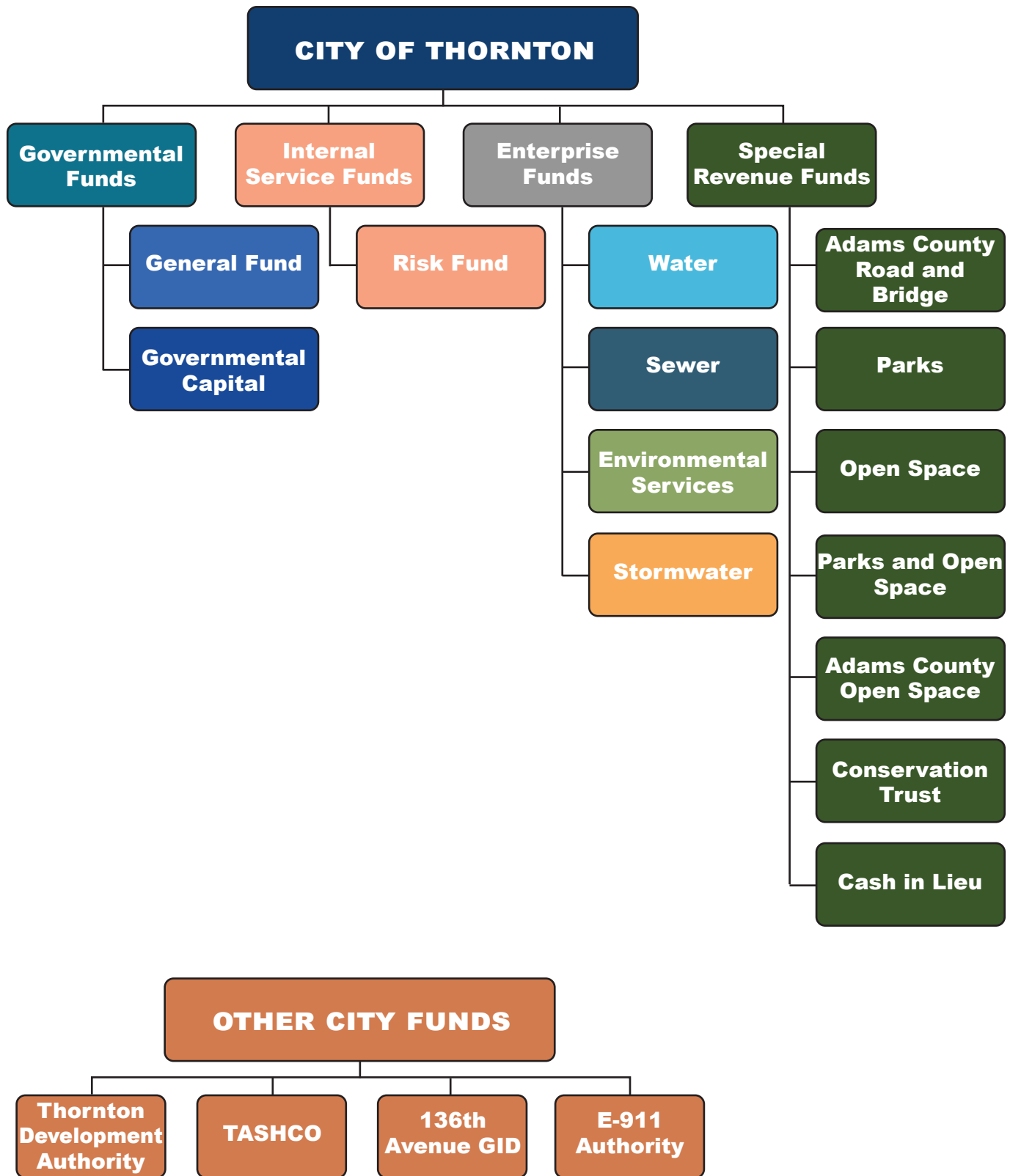
Enterprise Funds are self-supporting through user fees. They include Water, Sewer, Stormwater and Environmental Services. Revenue generated in these funds are used to finance those particular services.

Special Revenue Funds are established by federal and state law, or by municipal ordinance or resolution. Funds included are Adams County Road and Bridge, Parks, Open Space, Parks and Open Space, Adams County Open Space, Conservation Trust, and Cash In Lieu. Each Special Revenue Fund has a dedicated revenue source.

In addition to funds, the organization uses departments and divisions as functional units. Each department has a number of divisions. The departments are:

- Legislative (City Council and Boards and Commissions)
- Legal Department
- City Manager's Office
- Communications
- Economic Development
- Parks & Recreation Department
- Fire Department
- Police Department
- City Development Department
- Infrastructure Department
- Management Services Department
- Finance Department

FUND STRUCTURE



RELATIONSHIP BETWEEN DEPARTMENTS

CITY MANAGER’S OFFICE, COMMUNICATIONS, and ECONOMIC DEVELOPMENT

General Fund

CITY DEVELOPMENT, FIRE, and POLICE

General Fund

Governmental Capital Fund

PARKS & RECREATION

General Fund

Governmental Capital Fund

Parks Fund

Open Space Fund

Parks and Open Space Fund

Adams County Open Space Fund

Conservation Trust Fund

Cash In Lieu Fund

INFRASTRUCTURE

General Fund

Governmental Capital Fund

Adams County Road & Bridge

Water Fund

Sewer Fund

Environmental Services Fund

Stormwater Fund

LEGAL and FINANCE

General Fund

Water Fund

MANAGEMENT SERVICES

General Fund

Governmental Capital Fund

Risk Management Fund

MULTI-YEAR BUDGET PROCESS

The City utilizes several tools to help plan for the long-term financial sustainability of the organization. First, the City maintains a ten-year financial model for all major operating funds. The ten-year operating model includes detailed revenue and expenditure forecasts and is updated throughout the year. In addition to the operating model, the City utilizes a five-year capital improvement plan. These two long-term planning tools provide the context for decisions that are made within the annual budget process.

Long-Term Financial Planning

The ten-year financial model includes detailed revenue and expenditure forecasts for all major operating funds and is used by staff throughout the budget development process. Budget requests that have long-term operating implications, such as expansion capital and additional staffing, are carefully evaluated within the ten-year plan to ensure the City's ability to support these investments in the years to come. Assumptions include personnel pay increases and health insurance increases.

Capital Improvement Plan

The Capital Improvement Plan is a five-year capital improvement plan that identifies the investments needed to meet current and future community demands for service. The plan is made up of three sections: General Government, Special Revenue Funds, and Utilities. The capital improvement plan is fiscally constrained, in that the total cost of the projects can be funded within fund balance above City Council reserve policies and future revenue projections. As revenue projections are adjusted, so will the projects that are funded in the capital improvement plan.

Each year prior to the annual budget process, the projects that are included in the Capital Improvement Plan will be updated to coincide with changing revenue and growth assumptions. Once the update is approved, the projects will be incorporated into the annual budget.

ANNUAL BUDGET PROCESS

Budget Development

Each year, the budget process begins with discussions by City Council and the City’s senior leadership team, with input from citizens, regarding the issues facing the City. City Council identifies their priorities in meetings, including the Strategic Planning Conference, a yearly planning retreat, and communicates them to City staff.

With general direction given by City Council, each department and division submits their operating budget request to the Management and Budget Office. The Management and Budget Office reviews the requests and weighs these requests against the available funds and the priorities of the City. In addition, the divisions in the City that are responsible for budgeting and managing capital projects submit their capital requests, and the Management and Budget Office reviews them to ensure that the City Council Work Plan is carried out.

Once all budget requests have been reviewed, the City’s senior leadership team, including the City Manager, and the Management and Budget Office work together to develop a collaborative budget recommendation. The balanced budget recommendation is presented to City Council. A balanced budget has expenditures less than or equal to revenues, including income residing in fund balance. The Management and Budget Office formally presents the budget at a City Council Meeting for approval, and then again for adoption of the appropriation ordinance.

2024 Budget Calendar

- Departmental Budget KickoffsMay 1 – May 5
- Departmental Budget EntryMay 8 – June 2
- Capital ReviewMay 22 – June 2
- Departmental Budget ReviewsJune 5 – July 7
- Budget Recommendation to City ManagerJuly 24 – August 11
- Budget Round-upAugust 14 – August 18
- Council Book publishedSeptember 1
- City Council Budget ReviewSeptember 7
- City Council Budget Review (overflow)September 9
- Public Hearing and First ReadingSeptember 26
- Second ReadingOctober 10

Budget Amendments

After the budget has been adopted, the approved budget may be changed through a budget amendment. The process for a budget amendment generally begins with a request from the affected division or department to the Management and Budget Office. The Management and Budget Office reviews the request for consistency with City Council goals and is weighed against other City needs and the availability of funding. Upon Management and Budget Office approval, the request and justification are presented to City Council at a public meeting for final approval.

ANNUAL BUDGET PROCESS

Measuring Budgetary Performance

The City of Thornton uses a variety of methods to measure budgetary performance. Through these various tools and data, the City evaluates performance to support management decisions, establish action plans, measure progress, and recognize achievement.

Strategic Planning Conference

Annually, the City Council and City staff participate in a Strategic Planning Conference (G). The SPC is an event to discuss the key programs, initiatives, and projects that will be undertaken by the City. This goal setting session begins the annual budget process by identifying, discussing, and prioritizing key efforts that will need to be funded through the budget process.

Annual Report

The City produces an Annual Report containing both narrative and statistical analysis of projects, programs, and services approved in the previous year's budget. Staff reviews data for report and provides the information to City Council.

Citizen Survey

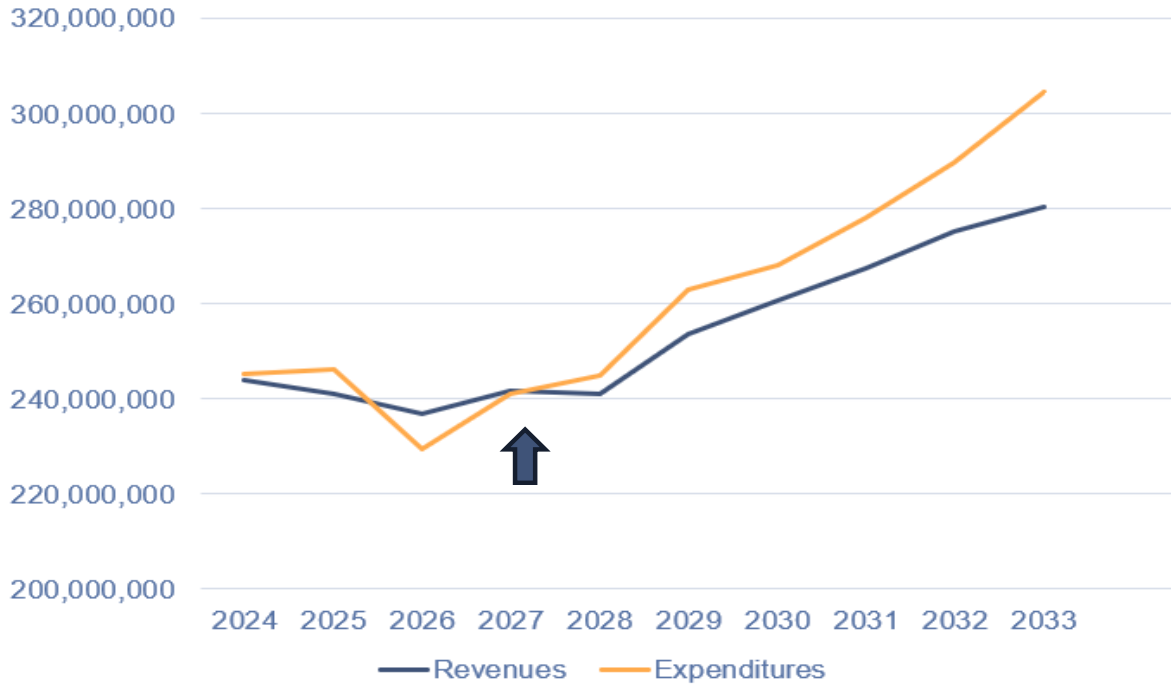
The Citizen Survey is used to measure performance and overall effectiveness. This survey, completed every-other year, seeks to determine citizens' level of satisfaction and dissatisfaction with services and is used as another tool by the City in making policy decisions, including developing the budget. The Citizen's Survey is performed by an outside consultant.

Financial Modeling

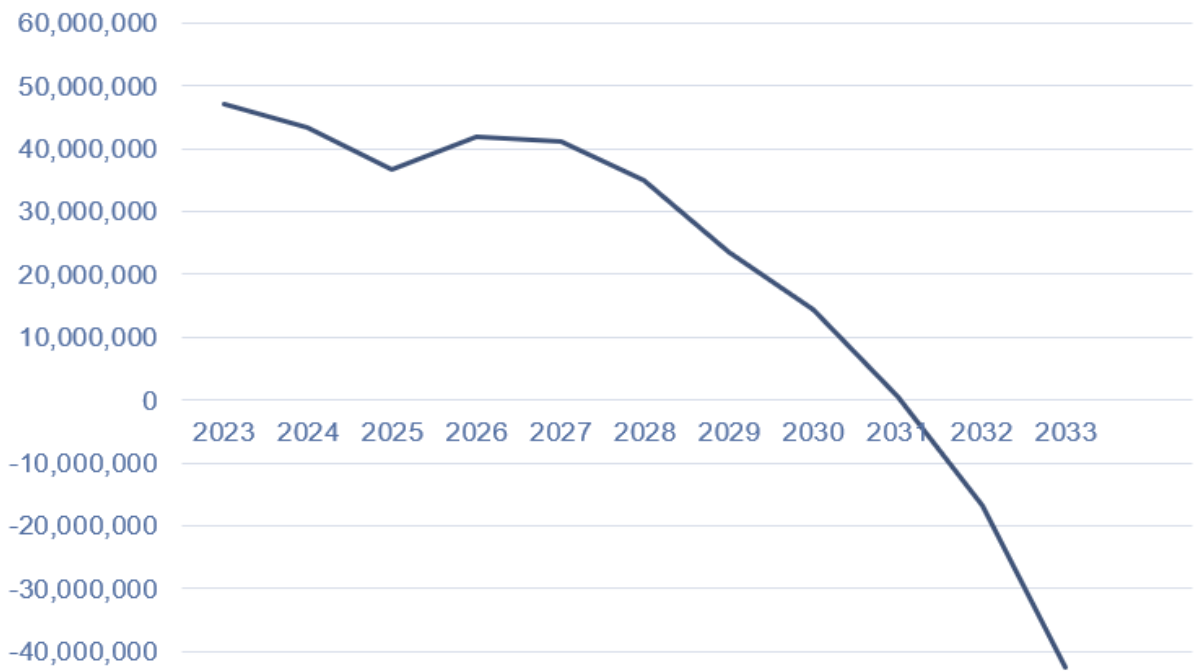
The City maintains a number of financial models that are used to evaluate financial conditions and inform future decisions. The financial modeling process is used throughout the budget development and implementation process to understand the long-term financial impact of budgetary or programmatic decisions.

The graphs on the next page show the current model for general governmental funds (General Operating & Governmental Capital). In Graph A, we show projected ongoing expenditures and projected revenues. Graph B shows the projected fund balance for these funds. An inflection point is the point in the model where ongoing expenditures exceed projected ongoing revenues. In Graph A you can see the inflection point, indicated by the arrow on the graph. The inflection point in this model has been a constant and is not projected to be eliminated. The stated goal from council is to keep the inflection point at a 5-year horizon mark and zero out at the 10-year mark. The current inflection point is projected to be in four years (2028). The inflection point is used as a tool to for budgetary discussions on future expenditures and can be adjusted based on adopted budgetary policies.

Graph A:



Graph B:



**Graph B shows a large fund balance drop in 2025. This is due to multiple large capital projects being budgeted for 2024 and 2025.*

FINANCIAL AND BUDGET POLICIES

Reserve Policies

In March 2011, City Council approved a resolution for both General Governmental operations and the City utilities regarding fund balances and cash reserves, repealing resolution 2003-164. The policy was updated once again in 2016. The updated policy can be found in the Official Documents section of the 2024 Budget, located in the Digital Edition of the Budget Book.

The committed fund balance reserves in the General Fund will be maintained in amount equal to 17 percent of the current year General Fund budget. The restricted balance in the General Fund will be the state mandated TABOR reserve (approximately 3 percent).

The cash reserve in the Governmental Capital Fund will be maintained at an amount resulting from any legal covenants made by the City in association with loans, leases, debt, or other financial obligations supported by the Governmental Capital Fund.

The cash reserve in the Risk Management Fund will be evaluated annually and maintained at levels recommended by the City's actuarial studies of past claims history and future unanticipated claims.

The cash reserve in the Environmental Services Fund will be maintained at a level equal to 90 days of the Environmental Services Fund's operations and maintenance budget for the current year.

The cash reserve in the Water Fund will be maintained at a level equal to 180 days of the Water Fund's operations and maintenance budget for the current year.

The cash reserve in the Sewer Fund will be maintained at a level equal to 90 days of the Sewer Fund's operations and maintenance budget for the current year.

Detailed fund equity information can be found in the Revenue and Expenditure Summary section. The above-listed reserve policies have a minimal impact on the budget process because the estimated fund equities exceed the required reserves.

Debt Management Policies

The City of Thornton is a "home rule" city, governed by its City Charter, the Colorado State Constitution, and City ordinances, as adopted by the City Council. The debt limitation for general obligation securities is set in the City Charter at 10 percent of the assessed valuation of the taxable property within the City. Excluded from this limitation are securities issued for acquiring water and the rights thereto, for acquiring, improving or extending a municipal water system, or for refunding such securities. As of December 31, 2022, the City had no debt subject to this limitation, nor is it subject to any other such legal debt limitation.

The policies that guide the City in the use of management and debt were established by Council by resolution in October 2003:

- Confine long-term borrowing to capital improvements or capital projects that cannot be financed with current revenues.
- Repay bonds over a period less than or equal to the project's useful life.
- Maintain good communication with bond rating agencies about the City's financial condition.
- Fully disclose information on every financial report and bond prospectus.

FINANCIAL AND BUDGET POLICIES

Accounting and Budgetary Basis

“Accounting and Budgetary Basis” refers to when revenues and expenditures/expenses are recognized in the accounts and reported in the financial statements.

The City accounts and budgets for all governmental fund revenues using the modified accrual basis of accounting, under which revenues are recorded when both measurable and available. Available revenues refer to those collectible in the current period or soon enough thereafter to be used to pay liabilities of the current period. Intergovernmental revenues that the City receives as reimbursement for specific purposes or projects are recognized as the corresponding project expenditures are made. Intergovernmental revenues that are unrestricted as to use or are revocable only for failure to meet prescribed compliance requirements are reflected as revenues at the time of receipt, or earlier, if they meet the availability criterion. The property tax is levied and certified in December of the year prior to the year the taxes are collected. Property taxes levied are recorded as deferred inflow of resources in the year levied and as revenue in the following year as they are received. Investment earnings are accrued as earned, since they are measurable and available.

The accounting and budgetary basis for all governmental fund expenditures is also modified accrual in that the City records expenditures when they are expected to be liquidated with expendable resources. Both the interest and principal components of long term debt are recorded when due. For budgetary purposes the purchase of land and other assets held for resale are accounted for on a cash basis. Accordingly, any gain or loss on the subsequent sale of these assets is not budgeted. In addition, miscellaneous non-cash adjustments and balances transferred due to closure of a fund are not budgeted.

The accounting basis for all Proprietary Funds (enterprise and internal service funds) is the full accrual method of accounting, under which revenues are recorded when earned and expenses are recorded when the related goods and services are received or used in operations. For budgetary purposes, the City uses the full accrual method of accounting except that it excludes depreciation, amortization, and any gain or loss on the disposal of capital assets; and includes the debt service principal and interest payments and capital outlay. In addition, miscellaneous non-cash adjustments and balances transferred due to closure of a fund are not budgeted.

Internal Accounting Systems

In developing and evaluating the City’s accounting system, consideration is given to the adequacy of internal accounting controls. Internal accounting controls are designed to foster reasonable assurance regarding: (a) the safeguarding of assets against loss from unauthorized use or dispositions; and (b) maintaining the reliability of financial records for preparing financial statements and maintaining accountability for assets.

The concept of reasonable assurance is based on two principals:

- The cost of a control should not exceed projected benefits to be received; and
- The evaluation of costs and benefits requires estimates and judgments by management.

All internal control evaluations occur within the above framework. The City’s internal accounting controls adequately safeguard assets and provide reasonable assurance of proper recording of financial transactions.

FINANCIAL AND BUDGET POLICIES

Cash Management and Investments

Cash, temporarily idle during the year, is invested in Demand Deposits, Time Deposits, U.S. Treasuries, securities issued by U.S. Government Agencies and Instrumentalities, Bankers Acceptances, Commercial Paper, Certificates of Deposits, Repurchase Agreements, Asset Backed Securities, and Local Government Investment Pools.

Independent Audit

The City Charter requires an annual audit of accounting systems, financial records, and transactions of all administrative departments of the City by independent, certified public accountants selected by the City Council. The City has complied and will continue to comply with this requirement.

The latest Annual Comprehensive Financial Report can be viewed online at:

https://www.thorntonco.gov/government/finance/Pages/finance_accounting.aspx

2024–2028 CAPITAL IMPROVEMENT PROGRAM

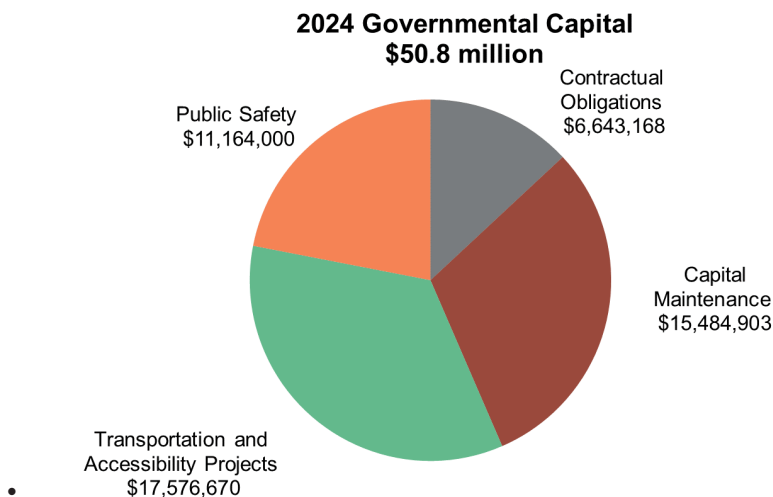
Overview

The City of Thornton maintains a five-year capital improvement program (CIP) that staff updates annually. The initial year of the CIP is adopted and approved by City Council as a component of the annual budget. Capital improvement expenditures provide for the acquisition, expansion, and rehabilitation of the City's physical assets. The City of Thornton defines capital expenditures as items that are more than \$5,000 in value and that are not a part of daily operational activities. The appropriations for each individual capital project do not lapse at the end of the fiscal year and instead are available until the project is completed or cancelled. The 2024 Budget allocates almost \$138.9 million towards capital improvement projects throughout the community.

Governmental Capital Fund Capital Improvement Program

The Governmental Capital Fund includes \$50.8 million worth of capital improvement projects in 2024 and \$89.4 million between 2024 and 2028. Two significant projects for 2024 are listed below.

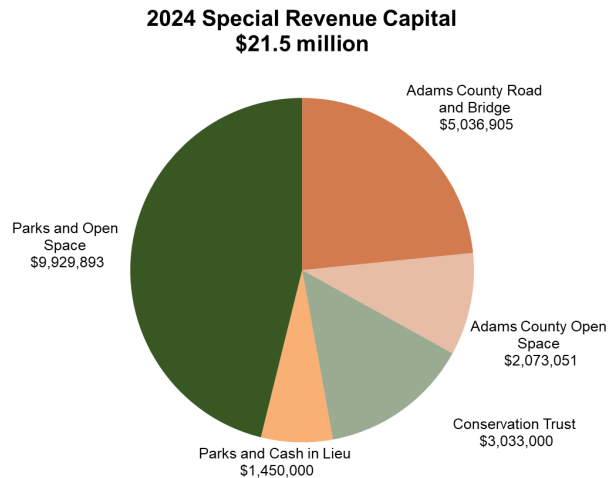
- Street Rehabilitation Program (\$3,363,843): The 2024 Street Rehabilitation Program includes mill and pave, hot chip, crack seal, and rejuvenator.
- Fire Station 8 (\$10,014,000): This project is planned for the construction of a new Fire Station which will be located north of E-470, off from Monaco Street. The new facility will provide fire services.
- Thornton Shopping Center Contaminant Source Removal (\$1,500,000): This project is to assist in the remediation of the old Thornton Shopping Center site. In addition to this funding, TDA South is also contributing \$3 million to complete this project. The total budgeted amount is \$4.5 million.



2024–2028 CAPITAL IMPROVEMENT PROGRAM

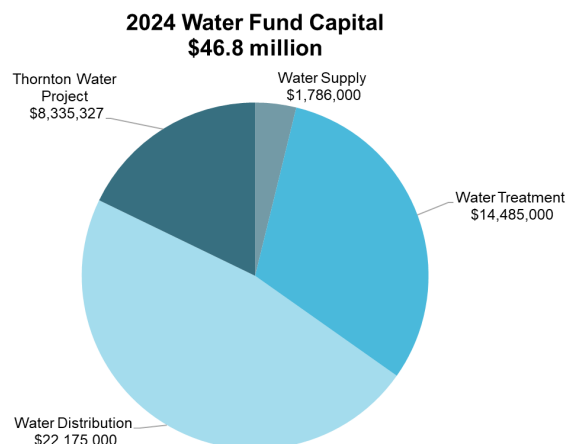
Special Revenue Funds Capital Improvement Program

Special Revenue Funds include the Cash In Lieu Fund, Conservation Trust Fund, the Parks Fund, the Open Space Fund, the Parks and Open Space Fund, the Adams County Open Space Fund, and the Adams County Road and Bridge Fund. Combined, these funds account for \$21.5 million worth of capital improvement projects in 2024 and more than \$127.9 million between 2024 and 2028. Two of the larger projects include the Margaret Carpenter Recreation Center Outdoor Event Venue Improvements and Landscape & Playground Improvements, which includes artificial athletic field turf replacement.



Water Fund Capital Improvement Program

The Water Fund CIP includes \$46.8 million worth of capital improvement projects in 2024 and almost \$282.5 million in the five-year program. A large portion, roughly \$152.6 million, of the five-year program is set aside for the Thornton Water Project (TWP), a project that when completed will deliver northern Colorado water to Thornton to meet future water demands. The fund also includes \$4.0 million in 2024 and \$45.0 million in 2025 towards PFAS Treatment.



2024–2028 CAPITAL IMPROVEMENT PROGRAM

Sewer Fund Capital Improvement Program

The Sewer Fund CIP includes more than \$907,125 worth of capital improvement projects in 2024 and more than \$14.5 million over the five-year program. The Sewer Fund CIP includes two large capital projects in 2024, the Sewer Main Rehabilitation Program and the Manhole Rehabilitation Program.

Stormwater Fund Capital Improvement Program

The Stormwater Fund CIP includes \$1.2 million worth of capital improvement projects in 2024 and \$11.0 million over the five-year program. The Stormwater Fund CIP includes two large capital projects in 2024, the Grange Hall Creek South Culvert Detention Improvement as well as fleet replacement.

Environmental Services Capital Improvement Program

The Environmental Services Fund CIP includes more than \$1.6 million worth of capital improvement projects in 2024, and more than \$5.9 million over the five-year program. The Environmental Services Fund CIP includes Fleet Replacement.

2024 STAFFING PLAN

Summary of Changes

Regular Positions Allocated, 2023 (amended): **1,111.75**

Positions Added: **25.0**

Positions Reductions: **0.0**

Total Regular Positions, 2024: **1,136.75**

The City of Thornton utilizes a full-time equivalent (FTE) count for staffing. 2,080 hours = 1.0 FTE

Employees and Benefits

A market-based pay plan determines the salary range and fringe benefits for each regular and temporary position in the City. The City included a COLA (Cost of Living Adjustment) totaling an 4.7% for 2024. The City included a step increase of 1.0% for 2024 for staff performance. The total COLA + Step is 5.7% for current employees.

2024 STAFFING PLAN

2024 Budget - Staffing Summary

Department	2023 Budget	FTE Additions	FTE Reductions	2024 Budget
Police Department	331.00	12.00	-	343.00
Fire Department	158.00	-	-	158.00
Infrastructure	203.50	2.00	-	205.50
Parks & Recreation	135.75	6.00	-	141.75
Management Services and Risk	125.50	3.00	-	128.50
City Development	76.75	-	-	76.75
Finance	31.25	2.00	-	33.25
City Manager's Office	18.00	-	-	18.00
Legal	17.00	-	-	17.00
Communications	7.00	-	-	7.00
Economic Development	8.00	-	-	8.00
Total	1,111.75	25.00	-	1,136.75

2024 Budget - Staffing Changes

Fund	Department	Position	FTE
General	Police	Sworn Officer Conversion	11.00
General	Police	Administrative Specialist	1.00
General	Mgmt. Services	Systems Analyst	1.00
General	Mgmt. Services	Custodian	2.00
General	Parks & Recreation	Homeless Outreach Exp.	1.00
General	Parks & Recreation	Mechanic Assistant - Conversion	1.00
General	Parks & Recreation	Supply Assistant - Conversion	1.00
General	Parks & Recreation	Long-term PT Staff Conversion	3.00
General	Finance	Sales Tax Auditor	1.00
General	Finance	Accountant/Grant Compliance	1.00
General	Infrastructure	Traffic Project Manager	1.00
Water	Infrastructure	Water Treatment Specialist	1.00
2024 Budget - Position Changes			25.00
2024 Budget - Authorized FTEs			1,136.75

REGULAR STAFFING SUMMARY

Staffing Summary (FTE)	2022	2023	2024
Legal			
Water Legal	3.50	2.50	2.50
Legal	14.50	14.50	14.50
Total, Legislative	18.00	17.00	17.00
City Manager's Office			
City Manager	4.00	3.00	3.00
Management and Budget	6.00	7.00	7.00
City Clerk	8.00	8.00	8.00
Total, City Manager's Office	18.00	18.00	18.00
Communications			
Communications	7.00	7.00	7.00
Total, Communications	7.00	7.00	7.00
Community Services			
Administration	1.00	1.00	1.00
Parks*	58.00	61.00	63.00
Golf Course	8.00	8.00	8.00
Recreation**	34.75	34.75	37.75
Active Adult Center	10.00	10.00	10.00
Open Space and Project Management	5.00	5.00	5.00
Arts and Culture	3.00	3.00	3.00
Community Engagement	4.00	4.00	4.00
Community Connections***	7.00	8.00	9.00
CDBG Administration	1.00	1.00	1.00
Total, Community Services	131.75	135.75	141.75
Fire Department			
Administration	9.00	8.00	8.00
Operations	129.00	135.00	135.00
Prevention	6.00	6.00	6.00
Support Services	3.00	3.00	3.00
Ambulance Services	5.00	6.00	6.00
Total, Fire Department	152.00	158.00	158.00

* 2.0 Conversion of Mechanic Assistant and Supply Assistant from Seasonal

** 3.0 Conversion of Long-Term PT Staff

*** 1.0 Homeless Outreach Expansion

REGULAR STAFFING SUMMARY

Staffing Summary (FTE)	2022	2023	2024
Police Department			
Administration*	52.00	54.00	43.00
Office of the Chief	-	-	10.00
Training Facility	-	-	-
Criminal Investigation Division	42.00	41.00	41.00
Patrol**	195.00	195.00	208.00
Animal Control	5.00	5.00	5.00
Victim Services	5.00	7.00	7.00
Emergency Communications	29.00	29.00	29.00
Total, Police Department	328.00	331.00	343.00
City Development			
Administration	9.75	10.75	10.75
Current Planning	12.00	12.00	12.00
Long Range Planning	4.00	4.00	4.00
Building Inspection	19.00	20.00	20.00
Code Compliance	10.00	10.00	10.00
Development Engineering	14.00	13.00	13.00
GIS Services	6.00	6.00	6.00
Total, City Development	74.75	75.75	75.75
Infrastructure			
Administration	3.00	3.00	3.00
Street Operations	25.00	25.00	25.00
Engineering Services	20.00	19.00	19.00
Traffic Engineering***	13.00	13.00	14.00
Utilities Operations	40.00	40.00	40.00
Thornton Water Project Team	7.00	7.00	7.00
Water Resources	20.50	20.50	20.50
Farm Management	3.00	3.00	3.00
Stormwater	15.00	15.00	15.00
Water Quality	7.00	7.00	7.00
Water Treatment****	25.00	25.00	26.00
Real Estate Management	1.00	1.00	1.00
Environmental Services	28.00	28.00	28.00
Total, Infrastructure	207.50	206.50	208.50

* 1.0 Administrative Specialist

** 11.0 Sworn Officer Conversion

*** 1.0 Traffic Project Manager

*** 1.0 Water Treatment Specialist

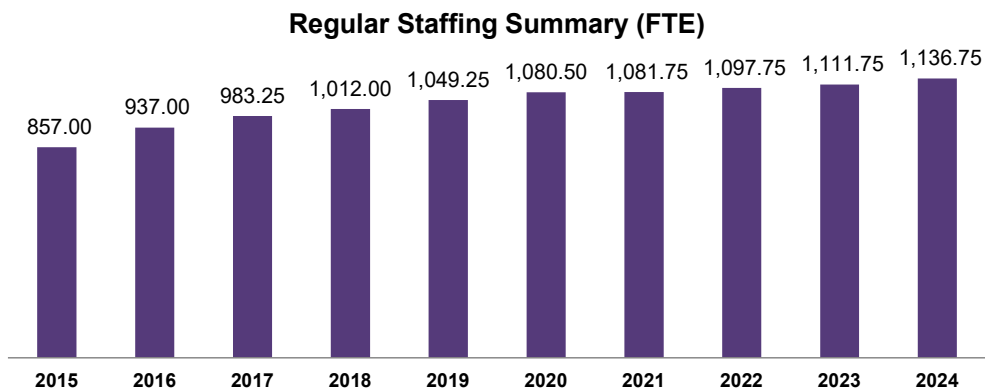
REGULAR STAFFING SUMMARY

Staffing Summary (FTE)	2022	2023	2024
Management Services and Risk			
Administration	2.00	2.00	2.00
Human Resources	16.00	16.00	16.00
Municipal Court	15.00	15.00	15.00
Support Services	4.00	5.00	5.00
Contracts	6.00	6.00	6.00
Purchasing	5.00	5.00	5.00
Building Maintenance	13.00	13.00	13.00
Fleet Administration	1.00	1.00	1.00
Custodial Maintenance*	25.50	25.50	27.50
Risk Management	4.00	4.00	4.00
Information Technology**	32.00	32.00	33.00
Total, Management Services	123.50	124.50	127.50
Economic Development			
Economic Development	7.00	8.00	8.00
Total, Economic Development	7.00	8.00	8.00
Finance			
Finance***	20.75	20.75	22.75
Utility Billing	9.50	9.50	9.50
Total, Finance	30.25	30.25	32.25
Total, Regular Employees	1,097.75	1,111.75	1,136.75

* 2.0 Custodian

** 1.0 System Analyst

*** 1.0 Sales Tax Auditor & 1.0 Accountant-Grant Compliance

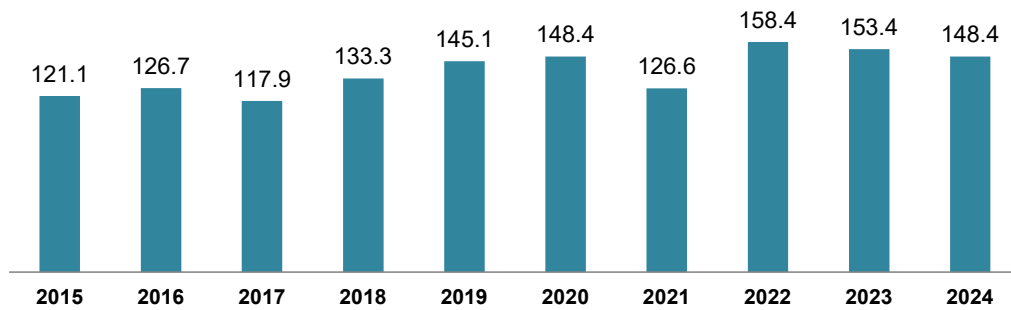


PART-TIME STAFFING SUMMARY

2024 Budget - Part Time Staffing Summary

Department	2023 Budget	PTE Additions	PTE Reductions	2024 Budget
Police Department	6.1	-	-	6.1
Fire Department	-	-	-	-
Infrastructure	8.3	-	-	8.3
Parks & Recreation	134.1	-	(5.0)	129.1
Management Services and Risk	1.2	-	-	1.2
City Development	-	-	-	-
Finance	0.4	-	-	0.4
City Manager's Office	0.1	-	-	0.1
Legal	1.2	-	-	1.2
Communications	-	-	-	-
Economic Development	2.0	-	-	2.0
Total	153.4	-	(5.0)	148.4

Part-Time Staffing Summary (FTE)



Intentionally Left Blank



CHAPTER 3: REVENUE AND EXPENDITURE SUMMARY

Combined Budget Summary

Description	Actual 2022	Amended 2023	Budget 2024
Revenues			
Sales and Use Tax	\$137,788,183	\$135,169,016	\$143,550,600
Property Tax	17,850,900	17,725,960	21,929,500
Franchise Fees	7,288,977	7,370,918	8,006,468
Other Tax	3,489,441	3,636,600	3,400,000
Licenses and Permit	6,708,666	6,370,500	4,825,340
Intergovernmental	21,725,379	31,035,800	21,990,510
Governmental Grants	10,559,385	16,177,326	18,339,047
Charges For Services	20,464,370	22,622,612	23,837,904
Fines and Forfeitures	1,200,600	1,214,400	1,312,400
Utilities	155,197,949	253,072,197	129,163,165
Interest	(6,829,745)	2,232,500	4,449,500
Lease	236,730	25,000	-
Internal Service Fund Charges	18,042,345	18,308,706	19,222,701
Transfers In	9,040,934	9,860,949	11,310,521
Bond Proceeds	-	-	-
Miscellaneous and Other	5,066,924	5,882,658	4,711,842
Current Year Revenues	\$407,831,038	\$530,705,142	\$416,049,498
Reappropriated Fund Balance	3,516,387	32,735,848	9,408,759
Total Revenues	\$411,347,425	\$563,440,990	\$425,458,257
Expenditures			
Personnel	\$142,384,832	\$158,573,234	\$172,520,869
Contractual Services	77,303,135	87,758,056	89,546,157
Commodities	10,435,229	12,549,291	14,650,201
Capital Outlay	6,544,832	12,148,354	7,869,227
Debt Service	17,907,651	15,643,753	14,166,328
Governmental Capital	31,940,408	40,073,358	46,022,288
Special Revenue Capital	12,492,897	31,263,752	15,857,476
Enterprise Capital	24,518,148	48,819,978	50,592,702
Transfers	18,000	2,852,221	10,000
Other	(1,888)	-	-
Total Expenditures	\$323,543,244	\$409,681,997	\$411,235,248
Net Revenues Over Expenditures	\$87,804,181	\$153,758,993	\$14,223,009

This chart represents 100 percent of all City revenues and expenditures.

Combined Budget Summary

Operating Expenditure Categories

PERSONNEL

Salaries
Benefits (health/life insurance)
Retirement contributions
Training
Uniforms

CONTRACTUAL SERVICES

Vehicle maintenance
Fuel
Utilities (electricity, water)

COMMODITIES

Supplies
Snow and ice supplies

CHARGES FOR INTERNAL SERVICES

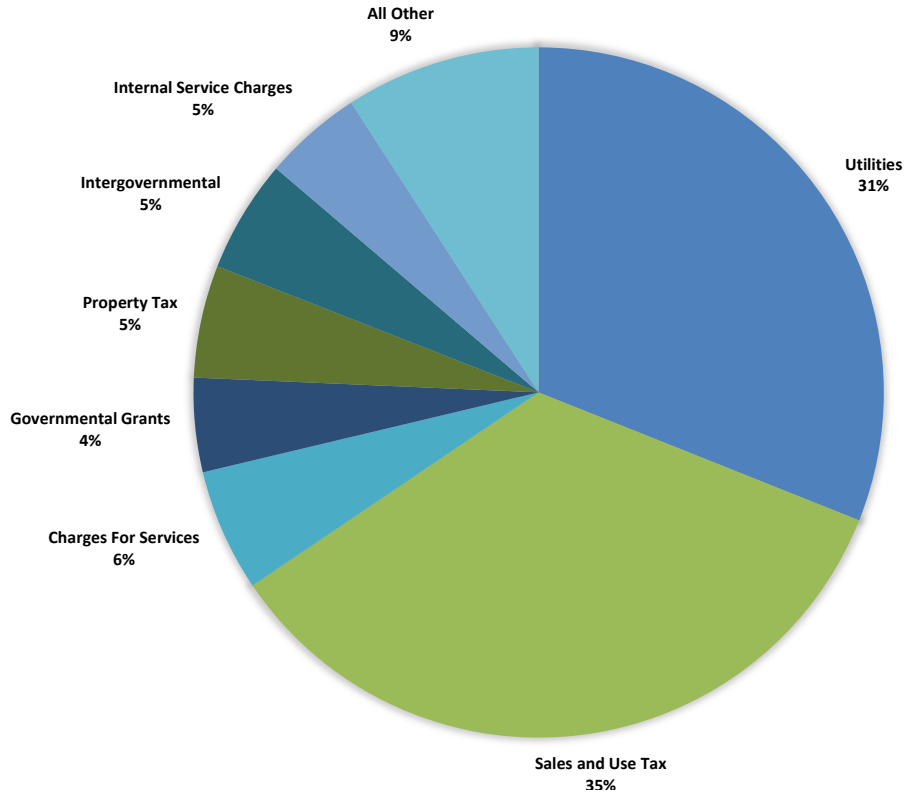
Transfers to the Risk Fund to pay for support services they provide

CAPITAL OUTLAY

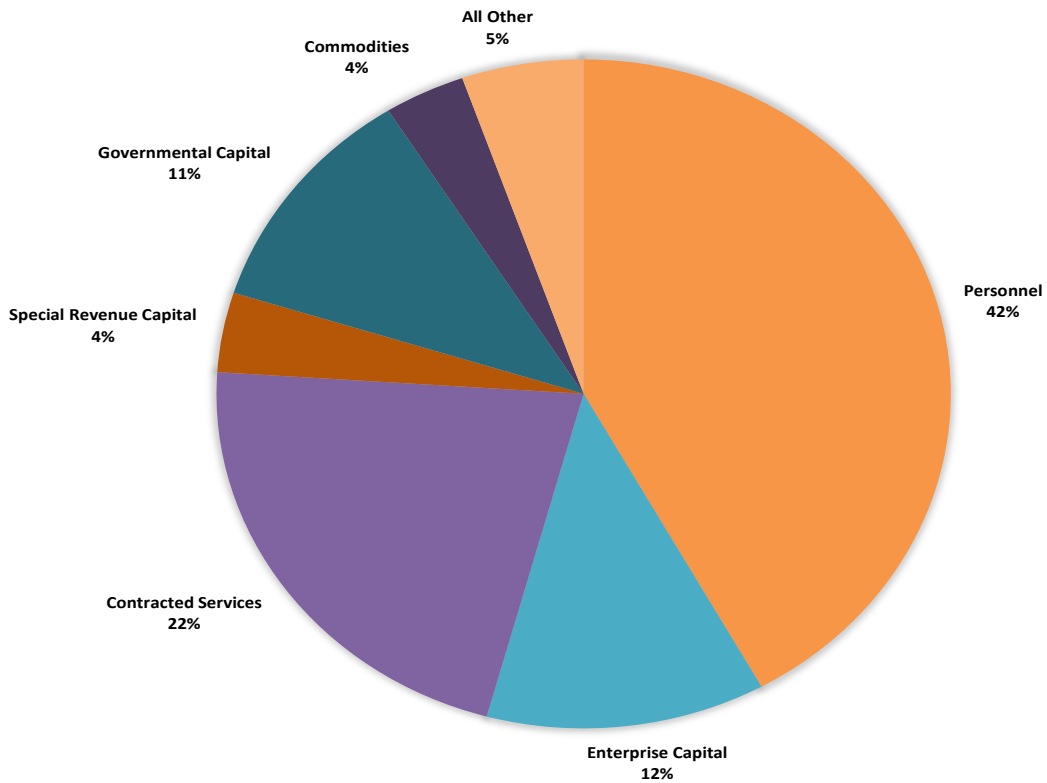
New and replacement fleet and equipment

Combined Budget Summary

2024 REVENUES



2024 EXPENDITURES



Revenue Summary

Fund	Actual 2022	Amended 2023	Budget 2024	% Chng 23-24
General Governmental Funds				
General	\$164,116,287	\$160,730,694	\$197,596,820	22.9%
Governmental Capital Fund	48,701,969	60,972,232	46,429,697	-23.9%
Subtotal	\$212,818,256	\$221,702,926	\$244,026,517	10.1%
Internal Service Funds				
Risk Management	\$18,042,345	\$18,308,706	\$19,222,701	5.0%
Subtotal	\$18,042,345	\$18,308,706	\$19,222,701	5.0%
Special Revenue Funds				
Adams County Road and Bridge	\$5,126,915	\$5,247,000	\$5,465,000	4.2%
Adams County Open Space	1,624,926	3,048,993	3,186,489	4.5%
Conservation Trust	1,603,102	1,649,000	1,960,400	18.9%
Parks	(12,472)	4,500	11,000	144.4%
Open Space	(52,360)	7,108,863	1,521,512	-78.6%
Parks and Open Space	13,380,728	19,683,815	11,319,100	-42.5%
Cash In Lieu	101,649	879,142	173,614	-80.3%
Subtotal	\$21,772,488	\$37,621,313	\$23,637,115	-37.2%
Enterprise Funds				
Water	\$126,850,934	\$216,751,000	\$98,611,165	-54.5%
Sewer	18,075,391	23,202,560	19,876,000	-14.3%
Stormwater	4,443,198	6,989,000	4,501,000	-35.6%
Environmental Services	5,828,426	6,129,637	6,175,000	0.7%
Subtotal	\$155,197,949	\$253,072,197	\$129,163,165	-49.0%
Total Revenues	\$407,831,038	\$530,705,142	\$416,049,498	-21.6%

Expenditure Summary

Fund	Actual 2022	Amended 2023	Budget 2024	% Chng 23-24
General Governmental Funds				
General	\$161,628,583	\$186,358,066	\$196,201,228	5.3%
Governmental Capital Fund	39,834,587	44,758,253	50,868,741	13.7%
Subtotal	\$201,463,170	\$231,116,319	\$247,069,969	6.9%
Internal Service Funds				
Risk Management	\$16,804,906	\$18,005,692	\$18,805,481	4.4%
Subtotal	\$16,804,906	\$18,005,692	\$18,805,481	4.4%
Special Revenue Funds				
Adams County Road and Bridge	\$4,508,425	\$3,152,381	\$5,036,905	59.8%
Adams County Open Space	797,366	1,367,043	2,073,051	51.6%
Conservation Trust	628,687	1,677,920	3,033,000	80.8%
Parks	-	190,000	1,450,000	663.2%
Open Space	3,404,815	6,001,000	-	-100.0%
Parks and Open Space	8,673,757	24,544,529	9,929,893	-59.5%
Cash In Lieu	148,389	-	-	N/A
Subtotal	\$18,161,439	\$36,932,873	\$21,522,849	-41.7%
Enterprise Funds				
Water	\$59,669,696	\$90,167,339	\$93,031,112	3.2%
Sewer	18,524,301	21,875,677	17,990,395	-17.8%
Stormwater	3,359,996	3,421,118	4,182,327	22.3%
Environmental Services	5,559,736	8,162,979	8,633,115	5.8%
Subtotal	\$87,113,729	\$123,627,113	\$123,836,949	0.2%
Total Expenditures	\$323,543,244	\$409,681,997	\$411,235,248	0.4%

Fund Summaries

2024 Departmental Operating Budgets by Fund

Department	General	Water	Sewer	Stormwater	Envi Services	Risk
Legislative	\$665,300	\$-	\$-	\$-	\$-	\$-
Legal	3,069,655	669,280	-	-	-	-
City Manager's Office	3,173,864	-	-	-	-	-
Communications	2,038,961	-	-	-	-	-
Economic Development	1,714,995	-	-	-	-	-
Parks & Recreation	33,537,157	-	-	-	-	-
Fire Department	31,556,304	-	-	-	-	-
Police Department	55,679,145	-	-	-	-	-
City Development	10,494,385	-	-	-	-	-
Infrastructure	14,408,604	28,048,095	15,212,204	2,029,396	5,941,660	-
Management Services	28,511,702	-	-	-	-	-
Finance	3,385,757	1,629,053	-	-	-	-
General Operating	7,965,399	15,903,357	1,871,066	912,681	1,027,455	18,805,481
Total	\$196,201,228	\$46,249,785	\$17,083,270	\$2,942,077	\$6,969,115	\$18,805,481

2024 Functional Unit Budgets by Fund

Functional Unit	General	Water	Sewer	Stormwater	Envi Services	Risk
Legislative	\$665,300	\$-	\$-	\$-	\$-	\$-
Legal	3,069,655	669,280	-	-	-	-
Public Safety	87,235,449	-	-	-	-	-
Public Works and Utilities	14,408,604	28,048,095	15,212,204	2,029,396	5,941,660	-
Parks and Recreation	33,537,157	-	-	-	-	-
Development Services	12,209,380	-	-	-	-	-
Administration	37,110,284	1,629,053	-	-	-	-
Other	7,965,399	15,903,357	1,871,066	912,681	1,027,455	18,805,481
Total	\$196,201,228	\$46,249,785	\$17,083,270	\$2,942,077	\$6,969,115	\$18,805,481

Projected Changes to Fund Equity

General Government - Fund Equity	General	Gov Capital	Risk	Special Revenue
Total Estimated Fund Equity, End of 2023	\$63,937,479	\$60,786,565	\$8,556,987	\$7,479,323
Projected 2024 Revenue	197,596,820	46,429,697	19,222,701	23,637,115
2024 Budgeted Expenditures	196,201,228	50,868,741	18,805,481	21,522,849
Total Estimated Fund Equity, End of 2024	\$65,333,071	\$56,347,521	\$8,974,207	\$9,593,589
Estimated Change in Fund Equity, 2024	\$1,395,592	\$(4,439,044)	\$417,220	\$2,114,266

General and Governmental Capital Funds: Pursuant to the direction of the Thornton City Council, the General and Governmental Capital Funds are balanced and rely only on current year revenues to pay for current year expenditures. The combined fund balance for the General and Governmental Capital Funds is planned to decrease by 3.7% in 2024.

Internal Service Funds: Fund equity in the Internal Service Funds (Risk) will increase by 5.2% in 2024 as the Risk Fund is now covering self-insurance. As the city will be self-insuring, it will be critical to create higher reserves for insurance overages.

Special Revenue Funds: Fund equity in the Special Revenue Funds is expected to increase by 28.3%.

Enterprise Funds - Fund Equity	Water	Sewer	Stormwater	Environmental Services
Total Estimated Fund Equity, End of 2023	\$260,483,355	\$6,993,553	\$635,118	\$3,365,486
Projected 2024 Revenue	98,611,165	19,876,000	4,501,000	6,175,000
2024 Budgeted Expenditures	93,031,112	17,990,395	4,182,327	8,633,115
Total Estimated Fund Equity, End of 2024	\$266,063,408	\$8,879,158	\$953,791	\$907,371
Estimated Change in Fund Equity, 2024	\$5,580,053	\$1,885,605	\$318,673	\$(2,458,115)

Water Fund: Fund equity in the Water Fund is expected to increase in 2024 due to debt issuance.

Sewer Fund: Fund equity in the Sewer Fund is expected to increase by 2.4% in 2024.

Stormwater Fund: Fund equity is expected to increase by 0.5% in 2024 due to debt issuance.

Environmental Services: Fund equity in the Environmental Services Fund is expected to decrease 39.2% in 2024.

Note: Numbers represent projected changes to fund equity based on budgeted revenues and expenditures. For actual year end fund balances, please see the City's Comprehensive Annual Financial Plan at

https://www.thorntonco.gov/government/finance/Pages/finance_accounting.aspx



CHAPTER 4: GENERAL FUND

GENERAL FUND

Fund Overview

The General Fund is the primary operating fund of the City of Thornton. It accounts for the general obligations of the City that are not specifically accounted for in other funds. The General Fund accounts for the majority of City services, including police, fire and emergency medical response, parks and recreation, streets and drainageway maintenance, development services, economic development, finance, legal, and general administration activities. Sales and use tax, property tax, user fees, fines, permit fees, license fees, intergovernmental revenue, and administrative charges are the main sources of General Fund revenue.

GENERAL FUND REVENUES

Sales and Use Tax

Sales tax is levied on all sales of tangible personal property, food, and specific taxable services. The City's General Fund sales tax rate is 3.75%, of which 0.25% is devoted to Parks and Open Space. An increase in the General Fund sales tax rate is not planned in 2024.

Use tax is the complement to sales tax. This tax is levied directly upon businesses that purchase, use, store, distribute, or otherwise consume tangible personal property or taxable services within the City. Vehicle use tax applied to the General Fund is 3.75% of the purchase price paid for a vehicle. It is collected by Adams County (5% collection charge) and applies to all Thornton residents regardless of where the vehicle was purchased.

The City of Thornton periodically conducts sales and use tax audits of businesses that are licensed with the City to ensure that the proper amount of sales and use tax has been remitted. If it has been determined from the audit that a business has not remitted the proper amount of sales and use tax, then an assessment is levied.

Building contractors are required to pay the building use tax on an estimated basis upon issuance of a building permit. The City levies the building use tax on a percentage of declared estimated construction value, which must be paid before a building permit is issued. Contractors are also required to declare any mobile machinery or self-propelled construction equipment used or stored in the City. Use tax is levied on the cost of such machinery or equipment, pro-rated based on the amount of time it is used in the City.

Property Tax

A property tax is levied on all real property at an annually specified mill levy. The assessment rate for certain classes of properties has been changed by the legislature for 2023 (taxes payable 2024). The County will assess residential property and multifamily property at 6.7% of total value less \$55,000, and 27.9% for most commercial property with exceptions for renewable energy and agricultural. The City's tax levy remains constant from 2023 to 2024 at 10.21 mills.

Year	Levy	Assessed Valuation
2023*	10.21	\$2,303,220,790
2022	10.21	1,763,551,770
2021	10.21	1,775,252,370
2020	10.21	1,664,865,070
2019	10.21	1,654,471,520
2018	10.21	1,339,673,940
2017	10.21	1,296,564,450
2016	10.21	1,071,508,430
2015	10.21	1,061,890,590
2014	10.21	913,970,340
2013	10.21	904,715,150

* Preliminary Certification, Final Certification and Mill Levy Certification delayed due to Senate Bill 23B-001

Electric and Gas Franchise Fee

This fee is levied on Xcel Energy and United Power for the right to conduct business in the City of Thornton. The rate of assessment is 3% of revenues received from the sale and/or transportation of gas and electricity to residents within the City.

Telephone Tax

The telephone business and occupation tax is levied on each telephone utility company for the right to do business in the City of Thornton. The annual amount of tax levied is \$8.00 per telephone account for which local exchange service is provided within the City limits.

Utility Franchise Tax

This fee is assessed at 3% of the annual inside City revenue from the water and sewer utilities within the City limits and is remitted to the General Fund monthly.

Cable Franchise Fee

According to Federal law, cities are allowed to collect up to a 5% franchise fee from users of their rights-of-way, in part to help offset the cost of wear and tear on City streets by companies digging there. Under the same law, companies asked to pay the fee may pass that fee on to their customers. Consequently, Comcast is now billing cable subscribers in the City of Thornton a 5% franchise fee each month, which is then forwarded to the City on a quarterly basis.

Specific Ownership Tax

This tax is levied on motor vehicles and is based on the list price of the vehicle. The list price is multiplied by a factor according to the age of the vehicle. After a certain number of years, this rate factor becomes constant. The revenue is collected by the County at the time of vehicle registration and is remitted to the City monthly. Use of these funds is restricted to the construction and maintenance of highways, roads, and streets within the corporate City limits.

Lodging (Motel) Tax

The lodgings or accommodations tax was enacted in 1982. The tax is assessed on persons renting hotel, motel, or any other public accommodations for a period of less than 30 days. The tax is remitted monthly. This tax is imposed in lieu of a sales and use tax.

Cable PEG Fees

Public, educational, and government (PEG) access programming is supported by the PEG fee that is assessed to each cable subscriber. The fee is collected by Comcast and forwarded to the City. The City currently operates Channel 8, KTTV-8.

GENERAL FUND REVENUE SUMMARY

Category	Actual 2022	Budget 2023	Budget 2024
Taxes			
Sales and Use Tax	\$91,695,863	\$84,475,601	\$113,486,000
Property Tax	17,850,900	17,725,960	21,929,500
Franchise Fees	7,288,977	7,370,918	8,006,468
Other Taxes	3,489,441	3,636,600	3,400,000
Subtotal, Taxes	120,325,181	113,209,079	146,821,968
Licenses and Permits	\$6,708,666	\$6,370,500	\$4,825,340
Intergovernmental	7,603,140	8,221,600	8,543,110
Grant Revenue	1,071,579	228,435	710,458
Charges for Services	20,464,370	22,622,612	23,837,904
Fines and Forfeitures	1,200,600	1,214,400	1,312,400
Interest	(3,364,059)	1,005,000	2,300,000
Miscellaneous	3,989,907	919,900	857,150
Transfers In	6,116,903	6,939,168	8,388,490
Use of Fund Balance	-	25,627,372	
Total, General Fund Revenues	\$164,116,287	\$186,358,066	\$197,596,820

Detailed tables for each General Fund revenue category can be found on the following pages.

Sales and Use Tax: The bulk of this account is sales tax which is budgeted based on population growth as well as historical data for the applicable businesses. The City's sales tax rate remains unchanged in 2024 at 3.75 %, of which 0.25 % is devoted to parks and open space.

Property Tax: Property taxes are collected on behalf of the City by Adams County. The property tax is levied and certified in December of the year prior to the year the taxes are collected on all taxable property in the City. Property tax is levied at an annual specified mill levy. For 2023 (taxes payable 2024), the County will assess residential property and multifamily property at 6.7% of total value less \$55,000, and 27.9% for most commercial property with exceptions for renewable energy and agricultural. While housing prices continued to rise in 2023, total assessed value in the City decreased by 0.7%. Thornton's property tax levy for 2024, which is collected in 2023, is unchanged at 10.21 mills.

DETAIL OF GENERAL FUND REVENUES

Taxes

Description	Actual	Budget	Budget
	2022	2023	2024
Sales and Use Tax	\$91,695,863	\$84,475,601	\$113,486,000
Property Tax	17,850,900	17,725,960	21,929,500
Franchise Fees			
Electric and Gas	\$4,010,320	\$4,084,110	\$4,632,000
Telephone	91,156	120,000	80,000
Utility	1,935,000	1,916,808	2,033,968
Cable	1,252,501	1,250,000	1,260,500
Subtotal, Franchise Fees	\$7,288,977	\$7,370,918	\$8,006,468
Other Taxes			
Specific Ownership Tax	\$1,425,485	\$1,491,000	\$1,539,000
Cigarette Tax	28,290	-	-
Lodging (Motel) Tax	1,941,416	2,055,800	1,772,000
Cable PEG Fees	94,250	89,800	89,000
Subtotal, Other Taxes	\$3,489,441	\$3,636,600	\$3,400,000
Total, Taxes	\$120,325,181	\$113,209,079	\$146,821,968

Electric and Gas: 2024 revenue projects approximately 4% growth over the 2023 projection due to increases in Xcel Energy rates.

Telephone: This is calculated by land line, which has been steadily decreasing.

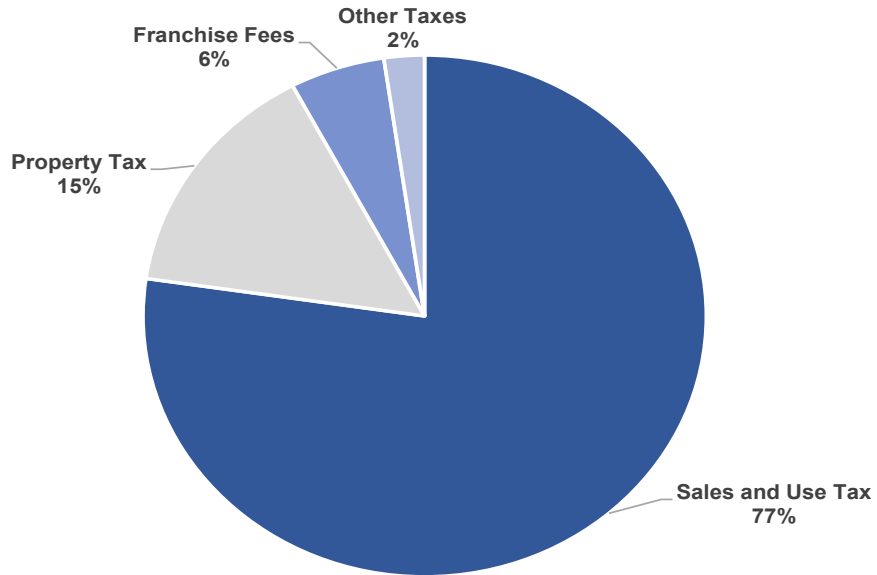
Utility: Utility revenue is based on the Water, Sewer, and Stormwater 2024 projected revenue from residential charges; in 2024. There are no approved rate increases for water, sewer, or stormwater at this time.

Cable: Many past cable customers have moved to more streaming options. Cable revenue is expected to remain steady.

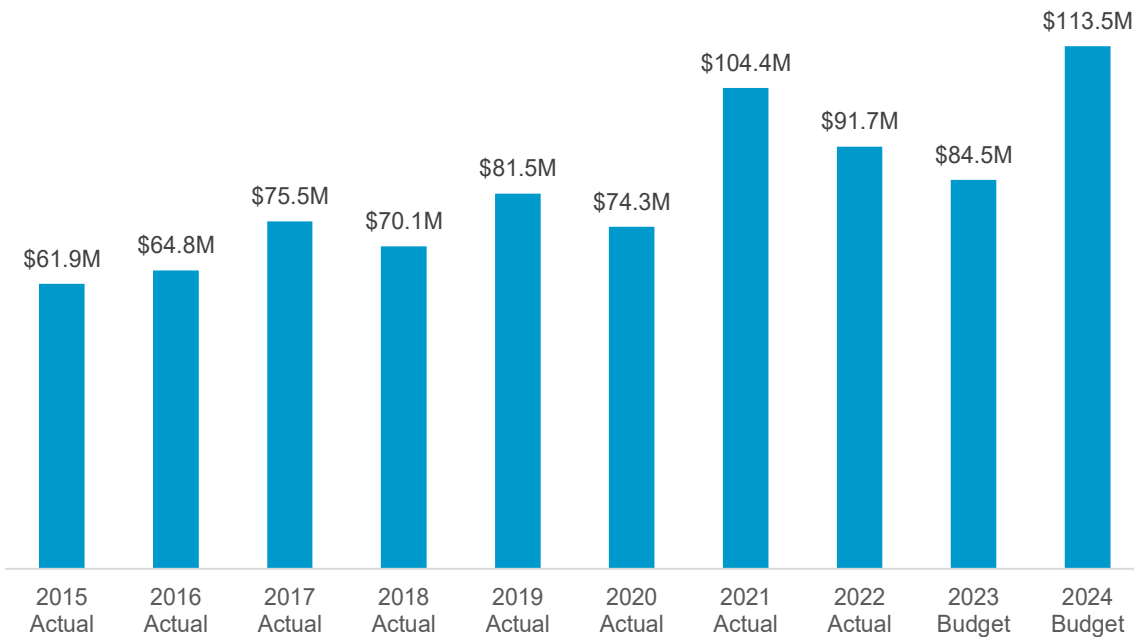
Lodging (Motel) Tax: 2024 revenue is projected to increase by 4%.

DETAIL OF GENERAL FUND REVENUES

2024 General Fund Revenues Taxes



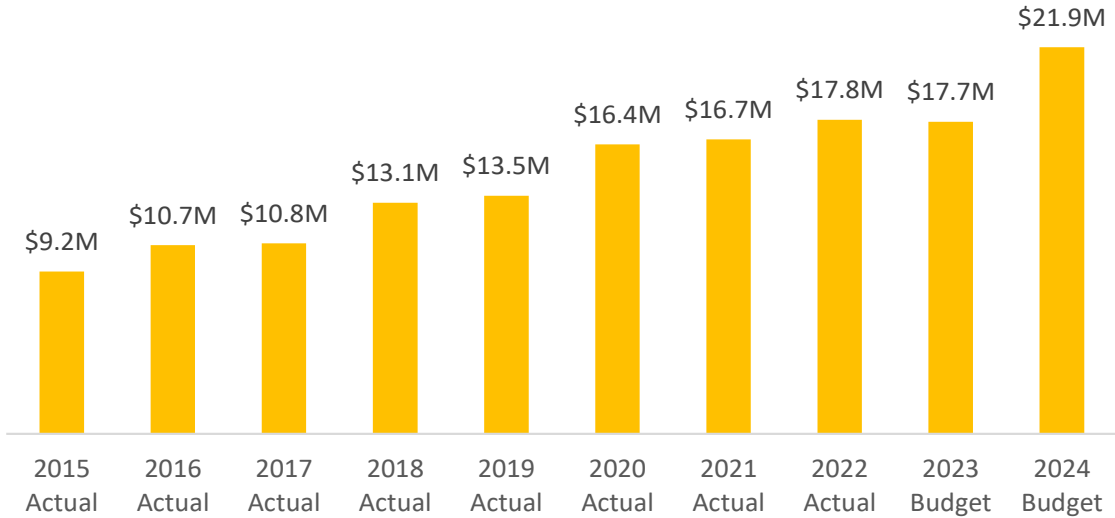
Sales & Use Tax Trend



*SALES & USE TAX IS SPLIT BETWEEN THE GENERAL FUND AND GOVERNMENTAL CAPITAL FUND. THE CITY DETERMINES THE PERCENTAGE SPLIT ANNUALLY FOR EACH BUDGET. 2024 SPLIT WAS SET AT 85/15.

DETAIL OF GENERAL FUND REVENUES

Property Tax Trend



*REAL PROPERTY IS ASSESSED BI-ANNUALLY IN ODD YEARS. RESIDENTIAL ASSESSMENT RATE WAS REDUCED IN 2023 FROM 7.15% FOR ALL RESIDENTIAL TO 6.95% FOR SINGLE FAMILY AND 6.8% FOR MULTI-FAMILY RESIDENTIAL DUE TO THE PASSAGE OF SENATE BILL 21-293.

Electric & Gas Franchise Fee Trend



DETAIL OF GENERAL FUND REVENUES

Licenses and Permits, Intergovernmental, and Grants

Description	Actual	Budget	Budget
	2022	2023	2024
Licenses and Permits			
Liquor Licenses	\$36,289	\$34,000	\$30,000
Contractors License	171,900	173,000	176,000
Short-Term Rental License	10,980	8,000	10,980
Plan Checking Fee	558,137	500,000	201,000
Pawn Surcharges	5,404	5,500	5,900
Marijuana Licenses	45,650	25,000	45,650
Building Permits	5,880,306	5,625,000	4,355,810
Total, Licenses and Permits	\$6,708,666	\$6,370,500	\$4,825,340
Intergovernmental			
Road and Bridge	\$1,152,069	\$1,200,000	\$1,375,000
Motor Vehicle Registrations	199,567	511,300	525,000
Highway Users Tax	4,259,916	4,595,800	4,740,924
State Share Marijuana Sales Tax	442,686	450,000	420,000
Miscellaneous Intergovernmental	1,548,902	1,464,500	1,482,186
Total, Intergovernmental	\$7,603,140	\$8,221,600	\$8,543,110
Grant Revenue	\$1,071,579	\$228,435	\$710,458
Total, Grants	\$1,071,579	\$228,435	\$710,458

Licenses and Permits: The City assesses certain license and permit fees as a means of recovering the cost of regulating various activities. Examples of such activities include building permits, mobile home permits, and liquor licenses. Building permits began to slow down in the fall of 2022 and has continued into 2023. Building permits are projected to remain steady into 2024.

Intergovernmental: 2024 revenue is anticipated to be 3.9% higher than the 2023 Budget. Both Road and Bridge revenue and Highway Users Tax are anticipated to increase in 2024. Road and Bridge and Highway Users Tax revenue is driven by gas consumption.

Grants: Grants are based on awarded grants and can fluctuate annually.

DETAIL OF GENERAL FUND REVENUES

Charges for Services, Fines and Forfeitures

Description	Actual	Budget	Budget
	2022	2023	2024
Charges for Services			
Court Charges	\$133,111	\$125,250	\$123,500
Administrative Fee Reimbursement	7,157,676	9,625,920	8,823,804
Ambulance Service Revenue	5,025,974	4,549,442	5,148,000
Recreation Charges	7,522,477	7,797,000	9,042,600
Other Charges	625,132	525,000	700,000
Total, Charges for Services	\$20,464,370	\$22,622,612	\$23,837,904
Fines and Forfeitures			
Traffic Fines	\$930,603	\$1,053,400	\$1,129,800
Boot Fees	-	-	-
Parking Fines	6,777	6,000	6,400
Misdemeanor Fines	34,687	30,700	35,600
Animal Fines	16,879	17,800	19,000
Failure To Appear	5,160	5,500	4,400
Police Training Surcharge	13,296	15,600	15,100
DARE/Youth Services Fee	19,944	22,900	22,700
Liquor Licensing Fines	-	-	-
Fines For DUI Testing	74,375	62,500	79,400
Federal Forfeitures	96,717	-	-
State Forfeitures	2,162	-	-
Police Forfeitures	-	-	-
Total, Fines and Forfeitures	\$1,200,600	\$1,214,400	\$1,312,400

Charges for Services: Service charges are imposed on the user for a service provided by the City under the rationale that the benefiting parties should pay for the cost of the service rather than the general public. Examples include certain Municipal Court fees, facility rental fees, aquatic fees, and recreation fees. Recreation charges are projected to increase in 2024 with expected attendance.

Administrative Fee Reimbursement: The administrative fee is paid to the General Fund from the Water Fund, Sewer Fund, Stormwater Fund, and Environmental Services Fund. The fee compensates the City for administrative services and overhead costs related to the operations of these utilities.

Fines and Forfeitures: Fines are imposed for vehicle and parking violations as well as for infractions of City ordinances and are projected to remain steady in 2024.

DETAIL OF GENERAL FUND REVENUES

Other General Fund Revenues

Description	Actual	Budget	Budget
	2022	2023	2024
Interest	\$(3,364,059)	\$1,005,000	\$2,300,000
Miscellaneous	3,989,907	919,900	857,150
Transfers In	6,116,903	6,939,168	8,388,490
Total, Other	\$6,742,751	\$8,864,068	\$11,545,640

Interest: In 2022, the city recognized unrealized losses because of decreases in the fair market value of investments which reduced interest income. Realized gains or losses on securities included in the investment portfolio are recognized only when the related security is sold prior to the stated maturity. In 2024, interest revenue is expected to increase as the result of higher earnings on investments.

Miscellaneous: This category is made of multiple accounts, including Cellular Lease Site Revenue, and Office Overtime Billing.

Transfers In: The increase in 2024 is due to additional E-911 revenue that is transferred to the General Fund, and an increase in the transfer from TDA North and 136th General Improvement District resulting from the new commercial growth in those areas.

GENERAL FUND EXPENDITURE SUMMARY

General Fund	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$125,398,499	\$138,537,578	\$151,039,605	9.0%
Contractual Services	27,900,072	32,214,983	34,413,297	6.8%
Commodities	4,885,885	5,542,886	6,805,968	22.8%
Capital Outlay	3,427,920	6,900,398	3,932,358	-43.0%
Other Expenses	16,207	10,000	10,000	0.0%
Total	\$161,628,583	\$183,205,845	\$196,201,228	7.1%

By Department	2024 Budget
Police	\$55,679,145
Parks & Recreation	33,537,157
Fire	31,556,304
Management Services	28,511,702
Infrastructure	14,408,604
General Operating Expenses	7,965,399
City Development	10,494,385
Finance	3,385,757
City Manager's Office	3,173,864
Legal	3,069,655
Communications	2,038,961
Economic Development	1,714,995
Legislative	665,300
Total	\$196,201,228

LEGISLATIVE

DEPARTMENT OVERVIEW

The Legislative Department is made up of the City Council and all eight of the Boards and Commissions that are appointed by City Council.

Legislative	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$380,619	\$438,015	\$445,300	1.7%
Contractual Services	161,120	207,600	204,300	-1.6%
Commodities	24,906	10,400	15,700	51.0%
Total	\$566,645	\$656,015	\$665,300	1.4%

By Division	2024 Budget
40700 City Council	\$650,229
40720 Boards and Commissions	15,071
Total	\$665,300

CITY COUNCIL (40700)

The City Council serves as the legislative and governing body of the City of Thornton. It is responsible for establishing City policies and goals. The City Council has the authority to adopt laws, ordinances, and resolutions as needed to conduct the business of the City. By ordinance, the City Council may also enter into contracts or intergovernmental agreements with other governmental entities to furnish, receive, or provide for cooperative service delivery. The City Council appropriates from the City treasury the funds needed to conduct the business of the City. City staff submits an annual budget to the City Council for their review, deliberation, and approval. The annual budget establishes spending levels within the various City funds, which are reported to the City Council throughout the year. The City Council appoints the City Manager, City Attorney, Municipal Court Judge, and the various members of Thornton's boards and commissions.

City Council	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$361,207	\$422,944	\$430,229	1.7%
Contractual Services	161,120	207,600	204,300	-1.6%
Commodities	24,906	10,400	15,700	51.0%
Total	\$547,233	\$640,944	\$650,229	1.4%

BOARDS AND COMMISSIONS (40720)

The City of Thornton has eight different Boards and Commissions, each offering Thornton's citizenry a unique opportunity to become involved in the Thornton community. All Boards and Commissions are created by Ordinance. Each group has bylaws or rules of procedure that guide the conduct of their meetings.

Building Code Advisory Board

The Building Code Advisory Board (BCAB) hears and rules on written appeals concerning the City Building Official's decisions regarding the interpretation of the City Building Code. The board consists of five members appointed by the City Council to serve four-year terms. Board members are selected based on their professional building, construction, engineering, architecture, and/or design experience. The City Development Department provides staff support to BCAB.

Businesses of Thornton Advisory Commission

The Businesses of Thornton Advisory Commission (BTAC) discusses and shares both the challenges and successes experienced by Thornton businesses. BTAC develops recommendations, alternatives/options and action steps to reach business success goals. BTAC consists of between nine and fifteen business leaders who are appointed by City Council. The membership is comprised of at least five different types of businesses and at least one member with a business located between the southern City boundary and 104th Avenue, one member with a business located between 104th Avenue and 124th Avenue, one member with a business located between 124th Avenue and the northern City Boundary, one member representing a business with 100 or more employees, one member representing a business with 99 or fewer employees, one member representing a business with local ownership and one member representing a business with public or national ownership. The Economic Development Department provides staff support to BTAC.

Election Commission

The Election Commission is responsible for making ward reapportionment recommendations to the City Council, establishing City election precincts, and any additional powers or duties as City Council establishes by ordinance. The commission consists of four Commissioners who serve four-year terms. The City Clerk serves as the chairperson and provides staff support to the commission.

Local Licensing Authority

The Local Licensing Authority consists of nine members appointed by the City Council. The authority grants or denies licenses and special event permits for the sale of retail malt liquor, vinous, spirituous liquors, and fermented malt beverages. The Authority also holds public hearings concerning verified complaints and violations which can result in fines, penalties, sanctions, suspensions, revocations, or other conditions placed on the applicant. Members are selected for four-year terms. The Police Department, City Clerk's Office, and Legal provide staff support to the board.

Parks and Open Space Advisory Commission

On December 1, 1997, the City Council approved an ordinance creating the Parks and Open Space Advisory Commission, comprised of nine members. The Commission is charged with submitting any proposed changes or updates to the Parks and Open Space Master Plan and recommending project opportunities to City Council for consideration. The Community Services Department provides staff support to the commission.

BOARDS AND COMMISSIONS (40720)

Planning Commission and Board of Adjustment

Effective January 1, 2024, the City Council approved an ordinance creating the Planning Commission and Board of Adjustment in place of the Development, Permits and Appeals Board. The Planning Commission and Board of Adjustment are two separate boards with the same membership. Membership of the commission and board consists of nine individuals appointed by City Council with representation from each ward. Two of the members must have professional experience in fields such as urban planning, architecture, land use, real estate, transportation, engineering, environmental science, or law.

The purpose of the Planning Commission is to assist in the orderly development of the City by providing review of planning, zoning, and development-related matters. The Planning Commission is responsible for holding public hearings to review and provide recommendations to City Council on the Major Comprehensive Plan Amendments, Master Plans, Amendments to the Development Code, Conceptual Site, and other related development items.

The Board of Adjustment is responsible for holding public hearings on Variances which are requests to grant an exception to or variation from the zoning regulations when there are practical difficulties or unnecessary hardships in carrying out the provisions of the Development Code. The board also considers appeals of administrative planning decisions and interpretations of the Development Code.

Thornton Active Adult Board

The Thornton Active Adult Board is responsible for promoting and facilitating communications between seniors, the board, and the City Council regarding the needs, wants, interests, and concerns of senior citizens. The board consists of eleven members; four members appointed to represent each ward, one member recommended by the Mayor, four at-large members, one member who is recommended by the the 55-Plus Organization, Inc., and one member selected from the business community. Nine of the board members must be at least 55 years-old at the time of appointment.

Firefighters' Old Hire Pension Board

The City Firefighter's Old Hire Pension Plan is administered in accordance with State Statute. Only firefighters hired on or before April 7, 1978, are eligible for this Old Hire Plan. The Firefighters' Old Hire Pension Board is made up of six individuals including the Mayor, the Finance Director, a City Council appointee, and three Firefighters (either active or retired). Management Services and the Fire Department provide support. The board meets at least once per year prior to August and then must provide a report of the Plan's financial status to City Council annually.

Boards and Commissions	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$19,412	\$15,071	\$15,071	0.0%
Total	\$19,412	\$15,071	\$15,071	0.0%

LEGAL

The Legal Department serves as legal counsel for the City and provides legal services to the City Council, the City Manager, all departments of the City, and all boards and commissions. The attorneys represent the City in litigation in state and federal courts and before local and state administrative agencies, and protect the City’s water rights in water court. In advising the staff on programs and activities, the attorneys prepare and review ordinances, resolutions, intergovernmental agreements, contracts, deeds, easements and other legal documents. Also, the office conducts all prosecution matters in the Municipal Court. The attorneys direct and monitor special counsel to the City in bonds, utilities, workers’ compensation, liability defense and other matters.

GOALS AND OBJECTIVES

Goal 1: Provide expert legal services to City Council, the City Manager, and City departments as required by the City Charter in the most effective manner possible.

Objective 1: Participate and consult with City staff to implement City Council direction by providing thorough legal assessments and advising City staff on legal obligations and issues to avoid potential claims.

Objective 2: Provide effective management and strategic analysis of legal claims and lawsuits to comply with legal obligations and protect the City’s resources. Pursue alternative dispute resolution in lieu of litigation, whenever feasible.

Objective 3: Maintain fair and efficient resolution of cases in Municipal Court and City administrative forums.

Legal	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$2,212,233	\$2,503,293	\$2,714,975	8.5%
Contractual Services	211,397	389,947	342,925	-12.1%
Commodities	6,935	62,580	11,755	-81.2%
Total	\$2,430,565	\$2,955,820	\$3,069,655	3.9%

Regular Full-Time Positions	FTE
Assistant City Attorney	7.5
City Attorney	1.0
Deputy City Attorney	1.0
Legal Administrative Assistant	4.0
Paralegal	1.0
Total	14.5

COMMUNICATIONS

MISSION STATEMENT

To create and facilitate the dissemination of information, both internally and with the Thornton community, that is accurate, timely, and relative to people in their daily lives. To promote Thornton's programs and policies within the community.

DEPARTMENT OVERVIEW

The City of Thornton's Communications Department promotes communication between the City's departments and divisions, the news media, and the public. The Communications team works to deliver information regarding City events and issues to interested individuals, and alert the public of emergencies when needed.

FUNCTIONAL RESPONSIBILITIES

Produce information collateral to inform residents, businesses and employees

Manage Thornton's website in design and content

Manage media relations

Manage emergency communications when needed

Communications	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$941,421	\$996,739	\$1,061,406	6.5%
Contractual Services	580,044	918,791	725,941	-21.0%
Commodities	45,762	108,512	106,327	-2.0%
Capital Outlay	80,314	108,077	145,287	
Total	\$1,647,541	\$2,132,119	\$2,038,961	-4.4%

By Division	2024 Budget
40240 Communications	1,358,431
40110 Reprographics	680,530
Total	\$2,038,961

COMMUNICATIONS (40240)

GOALS AND OBJECTIVES

Goal 1: Provide information on City services and how to access them.

Objective 1: Produce regularly scheduled print and electronic news publications with a consistent level of quality.

Objective 2: Utilize Xfinity Cable Channels 8 and 881HD to provide timely and informative programming and community bulletin board announcements.

Objective 3: Utilize the City's Web site to convey information on services, policies and events.

Goal 2: Communicate City Council's actions and initiatives.

Objective 1: Produce and distribute media releases to news organizations in an accurate and timely fashion.

Objective 2: Utilize Thornton publications, the City's Web site, social media and Cable Channel whenever possible to convey the actions and initiatives of City Council.

Goal 3: Contribute to promoting a positive and consistent image and identity for the City of Thornton.

Objective 1: Generate positive publicity in the press for the City of Thornton.

Objective 2: Perform media relations strategies to mitigate potentially negative information about the City of Thornton.

Objective 3: Produce quality marketing messages used in City publications and video programs to enhance the City's image and identity.

Goal 4: Keep City employees informed about City events, personnel changes and issues, and Council actions and initiatives.

Objective 1: Generate story ideas for the employee intranet and work with divisions to leverage the intranet as an internal communications tool.

Communications	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$941,421	\$996,739	\$1,061,406	6.5%
Contractual Services	152,873	331,701	214,891	-35.2%
Commodities	3,252	1,067	1,067	0.0%
Capital Outlay	50,518	108,077	81,067	-25.0%
Total	\$1,148,064	\$1,437,584	\$1,358,431	-5.5%

Regular Full-Time Positions	FTE
Communications Director	1.0
Deputy Communications Director	1.0
Digital and Print Media Specialist	2.0
Video Production Specialist	2.0
Digital Engagement Manager	1.0
Total	7.0

REPROGRAPHICS (40110)

The Reprographics division processes all interdepartmental mail and incoming and outgoing mail. It also handles large copy jobs, packets, books, and special mailings, including utility bills under the management of the Communications division.

GOALS AND OBJECTIVES

Goal 1: Provide timely and accurate mail and copy services to all City employees.

Objective 1: Process all incoming mail according to schedule. Process all outgoing mail in the most cost-efficient and timely manner possible.

Objective 2: Process all copy jobs in an efficient, timely, and high-quality manner.

Reprographics	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Contractual Services	\$427,171	\$587,090	\$511,050	-13.0%
Commodities	42,510	107,445	105,260	-2.0%
Capital Outlay	29,796	-	64,220	n/a
Total	\$499,477	\$694,535	\$680,530	-2.0%

CITY MANAGER'S OFFICE

Mission Statement

To carry out the vision, goals, and objectives established by City Council to achieve a better quality of life for the citizens of Thornton. To assist the City Council and organization in communicating and maintaining information that is accurate, timely, and informative. To assist the City Council and organization in coordinating and providing leadership in intergovernmental relations.

Department Overview

The City Manager is appointed by, and serves at the pleasure of, the City Council. The City Manager is the Chief Executive Officer of the City and serves as the City's Utility Director. The responsibilities of the City Manager's Office are to carry out the policies of City Council; implement City Council's vision, goals, and objectives; develop and recommend policy solutions to community problems; plan and develop new programs to meet the future needs of the City; and coordinate the annual operating budget and five-year capital improvement plan for the City. The City Manager's Office also coordinates projects that require intergovernmental agreements as well as facilitates multi-departmental team projects. The City Clerk's Office is responsible for managing the official records of the City.

Functional Responsibilities

Implement City Council Policies

Implement Mission, Vision, and Community Outcomes

City Council Support

Boards and Commissions Support

Budget Management

Capital Improvement Plan Development

Intergovernmental Relations

Election Administration

Records Management

Local Licensing Authority Support

CITY MANAGER'S OFFICE SUMMARY

City Manager's Office	Actual	Budget	Budget	% Chng
	2022	2023	2024	23-24
Personnel Services	\$2,587,795	\$2,725,040	\$2,882,146	5.8%
Contractual Services	303,619	245,978	205,248	-16.6%
Commodities	24,349	54,254	86,470	59.4%
Total	\$2,915,763	\$3,025,272	\$3,173,864	4.9%

By Division	2024 Budget
40800 City Manager	\$749,121
40230 City Clerk	1,130,326
40260 Management and Budget Office	1,294,417
Total	\$3,173,864

CITY CLERK (40230)

The City Clerk is responsible for managing the official records of the City. City Clerk functions include: responding to open records requests; reviewing documents submitted for City Council, Thornton Development Authority, 136th Avenue General Improvement District, the E-911 Authority, and Thornton Arts, Science, and Humanities Council, Inc. (TASHCO) meetings; serving as the primary support for the Local Licensing Authority (LLA), Marijuana Licensing Authority (MLA) and Hearing Officer, and the Election Commission; preparing packets, agendas and minutes for such meetings; recording proceedings of City Council; administering City elections; administering liquor, marijuana, and other miscellaneous licensing; processing passport applications; administering the recruitment process of citizen board and commission members; and coordinating the approval of City Charter amendments, subsequent printing of the Charter, and Code amendments.

GOALS AND OBJECTIVES

Goal 1: Continue to provide efficient and effective Council support.

Objective 1: Continue to refine processes for the delivery of City Council meeting packets electronically for Council and citizens.

Objective 2: Continue to ensure that Council documents contain accurate and pertinent information.

Objective 3: Administer recruitment processes for Boards and Commissions.

Goal 2: Utilize available technology to achieve the highest level of customer service in response to information requests.

Objective 1: Provide information using methodology that best suits the City's customers.

Objective 2: Maintain, expand, and enhance the City-wide electronic document management system.

CITY CLERK (40230)

Goal 3: Provide citizens with timely election information.

- Objective 1: Provide appropriate election information through all media available to the City.
- Objective 2: Utilize available technology to verify voter registration information.
- Objective 3: Work with the County Clerk to ensure that appropriate City facilities are utilized for the general election.
- Objective 4: Work with the Election Commission to examine ward boundaries to ensure compliance with state law.
- Objective 5: Examine the need for additional precincts within each ward if a polling place election is held and ensure that the polling places are readily accessible.

Goal 4: Continue to provide efficient and effective support to the Local Licensing Authority (LLA) and ensure prompt processing of liquor and other licenses.

- Objective 1: Ensure that state and local requirements are met.
- Objective 2: Continue to ensure that documents for the LLA contain accurate and pertinent information and are available in a timely manner.
- Objective 3: Administer and coordinate the review of license applications by appropriate City departments.

Goal 5: Continue to provide efficient and effective support to the Marijuana Licensing Authority (MLA) and Marijuana Hearing Officer and ensure proper processing of marijuana related forms.

- Objective 1: Ensure that state and local requirements are met.
- Objective 2: Continue to ensure that documents for the MLA and Marijuana Hearing Officer contain accurate and pertinent information and are available in a timely manner.
- Objective 3: Administer and coordinate the review of license applications by appropriate City departments.

City Clerk	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$1,000,275	\$1,064,036	\$1,075,767	1.1%
Contractual Services	74,675	126,963	51,500	-59.4%
Commodities	3,494	3,380	3,059	-9.5%
Total	\$1,078,444	\$1,194,379	\$1,130,326	-5.4%

Regular Full-Time Positions	FTE
Administrative Specialist	2.0
Agenda and Licensing Coordinator	1.0
Assistant City Clerk	1.0
City Clerk	1.0
Deputy City Clerk	1.0
Records Program Administrator	1.0
Records Systems Administrator	1.0
Total	8.0

MANAGEMENT AND BUDGET OFFICE (40260)

The Management and Budget Office is responsible for coordinating the annual operating budget and five-year capital improvement plan for the City. The division provides planning, policy, and organizational development research to support the City Manager, City Council, and management staff; coordinates the City's performance measurement program (including reports and updates to City Council); assembles and manages the City's operating and capital budgets; and leads special projects. In addition, the division provides support on intra-departmental and intergovernmental projects.

GOALS AND OBJECTIVES

Goal 1: Present for adoption by City Council a balanced budget that meets City Charter and state requirements as well as providing for the fiscally responsible operation of the City through the budget process.

Objective 1: Prepare a budget that meets all reserve policies and debt management policies adopted by Council.

Objective 2: Publish a budget document that clearly informs the public regarding the City's planned expenditures, revenues, programs and projects for the budget period.

Objective 3: Support City Council, City Manager, and staff with an impartial focus on providing effective research and analysis of City operations.

Objective 4: Conduct short-term and long-term financial planning for all City funds.

Objective 5: Conduct studies and analyses of the City's various taxes, fees, rates, and charges.

Goal 2: Provide a responsive budget process focused on achieving the milestones identified by City Council.

Objective 1: Establish annual budget program objectives and assist each department in establishing allocation priorities which support the City Council's policy priorities.

Objective 2: Conduct organizational and performance measurement analyses to ensure that resources are allocated efficiently and effectively, and focus on community needs.

Goal 3: Assist in capital project planning and ensure the financial integrity and implementation of the capital improvement plan.

Objective 1: Provide assistance in developing capital project plans, including identifying priority investments and recommending funding strategies.

Objective 2: Provide administrative and technical support to the City Manager and staff to ensure that projects in the capital improvement plan are completed in a timely fashion, and within allocated resources.

Goal 4: Provide direction and coordinate projects, including development of intergovernmental agreements.

Objective 1: Coordinate and support meetings with municipalities, counties, state and federal agencies, and school districts.

Objective 2: Coordinate intergovernmental agreements and franchise agreements.

Objective 3: Engage in special projects such as the annual City Council Strategic Planning Conference, citizen surveys and task forces.

MANAGEMENT AND BUDGET OFFICE (40260)

Management and Budget Office	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$884,743	\$976,729	\$1,175,924	20.4%
Contractual Services	11,204	79,810	117,993	47.8%
Commodities	535	500	500	0.0%
Total	\$896,482	\$1,057,039	\$1,294,417	22.5%

Regular Full-Time Positions	FTE
Deputy City Manager	2.0
Budget & Operations Director	1.0
Management Analyst	4.0
Total	7.0

CITY MANAGER (40800)

The City Manager is appointed by the City Council. The City Manager’s Division consists of professional and administrative support staff members who coordinate effective management of municipal services based on the goals, principles, and objectives established by the City Council. Responsibilities of the City Manager’s Division include the implementation and execution of policies and objectives formulated by the City Council, the development and recommendation of policy solutions to community problems, and the planning and development of new programs to meet the future needs of the City.

GOALS AND OBJECTIVES

Goal 1: Ensure the proper management of City operations, public representation and involvement.

Objective 1: Actively involve the community in strategic planning and public policy initiatives by way of boards and commissions, community partnerships, citizen surveys, public meetings, and other methods.

Objective 2: City Council and staff will maintain a positive and active role in the community through regularly held ward meetings, ice cream socials, youth programs, and annual community events.

Goal 2: The City will maintain an organizational structure with well-qualified, highly trained and motivated employees, and encourage sound business practices that emphasize public trust, customer service, people, communication, and teamwork.

Objective 1: Provide quality, timely information and support to the City Council, all boards and commissions, and all employees.

Objective 2: Promote diversity among employees, while focusing on shared values.

Objective 3: Instill a set of values for the organization that are community and service oriented.

Objective 4: Continue to encourage and promote staff innovation and best practices through training and the development and implementation of innovative management practices.

Goal 3: Provide effective leadership and management through the implementation of policy directives of the City Council.

Objective 1: Communicate and provide direction to staff regarding policy and other direction from City Council.

Objective 2: Coordinate administrative support of Mayor and City Council functions, boards and commissions appointments, and official visits.

Objective 3: Provide administrative support for Councilmembers and office functions, including citizen inquiries and complaints.

City Manager	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$702,773	\$684,275	\$630,455	-7.9%
Contractual Services	217,740	39,205	35,755	-8.8%
Commodities	20,320	50,374	82,911	64.6%
Total	\$940,833	\$773,854	\$749,121	-3.2%

Regular Full-Time Positions	FTE
Administrative Specialist	1.0
City Manager	1.0
Executive Assistant	1.0
Total	3.0

ECONOMIC DEVELOPMENT DEPARTMENT

Mission Statement

To keep the Thornton economy strong by fostering primary job growth and capital investment, supporting existing and attracting new retail development, promoting redevelopment and revitalization in the older and deteriorating areas of the City and supporting the success and vitality of existing local small businesses.

Department Overview

The Economic Development Department leads activities that promote quality, primary job creation and capital investment within the City. The department's core areas of focus are primary employer attraction, retention and expansion, attracting new retail development and support for existing shopping centers, redevelopment of commercial properties in urban renewal areas and staff support to the Thornton Development Authority (TDA), and support of the Businesses in Thornton Advisory Commission (BTAC) and the City's small business support programs. The department works directly with other City departments as well as a multitude of external strategic partners complete its work.

Functional Responsibilities

Primary Employer Attraction, Retention and Expansion

Development of Primary Employer Facilities and Business Parks

Retail Development Attraction and Retention

Urban Renewal and Redevelopment

Small Business Support

Long-Term Economic Development Strategic Planning

GOALS AND OBJECTIVES

Goal 1: Encourage job growth through primary employer attraction, retention and expansion.

Objective 1: Attract target industries and the development which houses them.

Objective 2: Leverage partnerships with regional economic development organizations such as Adams County Economic Development, Denver Metro Economic Development Corporation and the State Office of Economic Development to market Thornton.

Objective 3: Develop marketing efforts with emphasis on relationship sales and strategic partner referrals.

Objective 4: Develop and maintain a network of other internal and external strategic partners to provide superior and comprehensive prospect support to potential new primary employers.

Objective 5: Maintain City's economic development website to ensure prospective companies have value-added Thornton information available on a 24/7 basis.

Objective 6: Create broad awareness of business retention and expansion value-added services and brand Thornton as the "go to" organization for existing primary employer assistance.

Objective 7: Identify and maintain inventory of all existing primary employers and their core competencies.

Objective 8: Visit and contact Thornton primary employers regularly to facilitate communications between businesses and the City.

Objective 9: Provide networking opportunities between businesses and City Council to improve communication and rapport with the City.

ECONOMIC DEVELOPMENT (40360)

Objective 10: Increase recognition of existing primary employers to highlight local business successes.

Objective 11: Negotiate incentive agreements, in conjunction with other City staff members, to bring before Thornton City Council for review and approval.

Objective 12: Work with developers to provided additional speculative and end user space to house primary employers.

Goal 2: Encourage job growth through attraction of new retail development and support for existing retail developments.

Objective 1: Assess City retail areas for development and redevelopment opportunities.

Objective 2: Promote the advantages of Thornton as a premier retail development destination and seek potential new retail development opportunities.

Objective 3: Develop and carry out a comprehensive retail recruitment strategy.

Objective 4: Interact directly with retailers, the brokerage community and developers to discuss the “health” of the local retail market and what opportunities exist to improve base retail sales.

Objective 5: Negotiate incentive agreements, in conjunction with other City staff members, to bring before Thornton City Council for review and approval.

Goal 3: Facilitate development and redevelopment of commercial properties in Urban Renewal Areas (URAs).

Objective 1: Manage existing North, South, and 144th Avenue URAs for the Thornton Development Authority (TDA).

Objective 2: Facilitate the redevelopment of the Thornton Shopping Center, including environmental remediation, demolition, and new construction of a mixed use development.

Objective 3: Focus on areas with short term “place-making” potential such as the Eastlake Grain Elevator and the “Gateway district” for redevelopment and continue mto engage with privately held properties that are facing longer term redevelopment challenges such as the Thornton Town Center and the Pinnacle Shopping Center to address dilapidation and redevelopment.

Objective 4: Meet with developers, businesses, consultants, and property owners in proposed areas to discuss elements of urban renewal for deteriorating areas of the City.

Objective 5: Advise the TDA on need and location of public investment for prospective urban renewal projects.

Objective 6: Facilitate the assemblage of land parcels; negotiate with and assist developers and business owners; initiate requests for proposals (RFP); perform environmental assessment and remediation; and pursue projects with developers.

Objective 7: Promote the development of transformative projects to catalyze new development in older and more distressed areas of the City.

ECONOMIC DEVELOPMENT (40360)

Goal 4: Provide staff support for the growth and vitality of small businesses in the City of Thornton

- Objective 1: Work together with the Businesses of Thornton Advisory Commission (BTAC) to identify small business challenges and opportunities and make recommendations regarding how the Thornton business climate can improve to the Thornton City Council.
- Objective 2: Operate the Alliance/Allianza Small Business Assistance Center to provide “one-stop-shop” assistance to small businesses in stages to help them survive and thrive in the Thornton business community
- Objective 3: Manage Thornton Business Improvement Grant and STAR Grant to support local businesses.
- Objective 4: Coordinate with the Small Business Development Center (SBDC), Senior Core of Retired Executives (SCORE), Hispanic Chamber of Commerce Colorado Enterprise Fund (CEF) and other business assistance organizations to provide business counseling services to Thornton’s small businesses.
- Objective 5: Recognize Thornton business success through an annual “Business Appreciation” event
- Objective 6: Hold 2 regular small business networking events during the year to bring small businesses together for networking purposes.

Goal 5: Maintain long term economic plan for future economic development opportunities.

- Objective 1: Maintain a 5-Year Economic Development strategic plan to identify long-term initiatives that will bring additional economic opportunities to the City of Thornton.

Economic Development	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$1,184,458	\$1,346,792	\$1,419,471	5.4%
Contractual Services	102,436	211,424	287,024	35.8%
Commodities	4,972	12,000	8,500	-29.2%
Capital Outlay	49,545	-	-	0.0%
Total	\$1,341,411	\$1,570,216	\$1,714,995	9.2%

Regular Full-Time Positions	FTE
Economic Development Director	1.0
Deputy Economic Development Director	1.0
Business Outreach Specialist	1.0
Executive Assistant	1.0
Real Estate and Marketing Administrator	1.0
Redevelopment Administrator	1.0
Retail Administrator	1.0
Small Business Manager	1.0
Total	8.0

PARKS & RECREATION

MISSION STATEMENT

Enrich the quality of life by creating places for neighbors to gather.

Promote safety, health, and wellness.

Foster human development.

Provide diverse programs and leisure services designed to meet physical, mental, cultural, and social needs of the Thornton community.

Establish and preserve a well-connected system of parks, trails, and open space facilities for the present community and future generations.

Develop and facilitate an enriched environment of artistic, creative, and culture activities.

DEPARTMENT OVERVIEW

Thornton Parks & Recreation provides a wide array of activities and programs to meet the parks and recreation demand in the community. The areas that make up the department include: Projects and Planning, Active Adult Services, Parks, Recreation, Arts and Culture, and Community Connections. The department also coordinates community events such as ThorntonFest, Harvest Fest, and WinterFest, among others.

FUNCTIONAL RESPONSIBILITIES

Park and Open Space Maintenance

Recreation, Special Events and Festivals

Park, Ball Field and Trail Development

Active Adult Programs and Services

Open Space Acquisition and Protection

Community Outreach and Volunteer Programs

Arts and Cultural Programming and Public Art

Thorncreek Golf Course

PARKS & RECREATION SUMMARY

Parks & Recreation	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$17,276,166	\$19,517,976	\$22,018,468	12.8%
Contractual Services	7,701,749	8,705,839	9,790,153	12.5%
Commodities	2,009,825	1,585,332	1,712,646	8.0%
Capital Outlay	75,466	12,900	15,890	23.2%
Total	\$27,063,206	\$29,822,047	\$33,537,157	12.5%

By Division	2024 Budget
40400 Parks & Recreation Administration	\$370,993
40410-40412 Parks	13,400,688
40420-40422 Golf Course	3,371,150
40430-40443 Recreation	10,923,840
40460-40461 Active Adult	1,934,052
40470 Open Space and Project Management	808,758
40475 Arts and Culture	651,923
40480 Community Connections	1,326,232
40485 Community Engagement	749,521
Total	\$33,537,157

PARKS & RECREATION ADMINISTRATION (40400)

The Director of Parks & Recreation administers the parks, recreation, golf course, projects and planning, senior services, community connections, arts & culture, and community engagement functions within the City. The Director coordinates park and recreation efforts with other leisure providers and applies for and administers grants from other resource areas in parks and recreation. The Division also coordinates activities with the Thornton Arts, Sciences, Humanities Council, Inc. (TASHCO), the Thornton Active Adults Board (TAAB), and the Parks and Open Space Advisory Commission (POSAC).

Parks & Recreation Administration	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$246,787	\$281,697	\$314,717	11.7%
Contractual Services	13,502	8,650	9,862	14.0%
Commodities	3,409	20,267	46,414	129.0%
Total	\$263,698	\$310,614	\$370,993	19.4%

Regular Full-Time Positions	FTE
Parks & Recreation Director	1.0
Total	1.0

COMMUNITY ENGAGEMENT (40485)

Community Engagement is responsible for outreach and education, as well as developing and enhancing relationships within and throughout the community. Responsibilities include promotion of events, programs and the PRCP brand, management of the city-wide volunteer program, supporting divisions' individual engagement needs, guiding efforts in strategic planning and accreditation, seeking and applying for funding opportunities, and fostering collaboration between internal and external individuals and groups. This division did not add any new FTEs and included movement of one FTE from 40400 and two FTEs from Recreation.

GOALS AND OBJECTIVES

Goal 1: Developing & sustaining progressive partnerships among the community.

Objective 1: Develop and maintain strong relationships with sponsors by having a robust sponsorship portfolio, good communication and being creative with opportunities.

Objective 2: Leverage multiple methods of communication including our website, social media, publications, signage and personal relationships.

Goal 2: Cultivating sustainable programs & processes for community engagement.

Objective 1: Develop policies and processes in service of engagement.

Objective 2: Continuously identify ways for process improvement, to leverage efficient use of resources with as broad and deep an impact as possible.

COMMUNITY ENGAGEMENT (40485)

- Goal 3: Build brand awareness of what TPRCP does and the value we provide to the community.**
- Objective 1: Track effectiveness and engagement through the use of digital metrics, surveys, focus groups, community meetings and other forms of feedback.
- Objective 2: Seek out every opportunity to promote brand awareness using digital engagement such as website and social media, as well as publications and news media. Leverage opportunities to “cross-promote” our brand, events and programs.
- Goal 4: Ensure that all aspects of our work are diverse and inclusive to represent the community as a whole.**
- Objective 1: Make sure all our messaging is accessible through translation and using a variety of methods to ensure that all perspectives are included.
- Objective 2: Continuously review our methods and content to ensure we are covering the broadest scope of engagement possible.
- Goal 5: To educate PRCP and the city about our role and build strong collaboration between divisions within the department.**
- Objective 1: Participate in a broad scope of meetings and committees within PRCP and throughout the city to ensure that colleagues are aware of CE as a resource, and to coordinate partnerships on efforts that serve the city.
- Objective 2: Create and maintain content for internal avenues of engagement, including the intranet and internal communications.

Community Engagement	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$408,807	\$491,496	\$529,833	7.8%
Contractual Services	106,724	146,931	206,388	40.5%
Commodities	3,589	7,000	13,300	90.0%
Total	\$519,120	\$645,427	\$749,521	16.1%

Regular Full-Time Positions	FTE
Community Engagement Coordinator	1.0
Graphic Design and Marketing Coordinator	1.0
Parks & Recreation Services Administrator	1.0
Sponsorship Sales and Marketing Coordinator	1.0
Total	4.0

PARKS (40410-40412)

Parks is responsible for the general maintenance of all parks, trails, urban forest and open space areas as well as City-owned medians, streetscapes, highway interchanges, vacant land, and undeveloped rights-of-way areas. Responsibilities include arboriculture, turf management, irrigation, mowing, and amenity maintenance of pavilions, playgrounds, ball fields, tennis and basketball courts, in-line hockey rinks, skate parks, ponds, and fishing facilities. The division also provides urban forestry programs and citizen assistance calls for horticulture related issues. The Parks Division also oversees all mowing operations for the City. Also included in their portfolio are golf maintenance, Forestry, Landscaping, and Horticulture. This Division is overseen by the Superintendent of Parks, Forestry, and Golf.

GOALS AND OBJECTIVES

Goal 1: Provide reasonable maintenance service levels in all parks, rights-of-way, and grounds around municipal buildings

Objective 1: Review feedback on service levels provided from citizens, City staff, and City Council to identify where improvement may be necessary.

Objective 2: Respond to all My Thornton requests within three business days. Enter all resident requests into My Thornton daily.

Goal 2: Closely monitor irrigation water usage and reduce usage where possible

Objective 1: Work with Water Resources to audit irrigation systems.

Objective 2: Evaluate City maintained landscapes and make adjustments to plant types, fertility programs, aeration, top-dressing, soil amendments, irrigation components as needed to create a landscape that will use less water.

Objective 3: Upgrade irrigation control systems to improve water management and water delivery.

Objective 4: Baseline water at 80% Evapotranspiration. Make adjustment from the 80% baseline.

Goal 3: Coordinate with the Recreation Division to provide quality special events

Objective 1: Meet with Recreation staff and assist with all phases of event planning and site preparation.

Objective 2: Ensure all locations are professionally maintained and ready to host the event so citizens enjoy a pleasant experience.

Goal 4: Maintain Thornton's Tree City USA status

Objective 1: Accelerate the planting of new trees in the park system to offset existing tree losses and increase tree canopy.

Objective 2: Maintain and preserve existing tree populations in the park system through the implementation of a forestry best management practices.

Objective 3: Promote tree plantings throughout the City through the utilization of programs such as community tree sales in order to keep our Tree City USA status.

Goal 5: Inventory city trees

Objective 1: The City of Thornton has five Forestry Districts. Forestry staff will inventory one District per year, to include, but not limited to, DBH, height and condition rating.

Objective 2: Establish a Forestry Maintenance Plan, based on inventory data, from the previous year. The maintenance plan will include, but will not be limited to, pruning, planting, removal and watering schedules.

PARKS (40410-40412)

Objective 3: Establish a Forestry Maintenance Plan, based on inventory data, from the previous year. The maintenance plan will include, but will not be limited to, pruning, planting, removal and watering schedules.

Goal 6: Annual flower planting at municipal buildings

Objective 1: Establish three seasonal planting cycles for the Civic Center, Mary Carpenter Recreation Center, Community Center, Justice Center, Thorncreek Golf Course, Active Adult Center, and Trail Winds Recreation Center.

Goal 7: Implement Naturally Thornton Bluegrass to Native conversion

Objective 1: Maintain growth of converted bluegrass

Objective 2: Identify and convert up to 25 acres of passive bluegrass to sustainable/native grass

Goal 8: Update and maintain designated major medians and rights-of-way (ROWs) within the City

Objective 1: Remove failing plant material

Objective 2: Prune and care for existing plant material such that overall general health shall improve

Objective 3: Maintain regular maintenance and trash removal

Objective 4: Make consistent landscaping improvements to existing major medians and Rights of Ways.

Parks & Mowing Operations	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$6,099,602	\$6,867,980	\$7,438,479	8.3%
Contractual Services	4,808,691	5,475,890	5,942,209	8.5%
Commodities	705,548	37,087	20,000	-46.1%
Capital Outlay	5,579	-	-	0.0%
Total	\$11,619,420	\$12,380,957	\$13,400,688	8.2%

Regular Full-Time Positions	FTE
Arboriculture Supervisor	1.0
Administrative Specialist	1.0
Mow Crew Coordinator	1.0
Mechanic Assistant (Conversion)	1.0
Supply Assistant (Conversion)	1.0
Park Maintenance Supervisor	7.0
Park Maintenance Crew Leader	2.0
Park Maintenance Specialists	47.0
Parks and Golf Mechanic	1.0
Parks Specuak Projects Administrator	1.0
Total	63.0

GOLF COURSE (40420-40422)

The Golf Operations Division is responsible for the general operation of the Thorncreek Golf Course and coordinating a variety of golf programs and services for all ages and ability levels for the residents of Thornton and the surrounding community. These activities include daily play, driving range, putting green, chipping green, food and beverage facility, golf lessons and clinics, corporate and community outings and tournaments and outside events (such as banquets, holiday parties, weddings, and birthday parties). There is also a community outreach program intended to promote the golf course in the schools and at other City programs, events and festivals. This Division reports to the Recreation Superintendent.

The Golf Maintenance Division is responsible for general grounds maintenance of Thorncreek Golf Course to include, irrigation management and maintenance, turf management, mowing operations, bunker maintenance, pin placement and overall quality control of the golf course grounds. This Division reports to the Superintendent of Parks, Forestry, and Golf.

GOALS AND OBJECTIVES

Goal 1: Provide a Quality Golf Experience

Objective 1: Meet or exceed annual revenue and total rounds played in 2022.

Objective 2: Maintain our league play to which creates loyalty and enhanced spend on merchandise and food & beverage.

Objective 4: Pursue and implement a new point-of-sale system.

Objective 5: Enhance customer service training for all staff to ensure a continued high level of overall service to all our guests.

Objective 6: Continue to offer a vast merchandise assortment for daily play, league members, and tournament players.

Objective 7: Partner with club vendors to increase club-fitting days, thus offering our guests multiple custom club fitting experiences to increase overall club sales.

Goal 2: Grow the Game of Golf

Objective 1: Provide fun and affordable learning and playing opportunities for juniors, ladies, and seniors.

Objective 2: Build off the continued success to grow participation in junior golf camps, weekly lesson series, and women's clinics.

Objective 3: Utilize Birdie Ball equipment to offer Golf in Schools programming to local Thornton-area elementary schools.

Goal 3: Provide Quality Food and Beverage Operation

Objective 1: Offer quality guest service and food and beverage options at a reasonable price that will increase revenues.

Objective 2: Support the golf operation by working with professional staff to provide exceptional banquet offerings for tournaments, leagues, and special events.

Objective 3: Continue to host the two social nights for the Rolling Hills and Hunter's Glen neighborhoods to maintain a quality relationship with our neighbors to increase business.

Objective 4: Create a catering menu and program to increase non-golf restaurant events (birthday parties, rehearsal dinners, retirements, etc.).

GOLF COURSE (40420-40422)

Goal 4: Create a positive and cooperative team between Golf Operations and Golf Maintenance.

Objective 1: Hold weekly meetings between the Golf Professional and Golf Superintendent to ensure both divisions are working together to provide a quality golf experience.

Objective 2: Each division provides support to the other as needed to help increase pace of play and overall number of rounds.

Goal 5: Provide reasonable maintenance service levels for all tees, fairways and greens in order to provide a quality municipal golf experience.

Objective 1: Provide a work environment where the Golf Professional and Golf Superintendent communicate regularly to identify needs that will help improve the overall experience of the golfer.

Objective 2: Golf Superintendent and Assistant Golf Superintendent provide daily quality control inspections to ensure maintenance levels are met.

Objective 3: Golf Superintendent will identify when site conditions are ready for play and notify operations staff when potential damage may occur due to frost conditions or other issues that may damage the course.

Golf Course	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$1,479,364	\$1,608,525	\$1,707,966	6.2%
Contractual Services	562,436	592,994	725,046	22.3%
Commodities	750,146	886,278	927,848	4.7%
Capital Outlay	4,559	2,400	10,290	328.8%
Total	\$2,796,505	\$3,090,197	\$3,371,150	9.1%

Regular Full-Time Positions	FTE
Assistant Golf Course Superintendent	1.0
Assistant Golf Professional	1.0
Golf Course Foreman	1.0
Golf Course Irrigation Technician	1.0
Golf Course Kitchen Manager	1.0
Golf Course Mechanic	1.0
Golf Course Superintendent	1.0
Golf Professional	1.0
Total	8.0

RECREATION (40430-40444)

The Recreation Division arranges and coordinates a variety of leisure programs and services for the community through the operation of the Margaret W. Carpenter Recreation Center and park, Trail Winds Recreation Center, Thornton Recreation Center, Thorncreek Golf Course, Youth and Teen Center, skate parks, ball fields including the batting cage at Riverwalk Ballfields, two outdoor swimming pools, sports fields, tennis courts, and other City-owned park amenities such as the carousel and boating at Carpenter Park . These activities include teen nights, an extensive swim lesson program, a preschool and gymnastics program, and adult sports leagues. Additionally, the Recreation Division oversees the coordination of a variety of special events, including the three main community festivals each year. This Division is overseen by the Superintendent of Recreation.

GOALS AND OBJECTIVES

Goal 1: Coordinate annual festivals and special events.

- Objective 1: Provide a variety of affordable activities that appeal to families in Thornton.
- Objective 2: Involve other City departments with the participation and support of these events as needed.
- Objective 3: Evaluate each festival and event with the challenge of adding new ideas, venues, and innovation to generate more community interest and enthusiasm.
- Objective 4: Evaluate existing festivals and events with the idea of potentially changing one of the events or adding an additional event.

Goal 2: Offer a variety of quality recreation programs to all Thornton citizens.

- Objective 1: Offer a variety of programs year-round, utilizing available City facilities as well as those School District facilities available via joint-use agreements with local school districts.
- Objective 2: Evaluate existing programs and activities to eliminate or reinvent those programs that have declined in popularity. Evaluate needs assessment data and formulate a plan to meet the needs of the community by creating new programs.
- Objective 3: Grow and incorporate the Adaptive and Inclusive Recreation programming.

Goal 3: Provide quality recreational facilities for Thornton citizens.

- Objective 1: Provide quality recreation facilities with staff committed to high customer service standards.
- Objective 2: Provide customer service training for the part-time and temporary staff that fills the various frontline positions at these facilities in order to reinforce the City's commitment to customer service.
- Objective 3: Develop and maintain an operational schedule for each facility, allowing for public access as well as operational efficiency.
- Objective 4: Attract and maintain quality part-time staff by incorporating a bonus program where needed.
- Objective 5: Encourage and embrace innovation with both staff and patrons to offer services, programs, partnerships, and rental opportunities so that all recreation centers are running efficiently.

RECREATION (40430-40444)

Recreation (40430-40444)	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$6,245,366	\$6,952,006	\$8,173,165	17.6%
Contractual Services	1,745,376	1,926,574	2,285,320	18.6%
Commodities	359,191	427,685	465,355	8.8%
Capital Outlay	65,328	-	-	0.0%
Total	\$8,415,261	\$9,306,265	\$10,923,840	17.4%

Regular Full-Time Positions	FTE
Aquatics Specialist	4.0
Aquatics Coordinator	1.0
Facility Attendant	3.0
Facilities Specialist	5.0
Guest Relations Specialist	4.0
Pool Manager	2.0
Recreation Administrator	2.0
Program Specialist	3.0
Recreation Coordinator	8.0
Recreation Superintendent	1.0
Adaptive & Inclusive Recreation Coordinator	1.0
Recreation Support Specialist	2.75
Wellness Coordinator	1.0
Total	37.75

ACTIVE ADULT PROGRAMS AND SERVICE (40460-40462)

The Thornton Active Adult Center and Active Adult Wing at Trail Winds Recreation Center serves active adults focusing on the 62+ population, providing opportunities to thrive and grow through the aging process. By encouraging community engagement, active older adults are able to continuously learn, achieve, and socialize.

The division works with the Council-appointed Thornton Active Adult Board to make recommendations to City Council on various active adult issues. The center, in conjunction with community partnerships, provides a broad range of activities and services for active adults that includes adult enrichment, fitness and health programming, a nutrition meal program, outdoor recreation, wellness services, and intergenerational programming opportunities. The division also works to provide enrichment programming for active adults over 18.

GOALS AND OBJECTIVES

Goal 1: Expand internal division partnerships to increase the variety of program offerings provided in the AAC space.

Objective 1: Work with Arts and Recreation to offer a variety of programs in AAC space (intergenerational art programs, adaptive theater programs/dances) – Saturday programs to target the 50-65 crowd.

Objective 2: Collaborate with Fitness & Recreation to offer Couch to 5K training programs for 50+.

Objective 3: Evaluate program offerings annually and develop future programs based on evaluations.

Goal 2: Provide information and referral to seniors regarding programs and services that are available through City and local community organizations.

Objective 1: Work closely with Community Connections Division and community partners to connect older adults to needed programs and services

Objective 2: Provide educational opportunities for older adults on issues such as Medicare/Medicaid changes, housing options, legal issues, retirement, loss and grief, etc.

Goal 3: Increase number of fitness program offerings to include new trend forward or diagnosis specific classes

Objective 1: Add two new classes to the Active Adult Center line-up

ACTIVE ADULT PROGRAMS AND SERVICE (40460-40462)

Active Adult Center	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$1,104,712	\$1,226,384	\$1,464,740	19.4%
Contractual Services	175,041	235,944	273,857	16.1%
Commodities	151,959	169,305	189,855	12.1%
Capital Outlay	-	10,500	5,600	-46.7%
Total	\$1,431,712	\$1,642,133	\$1,934,052	17.8%

Regular Full-Time Positions	FTE
Kitchen Manager	1.0
Guest Relations Specialist	2.0
Active Adult Program Manager	1.0
Active Adult Program Specialist	1.0
Recreation & Community Programming Supervisor	1.0
Recreation Coordinator	3.0
Recreation Support Specialist	1.0
Total	10.00

OPEN SPACE PROJECTS AND PLANNING (40470)

The Projects and Planning division is responsible for working with the Parks and Open Space Advisory Commission (POSAC) in the creation and implementation of the Parks and Open Space Master Plan. The division is also responsible for the planning and design of the capital improvement projects for the TPRCP. This Division is overseen by the Projects and Planning Manager, who is also the department Deputy Director.

GOALS AND OBJECTIVES

Goal 1: Implement the Parks and Open Space Master Plan.

- Objective 1: Plan for land acquisitions and design projects for parks, trails, and open space as defined in the Parks and Open Space Master Plan, funded by the parks and open space tax bonds and revenues, and other special revenue funds.
- Objective 2: Update the Parks and Open Space Master Plan every five years to respond to changing or emerging needs of the community.
- Objective 3: Search for future projects that meet the needs of the greatest number of residents and serve multiple purposes, including educational value, and which can be used in conjunction with other proposed projects or existing facilities.

Goal 2: Oversee and direct the planning and design parks, recreation and open space capital projects.

- Objective 1: Provide project management as required, including project planning, design and coordination for construction.
- Objective 2: Respond to and resolve citizen requests regarding capital projects as required.
- Objective 3: Ensure that public and private park and open space projects are in concert with the criteria, goals, and policies of the Master Plan.

Goal 3: Coordinate and facilitate POSAC.

- Objective 1: Prepare and participate in the POSAC, both formally and at planning sessions.
- Objective 2: Hold public meetings to receive and consider comments on various parks, trails, and open space projects and hold public hearings on updates to the Master Plan.
- Objective 3: Assist POSAC in recommending Parks and Open Space Master Plan updates and future projects to City Council.

Goal 4: Administer the park and open space grant funding applications associated with TPRCP.

- Objective 1: Research opportunities for additional funding sources through grants.
- Objective 2: Complete applications, presentations, project components and related documentation associated with grants.

OPEN SPACE PROJECTS AND PLANNING (40470)

Open Space and Project Management	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$645,150	\$716,628	\$789,404	10.2%
Contractual Services	2,062	11,498	13,204	14.8%
Commodities	2,005	4,378	6,150	40.5%
Total	\$649,217	\$732,504	\$808,758	10.4%

Regular Full-Time Positions	FTE
Deputy Parks & Recreation Director	1.0
Parks & Open Space Project Manager	4.0
Total	5.0

ARTS AND CULTURE (40475)

The Arts and Culture Division is charged with creation and promotion of visual and performing arts programs for the community. This includes administration of programming related to grant funding provided by the Scientific and Cultural Facilities District (SCFD) to the Thornton Arts, Sciences and Humanities Council (TASHCO) as well as responsibility for a variety of City sponsored events, exhibits, and enrichment classes/camps. The Arts and Culture Division is also responsible for administering the city's Public Art Plan including annual budgeting, artist and site selection, and installations. The division manages rental of the Thornton Arts and Culture Center facility and year-round exhibits held there. The division has recently become responsible for managing the City's historical archives for city facilities/properties like the Ken Freiberg Fire Museum and Lambertson Farm. This Division is overseen by the Arts and Culture Manager.

GOALS AND OBJECTIVES

Goal 1: Provide diverse year-round performing and visual arts learning opportunities for people of all ages.

Objective 1: Maintain adult and youth cost-neutral art and drama classes serving students year-round.

Objective 2: Add Adaptive Inclusive Recreation (AIR partner) and adult daycare programs.

Objective 3: Add visual art classes for ages 3-5 (preschool)

Goal 2: Enhance spaces and places with unique and dynamic public art installations that position Thornton as a thriving cultural destination.

Objective 1: Create, review, and recommend several art projects to engage residents and visitors and enhance new and existing city spaces.

Objective 2: Determine value and potential of public arts in Arts & Culture Master Plan with community input through event outreach, focus groups, stakeholder interviews, online surveys, ward meetings, social media polls, e-newsletters, City Voice articles and website.

Goal 3: Present year-round cultural experiences that engage, enrich, and entertain the Thornton community.

Objective 1: Continue presenting free summer Arts in the Park family programs serving and engaging young residents in the arts

Objective 2: Continue presenting free Day of the Dead event to celebrate Hispanic heritage, history, and Thornton's diversity.

Objective 3: Continue presenting free summer outdoor concerts including Mayor/Ward socials and amenities to entertain residents/visitors.

Objective 4: Continue presenting free quarterly art exhibits, artist receptions, and weekend workshops to provide diverse art experiences for residents/visitors.

Goal 4: Maintain and share Thornton's architectural and cultural heritage with residents and visitors to experience, enjoy and remember.

Objective 1: Continue organizing, archiving, digitizing, and storing city artifacts.

Objective 2: Continue monthly Second Saturday hours at Thornton Fire Museum for visitors to donate items and get museum information.

Objective 3: Continue historic exhibit rotations in city facilities twice a year informing hundreds of residents/visitors about the city's history.

Objective 4: Provide archival information to CIP architects and city planning staff to support historic preservation and designation of city properties.

ARTS AND CULTURE (40475)

Arts and Culture	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$407,829	\$487,493	\$521,630	7.0%
Contractual Services	82,853	89,820	115,493	28.6%
Commodities	13,274	13,800	14,800	7.2%
Total	\$503,956	\$591,113	\$651,923	10.3%

Regular Full-Time Positions	FTE
Arts and Cultural Manager	1.0
Recreation & Community Prgm Supervisor	1.0
Public Art Coordinator	1.0
Total	3.0

COMMUNITY CONNECTIONS (40480)

Originating in 2018, the Community Connections Division serves as a one-stop resource shop for those who call Thornton home. The predominantly bi-lingual (English/Spanish) eleven-member team continually inventories community-based programs and services offered by Thornton, other governmental entities, non-profits, faith-based organizations, and other partners then links our community members to the resources they seek. The resource areas include Housing, Homelessness Assistance, Education & Employment, Transportation, Food & Nutrition, Physical Health, and Mental Health & Addiction. Community Connections has an on-site tech-lending program and staff orchestrate numerous special events including back to school and holiday giveaways, weekly seasonal farmers markets, and routine classes and seminars, which are presented by our partners on-site at Community Connections.

The team administers the distribution of Thornton Assistance Funds, Community Development Block Grants, Private Activity Bonds, and participates in the HOME Consortium to annually fund dozens of non-profit organizations, residential home repairs, and city infrastructure improvements including parks, sidewalks, and large affordable housing developments.

GOALS AND OBJECTIVES

Goal 1: Invest in our best asset, our team

- Objective 1: Leverage volunteers, interns, and partners to better fulfill the growing responsibilities of Community Connections which now operates from a public-facing neighborhood resource center.
- Objective 2: Use professional development opportunities to address gaps in knowledge and to improve service delivery.
- Objective 3: Foster a culture beyond customer service training that embraces our individual and collective values and guides our expectations for how staff conduct themselves, function as a team, and provide service to all.

Goal 2: Communicate with the community

- Objective 1: Disseminate accurate information using internal communications to the Community Connections team and all city departments.
- Objective 2: Enhance Community Connections name recognition and knowledge of our catalogue of services and programs among community partners and residents using external communications.
- Objective 3: Ensure all information about programs and services offered by Community Connections are available in print, accessible to all users, and available in both Spanish and English.
- Objective 4: Maximize digital platforms to increase Community Connections' presence.

Goal 3: Deliver quality programs and services.

- Objective 1: Ensure all new and current programs meet standards of inclusivity and accessibility, as well as fulfill community needs and maintain the mission of Community Connections.
- Objective 2: Evaluate programs for continuous improvement.
- Objective 3: Develop a Code Assistance Program to mitigate against/address city code violations, monitor impact, and assess its long-term feasibility.

COMMUNITY CONNECTIONS (40480)

Goal 4: Use data and systems to work smarter.

- Objective 1: Maximize use of C2, our database, to streamline division processes.
- Objective 2: Weekly, monthly, quarterly, and annually analyze and share data that identify community needs, division achievements, and opportunities.
- Objective 3: Annually review policies and procedures to ensure accuracy, efficiency, and completeness.
- Objective 4: Regularly review Council, city, and department goals that serve as guiding principals in crafting the work of our division.

Goal 5: Support access to safe, sustainable, and affordable housing.

- Objective 1: Continue to work with housing and homelessness service providers to provide funding and support for emergency rent and utility assistance programs designed to prevent Thornton residents from falling into the cycle of housing instability.
- Objective 2: Continue to strengthen our home repair and energy efficiency programs to expand access to safe and sustainable housing to low and moderate income Thornton residents.
- Objective 3: Expand our housing programs for elderly residents to provider greater opportunities to age in place.
- Objective 4: Administer Thornton’s HOME program in compliance with HUD requirements, city policies, and the Adams County HOME Consortium intergovernmental agreement.

Community Connections	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$638,635	\$885,767	\$1,078,534	21.8%
Contractual Services	205,064	217,538	218,774	0.6%
Commodities	20,704	19,532	28,924	48.1%
Total	\$864,403	\$1,122,837	\$1,326,232	18.1%

Regular Full-Time Positions	FTE
Community Connections Coordinator	4.0
Deputy Parks & Recreation Director	1.0
Grant and Housing Supervisor	1.0
CBDG Coordinator	1.0
Homeless Outreach Team Specialist	2.0
Housing Coordinator	1.0
Total	10.0

FIRE DEPARTMENT

MISSION STATEMENT

The City of Thornton's Fire Department exists to quickly mitigate the emergent needs of our citizens.

VISION STATEMENT

We will provide Fire and EMS services to every citizen in the City of Thornton in a period of time that can make an impact on their emergency.

DEPARTMENT OVERVIEW

The Fire Department is responsible for responding to emergencies and providing fire and life safety education to the community. The department is comprised of five divisions: Administration, Operations, Prevention, Training, and Emergency Medical Services (EMS). Services provided by these divisions include: responding to and managing requests for emergency services, including fire, medical treatment and transport; hazardous materials and technical rescue; fire investigations; performing building inspections and preplans; interpreting and enforcing the International Fire Code; developing and administering a training program; educating the public in fire and EMS prevention and community life safety through community outreach events; planning and directing the department's operations and resources and subsequent development and administration of these divisions.

FUNCTIONAL RESPONSIBILITIES

Emergency and Non-Emergency Responses

Medical Treatment and Transport

Fire Code Enforcement and Interpretation

Hazardous Materials Response and Management

Public Education and Community Service Activities

Technical Rescue Response

Training Development and Implementation

Fire and Arson Investigation

Building Inspection

FIRE DEPARTMENT SUMMARY

Fire	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$23,569,631	\$25,343,129	\$27,618,255	9.0%
Contractual Services	2,519,291	3,542,381	2,865,563	-19.1%
Commodities	694,073	683,054	665,250	-2.6%
Capital Outlay	368,413	654,990	407,236	-37.8%
Total	\$27,151,408	\$30,223,554	\$31,556,304	4.4%

By Division	2024 Budget
40150 Fire Administration	\$2,033,043
40155 Fire Operations	24,755,288
40160 Fire Prevention	1,079,985
40165 Fire Support Services	1,231,883
40550 Ambulance Services	2,456,105
Total	\$31,556,304

FIRE ADMINISTRATION (40150)

The Fire Administration Division is responsible for the professional management of resources used to deliver emergency and non-emergency services to all individuals living and working in the City and to neighboring communities through aid agreements. The division includes the Fire Chief, a Deputy Chief, and support staff. The Fire Chief oversees the Fire Department's organization, budgeting, the Chiefs of Fire Operations and Administrative Operations, and Fire Marshal to enhance the safety and quality of life for the citizens.

GOALS AND OBJECTIVES

Goal 1: To provide the highest level of service to the community of Thornton in the areas of Emergency Medical care, Fire Prevention and Suppression, and Life Safety Education as identified by industry standards.

Objective 1: Annually assess service levels of the Fire Department to maintain quality control, determine the most cost-effective service delivery, and define the Standard of Coverage levels needed by the community.

Objective 2: Develop evaluation criteria to prepare for future expansion needs of the community in the areas of Fire Department response times, service delivery, resource deployment, and training needs.

Goal 2: Implement and manage the adopted Budget in a manner that is consistent with department and City needs.

Objective 1: Maintain accountability of the budget while maintaining a high level of service to the community and operating in a fiscally responsible manner.

Objective 2: Develop the budget based on community benefit and department needs that have been identified.

Goal 3: Develop long-term projections to determine optimal fire station locations, resource deployment, and staffing levels to meet anticipated growth and needs of the City.

Objective 1: Continue to analyze historic data and future development projections to provide essential information to stakeholders.

Objective 2: Develop a strategic plan to outline the specific objectives that will need to be met to continue delivering a high level of service to the community.

Objective 3: Complete departmental re-accreditation through the Center for Public Safety Excellence.

FIRE ADMINISTRATION (40150)

Fire Administration	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$1,445,299	\$1,526,779	\$1,531,756	0.3%
Contractual Services	454,841	1,536,980	442,341	-71.2%
Commodities	22,371	116,859	58,946	-49.6%
Capital Outlay	10,055	140,355	-	-100.0%
Total	\$1,932,566	\$3,320,973	\$2,033,043	-38.8%

Regular Full-Time Positions	FTE
Administrative Specialist	2.0
Assistant Fire Chief	1.0
Deputy Fire Chief	1.0
Emergency Manager	1.0
Executive Assistant	1.0
Fire Chief	1.0
Fire Captain	1.0
Total	8.0

FIRE OPERATIONS (40155)

The Fire Operations Division’s primary responsibility is to protect life, property, and the environment. These responsibilities are accomplished by trained professionals functioning in a cost-effective system. The division coordinates with the Training and EMS staff to ensure a consistent delivery of training and certification to meet the requirements of the State of Colorado and accepted national standards for operation. Additionally, the department participates and supports Special Operational Teams such as Hazmat (Adams/Jefferson County Hazardous Material Team), Technical Rescue (North Area Technical Rescue Team), Dive (Metro Dive Team), and Wildland Fire capability for City and Regional use. The Deputy Chief of Operations administers the Fire Operations Division.

GOALS AND OBJECTIVES

Goal 1: Continue to measure turnout and travel time of emergency responses to ensure the Fire Department meets the performance objectives.

Objective 1: Maintain accurate data that captures the time of departure and the time of arrival for responding units.

Objective 2: Provide travel time performance data to the Fire Chief on a monthly basis.

FIRE OPERATIONS (40155)

Goal 2: Improve professional standards, communications, and inter-personal relationships. Continue to promote a high degree of professional behavior and communications for all members of the department.

Objective 1: Improve communication and strengthen relationships between divisions in the Fire Department, management and labor, employees, and other City departments.

Objective 2: Maintain and improve the operational efficiency of conference calls, video conferencing, or other media between the shift commander and stations to disseminate significant events, daily programs, and training materials to personnel.

Objective 3: Provide and encourage avenues for employee input through the use of oral and written communications and a change management program.

Goal 3: Continue to work with automatic and mutual aid partners to ensure the optimal level of service is being provided to incidents both in the City and the region.

Objective 1: Train with automatic and mutual aid partners on a regular basis to enhance the level of service provided to the City.

Objective 2: Maintain and support Intergovernmental Agreements that provide a high-level service to the City.

Objective 3: Maintain and enhance the communication system between automatic and mutual aid partners to minimize delays in response and communication issues.

Objective 4: Maintain and enhance the interoperability of dispatch centers within the region.

Fire Operations	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$19,547,725	\$21,158,223	\$22,875,914	8.1%
Contractual Services	1,107,013	1,080,178	1,353,995	25.3%
Commodities	269,005	160,500	168,365	4.9%
Capital Outlay	232,275	531,777	357,014	-32.9%
Total	\$21,156,018	\$22,930,678	\$24,755,288	8.0%

Regular Full-Time Positions	FTE
Assistant Fire Chief	4.0
Deputy Fire Chief	1.0
Fire Captain	7.0
Fire Lieutenant	14.0
Firefighter/Engineer/Paramedic	109.0
Total	135.0

FIRE PREVENTION (40160)

The Fire Prevention Division prevents injury and loss of life from fire through enforcement of the fire (life safety) code by plan review and inspections and annual fire safety surveys in existing buildings. The Division also provides quality life safety education and community outreach to the citizens of Thornton. The Fire Marshal administers the Fire Prevention Division.

GOALS AND OBJECTIVES

Goal 1: Meet the demands of development within the City while maintaining a high level of fire safety.

Objective 1: Work with the development community and other City departments to keep projects on track by meeting plan review deadlines and performing inspections in a timely manner.

Objective 2: Provide more consistent fire code administration and interpretations among fire prevention staff and line personnel conducting fire safety surveys.

Objective 3: Work with IT and the outside vendors to create efficiencies through the use of electronic mediums for report writing and tracking.

Goal 2: Evaluate, modify, and implement revisions to the public education programs to meet the modern-day fire and life safety educational needs of the City.

Objective 1: Provide age-appropriate training programs to meet the needs of target audiences within the City and deliver programs through available venues.

Objective 2: Re-engage programs from COVID hiatus: Citizens Fire Academy, T-Town Clown Team, and Hook and Ladder high school program.

Objective 3: Continue measurement methods to correct historical life safety behaviors and concerns recognized in pre- and post-testing for third grade program participants.

Fire Prevention	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$726,874	\$873,605	\$1,029,220	17.8%
Contractual Services	13,776	20,871	21,091	1.1%
Commodities	12,316	16,500	29,674	79.8%
Capital Outlay	1,553	38,600	-	-100.0%
Total	\$754,519	\$949,576	\$1,079,985	13.7%

Regular Full-Time Positions	FTE
Community Safety and Information Officer	1.0
Deputy Fire Marshal	1.0
Assistant Fire Chief - Fire Marshal	1.0
Fire Protection Engineer	3.0
Total	6.0

FIRE SUPPORT SERVICES (40165)

The Training/Support Services division of the Fire Department is primarily responsible for providing on-going professional development of Fire Department personnel. The division is managed by an Assistant Fire Chief.

GOALS AND OBJECTIVES

Goal 1: Provide professional training programs within the Fire Department designed to enhance knowledge, skills, and operational capabilities.

Objective 1: Update professional development programs as required to ensure relevancy to today's fire service issues and deliver the curriculum to existing and future company officers.

Objective 2: Evaluate employee development programs including certification requirements to align training programs with state requirements.

Objective 3: Continuous enhancements to training programs to ensure personnel maintain the essential knowledge for all hazard types of emergency response.

Objective 4: Develop succession planning pathways for education, training, experiences, and self-development.

Fire Support Services	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$794,962	\$846,694	\$974,686	15.1%
Contractual Services	224,259	234,695	241,596	2.9%
Commodities	10,460	11,536	12,101	4.9%
Capital Outlay	208	37,500	3,500	-90.7%
Total	\$1,029,889	\$1,130,425	\$1,231,883	9.0%

Regular Full-Time Positions	FTE
Assistant Fire Chief	1.0
Fire Captain	1.0
Fire Lieutenant	1.0
Total	3.0

EMERGENCY MEDICAL SERVICES (EMS) (40550)

The EMS/Ambulance Services Division is responsible for the administration of the ambulance transport service and all areas of emergency medical services (EMS) delivery, which utilize firefighters cross-trained as emergency medical technicians or paramedics. This service answers medical calls and provides medical transports using a tiered response of paramedic engines and ambulance units. This includes the coordination of medical protocols with a Medical Director, coordination of medical training, coordination of billing, and development of medical policies and procedures. An Assistant Chief administers this division.

GOALS AND OBJECTIVES

Goal 1: Implement new protocols and procedures to maintain the highest level of patient care.

Objective 1: Explore innovative technologies that improve patient outcome.

Objective 2: Continue to move the ambulance services forward with latest advances in pre-hospital care.

Goal 2: Streamline the processes associated with management of medical supplies and equipment used to support EMS operations.

Objective 1: Integrate modifications and/or additions to the process that will increase efficiencies while decreasing cost associated with managing disposable medical supplies.

EMS/Ambulance Services	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$1,054,767	\$937,828	\$1,206,679	28.7%
Contractual Services	719,402	669,657	806,540	20.4%
Commodities	379,921	377,659	396,164	4.9%
Capital Outlay	134,377	47,113	46,722	-0.8%
Total	\$2,288,467	\$2,032,257	\$2,456,105	20.9%

Regular Full-Time Positions	FTE
Assistant Fire Chief	1.0
EMS Coordinator	1.0
Fire Captain	1.0
Fire Lieutenant	3.0
Total	6.0

POLICE DEPARTMENT

MISSION STATEMENT

The mission of the Police Department is to serve and protect our community. The department does this through a tradition of providing high quality police services, deterring crime by engaging in effective partnerships, collaborative problem solving and mentoring youth.

VISION STATEMENT

The vision of the Police Department is to be recognized as the standard of excellence in law enforcement. We will accomplish this by leading in technological innovation, personnel development, data driven decision making, and collaborative partnerships and by providing proactive police service to our community.

CORE VALUES

Leadership, Accountability, Safety, Teamwork, Tradition, and Integrity

FUNCTIONAL RESPONSIBILITIES

Federal and State Law and Municipal Ordinance Enforcement
Crime Investigation
Property and Evidence Recovery
Traffic Enforcement and Investigation
Special Event Policing
Victim Assistance
School Resource Officers
Crime Analysis and Reporting
SWAT Team/Crisis Negotiation Unit (CNU)
IMPACT Unit
High Density Housing Unit (HDHU)
Disaster Management
Police Service Dog Program
Senior Liaison Program
911 Emergency Dispatching for the Police, Fire and Emergency Medical Services
Animal Control
Citizen's Academy

POLICE DEPARTMENT SUMMARY

Police	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$40,994,350	\$45,615,161	\$50,716,572	11.2%
Contractual Services	\$2,662,259	\$2,753,488	\$2,780,322	1.0%
Commodities	\$263,306	\$510,225	\$796,154	56.0%
Capital Outlay	\$1,236,996	\$2,382,834	\$1,386,097	-41.8%
Total	\$45,156,911	\$51,261,708	\$55,679,145	8.6%

By Division	2024 Budget
40600 Police Administration	\$8,634,419
4607 Police Training Facility	673,525
40608 Office of the Chief	1,924,890
40610 Criminal Investigation	7,137,067
40640-40641 Patrol	31,958,350
40650 Animal Control	680,857
40660 Victim Services	1,005,548
40670 Emergency Communications	3,664,489
Total	\$55,679,145

POLICE ADMINISTRATION (40600)

The Police Administration Division is responsible for the professional leadership and administration of the Police Department and the assurance that all aspects of police service are administered efficiently. This division includes the Chief of Police, who ensures that the law enforcement needs of the community are met in an effective, impartial, ethical and timely manner. The Police Administration Division also serves a support role to Criminal Investigations and Patrol. Many of the major projects within the Police Department are managed through the Police Administration Division

GOALS AND OBJECTIVES

Goal 1: Expand police department training to ensure required training is received and employees of the police department are up to date with current best practices.

Objective 1: Evaluate personnel needs to determine proper staffing levels needed to manage the training center as well as accomplish the tasks associated with the expanded roles of the Administration Division.

Objective 2: Utilize the new training center to begin working on establishing a Peace Officer Standards and Training (POST) academy, including developing a POST curriculum.

Objective 3: Increase reality and scenario-based training.

Objective 4: Train the department in the Integrating Communications, Assessment and Tactics (ICAT) program.

Objective 5: Implement the use of a comprehensive training management system to increase accountability and tracking of training.

Goal 2: Reduce department and employee liability by expanding the capabilities of the audit and accountability unit.

Objective 1: Formalize the audit and inspection process to improve organizational performance.

Objective 2: Routinely conduct audits and inspections of key programs and processes to ensure department policy matches practice and training.

Goal 3: Analyze department technological capabilities.

Objective 1: Utilize technology to improve efficiency throughout the organization and reduce technologic redundancy.

Objective 2: Explore options to provide citizens with easier ways to either obtain data from the department, or provide information to the department, in new and more effective ways.

POLICE ADMINISTRATION (40600)

Police Administration	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$6,464,511	\$7,054,295	\$6,930,756	-1.8%
Contractual Services	1,282,068	1,295,742	113,613	-91.2%
Commodities	118,711	308,070	487,050	58.1%
Capital Outlay	677,364	815,818	1,103,000	35.2%
Total	\$8,542,654	\$9,473,925	\$8,634,419	-8.9%

Regular Full-Time Positions	FTE
Administrative Specialist	2.0
Administrative Supervisor	1.0
Training Administrator (New Addition)	1.0
Deputy Police Chief	1.0
Property Evidence Technician	2.0
Police Armorer	1.0
Police Chief	1.0
Police Commander	1.0
Police Fleet Coordinator	1.0
Police Lieutenant	2.0
Police Officer	7.0
Police Records Manager	1.0
Police Records Specialist	12.0
Police Records Supervisor	2.0
Police Sergeant	4.0
Radio and Video Technician	4.0
Total	43.0

OFFICE OF THE CHIEF (40608)

The Office of the Chief shall be responsible for executive leadership and administration, strategic planning, budget administration, media and public engagement, research and development, and policy formulation. The office directly supports the strategic goals of the Chief of Police and shall consist of executive command members and the support staff deemed necessary for the efficient execution of department strategy.

GOALS AND OBJECTIVES

Goal 1: Community Engagement and Education

Objective 1: Coordinate with the Operations Bureau and Administration Bureau to promote department events and opportunities for community engagement, always seeking more and additional ways to interact positively with people in the City of Thornton.

Objective 2: Drive communication and messaging to assist operational units with the community policing function of the department. Effective community policing, which includes collaboration and problem solving, is enhanced by transparency in keeping the public informed.

Goal 2: Partnerships to Further the Department's Mission

Objective 1: Cultivate and manage productive and collaborative relationships with partner organizations, government entities, business leaders, and community leaders in pursuit of achieving the mission and vision of the department and the City of Thornton.

Objective 2: Manage and implement, in collaboration with internal and external partners, projects and initiatives that deviate from traditional policing strategies to positively affect the environment in which we achieve our objectives.

Goal 3: Effective Policy Analysis and Implementation

Objective 1: Efficiently draft policies, procedures, manuals, and internal communication, working with subject matter experts, using best practices, and navigating the constantly changing legal environment, to ensure effective department policies and processes.

Objective 2: Work with leaders throughout the department to ensure that the appropriate level of knowledge and authority are dedicated to policy formulation and implementation. Communication and feedback are essential components of managing the complexity of policy development in a dynamic organization.

OFFICE OF THE CHIEF (40608)

Office of the Chief	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$-	\$-	\$1,788,990	n/a
Contractual Services	-	-	50,900	n/a
Commodities	-	-	25,000	n/a
Capital Outlay	-	-	60,000	n/a
Total	\$-	\$-	\$1,924,890	n/a

Regular Full-Time Positions	FTE
Executive Assistant	1.0
Police Administrative Technician	2.0
Police Chief	1.0
Police Officer	5.0
Police Services Administrator	1.0
Total	10.0

*Office of the Chief was created in 2024

POLICE TRAINING FACILITY (40607)

The Police Training Center is designed to provide training for our officers and professional staff. The training center serves as the hub for preparing police recruits and offering continuing education to seasoned officers and professional staff. The Training Unit oversees the recruitment and hiring processes of new department employees, conducts background investigations, and orchestrates the training of new police officers and staff. Additionally, their duties encompass the issuance and tracking of department-issued equipment, facilitating in-service training sessions, and maintaining training records. The Police Training Center is under the supervision of the Administration Deputy Chief.

GOALS AND OBJECTIVES

Goal 1: Establish a centralized platform for documentation of the department’s training records and ensure a comprehensive accounting of all recorded training documents.

Objective 1: Research and identify the technology and software that will be used to track all department training.

Objective 2: Implement the technology into the department and input past training records.

Goal 2: Establish a platform for asset tracking and management of all department issued equipment.

Objective 1: Research and recommend the technology and software that will be used to track all department assets.

Objective 2: Implement the technology into the department and catalogue all department assets.

Goal 3: Increase the skills and capacity of department members through in-service training that addresses current issues and mandatory training.

Objective 1: Develop lesson plans that emphasize scenario-based training and best practices.

Objective 2: Integrate virtual reality training into in-service training to increase skills in de-escalation, critical decision making, and early intervention.

Police Training Facility	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$-	\$-	\$179,500	n/a
Contractual Services	-	-	404,700	n/a
Commodities	-	-	81,325	n/a
Capital Outlay	-	-	8,000	n/a
Total	\$-	\$-	\$673,525	n/a

*Police Training Facility was created in 2024

CRIMINAL INVESTIGATION (40610)

The Criminal Investigation Division serves a vital role in the Police Department's operations. The division's work units include the Person Crimes Unit, Property Crimes Unit, Special Investigations Unit, Economic Crimes Unit, Crime Scene Investigations (CSI) Unit, Property and Evidence Unit, Victim Services Unit, Crime Analysis and North Metro Drug Task Force. Within these units special work assignments occur such as; criminal intelligence, undercover surveillance operations, drug investigations and clandestine laboratory clean up, marijuana regulation enforcement, liquor investigations, entry of articles from pawns into the Colorado Crime Information Center (CCIC), convicted sex offender registrations, security for and warehousing of property and evidence and crime laboratory management. This division's primary responsibility is to conduct follow-up investigations on reported crimes initially handled by the Patrol Division. Successful criminal investigations by the Criminal Investigation Division typically culminate in an arrest, warrant application and service, felony summons, case referred to another agency, or a determination that the reported crime did not occur, or was civil in nature.

GOALS AND OBJECTIVES

Goal 1: Enhance the investigative process to support the department's crime reduction efforts.

- Objective 1: Research and expand the use of forensic technology in criminal investigations to promote crime reduction and provide actionable leads to assist with the apprehension of suspects.
- Objective 2: Collaborate with patrol division to engage in more proactive and preventive approaches to pattern crimes or recurring problems by increasing information sharing with specialized units and coordinating resources.
- Objective 3: Enhance professional development opportunities to new division members as vacancies are filled.
- Objective 4: Support the investigation and advocacy of victims of high-risk domestic violence cases through the family crimes unit and working with the 17th Judicial District High Risk Domestic Violence Unit

Goal 2: Restructure the division to better support department strategies.

- Objective 1: Review the division's areas of focus to determine if they support the organization's response to current crime trends.
- Objective 2: Align individual staffing strengths and assignments to ensure the division is providing expert level services to all investigations.
- Objective 3: Ensure division personnel are properly deployed between the two district locations to support both the needs of the organization and the community efficiently and effectively.

Goal 3: Continue to evaluate the division's workload and staffing levels to better support the growth of the organization.

- Objective 1: Capture the necessary information needed to make data driven decisions to ensure efficiency and effectiveness within the division.
- Objective 2: Utilize the data to support future personnel allocation decisions.
- Objective 3: Based upon data provided, continue to conduct an internal audit to ensure the division is providing the necessary services to the community.

CRIMINAL INVESTIGATION (40610)

Goal 4: Enhance crime analysis to effectively support organizational efforts to reduce crime and aid in the communication with the community.

Objective 1: Enhance the division's technological resources to provide greater analytic and digital support to investigative efforts.

Objective 2: Initiate collaborative partnerships to impact crime reduction and positive community engagement.

Objective 3: Enhance focused social media messages to better inform and educate the community of potential crime and events. Working with the Community Relations Unit, develop a minimum of three social media information campaigns per quarter.

Criminal Investigation	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$5,681,988	\$5,941,553	\$6,560,440	10.4%
Contractual Services	154,294	113,686	502,767	342.2%
Commodities	31,495	39,055	46,360	18.7%
Capital Outlay	146,430	5,600	27,500	391.1%
Total	\$6,014,207	\$6,099,894	\$7,137,067	17.0%

Regular Full-Time Positions	FTE
Administrative Specialist	2.0
Administrative Supervisor	1.0
Criminalist	1.0
Deputy Police Chief	1.0
Police Commander	1.0
Police Officer	29.0
Police Sergeant	4.0
Senior Criminalist	2.0
Total	41.0

PATROL (40640-40641)

The Patrol Division provides around the clock, community-wide professional police and community services to ensure a visible police presence throughout the city that is effective in crime prevention, traffic safety and response to calls for service. The mission of the Division is to deter and investigate criminal activity and provide resources and community services to the public for which we serve.

GOALS AND OBJECTIVES

Goal 1: Based on information provided through crime analysis, direct resources to proactively impact traffic safety and criminal activity throughout the city.

Objective 1: Participate in department wide crime strategy meetings to assess monthly operational plans as they relate to crime reduction.

Objective 2: Ensure safety to the motoring public through focused enforcement and education on locations identified through analysis.

Objective 3: Evaluate and increase the number of officers and supervisors assigned out of District Two to address continuing needs due to the growth and development on the north side of the city

Goal 2: Reinforce culture of Community Policing and collaborative activities designed to build community connections.

Objective 1: Continue to strengthen our connection with the community through hosting meetings, with both citizens and businesses within the city, to address concerns in the collaborative pursuit of public safety.

Objective 2: Implement two Community Liaison Officers who will be responsible by district for the on-going coordination of community meetings, community resources, intelligence/data collection and act as a centralized point of contact for citizens.

Goal 3: Implement a Community Response Team (CRT) to focus on the facilitation of law enforcement and citizen partnerships.

Objective 1: Promote monthly interactive public forums that allow for meaningful discussion on topics relevant to the community safety and concerns.

Objective 2: Proactively address high call locations, repeat offenders, criminal nuisance abatement, and the reduction of property, drug, and crimes of violence.

PATROL (40640-40641)

Patrol (40640-40641)	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$25,152,259	\$28,059,863	\$30,316,663	8.1%
Contractual Services	876,174	970,506	1,332,608	37.4%
Commodities	99,970	129,308	121,482	-2.3%
Capital Outlay	391,882	1,551,547	187,597	-87.9%
Total	\$26,520,285	\$30,711,224	\$31,958,350	4.1%

Regular Full-Time Positions	FTE
Administrative Specialist	2.0
Crime Analyst	2.0
Administrative Supervisor	1.0
Deputy Police Chief	1.0
Police Commander	2.0
Police Lieutenant	7.0
Police Officer	171.0
Sergeant	22.0
Total	208.0

ANIMAL CONTROL (40650)

Under the management oversight of the Deputy Chief for Patrol, the Animal Control Division is responsible for enforcing all City ordinances related to the care and control of animals and educating the public on animal related issues.

GOALS AND OBJECTIVES

Goal 1: Provide professional animal control service to the citizens of Thornton.

Objective 1: Continue to provide appropriate responses to calls for service, and engage in community educational events in the care, control and welfare of domestic animals.

Animal Control	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$426,583	\$494,627	\$529,105	7.0%
Contractual Services	131,162	147,245	146,795	-0.3%
Commodities	3,193	4,138	4,957	19.8%
Total	\$560,938	\$646,010	\$680,857	5.4%

Regular Full-Time Positions	FTE
Animal Control Officer	4.0
Animal Control Supervisor	1.0
Total	5.0

VICTIM SERVICES (40660)

The Victim Services Unit is a shared program between the Cities of Thornton and Northglenn that has been in place since 1987. The Victim Services unit is under the management and oversight of the Thornton Police Department's Criminal Investigation Division Deputy Chief. The Unit is funded by both Cities, the Victim Assistance and Law Enforcement grant and the Victims of Crime Act grant. The unit includes a supervisor, six full-time advocates, and 20 or more volunteers. The unit is committed to ensure that all Victim Rights Act crime victims are aware of the rights afforded to them and to meet the department's responsibilities in those rights. A proactive, comprehensive victim-centered approach is implemented to meet each victim's individualized needs through on-scene crisis interventions and follow-up services to include victims of tragedy.

GOALS AND OBJECTIVES

- Goal 1: Enhance and expand the quality of victim services mandated by Colorado's Constitutional Amendment for Victim's Rights to the citizens of the City of Thornton and the City of Northglenn.**
- Objective 1: Identify crime victims through callouts by police officers, investigators and police reports from each law enforcement agency. Ascertain and provide appropriate services, community referrals, and case management to an average of 7,000 victims of crime per year.
 - Objective 2: Identify those victims of crime that fall under the Victim Rights Act to ensure that they receive all the information per statute of their core victim rights.
 - Objective 3: Ensure that 50% of the unit is certified by the Colorado Advocate Certification Program from the Colorado Organization for Victim Assistance (COVA) as a Basic, Intermediate, or Advanced Victim Advocate.
- Goal 2: Enrich and expand the quality of services provided to victims of sexual assault crimes, and high-risk domestic violence crimes within the cities of Thornton and Northglenn by focusing on individual comprehensive advocacy.**
- Objective 1: Assign a bilingual Victim Advocate Specialist trained in sexual assault response to provide crisis intervention and specialized direct comprehensive services to meet individual needs during the investigation of the crime.
 - Objective 2: Ensure victims that identify as Spanish speaking are provided with specialized bilingual and bicultural advocacy from the Bilingual Victim Advocate Specialists.
 - Objective 3: Continue taking an active role in the 17th Judicial District Domestic Violence High Risk Team

VICTIM SERVICES (40660)

Victim Services	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$605,095	\$815,335	\$992,668	21.7%
Contractual Services	177	1,176	180	-84.7%
Commodities	6,619	9,774	12,700	29.9%
Capital Outlay	21,320	-	-	0.0%
Total	\$633,211	\$826,285	\$1,005,548	21.7%

Regular Full-Time Positions	FTE
Victim Advocate Specialist	6.0
Victim Advocate Supervisor	1.0
Total	7.0

EMERGENCY COMMUNICATIONS (40670)

The Emergency Communications Division is responsible for dispatching emergency Police, Fire, and Emergency Medical services throughout the City of Thornton. The Communications Center receives emergency and non-emergency calls from the citizens of Thornton. The Center relays information to emergency personnel via radio and mobile computer technology. The Emergency Communications Center operates under the management oversight of the Chief of Police and Fire Chief.

GOALS AND OBJECTIVES

Goal 1: Exceed industry standards for call taking

Objective 1: 95% of all 911 calls shall be answered within 20 seconds.

Goal 2: Successful execution of the Accredited Center of Excellence (ACE) certification for Medical Priority Dispatch (EMD)

Objective 1: Successful compliance with the ACE protocol for accreditation in Priority Medical Dispatch which includes a less than 7% non-compliance measure.

Goal 3: To introduce an updated map into the CAD system at least semi-annually.

Objective 1: Successful implementation of updated maps to address growth within the City of Thornton.

Goal 4: Successful implementation and testing of Bi-Directional Amplifier (BDA) at police headquarters building.

Objective 1: Improve and increase mobile signal strength within the police headquarters building.

Emergency Communications	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$2,663,914	\$3,249,488	\$3,418,450	5.2%
Contractual Services	218,384	225,133	228,759	1.6%
Commodities	3,318	19,880	17,280	-13.1%
Capital Outlay	-	9,869	-	-100.0%
Total	\$2,885,616	\$3,504,370	\$3,664,489	4.6%

Regular Full-Time Positions	FTE
Communications Center Manager	1.0
Communications Center Supervisor	6.0
Communications Center Specialist	22.0
Total	29.0

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 residents 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, nuisances, and associated topics; advocating for Thornton's regional transportation interests; developing and maintaining GIS databases and standardized maps; and providing regular GIS support citywide.

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 analysis and awareness

Develop and Update the Comprehensive Plan and Other Long Range Plans

Development Code, Nuisance Code, and Related Amendments and Updates

Coordinate, Advocate and Collaborate on Regional Transportation



CITY DEVELOPMENT SUMMARY

City Development	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$7,984,476	\$8,990,756	\$9,967,489	10.9%
Contractual Services	380,814	441,815	427,512	-3.2%
Commodities	81,699	59,467	99,384	67.1%
Total	\$8,446,989	\$9,492,038	\$10,494,385	10.6%

By Division	2024 Budget
40300 City Development Administration	\$1,440,940
40305 Current Planning	1,629,826
40310 Policy Planning	695,190
40320 Building Inspection	2,628,675
40325 Code Compliance	1,308,592
40340 Development Engineering	1,978,729
40350 GIS Services	812,433
Total	\$10,494,385

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 Nuisance Code and other City Codes and regulations; 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, posted, 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 Nuisance Code and other City Codes and regulations where needed.

- Objective 1: Establish a process for timely amendments to the Nuisance Code and other City Codes and regulations.
- Objective 2: Process City 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.
- Objective 5: Provide support to councilmembers regarding regional transportation.

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

- Objective 1: Develop and prepare regular updates to the Transportation and Mobility Master Plan to reflect Comprehensive Plan updates and incorporate other specific transportation studies.
- Objective 2: Coordinate any changes to the Transportation and Mobility 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 and Mobility Master Plan.
- Objective 4: Evaluate and provide input on proposed projects and programs to ensure consistency with the Transportation and Mobility Master Plan.

CITY DEVELOPMENT ADMINISTRATION (40300)

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

Objective 1: Identify and share appropriate training opportunities for all department staff focused on 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 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$1,170,037	\$1,202,803	\$1,365,320	13.5%
Contractual Services	17,554	23,165	40,220	73.6%
Commodities	6,979	32,530	35,400	8.8%
Total	\$1,194,570	\$1,258,498	\$1,440,940	14.5%

Regular Full-Time Positions	FTE
Administrative Specialist	5.75
Administrative Supervisor	1.0
City Development Director	1.0
Executive Assistant	1.0
Regional Transportation Engineer	1.0
Senior City Development Analyst	1.0
Total	10.75

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, residents, external review agencies, and other staff to address development issues and prepare development projects for public hearings. Current Planning staff coordinate and process Development Code amendments, review and process Metro Districts and Metro District IGAs, and serve as 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, the City Code, and other 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 and meet with applicants as questions or issues arise.
- Objective 3: Prepare complete information for presentation at public hearings and present information at the public hearing in a fair and thoughtful manner.
- Objective 4: Complete review process for cases within three reviews in an effort to get them to a public hearing in a timely manner.
- Objective 5: Complete case reviews within deadlines at least 90 % of the time.
- Objective 6: Review irrigation construction drawings with the goal of increasing the efficiency of the irrigation systems installed in the City.
- Objective 7: Perform timely and thorough Certificate of Occupancy inspections of new development and redevelopment and landscaping improvements.

CURRENT PLANNING (40305)

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 and 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.

Goal 6: 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 7: 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.

Objective 3: Coordinate and process major updates to the Development Code, as required.

Current Planning	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$1,396,209	\$1,628,368	\$1,582,434	-2.8%
Contractual Services	6,847	26,151	36,692	40.3%
Commodities	3,899	2,820	10,700	279.4%
Total	\$1,406,955	\$1,657,339	\$1,629,826	-1.7%

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
Principal Planner	1.0
Senior Landscape Architect	1.0
Senior City Development Analyst	1.0
Senior Planner	3.0
Total	12.0

LONG RANGE 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.

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: 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)).
- Objective 2: Provide input as requested on land use matters near the N 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 4: 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 residents.
- 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.

LONG RANGE PLANNING (40310)

Long Range Planning	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$473,699	\$564,141	\$690,010	22.3%
Contractual Services	48,310	4,550	4,180	-8.1%
Commodities	1,645	1,569	1,000	-36.3%
Total	\$523,654	\$570,260	\$695,190	21.9%

Regular Full-Time Positions	FTE
Long Range Planning Manager	1.0
Planner	2.0
Senior Policy Analyst	1.0
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 % 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 % 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 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$1,957,015	\$2,243,595	\$2,566,379	14.4%
Contractual Services	119,257	103,787	59,311	-42.9%
Commodities	4,747	5,385	2,985	-44.6%
Total	\$2,081,019	\$2,352,767	\$2,628,675	11.7%

Regular Full-Time Positions	FTE
Building Inspection Supervisor	1.0
Building Inspector	10.0
Chief Building Official	1.0
Administrative Assistant - Converted 2023	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. The Code Compliance Division manages the City's short-term rental licensing program.

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 conduct enforcement activities for identified City Code violations.
- Objective 2: Respond to reported concerns and conduct enforcement activities for identified City Code violations.
- Objective 3: Educate residents, businesses and community members on the City property maintenance Codes and programs to improve neighborhood appearance.
- Objective 4: Locate and remove graffiti and other signs of blight to increase neighborhood safety and property values.
- Objective 5: Identify improvements to City processes or Code that can positively affect the standard of life in the community.

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

- Objective 1: Promote excellent customer service at all times for both internal and external customers.
- Objective 2: Respond to reported concerns within 24 hours.
- Objective 3: Provide clear and concise information to the public through notices, brochures and online.
- Objective 4: Consistently interpret Code requirements.
- Objective 5: Provide thorough training and ongoing education to ensure that Code Compliance Officers remain fully qualified to perform inspections, take appropriate enforcement actions, manage conflicts, and utilize issued equipment.
- Objective 6: Hire and retain qualified Officers.

Goal 3: Manage the City's short-term rental licensing program.

- Objective 1: Intake, review, and process applications for short-term rental licenses, and issue or deny licenses as appropriate.
- Objective 2: Coordinate with other City staff to ensure that the requirements of the short-term rental license are met.
- Objective 3: Utilize software to identify locations operating a short-term rental in violation of the City Code; provide notice of violation; and take enforcement action as required.

CODE COMPLIANCE (40325)

Code Compliance	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$823,410	\$954,710	\$1,065,797	11.6%
Contractual Services	153,195	219,144	228,732	4.4%
Commodities	29,825	8,163	14,063	72.3%
Capital Outlay	983	-	-	0.0%
Total	\$1,007,413	\$1,182,017	\$1,308,592	10.7%

Regular Full-Time Positions	FTE
Code Compliance Officer	7.0
Code Compliance Supervisor	1.0
Senior Code Compliance Officer	2.0
Total	10.00

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.

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 share expectations with the development community in order to receive high quality submittals that comply with City Standards and Specifications so that staff can 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 % 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 % 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 % 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 process 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 reviews 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.

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.

DEVELOPMENT ENGINEERING (40340)

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 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$1,591,975	\$1,854,147	\$1,919,462	3.5%
Contractual Services	34,306	61,933	56,767	-8.3%
Commodities	2,190	1,000	2,500	150.0%
Total	\$1,628,471	\$1,917,080	\$1,978,729	3.2%

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	2.0
Project Manager	2.0
Senior Civil Engineer	2.0
Senior Development Inspector	1.0
Total	13.0

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 departments and the public the ability to collaborate on citywide 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 excellent customer service to City Development, City departments, the City’s contractors/consultants, and residents.

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

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

GIS Services	Actual	Budget	Budget	% Chng
	2022	2023	2024	23-24
Personnel Services	\$572,128	\$542,992	\$778,087	43.3%
Contractual Services	1,345	3,085	1,610	-47.8%
Commodities	32,414	8,000	32,736	309.2%
Total	\$605,887	\$554,077	\$812,433	46.6%

Regular Full-Time Positions	FTE
GIS Analyst	3.0
GIS Developer	2.0
GIS Manager	1.0
Total	6.0

INFRASTRUCTURE DEPARTMENT

MISSION STATEMENT

To provide services that allow all citizens the opportunity to enjoy safe, well-maintained streets, safe and efficient traffic mobility, well-managed engineering projects, convenient and affordable trash and recycle collection, drinking water that meets all safe drinking water standards, and a reliable wastewater collection system.

DEPARTMENT OVERVIEW

The Infrastructure Department is responsible for planning and maintaining the City's infrastructure, which includes the street network; the stormwater system; traffic signs, signals, streetlights, and pavement markings; raw water supply facilities, water treatment, water distribution; sanitary sewer conveyance; and solid waste and recyclables collection.

The functional areas within the Infrastructure Department include Street Operations; Engineering Services; Traffic Engineering and Operations; Utilities Operations; Water Resources; Water Treatment and Quality; and Environmental Services. The Infrastructure Department funds water, sewer, stormwater, and environmental services through separate enterprise funds.

Services provided by this department include: street and drainage maintenance; street sweeping; snow and ice control; Capital Improvement Projects design management and construction inspection; surveying; a speed reduction program; streetlighting; traffic signal design and maintenance; pavement marking; sign maintenance; traffic engineering; trash and recycling services; operation, maintenance, and planning of the water utility; and wastewater distribution system maintenance.

FUND OVERVIEW (GENERAL FUND)

The General Fund portion of the Infrastructure Department is responsible for planning and maintaining the City's transportation infrastructure, which includes street maintenance, snow plowing, sidewalk hazard mitigation, traffic signs, signals, streetlights, and pavement markings. This fund is also responsible for the management and construction of Capital Improvement Projects.

FUNCTIONAL RESPONSIBILITIES

Street Operations

Traffic Engineering and Operations

Engineering Services



INFRASTRUCTURE SUMMARY

Infrastructure	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$7,236,022	\$7,964,047	\$8,279,001	4.0%
Contractual Services	3,827,485	4,242,343	4,219,502	-0.5%
Commodities	1,070,192	1,508,000	1,910,101	26.7%
Capital Outlay	203,563	1,251,400	-	-100.0%
Total	\$12,337,262	\$14,965,790	\$14,408,604	-3.7%

By Division	2024 Budget
40500 Infrastructure Administration	\$779,304
40525 Street Operations	5,259,076
40555 Engineering Services	3,001,366
40560 Traffic Engineering	5,368,858
Total	\$14,408,604

INFRASTRUCTURE ADMINISTRATION (40500)

The Infrastructure Executive Director of Infrastructure oversees the Infrastructure Department’s organization, budget, and operations associated with the provision of services. The Deputy Infrastructure Director assists in the operations sector’s organization, budgeting, and policy development. The Executive Assistant directly supports the Infrastructure Executive Director, Deputy Infrastructure Director, and remaining Infrastructure employees as needed/requested.

GOALS

- Goal 1:** Ensure that the Infrastructure Department’s programs and levels of service support and accomplish City Council’s goals and objectives.
- Goal 2:** Direct and oversee divisions on schedules, budgets, policies, and personnel issues.
- Goal 3:** Provide administrative support and office assistance, including citizen inquiries and complaints for Infrastructure employees as needed/requested

Infrastructure Administration	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$615,999	\$649,223	\$738,830	13.8%
Contractual Services	13,670	13,615	23,151	70.0%
Commodities	1,713	5,345	17,323	224.1%
Total	\$631,382	\$668,183	\$779,304	16.6%

Regular Full-Time Positions	FTE
Executive Assistant	1.0
Executive Director	1.0
Deputy Director Opearations	1.0
Total	3.0

STREET OPERATIONS (40525)

The Street Operations Division is responsible for maintaining the City's rights-of-way including the streets and sidewalks. The division minimizes hazards to the traveling public by ensuring safe multimodal transportation throughout the City. This is accomplished through routine road maintenance, snow removal, pothole patches, and resurfacing. Street Operations also maintains a safe and efficient sidewalk network by repairing or replacing damaged walkway sections.

Goal 1: Maintain streets to a standard that promotes safe, efficient, and comfortable travel.

Objective 1: Provide a preventative maintenance program, including crack sealing, pothole patching, and street repairs to prolong the useful life of the street network.

Objective 2: Operate a sustainable street rehabilitation program to repair roadways that have reached their serviceable life and are beyond preventative maintenance repairs.

Objective 3: Administer a maintenance program to mitigate damaged and unsafe sidewalks within the City's rights-of-way and ensure accessibility.

Objective 4: Conduct dust abatement and mediate hazards on unimproved gravel roads.

Objective 5: Provide street sweeping maintenance to reduce debris entering the stormwater system and provide a cleaner street.

Goal 2: Maintain all snow routes safely during a snow and ice event.

Objective 1: Ensure that primary routes are clear of hazards.

Objective 2: Ensure that secondary routes are clear of hazards.

Objective 3: Remove ice jams that cause safety issues or significant drainage issues.

Street Operations	Actual	Budget	Budget	% Chng
	2022	2023	2024	23-24
Personnel Services	\$2,262,900	\$2,518,819	\$2,725,822	8.2%
Contractual Services	961,837	1,209,578	1,092,436	-9.7%
Commodities	754,181	1,076,823	1,440,818	33.8%
Capital Outlay	203,564	1,013,000	-	-100.0%
Total	\$4,182,482	\$5,818,220	\$5,259,076	-9.6%

Regular Full-Time Positions	FTE
Administrative Specialist	1.0
Equipment Operator	18.0
Pavement Management Engineer	1.0
Senior Equipment Operator	3.0
Street Operations Superintendent	1.0
Street Operations Supervisor	1.0
Total	25.0

ENGINEERING SERVICES (40555)

The Engineering Services Division manages and implements the Capital Improvement Program (CIP) to maintain and expand the City's infrastructure (facilities, streets, water, and sewer). Additional responsibilities include surveying, permitting and inspecting construction activities within the City's rights-of-way (not related to development); and utility locates. Engineering Services also manages Water, Sewer, and Stormwater-related CIP projects and activities.

GOALS AND OBJECTIVES

Goal 1: Scope, design, and construct CIP in a safe, professional, timely, and cost-effective manner.

Objective 1: Complete projects per the Council-approved CIP.

Objective 2: Administer projects within the established scope, budget, and schedule.

Objective 3: Manage projects with the highest quality and in accordance with City standards and accepted engineering practices.

Goal 2: Provide an effective level of service for survey and other technical services.

Objective 1: Assist City staff with obtaining property information, survey control, and right-of-way and CIP easement acquisitions.

Objective 2: Participate in the development review process by reviewing plats, conceptual site plans, development permits, legal descriptions, rezoning, and annexations.

Objective 3: Coordinate with City Development GIS to create, maintain, and update the GIS coverage and databases for water lines, sewer lines, storm drainage lines, traffic system, and street programs.

ENGINEERING SERVICES (40555)

Engineering Services	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$2,902,926	\$3,125,738	\$2,901,299	-7.2%
Contractual Services	80,334	83,118	80,047	-3.7%
Commodities	13,541	15,000	20,020	33.5%
Total	\$2,996,801	\$3,223,856	\$3,001,366	-6.9%

Regular Full-Time Positions	FTE
Administrative Specialist	1.0
City Surveyor	1.0
Civil Engineering Technician	1.0
Construction Coordinator	3.0
Construction Supervisor	1.0
Infrastructure Engineering Director	1.0
Infrastructure Engineering Manager	3.0
Project Manager	2.0
Senior Civil Engineer	2.0
Senior Construction Coordinator	1.0
Senior Surveyor	1.0
Utility Locator	2.0
Total	19.0

TRAFFIC ENGINEERING (40560)

The Traffic Engineering Division provides and applies technology, science, and human factors in planning, designing, operating, and managing the City's transportation system through engineering analysis plus routine maintenance of traffic signs, signals, streetlights, and pavement markings.

GOALS AND OBJECTIVES

Goal 1: Provide continuous and cost-effective maintenance of City traffic control devices and City-owned streetlights.

Objective 1: Provide 24-hour maintenance to City traffic signals and signs.

Objective 2: Provide maintenance and new layouts of street and City parking lot pavement markings.

Objective 3: Maintain City-owned streetlights.

Goal 2: Provide a safe and efficient transportation system with proper traffic control in conformance to national standards.

Objective 1: Conduct traffic engineering studies, data collection, analyses, design, and review on traffic and transportation issues, and coordinate with other departments/divisions on traffic issues related to capital improvement and development projects.

Objective 2: Conduct crash analysis and implement methods to reduce crashes, emphasizing lowering KSI (Killed or Seriously Injured) crashes.

Objective 3: Review and issue Traffic Control and Small Cell Permits.

Objective 4: Provide streetlighting on City streets in coordination with Xcel Energy and United Power. They will install and maintain much of the system.

Objective 5: Implement LED streetlights and rates in United Power territory and implement City-owned LED streetlights in Xcel territory using the non-metered energy only (ESL) or metered streetlight (MSL) tariffs.

Objective 6: Monitor and participate in filings with the Colorado Public Utilities Commission on streetlight tariffs.

Objective 7: Provide incident management for planned and unplanned events in coordination with Police and Fire.

Objective 8: Provide safe and efficient pedestrian and bicycle facilities.

Goal 3: Provide a coordinated arterial street traffic signal system.

Objective 1: Develop and implement new progression timings to improve and facilitate traffic flows.

Objective 2: Coordinate with adjacent agencies traffic signal progression on common arterial streets.

Objective 3: Work with the Denver Regional Council of Governments (DRCOG) on traffic signal progression, performance measures, and grants related to transportation.

Objective 4: Explore and implement innovative technologies when appropriate to facilitate and improve traffic flow.

TRAFFIC ENGINEERING (40560)

Goal 4: Implement the iWatch Speed Awareness Program.

- Objective 1: Meet with neighborhoods to promote and collaborate in the iWatch Speed Awareness program.
- Objective 2: Seek citizen input about traffic issues in residential areas.
- Objective 3: Implement speed reduction measures.
- Objective 4: Evaluate the effectiveness of speed reduction measures.
- Objective 5: Continue partnerships with neighborhoods designated under the iWatch Speed Awareness Program.

Goal 5: Perform professional duties related to initiating and coordinating long-range and regional transportation planning projects in support of City goals.

- Objective 1: Serve on DRCOG working groups and committees such as the Regional Transportation Operations Working Group.
- Objective 2: Coordinate with the Colorado Department of Transportation on issues and projects relevant to the City and region.
- Objective 3: Coordinate with the City's Regional Transportation Engineer on Regional Transportation District bus and rail service interaction in the City and regional transportation-related issues and projects affecting the City.

Traffic Engineering	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$1,454,196	\$1,670,267	\$1,913,050	14.5%
Contractual Services	2,771,643	2,936,032	3,023,868	3.0%
Commodities	300,757	410,832	431,940	5.1%
Capital Outlay	-	238,400	-	-100.0%
Total	\$4,526,596	\$5,255,531	\$5,368,858	2.2%

Regular Full-Time Positions	FTE
Project Manager	2.0
Senior Civil Engineer	1.0
Traffic Engineer	1.0
Traffic Engineering Technician	1.0
Traffic Operations Technician	6.0
Traffic Operations Supervisor	2.0
Traffic Project Manager (New)	1.0
Total	14.0

MANAGEMENT SERVICES DEPARTMENT

MISSION STATEMENT

To provide internal support services to City departments that enables them to deliver high-quality, reliable, cost-effective services to the community.

DEPARTMENT OVERVIEW

The Management Services Department is responsible for providing internal support to all City departments and management of the Municipal Court. Numerous divisions exist within Management Services, each with its own role in the department's overall mission of trying to keep the City's daily operations and services running as efficiently as possible. These divisions include: Human Resources, Contract Administration, Purchasing, Municipal Court, Information Technology, Maintenance Services, and an Internal Service Fund operation: Risk.

FUNCTIONAL RESPONSIBILITIES

Employee Recruitment and Retention

Payroll and Fringe Benefits

Procurement

Contract Administration

Municipal Court Administration

Building Maintenance

Custodial Services

Fleet Maintenance

City Insurance Coverage

Insurance Claims Administration

Employee Safety Administration

ADA Coordination

Implement, maintain, secure, and research technology for efficient, reliable, and cost-effective service delivery



MANAGEMENT SERVICES SUMMARY

Management Services	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$13,086,230	\$14,360,428	\$15,811,069	10.1%
Contractual Services	6,706,529	7,788,441	9,437,218	21.2%
Commodities	537,738	841,912	1,285,567	52.7%
Capital Outlay	1,402,586	2,349,842	1,977,848	-15.8%
Total	\$21,733,083	\$25,340,623	\$28,511,702	12.5%

By Division	2024 Budget
40200 Management Services Administration	\$1,046,328
40202 Consolidated Service Center	525,000
40210 Human Resources	2,652,844
40220 Municipal Court	2,219,951
40221 Information Technology	12,083,226
40250 Support Services	757,634
40251 Contracts	840,765
40252 Purchasing	679,814
40253 Building Maintenance	4,918,130
40254 Fleet Maintenance	490,553
40255 Custodial Maintenance	2,297,457
Total	\$28,511,702

MANAGEMENT SERVICES ADMINISTRATION (40200)

The Executive Director for Management Services provides leadership, management oversight and support to each of the operational areas in the Management Services Department. The operational areas include: Human Resources, Municipal Court, Risk Management, Information Technology, Contract Administration, Purchasing, and Building, Custodial and Fleet Maintenance operations.

Management Services Administration	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$373,041	\$404,362	\$429,093	6.1%
Contractual Services	4,389	910	830	-8.8%
Commodities	680	271,583	616,405	127.0%
Total	\$378,110	\$676,855	\$1,046,328	54.6%

Regular Full-Time Positions	FTE
Executive Director	1.0
Executive Assistant	1.0
Total	2.0

CONSOLIDATED SERVICE CENTER (40201)

The Consolidated Service Center is responsible for accurately tracking the fuel consumed by Adams 12 Five Star Schools, making sure the school district is billed in an appropriate time period, and balancing the accounts payable against the accounts receivable.

Consolidated Service Center	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Contractual Services	491,420	525,000	525,000	0.0%
Total	\$491,420	\$525,000	\$525,000	0.0%

HUMAN RESOURCES (40210)

Human Resources is responsible for recruitment and selection of employees, classification and compensation analyses and processing payroll; administering employee policies, directives and employment law; managing employee benefit programs; and maintaining effective communications with employees at all levels of the organization.

GOALS AND OBJECTIVES

Goal 1: Maintain pay structures that reflect prevailing practices of the City’s survey jurisdictions and provides competitive pay for employees.

Objective 1: Evaluate the City pay structures to ensure prevailing wages for employees.

Objective 2: Inform employees of any changes to the existing pay structures.

Goal 2: Continue to provide high quality support to City departments in all areas relating to employee retention, recruitment, and employee relations.

Objective 1: Develop partnerships with City departments to better anticipate needs and improve Human Resources’ ability to respond to service requests.

Objective 2: Administer recruitment and selection processes in an efficient and timely manner for the greatest benefit of the City and hiring departments.

Objective 3: Continue to provide employees with competitive pay and benefits.

Goal 3: Continue to provide employees at all levels with training and development opportunities to further enhance their job skills and career development.

Objective 1: Seek out high quality training programs through available resources such as on-line, community colleges, training consortiums, independent training consultants, or in-house staff.

Human Resources	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$1,972,637	\$2,154,906	\$2,383,153	10.6%
Contractual Services	222,115	201,161	251,225	24.9%
Commodities	19,902	17,117	18,466	7.9%
Total	\$2,214,654	\$2,373,184	\$2,652,844	11.8%

Regular Full-Time Positions	FTE
Administrative Specialist	2.0
Administrative Supervisor	1.0
Benefits Administrator	1.0
Benefits Coordinator	1.0
Human Resources Analyst	3.0
Human Resources Director	1.0
Human Resources Technician	2.0
Payroll Administrator	1.0
Payroll Coordinator	2.0
Senior Human Resources Analyst	2.0
Total	16.00

MUNICIPAL COURT (40220)

City Council appoints a Municipal Judge who presides over the City's Municipal Court. The Court has the jurisdiction to hear and determine all matters outlined in Thornton's Municipal Charter and adopted ordinances. City Council establishes the costs and fees levied by the Municipal Court based on recommendations by the Presiding Judge.

The Municipal Court staff processes all summons and complaints, organizes arraignments, pre-trials, and trials, and coordinates dates and times with involved parties. The Court receives fines and dispenses payments to jurors and witnesses. The Court Manager is responsible for all records of the Court.

GOALS AND OBJECTIVES

Goal 1: Promote public trust and confidence in the Court.

Objective 1: Faithfully adhere to relevant laws, procedural rules, and established policies.

Objective 2: Comply with guidelines for timely case proceeding.

Objective 3: Ensure the dignified treatment of all who come before the Court.

Goal 2: Ensure access to justice to all who have legitimate business before the Court.

Objective 1: Provide quality interpretation.

Objective 2: Maintain Court facilities that are safe, accessible, and convenient to use.

Objective 3: Provide procedural information that is clear, concise, and understandable.

Objective 4: Maintain affordable court fees for services provided.

Goal 3: Interpret and apply the law impartially by providing a high quality, service oriented and accessible form of justice that protects fundamental rights and other essential justice system values.

Objective 1: Apply the law to the facts independently and impartially, and provide individuals Constitutional due process under the law.

Objective 2: Use public resources efficiently, avoiding duplication and waste. Utilize technological advances to promote expedient justice.

Objective 3: Uphold the law and apply rules and procedures consistently and in a timely manner. Resolve cases with finality and provide enforceable decisions.

MUNICIPAL COURT (40220)

Municipal Court	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$1,494,310	\$1,724,108	\$1,773,971	2.9%
Contractual Services	293,863	406,833	412,117	1.3%
Commodities	24,437	20,883	14,280	-31.6%
Capital Outlay	1,984	70,195	19,583	-72.1%
Total	\$1,814,594	\$2,222,019	\$2,219,951	-0.1%

Regular Full-Time Positions	FTE
Collections Officer	1.0
Court Administrator	1.0
Court Operations Supervisor	1.0
Court Specialist	10.0
Deputy Court Administrator	1.0
Municipal Judge	1.0
Total	15.0

INFORMATION TECHNOLOGY (40221)

Our mission is to provide state-of-the-art technology solutions coupled with superior customer service. The City of Thornton Information Technology division enables City departments to deliver high quality, reliable and cost-effective services to the community by providing the technology service offerings to staff through innovative leadership and planning. From a strategic perspective, Information Technology works closely with City departments to match technology tools to business needs in order to improve the efficiency and effectiveness of day-to-day operations under the management of the Management Services Department.

GOALS AND OBJECTIVES

Goal 1: Cyber Security

- Objective 1: Continue the implementation of industry-accepted best practices to ensure that City information assets are retained, maintained and protected appropriately.
- Objective 2: Continue to take necessary precautions to secure personally identifiable information of our employees and citizens by focusing on security as a primary requirement of all systems.

Goal 2: Provide voice and data services to the City.

- Objective 1: Support and manage existing network, phone and computer infrastructure and hardware.
- Objective 2: Handle incoming Service Requests to resolve issues in a timely manner.
- Objective 3: Manage incoming communications to filter for suspicious messages and scan for viruses and spam.
- Objective 4: Manage the network construction and communication for all new buildings. Provide an acceptable level of service for each new building.
- Objective 5: Provide timely and efficient customer service.

Goal 3: Implement and maintain technology for efficient, reliable, and cost-effective service delivery.

- Objective 1: Match application technology tools to departmental business needs.
- Objective 2: Implement, support and maintain software applications that meet the business unit needs.

Goal 4: Provide citizen access to City services via the Internet.

- Objective 1: Work with City departments to provide necessary eGovernment applications while maintaining the privacy of our citizen's personal information.

Goal 5: Provide technical assessment for the potential addition of Smart City services to the citizens.

- Objective 1: Consult with internal interests on defining what "Smart City" is to the City of Thornton.
- Objective 2: Provide management level feasibility data on meeting the goals of providing Smart City initiatives.
- Objective 3: Clearly communicate the needs of the City including funding and resources required.
- Objective 4: Gather information related to enhanced broadband services and partnerships.

Goal 6: Create and maintain department and City specific software systems.

- Objective 1: Work with City departments to determine particular requirements.
- Objective 2: Deliver frequent software additions, updates to improve City processes and public interfaces.

INFORMATION TECHNOLOGY (40221)

Information Technology	Actual	Budget	Budget	% Chng
	2022	2023	2024	23-24
Personnel Services	\$4,365,550	\$4,746,980	\$5,264,060	10.9%
Contractual Services	3,458,446	4,750,148	5,014,151	5.6%
Commodities	26,490	20,300	21,800	7.4%
Capital Outlay	1,293,757	2,128,147	1,783,215	-16.2%
Total	\$9,144,243	\$11,645,575	\$12,083,226	3.8%

Regular Full-Time Positions	FTE
Application Services Manager	1.0
Business Systems Analyst	2.0
Cybersecurity Analyst	1.0
Database Administrator	1.0
Information Technology Director	1.0
IT Support Specialist	1.0
GIS Developer	1.0
Network Administrator	2.0
Network Engineer	1.0
Software Developer	3.0
Software Engineer	1.0
Systems Administrator	4.0
Systems Analyst (1 New Add)	4.0
Systems Engineer	1.0
Technical Services Engineer	1.0
Technical Support Specialist	6.0
Technology Projects Manager	1.0
Technology Services Manager	1.0
Total	33.0

SUPPORT SERVICES (40250)

Support Services provides administrative support, supervision and guidance to the Building Maintenance, Fleet Administration, Custodial Maintenance, Contracts, and Purchasing divisions.

GOALS AND OBJECTIVES

Goal 1: Provide supervision to Support Services.

Objective 1: Provide overall supervision and operational guidance to the Building, Fleet, Custodial Maintenance, Contracts, and Purchasing divisions.

Goal 2: Ensure proper communication with customers.

Objective 1: Facilitate communication between Support Services staff and customers, both internal and external.

Goal 3: Provide additional support on special project needs that benefit the City.

Objective 1: Provide additional representation and review of mission critical projects.

Support Services	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$312,915	\$337,669	\$751,009	122.4%
Contractual Services	887	1,770	1,625	-8.2%
Commodities	2,427	5,000	5,000	0.0%
Total	\$316,229	\$344,439	\$757,634	120.0%

Regular Full-Time Positions	FTE
Administrative Specialist	3.0
Administrative Supervisor	1.0
Support Services Director	1.0
Facility Construction Manager	1.0
Total	6.0

CONTRACTS (40251)

The Contracts division is responsible for the procurement, award, and administration of all agreements and contracts related to capital construction, maintenance, repair, renovation, and construction related professional services, such as architectural and engineering, surveying, material testing/inspection, environmental hygiene, and other goods and services as needed. This division monitors and negotiates changes to existing contracts, processes applications for payment from service providers and vendors, and handles contract disputes and claims. Contracts works closely with project managers of operational departments to procure the goods and services necessary for completion of their construction, maintenance, repair, and renovation projects.

GOALS AND OBJECTIVES

Goal 1: Provide timely acquisition of goods and services in support of planned City projects for new construction, maintenance, repair, renovation, and for unscheduled emergency repair projects.

Objective 1: Complete all solicitations in compliance with the City's policies.

Objective 2: Administer all Agreements and Contracts to comply with the terms of the documents.

Objective 3: Settle all contractual issues in a fair, ethical manner, providing stewardship over City funds and avoiding unproductive claims or litigation that is not in the City's best interest.

Objective 4: Maintain an emergency acquisition process that protects the best interest of the City and the citizens of Thornton.

Objective 5: Maintain a system that provides open access to firms wishing to compete for City business.

Goal 2: Assist the City Development Department in administration of Developer's Infrastructure Reimbursement Agreements, and monitor and administer the Utility Extension Policy Contracts and similar agreements appropriately.

Objective 1: Assist City Development in processing applications for new Reimbursement Agreements by drafting Agreements to include the specific terms for each project as determined by City Development.

Objective 2: Monitor the Reimbursement Agreement application process and provide assistance to City Development on procedures to comply with City ordinances.

Objective 3: Coordinate Reimbursement Agreement hearing requests.

Objective 4: Send notices of fees due, collect and distribute payments, and provide interpretation of the agreement terms.

Goal 3: Streamline and improve the solicitation and contracting process for all parties, both in and out of the City, who seek our services. Maintain an ethical, timely, and efficient process.

Objective 1: Periodically solicit feedback from those we serve and use the feedback to strengthen the system and provide continuous improvement as the business environment changes.

Objective 2: Continue to revise and improve contract and solicitation documents to return optimal value for construction related services while simultaneously protecting Thornton's interests.

Goal 4: Maintain contract documents to comply with current law and reflect best practices in project delivery methods.

Objective 1: Monitor the legal environment related to construction law including both case law and state and federal statutes, and update contract documents to incorporate current legal requirements.

Objective 2: Monitor trends in construction project delivery methods and incorporate best practices into our solicitations, customizing the project delivery method to the specific needs of the project.

CONTRACTS (40251)

Contracts	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$889,717	\$964,212	\$836,777	-13.2%
Contractual Services	2,276	4,484	3,988	-11.1%
Commodities	-	-	-	0.0%
Total	\$891,993	\$968,696	\$840,765	-13.2%

Regular Full-Time Positions	FTE
Contract Administrator	3.0
Contracts Supervisor	2.0
Total	5.0

PURCHASING (40252)

The Purchasing division is responsible for the bidding, award, and administration of non-construction related service contracts, and for providing centralized procurement of supplies, commodities, and equipment needed for City operations. This division monitors and negotiates changes to existing contracts and works closely with operational departments to procure the goods and services necessary for their operations. Purchasing is also responsible for disposal of all surplus goods and the administration of the City's Procurement Card Program.

GOALS AND OBJECTIVES

Goal 1: Provide timely acquisition of goods and services required in support of City operations, scheduled projects, and unscheduled emergency procurements.

Objective 1: Complete all solicitations in compliance with the City's policies.

Objective 2: Administer all Agreements and Contracts to comply with the terms of the documents.

Objective 3: Settle all contractual issues in a fair, ethical manner, providing stewardship over City funds and avoiding unproductive claims or litigation that is not in the City's best interest.

Objective 4: Maintain an emergency acquisition process that protects the best interest of the City and the citizens of Thornton.

Objective 5: Maintain a system that provides open access to firms wishing to compete for City business.

Objective 6: Administer the Purchasing Card Program for the City; provide training, establish best practices, address questions, and P-Card Financial System Management.

Goal 2: Streamline and improve the Purchasing process for all parties, both in and out of the City, who seek our services. The process should be ethical, timely, and efficient.

Objective 1: Periodically solicit feedback from those we serve by seeking user input and using that input to strengthen the system and provide continuous improvement as the business environment changes.

Objective 2: Continue to revise and improve contract and solicitation documents to return optimal value for goods and related services while simultaneously protecting Thornton's interests.

Objective 3: Create and distribute training materials to help all parties better understand the processes involved when procuring goods and services for the City.

Goal 3: Provide project management for procurement of goods and services, both during the solicitation process and after award.

Objective 1: Assist the user department in defining and writing specifications in order to obtain the products and services that meet their requirements.

Objective 2: Develop and maintain a scope, schedule and budget that reflect the goals of the organization.

Objective 3: Complete assigned procurements within the allotted timeframe, with minimal disruption to the customer's operation.

Objective 4: Assist the user department in administering contracts and agreements after award.

Goal 4: Continue to pursue cooperative purchasing opportunities.

Objective 1: Seek opportunities for cooperative purchasing, both in awards that have been made by other governmental agencies, and in hosting solicitations for cooperative awards utilized by the City and other agencies.

Objective 2: Evaluate cooperative awards to ensure that the City selects and utilizes the award that is in the best interest of the City, both in requirements and best overall value.

PURCHASING (40252)

Purchasing	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$585,402	\$631,207	\$671,822	6.4%
Contractual Services	10,407	7,842	7,992	1.9%
Commodities	428	-	-	0.0%
Total	\$596,237	\$639,049	\$679,814	6.4%

Regular Full-Time Positions	FTE
Purchasing Analyst	3.0
Purchasing Manager	1.0
Senior Purchasing Analyst	1.0
Total	5.0

BUILDING MAINTENANCE (40253)

The Building Maintenance division coordinates and performs general maintenance for all of the City's facilities under the management of the Support Services division.

GOALS AND OBJECTIVES

Goal 1: Protect and enhance the integrity of the City's building assets.

Objective 1: Efficiently administer daily maintenance schedules, the Preventative Maintenance Inspection Program, and all work orders.

Goal 2: Provide a safe and comfortable physical environment for employees and citizens through the provision of high quality maintenance services.

Objective 1: Satisfactorily perform all building component replacement projects and any necessary major repairs designed to increase the life expectancy of City facilities.

Objective 2: Complete within assigned project deadlines all major new building component installations and remodeling projects.

Objective 3: Manage multiple building automation and security access systems at City buildings. Includes maintenance and repair of the hardware and software associated with these devices.

Objective 4: Adequately meet regulations related to facility operations to include, but not limited to, fire system and inspection, lift mechanisms, and proper disposal of waste, including ADA improvements.

Building Maintenance	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$1,374,845	\$1,503,699	\$1,580,462	5.1%
Contractual Services	1,992,518	1,647,993	2,977,936	80.7%
Commodities	309,566	305,379	359,732	17.8%
Capital Outlay	252	111,500	-	-100.0%
Total	\$3,677,181	\$3,568,571	\$4,918,130	37.8%

Regular Full-Time Positions	FTE
Building Maintenance Specialist	9.0
Building Maintenance Supervisor	1.0
Building Maintenance Technician	2.0
Maintenance Services Manager	1.0
Total	13.0

FLEET ADMINISTRATION (40254)

The Fleet Administration division administers the City's Fleet Maintenance Program, which coordinates, evaluates and supervises the operations of the City's outside fleet maintenance contractor (First Vehicle Services) and assists with the procurement and disposition of vehicles under the management of the Support Services division.

GOALS AND OBJECTIVES

Goal 1: Maintain the integrity of the City's fleet assets.

Objective 1: Efficiently administer the fleet services contract to ensure the City's fleet assets are well-maintained.

Goal 2: Provide safe and dependable vehicles for all employees who use them.

Objective 1: Perform all repairs and maintenance work at or above industry standards to ensure the dependability and safety of all equipment deployed throughout the City.

Objective 2: Prepare analyses of replacement cycles, replacement costs, and operational costs to provide information for the decision process.

Objective 3: Assist with development of specifications for new vehicle procurement.

Objective 4: Ensure the proper maintenance of the City's fueling locations and supply of fuel for City operated vehicles.

Fleet Administration	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$136,353	\$146,463	\$154,397	5.4%
Contractual Services	177,495	180,173	177,156	-1.7%
Capital Outlay	82,078	25,000	159,000	536.0%
Total	\$395,926	\$351,636	\$490,553	39.5%

Regular Full-Time Positions	FTE
Fleet Manager	1.0
Total	1.0

CUSTODIAL MAINTENANCE (40255)

The Custodial Maintenance division maintains the cleanliness and appearance of the City's physical structures under the management of the Support Services division.

GOALS AND OBJECTIVES

Goal 1: Maintain and enhance the integrity and appearance of the City's building assets.

Objective 1: Efficiently administer daily custodial schedule.

Goal 2: Provide a clean physical environment for employees and citizens.

Objective 1: Perform high quality custodial services for all City facilities.

Objective 2: Use products and techniques associated with best practices to ensure the cleanliness of City buildings to include environmentally safe methods.

Objective 3: Proactively address facility cleanliness and maintenance needs through effective methods and schedules.

Custodial Mtce	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$1,581,460	\$1,746,822	\$1,966,325	12.6%
Contractual Services	52,713	62,127	65,198	4.9%
Commodities	153,808	201,650	249,884	23.9%
Capital Outlay	24,515	15,000	16,050	7.0%
Total	\$1,812,496	\$2,025,599	\$2,297,457	13.4%

Regular Full-Time Positions	FTE
Custodial Services Superintendent	1.0
Custodial Supervisor	2.0
Custodian (2 New Add)	24.5
Total	27.5

FINANCE DEPARTMENT

MISSION STATEMENT

To safeguard the City's assets with appropriate controls and record-keeping, to provide accurate and timely financial reporting for internal staff, governmental agencies, creditors, and the public, to serve the City's water, sewer, stormwater, and sanitation customers, and assist businesses with licensing and tax issues.

DEPARTMENT OVERVIEW

The Finance Department is responsible for the administration of all financial record-keeping and reporting functions required by the City Charter. Finance is also responsible for revenue forecasting; long-term financial planning; accounts payable; collecting, analyzing and reporting financial data to City management, creditors, and the general public; investment and debt management; tax licensing and collections, including tax audits; and, water, sewer, stormwater, and sanitation billing and collection.

FUNCTIONAL RESPONSIBILITIES

Publication of the Comprehensive Annual Financial Report and Continuing Disclosure

Annual audit of the City's financial position, audits of internal controls

Preparation and presentation of the monthly financial report to City Council

Financial reporting for grants

Administration of accounts payable and accounts receivable

Revenue forecasting and long-term financial planning and modeling

Investment of the City's liquid assets

Issuance and/or redemption of City debt

Business licensing and compliance audits of City businesses

Administration of the Sales Tax Code, collection of sales, use, lodging and other taxes

Rotating administration of the North Metro Task Force, the Woman Creek Reservoir Authority and the Standley Lake Pipeline

Rate ordinance for the Water, Sewer, Stormwater, and Sanitation utilities

Billing and collection of Water, Sewer, Stormwater, and Sanitation charges and connection fees

FINANCE (40105)

The Finance Department is responsible for the administration of all financial record-keeping and reporting functions required by the City Charter. Finance is also responsible for revenue forecasting; long-term financial planning; processing accounts payable; collecting, analyzing, and reporting financial data to City management, creditors, and the general public; investment and debt management; sales and use tax licensing and collection efforts, including tax audits; and water, sewer, stormwater, and sanitation service billing and collection.

GOALS AND OBJECTIVES

Goal 1: Provide financial management and planning that allows for fiscally responsible operational and capital activity levels for the City in both the short and long term, and that also effectively utilizes the financial assets available to the City.

Objective 1: Maintain a financial planning model that allows for analysis of short- and long-term fiscal positions and opportunities.

Objective 2: Invest available City funds in a way that first guarantees safety and adequate liquidity, and then maximization of yield.

Objective 3: Ensure the City's cash flow is managed in an efficient manner by developing projections and monitoring and responding to actual cash flow patterns.

Goal 2: Maintain a financial management system that safeguards the public resources entrusted to the City and provides accurate, timely and relevant financial reporting and planning.

Objective 1: Maintain an internal control system that safeguards the City's assets, provides integrity of financial reporting, and complies with applicable laws and regulations.

Goal 3: Collect and account for all taxes legally due to the City.

Objective 1: Perform, maintain, and improve procedures and processes currently in place to promote complete and efficient collection and accounting for taxes.

Objective 2: Expand and continue the current educational programs and tools in place to increase and encourage voluntary compliance and remittance of taxes due to the City.

Goal 4: Manage the operations of Utility Billing.

Objective 1: Ensure accurate billing and collection of Thornton's water, sewer, stormwater, and trash accounts.

Objective 2: Set rates and fees in a fair and equitable manner to ensure financial sustainability, and are consistent with city objectives.

FINANCE (40105)

Finance	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$2,446,206	\$2,640,251	\$3,084,062	16.8%
Contractual Services	553,387	265,158	291,895	10.1%
Commodities	9,079	11,700	9,800	-16.2%
Total	\$3,008,672	\$2,917,109	\$3,385,757	16.1%

Regular Full-Time Positions	FTE
Accountant	5.00
Accountant/Grant Specialist (New)	1.00
Accountant Specialist	2.00
Accounting Technician	1.00
Controller	1.00
Deputy Finance Director	1.00
Finance Director	1.00
Revenue Agent	2.00
Senior Financial Analyst	1.75
Tax Auditor (1 New Add)	6.00
Tax Audit Supervisor	1.00
Total	22.75

GENERAL OPERATING EXPENSES (40990)

The General Fund General Operating Expenses Division contains several miscellaneous line items that the City allocates as a part of each fund, rather than directly to a specific department or division. Examples of non-departmental expenditures include transfers to the Risk Management Fund for workers' compensation and property/casualty insurance, state unemployment contributions, contingency, and a transfer to the Thornton Arts, Sciences, and Humanities Council, Inc. (TASHCO).

General Operating Expenses	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$4,755,418	\$6,012,348	\$4,937,788	-17.9%
Contractual Services	3,046,475	2,680,831	3,017,611	12.6%
Debt Service	-	-	-	
Other Expenses	16,207	10,000	10,000	0.0%
Total	\$7,818,100	\$8,703,179	\$7,965,399	-8.5%



CHAPTER 5: INTERNAL SERVICE FUND

INTERNAL SERVICE FUND

OVERVIEW

The Internal Service Fund consists of Risk Management. Risk Management places 14 lines of insurance coverage and provides risk management support to all departments within the City. As of the 2022 budget, Risk Management is covering self-insurance for CIGNA. This decision was based on analysis that the City will likely experience reduced rate increases over time, saving money for both the City and employees in the long term. Revenues for Risk Management come from charges for service from the City's operating divisions.

FUNCTIONAL RESPONSIBILITIES

City Insurance Coverage, including the Self-Insurance Program

Insurance Claims Administration

Employee Safety Administration

ADA Coordination

CDL Random Drug Testing Program

Certificate of Insurance Management Program

ORGANIZATIONAL STRUCTURE

The Risk Management Fund reports to the Management Services Department. Organizational charts can be found in the Management Services Department section.

Internal Service Fund Revenue Summary

Revenue Source	Actual 2022	Budget 2023	Budget 2024
Risk Management Fund			
Charges for Services	\$18,414,461	\$18,164,706	\$18,800,701
Interest	(392,116)	124,000	402,000
Miscellaneous	20,000	20,000	20,000
Total Revenues	\$18,042,345	\$18,308,706	\$19,222,701

Charges for Services: The General Fund, Water Fund, Sewer Fund, Environmental Services, and Stormwater Fund all transfer funding to the Risk Fund in order to pay for the services provided. These transfers are shown as Charges for Services.

RISK MANAGEMENT (35000)

Risk Management is responsible for evaluating risk exposures throughout the City and coordinating ways to transfer and manage the exposures via contractual agreements or through insurance coverage via various insurance carriers for property casualty, workers' compensation, and general professional and public official liability. Risk Management manages insurance claims through partners and works directly with the City Attorney's Office on lawsuits against the City. Risk Management is responsible for general employee safety programs including managing the citywide Safety Committee.

GOALS AND OBJECTIVES

Goal 1: Manage workers' compensation.

Objective 1: Reduce the number and severity of injuries through the implementation of an Employee Safety Master Plan that includes mandatory employee safety training, safety audits, and the use of Personal Protective Equipment.

Objective 2: Continue to evaluate self-insurance excess insurance deductible thresholds and coverages.

Goal 2: Manage the City's Property/Casualty Insurance Program.

Objective 1: Reduce the number and severity of third-party claims through implementation of staff training and claim reporting procedures, and use of Loss Control Standards.

Objective 2: Continue to evaluate the feasibility of self-insurance outside of the current insurance pool.

Objective 3: Complete Property/Casualty study evaluating the feasibility of self-insuring through traditional insurance markets.

Goal 3: Manage the City's Safety Program.

Objective 1: Reduce number of employee injuries and accidents by the implementation of the Employee Safety Master Plan which includes the delivery of employee safety programs.

Objective 2: Implement the Employee Safety Master Plan including the delivery and tracking, by employee, of all employee safety training including new hires.

Goal 4: Maintain appropriate insurance for the City.

Objective 1: Ensure the City is adequately insured for all potential losses through compliance with applicable state laws and requirements.

Objective 2: Continue to evaluate and work closely with insurance brokers and insurance carrier underwriters to identify any insurance needs and ensure the city has the most effective insurance coverage available in the marketplace.

Goal 5: Establish and maintain the City's ADA (Americans with Disabilities Act) Transition Plan and identify and implement other ADA related improvements.

Objective 1: Annually maintain the ADA Transition Plan outlining all ADA related improvements and additions.

Objective 2: Identify ADA related improvements and recommendations through the ADA Task Force, Department Heads, and field staff including prioritization and financial funding.

Risk Management	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$551,746	\$675,924	\$729,393	7.9%
Contractual Services	16,246,353	17,297,759	18,034,399	4.3%
Commodities	6,807	32,009	41,689	30.2%
Total	\$16,804,906	\$18,005,692	\$18,805,481	4.4%

Regular Full-Time Positions	FTE
Director of Risk Management	1.0
Risk Management Administrator	1.0
Risk Management Analyst	1.0
Safety Administrator	1.0
Total	4.0



CHAPTER 6: GOVERNMENTAL CAPITAL FUND

GOVERNMENTAL CAPITAL FUND

FUND OVERVIEW

The Governmental Capital Fund includes a five-year capital improvement program that staff updates annually. The City of Thornton defines capital expenditures as items that are over \$5,000 in value and that are not a part of daily operational activities. The initial year of the capital improvement program, which is also the next fiscal year for the City, is adopted and approved by the City Council as a component of the annual budget. The entire 2024-2028 Governmental Capital Fund capital improvement program is detailed on the following pages. The program represents the intent of the City Council and City staff to plan prudently for necessary capital improvements.

GOVERNMENTAL CAPITAL FUND

Revenue Source	Actual 2022	Budget 2023	Budget 2024
Sales and Use Tax	\$36,181,996	\$41,064,578	\$20,027,000
Intergovernmental	5,376,526	4,248,000	4,311,000
Grants	5,279,013	7,866,257	14,248,588
Lease	175,690	-	-
Interest Income	(2,087,221)	744,000	1,200,000
Miscellaneous	851,934	4,127,616	3,721,078
Transfers In	2,924,031	2,921,781	2,922,031
Use of Fund Balance	-	-	4,439,044
Total Revenues	\$48,701,969	\$60,972,232	\$50,868,741

2024 Budget - Capital Improvement Projects

Government Capital Fund

Page	Project	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	5 year Total
	Contractual Obligations/Grants						
171	Westminster Revenue Share	\$ 2,390,000	\$ 2,485,600	\$ 426,695	\$ -	\$ -	\$ 5,302,295
172	Incentive Payments	1,196,715	807,744	742,136	798,100	-	3,544,695
173	Debt Service - 144th Avenue/I-25 Interchange	1,268,000	1,270,500	-	-	-	2,538,500
204	Debt Service - Public Safety Facility COP's	1,188,453	1,188,515	1,188,329	1,187,834	1,188,204	5,941,335
174	Business Investment Program	500,000	500,000	500,000	500,000	500,000	2,500,000
175	Contingency - Governmental Capital	100,000	100,000	100,000	100,000	100,000	500,000
	Subtotal Contractual Obligations	\$ 6,643,168	\$ 6,352,359	\$ 2,957,160	\$ 2,585,934	\$ 1,788,204	\$ 11,479,835
	Capital Maintenance Projects						
176	Street Rehabilitation Program	\$ 3,363,843	\$ 3,498,397	\$ 3,638,333	\$ 3,783,866	\$ 3,935,211	\$ 18,219,651
177	Fleet Replacement	4,125,165	-	-	-	-	4,125,165
178	Thornton Parkway Median Reconstruction	2,656,124	1,612,364	-	-	-	4,268,488
179	Streetscape Improvements	2,100,000	1,000,000	1,000,000	1,000,000	-	5,100,000
180	Thornton Shopping Center Contaminant Source Removal	1,500,000	-	-	-	-	1,500,000
181	Building Maintenance Projects	716,000	848,720	874,182	900,407	927,419	4,266,728
182	Residential Speed Reduction Program	296,100	303,400	310,100	319,900	324,900	1,554,400
183	Concrete Replacement Program	202,370	210,465	218,884	227,639	236,745	1,096,103
184	Sustainability Improvements	196,000	-	-	-	-	196,000
185	Roundabout Improvements	150,000	150,000	-	-	-	300,000
186	Traffic Signal Uninterrupted Power Supply (UPS)	107,000	112,400	118,000	123,900	130,100	591,400
187	School Zone Clocks Retrofit	72,300	68,800	69,900			211,000
	Subtotal Capital Maintenance Projects	\$ 15,484,903	\$ 7,804,546	\$ 6,229,398	\$ 6,355,712	\$ 5,554,375	\$ 41,428,934

2024 Budget - Capital Improvement Projects							
Government Capital Fund							
Page	Project	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	5 year Total
	Public Safety Projects						
188	Fire Station 8 (backfill ARPA)	\$ 10,014,000	\$ -	\$ -	\$ -	\$ -	\$ 10,014,000
189	911 Telephone Upgrade	600,000	-	-	-	-	600,000
190	Justice Center Mitigation Phase 3	550,000	-	-	-	-	550,000
*	Police Department 10-Printer Replacement	-	-	-	30,000	30,000	60,000
*	Radio Logger Redundancy	-	260,000	-	-	-	260,000
*	Rapid DNA System	-	150,000	-	-	-	150,000
*	E911 Center Workstation Expansion	-	-	-	400,000	-	400,000
	Subtotal Public Safety Projects	\$ 11,164,000	\$ 410,000	\$ -	\$ 430,000	\$ 30,000	\$ 12,034,000
	Transportation & Accessibility Projects						
191	TIP Grant: 124th Avenue Multimodal Corridor	\$ 6,327,000	\$ -	\$ -	\$ -	\$ -	\$ 6,327,000
192	TIP Grant: 104th Avenue, Colorado Blvd to South Platte	3,750,000	-	-	-	-	3,750,000
193	TIP Grant: Protected Bike Facility Study on Colorado	2,052,000	-	-	-	-	2,052,000
194	Traffic Signal Improvements	2,005,900	1,566,600	759,200	902,700	686,600	5,921,000
195	TIP Grant: McKay Road, 104th Ave to 96th Ave PreConstruction	500,000	-	-	-	-	500,000
196	Traffic Signal Repairs	434,700	300,500	312,500	325,000	338,000	1,710,700
197	American Disability Act (ADA) Improvements	1,464,370	300,000	300,000	300,000	300,000	2,664,370
198	HSIP Grant Traffic Signals: 168th Ave and CO-7	299,000	-	-	-	-	299,000
199	Holly and Quebec Intersections on CO7 Design	235,000	-	-	-	-	235,000
200	Hwy 7 Transit Operations	200,000	-	-	-	-	200,000
201	Intersection and Corridor Mobility	125,000	125,000	125,000	125,000	125,000	625,000
202	Colorado Ag Ditch Repair at 112th and Riverdale	115,000	-	-	-	-	115,000
203	School Zone Flashing Beacons	68,700	-	-	-	-	68,700
	Subtotal Transportation Projects	\$ 17,576,670	\$ 2,292,100	\$ 1,496,700	\$ 1,652,700	\$ 1,449,600	\$ 24,467,770
	Total Governmental Capital Fund	\$ 50,868,741	\$ 16,859,005	\$ 10,683,258	\$ 11,024,346	\$ 8,822,179	\$ 89,410,539

*Capital projects that are in 2025 and beyond can be found in the 5-Year CIP, also located at <https://www.thorntonco.gov/government/city-manager/Pages/default.aspx>

Westminster Revenue Share

Management Services Project

PROJECT TYPE: General Business

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 2,390,000 Governmental Capital

BUDGET BY YEAR

2024 \$ 2,390,000

2025 \$ 2,485,600

2026 \$ 426,695

2027 \$ 0

2028 \$ 0

\$ 2,390,000 **Total Cost**

ESTIMATED OPERATING COSTS:

N/A

PROJECT DESCRIPTION:

This project funds the revenue sharing payment that is owed to the city of Westminster per the Interstate 25 Corridor Growth Area intergovernmental agreement.

Incentive Payments

Economic Development Project

PROJECT TYPE: General Business

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 1,196,715 Governmental Capital

BUDGET BY YEAR

2024 \$ 1,196,715

2025 \$ 807,744

2026 \$ 742,136

2027 \$ 798,100

2028 \$ 0

\$ 1,196,715 **Total Cost**

ESTIMATED OPERATING COSTS:

N/A

PROJECT DESCRIPTION:

This project funds incentive payments pursuant to existing agreements with Thornton businesses.

Debt Service - 144th Avenue/I-25 Interchange

Management Services Project

PROJECT TYPE: General Business

WARD: 4

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 1,268,000 Governmental Capital

BUDGET BY YEAR

2024 \$ 1,268,000

2025 \$ 1,270,500

2026 \$ 0

2027 \$ 0

2028 \$ 0

\$ 1,268,000 **Total Cost**

ESTIMATED OPERATING COSTS:

N/A

PROJECT DESCRIPTION:

This project represents the annual debt service payments to the City of Westminster for the construction of the Interstate 25 interchange at 144th Avenue. Per the adopted intergovernmental agreement, funding for the design and construction of the interchange was provided by the City of Westminster, with reimbursement of Thornton's share through future sales tax receipts.

Business Investment Program

Economic Development Project

PROJECT TYPE: General Business

WARD: 1, 2, 3, & 4 **ACCT#:**

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 500,000 Governmental Capital

BUDGET BY YEAR

2024	\$	500,000
2025	\$	500,000
2026	\$	500,000
2027	\$	500,000
2028	\$	500,000

\$ 500,000 **Total Cost**

ESTIMATED OPERATING COSTS:

This ongoing program has indirect annual operating costs that are included in the time of staff within the Economic Development department.

PROJECT DESCRIPTION:

The Business Investment Program began in 2010 and is funded through a change in the sales tax vendor fee. Funding is dedicated to the Business Improvement Grant (BIG) Program, commercial graffiti removal, and the Shop Thornton First campaign.

Contingency - Governmental Capital

City Manager's Office Project

PROJECT TYPE: General Business

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 100,000 Governmental Capital

BUDGET BY YEAR

2024 \$ 100,000

2025 \$ 100,000

2026 \$ 100,000

2027 \$ 100,000

2028 \$ 100,000

\$ 100,000

Total Cost

ESTIMATED OPERATING COSTS:

N/A

PROJECT DESCRIPTION:

Authorized contingency for the Governmental Capital Fund.

Street Rehabilitation Program

Infrastructure Project

PROJECT TYPE: Streets - Rehab/Overlay

WARD: 1, 2, 3, & 4 **ACCT#:**

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 3,363,843 Governmental Capital
\$ 3,602,905 Adams County Road and Bridge

BUDGET BY YEAR

2024 \$ 6,966,748
2025 \$ 7,245,418
2026 \$ 7,535,235,
2027 \$ 7,836,644
2028 \$ 8,150,100

\$ 6,966,748 **Total Cost**

ESTIMATED OPERATING COSTS:

As infrastructure ages it may require intermittent maintenance, but there are no direct annual operating costs associated with this project.

PROJECT DESCRIPTION:

This project includes rehabilitation of streets with asphalt overlays, crack seals, hot chip seals, and concrete replacement.

Fleet Replacement

Management Services Project

PROJECT TYPE: General Business

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

BUDGET BY YEAR

\$ 4,125,165 Governmental Capital

2024 \$ 4,982,671

\$ 857,506 Parks and Open Space Projects

2025 \$ 1,028,910

2026 \$ 568,354

2027 \$ 330,199

2028 \$ 399,598

\$ 4,982,671 **Total Cost**

ESTIMATED OPERATING COSTS:

Fuel and maintenance of vehicles.

PROJECT DESCRIPTION:

Replacement of vehicles in the City's fleet

Thornton Parkway Median Reconstruction Conifer to Grant

Infrastructure Project

PROJECT TYPE: Streets - Traffic Congestion

WARD: 1

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 2,656,124 Governmental Capital

BUDGET BY YEAR

2024 \$ 2,656,124

2025 \$ 1,612,364

2026 \$ 0

2027 \$ 0

2028 \$ 0

\$ 2,656,124 **Total Cost**

ESTIMATED OPERATING COSTS:

N/A

PROJECT DESCRIPTION:

Medians: The Project will remove and replace the existing median so that new raised planter beds can be constructed utilizing a raised 24-inch concrete wall. The median will include large sandstone boulders, deciduous trees, mix of low maintenance – low water ornamental grasses & perennials and decorative vertical light features. Areas outside of the raised median will have decorative concrete paving that will provide a 50-foot pull off zones for protection of city staff. Project includes decorative crosswalks, per Aesthetics Task Force

Signals: The Project will remove and replace the traffic signals on each side of the Thornton Parkway / I-25 Interchange. Removal of existing traffic signal is required. Install all new conduit, cabinet, controllers, etc. Colorado Department of Transportation (CDOT) coordination is required.

Streetscape Improvements

Infrastructure Project

PROJECT TYPE: Streets - New

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 2,100,000 Governmental Capital

BUDGET BY YEAR

2024 \$ 2,100,000

2025 \$ 1,000,000

2026 \$ 1,000,000

2027 \$ 1,000,000

2028 \$ 0

\$ 2,100,000 **Total Cost**

ESTIMATED OPERATING COSTS:

N/A

PROJECT DESCRIPTION:

Beautification along Colorado Blvd and other main arterial roads within Thornton.

Thornton Shopping Center Remediation

Economic Development Project

PROJECT TYPE: Redevelopment

WARD: 1

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 3,000,000 TDA South
 \$ 1,500,000 Governmental Capital

BUDGET BY YEAR

2024	\$	4,500,000
2025	\$	0
2026	\$	0
2027	\$	0
2028	\$	0

\$ 4,500,000 **Total Cost**

ESTIMATED OPERATING COSTS:

This is a remediation project and is not anticipated to have ongoing costs.

PROJECT DESCRIPTION:

Excavates source area and disposes of contaminated material.

Building Maintenance Projects

Management Services Project

PROJECT TYPE: Building - Maintenance

WARD: 1, 2, 3, & 4

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 716,000 Governmental Capital

\$ 270,000 Conservation Trust

\$ 165,000 Water

BUDGET BY YEAR

2024 \$ 1,151,000

2025 \$ 1,359,224

2026 \$ 1,394,001

2027 \$ 1,429,820

2028 \$ 1,466,715

\$ 1,151,000

Total Cost

ESTIMATED OPERATING COSTS:

These are the projects that contribute to annual operating costs of having City facilities.

PROJECT DESCRIPTION:

Multiple projects at several different City facilities. Includes projects such as: roof replacements, HVAC replacements, pump house cooling units, etc.

Residential Speed Reduction Program (iWatch)

Infrastructure Project

PROJECT TYPE: General Business

WARD: 1, 2, 3, & 4 **ACCT#:**

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 296,100 Governmental Capital

BUDGET BY YEAR

2024	\$	296,100
2025	\$	303,400
2026	\$	310,100
2027	\$	319,900
2028	\$	324,900

\$ 296,100 **Total Cost**

ESTIMATED OPERATING COSTS:

As infrastructure ages it may require intermittent maintenance, but there are no direct annual operating costs associated with this project.

PROJECT DESCRIPTION:

This project uses various tools such as speed cushions, speed monitoring signs, curb extensions and raised crosswalks to reduce speeding on neighborhood streets as part of the iWatch program. The proposed budget will fund the yearly installation of speed cushions at approximately 32 locations, the installation of two speed monitoring signs, and one curb extension or raised crosswalk. For curb extensions and raised crosswalks, it is assumed that design and installation will be a two year process.

Concrete Replacement Program

Infrastructure Project

PROJECT TYPE: General Business

WARD: 1, 2, 3, & 4 **ACCT#:**

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 202,370 Governmental Capital

BUDGET BY YEAR

2024	\$	202,370
2025	\$	210,465
2026	\$	218,884
2027	\$	227,639
2028	\$	236,745

\$ 202,370 **Total Cost**

ESTIMATED OPERATING COSTS:

As infrastructure ages it may require intermittent maintenance, but there are no direct annual operating costs associated with this project.

PROJECT DESCRIPTION:

This project includes the removal and replacement of existing curb, gutter, sidewalks, cross-pans, handicap ramps, and driveway aprons at various locations within City rights of way. The right of way sites are selected based on priority ranking from the City concrete database, which is compiled by citizen requests and a City survey being conducted on a three-year cycle. This program does not include installing new sidewalks.

Sustainability Improvements

Management Services Project

PROJECT TYPE: General Business

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 196,000 Governmental Capital

BUDGET BY YEAR

2024 \$ 196,000

2025 \$ 0

2026 \$ 0

2027 \$ 0

2028 \$ 0

\$ 196,000

Total Cost

ESTIMATED OPERATING COSTS:

N/A

PROJECT DESCRIPTION:

This project is for weatherization and water efficiency upgrades at various city facilities. Weatherization includes building envelope upgrades at the Civic Center, Community Connections, Justice Center, and TAAC, including:

- Doors will be fitted with new weather-stripping, sealant and door sweeps
- Exterior and interior penetrations will be sealed
- Piping and electrical penetrations will be sealed.
- Wall seams will be sealed as needed

Water efficiency improvements will be a facilities that will have minimal impact to the public while returning the best ROI.

Roundabout Improvements

Infrastructure Project

PROJECT TYPE: Streets - New

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 150,000 Governmental Capital

BUDGET BY YEAR

2024 \$ 150,000

2025 \$ 150,000

2026 \$ 0

2027 \$ 0

2028 \$ 0

\$ 150,000 **Total Cost**

ESTIMATED OPERATING COSTS:

N/A

PROJECT DESCRIPTION:

Improved landscaped features and artistic elements to roundabouts. Landscaping will include additional hardscape and horticulture elements and the artistic elements will include but not limited to laser-cut metal art pieces and improved lighting. There are 34 roundabouts within city limits and these improvements will target roundabouts in the most visible intersections.

Traffic Signal Uninterrupted Power Supply (UPS)

Infrastructure Project

PROJECT TYPE: Streets - Traffic Congestion

WARD: 4

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 107,000 Governmental Capital

BUDGET BY YEAR

2024 \$ 107,000

2025 \$ 112,400

2026 \$ 118,000

2027 \$ 123,900

2028 \$ 130,100

\$ 107,000

Total Cost

ESTIMATED OPERATING COSTS:

As infrastructure ages it may require intermittent maintenance, but there are no direct annual operating costs associated with this project.

PROJECT DESCRIPTION:

This project will install battery backup or Uninterrupted Power Supply (UPS) systems to provide emergency power to signalized intersections during power outages, surges, and brownouts. A UPS system allows a traffic signal to operate normally for approximately two hours during such outages. When the UPS is active, traffic flow is maintained, reducing the potential for crashes, and eliminating the need for the intersection to be monitored by police officers.

School Zone Clocks Retrofit

Infrastructure Project

PROJECT TYPE: Streets - Traffic Congestion

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 72,300 Governmental Capital

BUDGET BY YEAR

2024 \$ 72,300

2025 \$ 68,880

2026 \$ 69,900

2027 \$ 0

2028 \$ 0

\$ 72,300 **Total Cost**

ESTIMATED OPERATING COSTS:

N/A

PROJECT DESCRIPTION:

This project installs GPS based clocks on existing school zone flashing beacons for remote access and programming. There are 59 school flashing beacons that will be included in this 3-year retrofit program.

Fire Station 8 Design and Construction

Fire Project

PROJECT TYPE: New Building

WARD: 3

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 10,014,000 Governmental Capital

BUDGET BY YEAR

2024 \$ 10,014,000

2025 \$ 0

2026 \$ 0

2027 \$ 0

2028 \$ 0

\$ 10,014,000 **Total Cost**

ESTIMATED OPERATING COSTS:

Annual operating costs including personnel/equipment/maintenance are anticipated to be \$2M in 2025.

PROJECT DESCRIPTION:

This is the second phase of this project and it is planned to start construction in 2024. Opening and staffing would occur when the construction phase is completed with current projections targeting an opening in 2025.

911 POSITRON TELEPHONE SYSTEM

Police Project

PROJECT TYPE: General Business

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 600,000 Governmental Capital

BUDGET BY YEAR

2024	\$	600,000
2025	\$	0
2026	\$	0
2027	\$	0
2028	\$	0

\$ 600,000 **Total Cost**

ESTIMATED OPERATING COSTS:

N/A

PROJECT DESCRIPTION:

The 911 Phone System Hardware is outdated and does not support upgrades. Updating will ensure that we do not lose service. Our system is old enough we cannot find replacement parts. Increased functionality available.

Justice Center Mitigation - Phase 3

Infrastructure Project

PROJECT TYPE: Facility Maintenance

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 550,000 Governmental Capital

BUDGET BY YEAR

2024	\$	550,000
2025	\$	0
2026	\$	0
2027	\$	0
2028	\$	0

\$ 550,000 **Total Cost**

ESTIMATED OPERATING COSTS:

As infrastructure ages it may require intermittent maintenance, but there are no direct annual operating costs associated with this project.

PROJECT DESCRIPTION:

This project includes the design and construction of a new retaining wall on the north side of the Justice Center, subsurface improvements to the entrance way plaza, and drainage pipe extending to the existing Civic Center detention pond.

TIP Grant: 124th Avenue Multimodal Corridor

Infrastructure Project

PROJECT TYPE: Streets - New

WARD: 4

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 6,327,000 Governmental Capital

BUDGET BY YEAR

2024 \$ 6,327,000

2025 \$ 0

2026 \$ 0

2027 \$ 0

2028 \$ 0

\$ 6,327,000 **Total Cost**

ESTIMATED OPERATING COSTS:

N/A

PROJECT DESCRIPTION:

This project includes the design to reconstruct sidewalks, close sidewalk gaps, add bicycle facilities, and add traffic calming along 124th Avenue between Claude Court and Colorado Boulevard.

The project also includes construction of phases 1 and 2 of the project. Phase 1 consists of sidewalk reconstruction, bicycle facilities, and traffic calming in the York Street to Fillmore Street segment. Phase 2 consists of right-of-way and construction for traffic calming at the York Street intersection

TIP Grant: 104th Avenue, Colorado Blvd to South Platte

Infrastructure Project

PROJECT TYPE: Streets - Traffic Congestion

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 3,750,000 Governmental Capital

BUDGET BY YEAR

2024 \$ 3,750,000

2025 \$ 0

2026 \$ 0

2027 \$ 0

2028 \$ 0

\$ 3,750,000 **Total Cost**

ESTIMATED OPERATING COSTS:

N/A

PROJECT DESCRIPTION:

This project includes the design and construction to widen 104th Avenue to five lanes from the Grandview Ponds to taper east of the McKay Road Intersection. This project includes a new traffic signal at McKay Road, signal interconnect conduit, sidewalk on both sides of 104th Ave, street lighting, ditch crossing improvements, dryland seeding, and limited curb and gutter.

TIP Grant: Protected Bike Facility Study on Colorado Blvd

Infrastructure Project

PROJECT TYPE: Streets - New

WARD: 2, 3, & 4

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 2,052,000 Governmental Capital

BUDGET BY YEAR

2024 \$ 2,052,000

2025 \$ 0

2026 \$ 0

2027 \$ 0

2028 \$ 0

\$ 2,052,000 **Total Cost**

ESTIMATED OPERATING COSTS:

N/A

PROJECT DESCRIPTION:

This project will include public engagement, design and phasing plan development, and a preliminary environmental study of a separated/protected bike facility on Colorado Boulevard between 88th Avenue and the E-470 interchange.

Traffic Signal Improvements

Infrastructure Project

PROJECT TYPE: Streets - Traffic Congestion

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 2,005,900 Governmental Capital

BUDGET BY YEAR

2024 \$ 2,005,900

2025 \$ 1,566,600

2026 \$ 759,200

2027 \$ 902,700

2028 \$ 686,600

\$ 2,005,900 **Total Cost**

ESTIMATED OPERATING COSTS:

This project adds ongoing operating cost for the electricity required to run a new signal.

PROJECT DESCRIPTION:

This project includes the design and construction of new traffic signals and roundabout feasibility studies at warranted intersections. The proposed intersections for 2024 are 136th Avenue & Quist Middle School, 152nd Avenue & York Street, and 152nd Parkway & York Street. Each signal installation includes communication between the new traffic signals and the central traffic signal system.

TIP Grant: McKay Road, 104th Ave to 96th Ave Pre-Construction

Infrastructure Project

PROJECT TYPE: Streets - Traffic Congestion

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

BUDGET BY YEAR

\$ 500,000 Governmental Capital

2024 \$ 500,000

2025 \$ 0

2026 \$ 0

2027 \$ 0

2028 \$ 0

\$ 500,000 **Total Cost**

ESTIMATED OPERATING COSTS:

N/A

PROJECT DESCRIPTION:

This is the Thornton match to Adams County in the lead for Design and Environmental work to widen McKay Road from 96th Avenue to 104th Avenue.

Traffic Signal Repairs

Infrastructure Project

PROJECT TYPE: Streets - Traffic Congestion

WARD: 1 & 2

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 434,700 Governmental Capital

BUDGET BY YEAR

2024	\$	434,700
2025	\$	300,500
2026	\$	312,500
2027	\$	325,000
2028	\$	338,000

\$ 434,700

Total Cost

ESTIMATED OPERATING COSTS:

As infrastructure ages it may require intermittent maintenance, but there are no direct annual operating costs associated with this project.

PROJECT DESCRIPTION:

This project includes improvements to traffic signals that need repair beyond routine maintenance including pole replacement, foundation repairs, and wiring replacement.

American Disability Act (ADA) Improvements

Infrastructure Project

PROJECT TYPE: Facility Maintenance

WARD: 1, 2, 3, & 4

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

BUDGET BY YEAR

\$ 1,464,370 Governmental Capital

2024 \$ 1,464,370

\$ 200,000 Conservation Trust

2025 \$ 300,000

2026 \$ 300,000

2027 \$ 300,000

2028 \$ 300,000

\$ 1,664,370 **Total Cost**

ESTIMATED OPERATING COSTS:

As infrastructure ages it may require intermittent maintenance, but there are no direct annual operating costs associated with this project.

PROJECT DESCRIPTION:

This project continues the City’s increased investment in projects that will improve accessibility throughout the community, which is a direct result of the ADA transition plan and ADA task force.

This project adds new crosswalks, ADA ramps, pedestrian-activated flashing lights, and other pedestrian improvements in various locations throughout the city to improve pedestrian connectivity, safety, and accessibility as identified in the TMMP. This project also adds bike lanes, bike signage, bike detection and other bicycle related improvements in various locations throughout the city to improve bike connectivity, safety and accessibility as identified in the TMMP.

HSIP Traffic Signals

Infrastructure Project

PROJECT TYPE: Streets - Traffic Congestion

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 299,000 Governmental Capital

BUDGET BY YEAR

2024 \$ 299,000

2025 \$ 0

2026 \$ 0

2027 \$ 0

2028 \$ 0

\$ 299,000

Total Cost

ESTIMATED OPERATING COSTS:

This project adds ongoing operating cost for the electricity required to run a new signal.

PROJECT DESCRIPTION:

The project includes design and construction of a traffic signal at 168th Avenue and CO-7. This project has been awarded grant funds under the Federal Highway Safety Improvement Program for Fiscal Year 2025.

Holly & Quebec Intersections on CO-7 Design

Infrastructure Project

PROJECT TYPE: Streets - New

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 235,000 Governmental Capital

BUDGET BY YEAR

2024 \$ 235,000

2025 \$ 0

2026 \$ 0

2027 \$ 0

2028 \$ 0

\$ 235,000 **Total Cost**

ESTIMATED OPERATING COSTS:

N/A

PROJECT DESCRIPTION:

This project is Thornton's contribution to the CDOT CO-7 Boulder to Brighton Preliminary Design and Environmental project, specifically where Thornton intersections would be modified by the CDOT project.

Hwy 7 Transit Operations

Infrastructure Project

PROJECT TYPE: Streets - Traffic Congestion

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 200,000 Governmental Capital

BUDGET BY YEAR

2024 \$ 200,000

2025 \$ 0

2026 \$ 0

2027 \$ 0

2028 \$ 0

\$ 200,000

Total Cost

ESTIMATED OPERATING COSTS:

N/A

PROJECT DESCRIPTION:

This project is Thornton's contribution to a regional bus service initiative from Boulder to Brighton that includes a stop at Larkridge. Boulder County is the lead agency.

Intersection and Corridor Mobility

Infrastructure Project

PROJECT TYPE: Streets - New

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 125,000 Governmental Capital

BUDGET BY YEAR

2024 \$ 125,000

2025 \$ 125,000

2026 \$ 125,000

2027 \$ 125,000

2028 \$ 125,000

\$ 125,000

Total Cost

ESTIMATED OPERATING COSTS:

N/A

PROJECT DESCRIPTION:

This project provides the monitoring, data, and analyses necessary to establish and maintain performance measures called out in the Transportation and Mobility Master Plan. The project also establishes a program to evaluate intersections for conversion to roundabouts to further improve intersection efficiency and operation. This project is part of the Improve Traffic Congestion and Improve Corridor Safety SPC initiative.

Colorado Ag Ditch Repair at 112th & Riverdale

Infrastructure Project

PROJECT TYPE: Streets - Traffic Congestion

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 115,000 Governmental Capital

BUDGET BY YEAR

2024 \$ 115,000

2025 \$ 0

2026 \$ 0

2027 \$ 0

2028 \$ 0

\$ 115,000

Total Cost

ESTIMATED OPERATING COSTS:

N/A

PROJECT DESCRIPTION:

The Colorado Agricultural Ditch culvert crossing at East 112th Avenue and Riverdale Road has joint separation which leaks when under pressure. The 115-foot long, 60-inch diameter pre-cast concrete culvert will be repaired using cured-in-place piping (CIPP). The lining will repair the existing culvert and without disturbing the area above ground.

School Flashing Beacons

Infrastructure Project

PROJECT TYPE: Streets - New

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 68,700 Governmental Capital

BUDGET BY YEAR

2024 \$ 68,700

2025 \$ 0

2026 \$ 0

2027 \$ 0

2028 \$ 0

\$ 68,700

Total Cost

ESTIMATED OPERATING COSTS:

N/A

PROJECT DESCRIPTION:

This project installs additional school zone flashing beacons to support the Thornton Police Department with school zone speed limit enforcement.

GOVERNMENTAL CAPITAL FUND DEBT SERVICE

DEBT SERVICE AND FINANCIAL OBLIGATIONS

The City occasionally issues certificates of participation to pay for large infrastructure projects in the Governmental Capital Fund. The City currently has Certificates of Participation outstanding that were issued in 2018. This debt was issued primarily to pay for the new Public Safety Facility

GOVERNMENTAL CAPITAL FUND CERTIFICATES OF PARTICIPATION, SERIES 2018

Initial Balance: \$16,169,856

Paid in Full: 2039

Description	Actual 2022	Budget 2023	Budget 2024
Interest Expense	\$649,840	\$622,904	\$594,666
Bond Principal	538,748	564,756	593,242
Bond Maintenance Fees	495	545	545
Total	\$1,189,083	\$1,188,205	\$1,188,453

Year	Principal	Interest	Total Payment
2024	593,242	594,666	1,187,908
2025	622,966	565,004	1,187,970
2026	653,928	533,855	1,187,783
2027	686,129	501,159	1,187,288
2028	720,807	466,853	1,187,660
2029	756,724	430,812	1,187,536
2030	795,117	392,976	1,188,093
2031	834,749	353,220	1,187,969
2032	868,189	319,830	1,188,019
2033	901,628	285,103	1,186,731
2034	938,783	249,038	1,187,821
2035	975,938	211,486	1,187,424
2036	1,015,570	172,449	1,188,019
2037	1,055,202	131,826	1,187,028
2038	1,098,550	89,618	1,188,168
2039	1,141,897	45,676	1,187,573
Total	\$13,659,419	\$5,343,570	\$19,002,989



CHAPTER 7: SPECIAL REVENUE FUNDS

SPECIAL REVENUE FUNDS

Special Revenue Funds account for the proceeds of specific revenue sources (other than special assessments for major capital projects) that are legally restricted to expenditures for specified purposes. Special Revenue Funds are established by Federal or State law or by municipal ordinance or resolution. The funds include:

Adams County Open Space Fund

Accounts for the proceeds the City receives from the Adams County Open Space sales tax of 0.25%, as well as Open Space grant funding received through the County. The Adams County Open Space capital projects are managed by the Parks, Recreation and Community Programs Department.

Adams County Road and Bridge Tax Fund

Accounts for the proceeds the City receives from the Adams County Road and Bridge sales tax of 0.5%. The Adams County Road and Bridge capital projects are managed by the Infrastructure Department.

Cash in Lieu Fund

Accounts for the proceeds from developer contributions associated with different developments throughout the City. The Cash in Lieu Fund capital projects are managed by the Parks, Recreation and Community Programs Department.

Conservation Trust Fund

Accounts for the proceeds the City receives from the Colorado State Lottery. The Conservation Trust capital projects are managed by the Parks, Recreation and Community Programs Department.

Parks, Open Space, and Parks and Open Space Funds

These three funds account for the proceeds from the City's 0.25% sales tax devoted to parks and open space. In prior years, the proceeds were divided equally between the three funds, but now all revenue is directed to the Parks and Open Space Fund. The Parks, Open Space, and Parks and Open Space capital projects are managed by the Parks, Recreation and Community Programs Department.

SPECIAL REVENUE FUNDS REVENUE

Description	Actual	Budget	Budget
	2022	2023	2024
Adams County Road and Bridge Fund			
Road and Bridge Tax	\$5,220,410	\$5,177,000	\$5,275,000
Interest	(218,495)	70,000	190,000
Miscellaneous	125,000	-	-
Total Revenues	\$5,126,915	\$5,247,000	\$5,465,000

Adams County Open Space Fund

SPECIAL REVENUE FUNDS REVENUE

Description	Actual 2022	Budget 2023	Budget 2024
Open Space Tax	\$1,806,832	\$1,956,504	\$2,021,000
Interest	(181,906)	57,000	180,000
Grant Revenue	-	1,035,489	985,489
Total Revenues	\$1,624,926	\$3,048,993	\$3,186,489
Conservation Trust Fund			
Intergovernmental - State Lottery	\$1,718,471	\$1,612,000	\$1,840,400
Interest	(115,369)	37,000	120,000
Use of Fund Balance	-	28,920	1,072,600
Total Revenues	\$1,603,102	\$1,677,920	\$3,033,000
Cash in Lieu Fund			
Interest	\$(49,874)	\$19,000	\$40,000
Developer Contributions	151,523	860,142	133,614
Use of Fund Balance	46,740	-	-
Total Revenues	\$148,389	\$879,142	\$173,614
Parks Fund			
Interest	(12,472)	4,500	11,000
Use of Fund Balance	12,472	185,500	1,439,000
Total Revenues	\$-	\$190,000	\$1,450,000
Open Space Fund			
Interest	\$(104,730)	\$71,000	\$100,000
Grant Revenue	42,770	5,717,167	1,421,512
Intergovernmental	-	1,320,696	-
Miscellaneous	9,600	-	-
Use of Fund Balance	3,457,173	-	-
Total Revenues	\$3,404,813	\$7,108,863	\$1,521,512
Parks and Open Space Fund			
Sales and Use Tax	\$9,910,324	\$9,628,837	\$10,037,600
Grant Revenue	4,166,023	1,329,978	973,000
Interest	(695,619)	225,000	308,500
Intergovernmental	-	8,500,000	-
Use of Fund Balance	-	2,282,073	-
Total Revenues	\$13,380,728	\$21,965,888	\$11,319,100

2024 Budget - Capital Improvement Projects

Special Revenue Funds

Page	Project	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	5 year Total
Adams County Road and Bridge Fund							
176	Street Rehabilitation Program	\$ 3,602,905	\$ 3,747,021	\$ 3,896,902	\$ 4,052,778	\$ 4,214,889	\$ 19,514,495
210	136th Avenue Bridge Over Big Dry Creek	845,000	-	5,805,000	-	-	6,650,000
211	Transportation Safety Improvements	300,000	300,000	300,000	300,000	300,000	1,500,000
212	Intersection Improvement - 136th and Quebec	289,000	244,000	2,557,000	-	-	3,090,000
*	Signal Ditch Bridge Replacement	-	-	-	750,000	1,000,000	1,750,000
	Adams County Road and Bridge Fund Total	\$ 5,036,905	\$ 4,291,021	\$ 12,558,902	\$ 5,102,778	\$ 5,514,889	\$ 32,504,495
Adams County Open Space Fund							
213	MCRC Outdoor Event Venue Improvements	\$ 1,656,200	\$ -	\$ -	\$ -	\$ -	\$ 1,656,200
214	Landscape and Playground Rehabilitation	266,851	3,185,250	1,686,000	2,113,000	2,445,000	9,696,101
215	Riverwalk Batting Cages	150,000	850,000	-	-	-	1,000,000
*	Lambertson Improvements	-	-	100,000	500,000	1,000,000	1,600,000
	Adams County Open Space Fund Total	\$ 2,073,051	\$ 4,035,250	\$ 1,786,000	\$ 2,613,000	\$ 3,445,000	\$ 13,952,301
Conservation Trust Fund							
216	Pickleball Courts	\$ 355,000	\$ -	\$ -	\$ -	\$ -	\$ 355,000
217	Recreation Facility and Equipment Maintenance	300,000	300,000	300,000	300,000	300,000	1,500,000
218	McAllister Park Soccer Pitch	300,000	-	-	-	-	300,000
181	Building Maintenance Capital Repairs/Replacements	270,000	310,504	319,819	329,413	339,296	1,569,032
219	Swimming Pool Repair	250,000	250,000	250,000	250,000	250,000	1,250,000
220	Trail Repairs	250,000	250,000	250,000	250,000	250,000	1,250,000
221	Quickdrain at Golf Course	248,000	-	-	-	-	248,000
197	ADA Improvements	200,000	200,000	200,000	200,000	200,000	1,000,000
222	Trail Winds Dog Park	170,000	-	-	-	-	170,000
223	Hazardous Tree Removal and Replacement	150,000	150,000	150,000	150,000	150,000	750,000
224	Pavilion and Gathering Areas Shelters	150,000	-	-	-	-	150,000
225	Park Amenity Repair	100,000	100,000	100,000	100,000	100,000	500,000
226	Ballfield Fence Repairs	75,000	75,000	75,000	75,000	75,000	375,000
227	Irrigation Controller Replacement	75,000	75,000	75,000	75,000	75,000	375,000
228	Sport Court Resurfacing	60,000	60,000	60,000	60,000	60,000	300,000
229	Plant Conversion to Hardscape (Waterwise)	20,000	20,000	20,000	20,000	20,000	100,000
230	Tree Plotter	20,000	20,000	20,000	20,000	20,000	100,000
231	Athletic Court Maintenance and Supplies	15,000	15,000	15,000	15,000	15,000	75,000
232	Park Sign Replacement	15,000	15,000	15,000	15,000	15,000	75,000
233	Pedestrian Bridge Wood Decking Replacement	10,000	10,000	10,000	10,000	10,000	50,000
	Conservation Trust Fund Total	\$ 3,033,000	\$ 1,850,504	\$ 1,859,819	\$ 1,869,413	\$ 1,879,296	\$ 10,492,032

*Capital projects that are in 2025 and beyond can be found in the 5-Year CIP, also located at <https://www.thorntonco.gov/government/city-manager/Pages/default.aspx>

2024 Budget - Capital Improvement Projects

<i>Special Revenue Funds</i>									
Page	Project	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	5 year Total		
	Parks Fund								
214	Landscape and Playground Rehab	\$ 1,450,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,450,000
	Parks Fund Total	\$ 1,450,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,450,000
	Open Space Fund								
234	Trail Connections	\$ -	\$ 1,935,500	\$ 2,954,000	\$ 1,200,000	\$ -	\$ -	\$ -	\$ 6,089,500
	Open Space Fund Total	\$ -	\$ 1,935,500	\$ 2,954,000	\$ 1,200,000	\$ -	\$ -	\$ -	\$ 6,089,500
	Parks and Open Space Fund								
240	Debt Service - Trail Winds Recreation Center (TWRC)	\$ 3,609,498	\$ 3,609,686	\$ 3,609,122	\$ 3,607,617	\$ 3,608,747	\$ -	\$ -	\$ 18,044,670
241	Debt Service - MCRC Pool Renovation, Active Adult Center	2,055,875	2,058,875	2,058,875	2,055,875	2,059,875	-	-	10,289,375
235	Operations and Maintenance	1,150,014	1,093,497	1,618,631	1,917,237	1,840,234	-	-	7,619,613
234	Trail Connections	864,000	1,935,500	2,954,000	3,769,000	1,725,000	-	-	11,247,500
177	Fleet Replacement	857,506	1,028,910	568,354	330,199	399,598	-	-	3,184,567
236	Community Center	500,000	-	-	-	-	-	-	500,000
237	Ken Frieburg City Museum	393,000	2,500,000	-	-	-	-	-	2,893,000
238	Aylor Open Lands	300,000	1,750,000	2,200,000	-	-	-	-	4,250,000
239	Park and Recreation Facility Art	200,000	200,000	200,000	200,000	200,000	-	-	1,000,000
*	Trail Maintenance and Upgrades	-	62,000	983,000	1,040,250	2,304,750	-	-	4,390,000
	Parks and Open Space Fund Total	\$ 9,929,893	\$ 14,238,468	\$ 14,191,982	\$ 12,920,178	\$ 12,138,204	\$ -	\$ -	\$ 63,418,725
	Total Special Revenue Funds	\$ 21,522,849	\$ 26,350,743	\$ 33,350,703	\$ 23,705,369	\$ 22,977,389	\$ -	\$ -	\$ 127,907,053

*Capital projects that are in 2025 and beyond can be found in the 5-Year CIP, also located at <https://www.thorntonco.gov/government/city-manager/Pages/default.aspx>

136th Avenue Bridge Over Big Dry Creek

Infrastructure Project

PROJECT TYPE: Streets - New

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 845,000 Adams County Road and Bridge

BUDGET BY YEAR

2024	\$	845,000
2025	\$	0
2026	\$	5,805,000
2027	\$	0
2028	\$	0

\$ 845,000

Total Cost

ESTIMATED OPERATING COSTS:

N/A

PROJECT DESCRIPTION:

This project includes the design and construction to install a continuous east bound lane on 136th Avenue from Grant Street to the right turn lane located west of Washington Street. The Big Dry Creek Bridge will need to be modified and widened 14-feet to accommodate the new lane. The monuments, barrier wall and metal railing will need to be removed and replaced with the Project.

Transportation Safety Improvements

Infrastructure Project

PROJECT TYPE: Streets - New

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 300,000 Adams County Road and Bridge

BUDGET BY YEAR

2024 \$ 300,000

2025 \$ 300,000

2026 \$ 300,000

2027 \$ 300,000

2028 \$ 300,000

\$ 300,000

Total Cost

ESTIMATED OPERATING COSTS:

As infrastructure ages it may require intermittent maintenance, but there are no direct annual operating costs associated with this project.

PROJECT DESCRIPTION:

This project includes safety improvements to reduce killed or significantly injured (KSI) crashes at signalized intersections. The project has three subcategories: implementation of flashing yellow arrow for left turns, night flash operations conversion, and implementation of leading pedestrian interval.

Intersection Improvement: 136th & Quebec

Infrastructure Project

PROJECT TYPE: Streets - Traffic Congestion

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 289,000 Governmental Capital

BUDGET BY YEAR

2024 \$ 289,000

2025 \$ 244,000

2026 \$ 2,557,000

2027 \$ 0

2028 \$ 0

\$ 289,000 **Total Cost**

ESTIMATED OPERATING COSTS:

N/A

PROJECT DESCRIPTION:

This project includes the design, right-of-way and construction to widen the west half of Quebec Street to the ultimate cross section from 136th Avenue to 500 feet north of 136th Avenue.

MCRC Outdoor Event Venue Improvements

Community Services Project

PROJECT TYPE: Parks - Maintenance

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 1,656,200 Adams County Open Space

BUDGET BY YEAR

2024	\$	1,656,200
2025	\$	0
2026	\$	0
2027	\$	0
2028	\$	0

\$ 1,656,200 **Total Cost**

ESTIMATED OPERATING COSTS:

N/A

PROJECT DESCRIPTION:

This project is intended to create a Master plan for the Margaret Carpenter Events complex. In addition, the intent is to install new electric service and connections as the phase I of the project.

Landscape and Playground Rehabilitation

Community Services Project

PROJECT TYPE: Parks - Maintenance

WARD: 1, 2, 3, & 4 **ACCT#:**

PRJ#:

FIRST YEAR FUNDING SOURCE

BUDGET BY YEAR

\$ 266,851 Adams County Open Space

2024 \$ 1,716,851

\$ 1,450,000 Parks Projects

2025 \$ 3,185,250

2026 \$ 1,686,000

2027 \$ 2,113,000

2028 \$ 2,445,000

\$ 1,716,851 **Total Cost**

ESTIMATED OPERATING COSTS:

As the infrastructure ages it requires intermittent maintenance, but there are no direct annual operating costs associated with this project.

PROJECT DESCRIPTION:

This project includes the construction of the Cherry Park Irrigation system, design for the Park Village Pool Irrigation system and design for the Shadow Ridge Park & Playground Renovations.

The funds from the Parks Fund also provide partial funding for the replacement of the artificial turf soccer fields at Trail Winds Recreation Center.

Riverwalk Batting Cages

Community Services Project

PROJECT TYPE: Parks - Maintenance

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

BUDGET BY YEAR

\$ 150,000 Adams County Open Space

2024 \$ 150,000

2025 \$ 850,000

2026 \$ 0

2027 \$ 0

2028 \$ 0

\$ 150,000 **Total Cost**

ESTIMATED OPERATING COSTS:

N/A

PROJECT DESCRIPTION:

This project will replace the existing batting cage netting system that surrounds the baseball/softball batting cages in 2024. In 2025 the project will replace and/or modify the ball lift system and repair failing concrete.

Pickleball Courts

Community Services Project

PROJECT TYPE: Parks - New Park

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 355,000 Conservation Trust

BUDGET BY YEAR

2024 \$ 355,000

2025 \$ 0

2026 \$ 0

2027 \$ 0

2028 \$ 0

\$ 355,000

Total Cost

ESTIMATED OPERATING COSTS:

N/A

PROJECT DESCRIPTION:

This project allocation is intended to design and develop new Pickleball Courts. The location is TBD depending on public input.

Recreation Facility and Equipment Maintenance

Community Services Project

PROJECT TYPE: Facility Maintenance

WARD: 1, 2, 3, & 4

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 300,000 Conservation Trust

BUDGET BY YEAR

2024	\$	300,000
2025	\$	300,000
2026	\$	300,000
2027	\$	300,000
2028	\$	300,000

\$ 300,000 **Total Cost**

ESTIMATED OPERATING COSTS:

N/A

PROJECT DESCRIPTION:

This line item is for usage as the Capital Outlay program within the PRCP department. It will replace recreation equipment, purchase a tool trailer and tools for the volunteer program, and provide funding for equipment replacements.

McAllister Soccer Pitch

Community Services Project

PROJECT TYPE: Parks - New Park

WARD: 1

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 300,000 Conservation Trust

BUDGET BY YEAR

2024 \$ 300,000

2025 \$ 0

2026 \$ 0

2027 \$ 0

2028 \$ 0

\$ 300,000

Total Cost

ESTIMATED OPERATING COSTS:

N/A

PROJECT DESCRIPTION:

This project will provide the necessary funding to develop a new soccer pitch, ADA walkway, and amenities at McAllister Park.

Swimming Pool Repairs

Community Services Project

PROJECT TYPE: Parks - Maintenance

WARD: 1 & 3

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 250,000 Conservation Trust

BUDGET BY YEAR

2024 \$ 250,000

2025 \$ 250,000

2026 \$ 250,000

2027 \$ 250,000

2028 \$ 250,000

\$ 250,000 **Total Cost**

ESTIMATED OPERATING COSTS:

N/A

PROJECT DESCRIPTION:

This project will provide the funding for annual swimming pool start-up and minor repairs to the Park Village and Community Pools.

Trail Repairs

Community Services Project

PROJECT TYPE: Trails - Maintenance

WARD: 1, 2, 3, & 4 **ACCT#:**

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 250,000 Conservation Trust

BUDGET BY YEAR

2024 \$ 250,000

2025 \$ 250,000

2026 \$ 250,000

2027 \$ 250,000

2028 \$ 250,000

\$ 250,000 **Total Cost**

ESTIMATED OPERATING COSTS:

N/A

PROJECT DESCRIPTION:

This project is intended to complete the annual trail repairs to the existing trail sections throughout the city. The repairs will be completed according to the prioritized list of repairs.

Quickdrain at Thorncreek Golf

Community Services Project

PROJECT TYPE: Parks - Maintenance

WARD: 4

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 248,000 Conservation Trust

BUDGET BY YEAR

2024	\$	248,000
2025	\$	0
2026	\$	0
2027	\$	0
2028	\$	0

\$ 248,000 **Total Cost**

ESTIMATED OPERATING COSTS:

N/A

PROJECT DESCRIPTION:

This project will install a new Quickdrain system on 1-2 holes at the Thorncreek Golf course. The Quickdrain system is intended to increase the quality of the turf and allow for additional cart usage on the affected holes.

Trail Winds Dog Park

Community Services Project

PROJECT TYPE: Parks - Maintenance

WARD: 3

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 170,000 Conservation Trust

BUDGET BY YEAR

2024 \$ 170,000

2025 \$ 0

2026 \$ 0

2027 \$ 0

2028 \$ 0

\$ 170,000 **Total Cost**

ESTIMATED OPERATING COSTS:

N/A

PROJECT DESCRIPTION:

This project is intended to provide additional amenities at the dog park, as well as provide new signage and dedication of the dog park to honor a fallen canine officer.

Hazardous Tree Removal and Replacement

Community Services Project

PROJECT TYPE: Parks - Maintenance

WARD: 1, 2, 3, & 4 **ACCT#:**

PRJ#:

FIRST YEAR FUNDING SOURCE

BUDGET BY YEAR

\$ 150,000 Conservation Trust

2024 \$ 150,000

2025 \$ 150,000

2026 \$ 150,000

2027 \$ 150,000

2028 \$ 150,000

\$ 150,000 **Total Cost**

ESTIMATED OPERATING COSTS:

N/A

PROJECT DESCRIPTION:

This project will remove and replace declining trees throughout the community. This is intended to help mitigate the effects of the Emerald Ash Borer (EAB). This project will remove and replace trees that have been designated as hazardous during the Tree Risk Assessment.

Pavilion and Gathering Areas Shelters

Community Services Project

PROJECT TYPE: Parks - Maintenance

WARD: 1, 2, 3, & 4 **ACCT#:**

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 150,000 Conservation Trust

BUDGET BY YEAR

2024 \$ 150,000

2025 \$ 0

2026 \$ 0

2027 \$ 0

2028 \$ 0

\$ 150,000 **Total Cost**

ESTIMATED OPERATING COSTS:

N/A

PROJECT DESCRIPTION:

This project is intended to provide new shade shelters in parks and/or open spaces that are lacking shade.

Park Amenity Repairs

Community Services Project

PROJECT TYPE: Parks - Maintenance

WARD: 1, 2, 3, & 4 **ACCT#:**

PRJ#:

FIRST YEAR FUNDING SOURCE

BUDGET BY YEAR

\$ 100,000 Conservation Trust

2024 \$ 100,000

2025 \$ 100,000

2026 \$ 100,000

2027 \$ 100,000

2028 \$ 100,000

\$ 100,000 **Total Cost**

ESTIMATED OPERATING COSTS:

N/A

PROJECT DESCRIPTION:

This line item is intended to provide funding to replace park furniture (benches, trash cans, tables, water fountains, etc.) and repair existing facilities.

Ballfield Fence Repairs

Community Services Project

PROJECT TYPE: Parks - Maintenance

WARD: 1, 2, 3, & 4 **ACCT#:**

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 75,000 Conservation Trust

BUDGET BY YEAR

2024 \$ 75,000

2025 \$ 75,000

2026 \$ 75,000

2027 \$ 75,000

2028 \$ 75,000

\$ 75,000 **Total Cost**

ESTIMATED OPERATING COSTS:

N/A

PROJECT DESCRIPTION:

This project will repair and replace existing fencing at ballfields and sports courts throughout the community.

Irrigation Controller Replacement

Community Services Project

PROJECT TYPE: Parks - Maintenance

WARD: 1, 2, 3, & 4 **ACCT#:**

PRJ#:

FIRST YEAR FUNDING SOURCE

BUDGET BY YEAR

\$ 75,000 Conservation Trust

2024 \$ 75,000

2025 \$ 75,000

2026 \$ 75,000

2027 \$ 75,000

2028 \$ 75,000

\$ 75,000 **Total Cost**

ESTIMATED OPERATING COSTS:

N/A

PROJECT DESCRIPTION:

This project will provide funding to replace the irrigation controllers throughout the community.

Sports Court Resurfacing

Community Services Project

PROJECT TYPE: Parks - Maintenance

WARD: 1, 2, 3, & 4 **ACCT#:**

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 60,000 Conservation Trust

BUDGET BY YEAR

2024	\$	60,000
2025	\$	60,000
2026	\$	60,000
2027	\$	600,009
2028	\$	60,000

\$ 60,000 **Total Cost**

ESTIMATED OPERATING COSTS:

N/A

PROJECT DESCRIPTION:

This project will replace and/or repaint the aging sports court surfaces including tennis, basketball, in-line hockey, and pickleball throughout the community.

Plant Conversions to Hardscape

Community Services Project

PROJECT TYPE: Parks - Maintenance

WARD: 1, 2, 3, & 4 **ACCT#:**

PRJ#:

FIRST YEAR FUNDING SOURCE

BUDGET BY YEAR

\$ 20,000 Conservation Trust

2024 \$ 20,000

2025 \$ 20,000

2026 \$ 20,000

2027 \$ 20,000

2028 \$ 20,000

\$ 20,000 **Total Cost**

ESTIMATED OPERATING COSTS:

N/A

PROJECT DESCRIPTION:

This project is intended to provide funding to convert heavy water usage planting spaces to more waterwise installations.

Tree Plotter

Community Services Project

PROJECT TYPE: Parks - Maintenance

WARD: 1, 2, 3, & 4 **ACCT#:**

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 20,000 Conservation Trust

BUDGET BY YEAR

2024 \$ 20,000

2025 \$ 20,000

2026 \$ 20,000

2027 \$ 20,000

2028 \$ 20,000

\$ 20,000 **Total Cost**

ESTIMATED OPERATING COSTS:

N/A

PROJECT DESCRIPTION:

This line item is intended to fund the yearly costs associated with the Tree Plotter program and service.

Athletic Court Maintenance and Supplies

Community Services Project

PROJECT TYPE: Parks - Maintenance

WARD: 1, 2, 3, & 4 **ACCT#:**

PRJ#:

FIRST YEAR FUNDING SOURCE

BUDGET BY YEAR

\$ 15,000 Conservation Trust

2024 \$ 15,000

2025 \$ 15,000

2026 \$ 15,000

2027 \$ 15,000

2028 \$ 15,000

\$ 15,000 **Total Cost**

ESTIMATED OPERATING COSTS:

N/A

PROJECT DESCRIPTION:

This line item is intended to provide funding to repair and replace athletic court equipment throughout the community.

Park Sign Replacement

Community Services Project

PROJECT TYPE: Parks - Maintenance

WARD: 1, 2, 3, & 4 **ACCT#:**

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 15,000 Conservation Trust

BUDGET BY YEAR

2024 \$ 15,000

2025 \$ 15,000

2026 \$ 15,000

2027 \$ 15,000

2028 \$ 15,000

\$ 15,000 **Total Cost**

ESTIMATED OPERATING COSTS:

N/A

PROJECT DESCRIPTION:

This line item is intended to repair or replace damaged or outdated park signage throughout the community.

Pedestrian Bridge Wood Deck Replacement

Community Services Project

PROJECT TYPE: Trails - Maintenance

WARD: 1, 2, 3, & 4 **ACCT#:**

PRJ#:

FIRST YEAR FUNDING SOURCE

BUDGET BY YEAR

\$ 10,000 Conservation Trust

2024	\$	10,000
------	----	--------

2025	\$	10,000
------	----	--------

2026	\$	10,000
------	----	--------

2027	\$	10,000
------	----	--------

2028	\$	10,000
------	----	--------

\$ 10,000 **Total Cost**

ESTIMATED OPERATING COSTS:

N/A

PROJECT DESCRIPTION:

This line item is intended to provide funding to replace damaged bridge decking on pedestrian bridges located along the trail systems throughout the community.

Trail Connections

Community Services Project

PROJECT TYPE: Trails - New Trail

WARD: 4

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 864,000 Open Space Projects
\$ 0 Parks and Open Space Projects

BUDGET BY YEAR

2024	\$	864,000
2025	\$	3,871,000
2026	\$	5,908,000
2027	\$	4,969,000
2028	\$	1,725,000

\$ 864,000 **Total Cost**

ESTIMATED OPERATING COSTS:

N/A

PROJECT DESCRIPTION:

This project will design and develop the trail connection along the Big Dry Creek Trail system. It will extend the existing trail from 136th Avenue and Washington and extend it north to 144th Avenue.

Operations and Maintenance

Community Services Project

PROJECT TYPE: Parks - Maintenance

WARD: 1, 2, 3, & 4 **ACCT#:**

PRJ#:

FIRST YEAR FUNDING SOURCE

BUDGET BY YEAR

\$ 1,150,014 Parks and Open Space Projects

2024 \$ 1,150,014

2025 \$ 1,093,497

2026 \$ 1,618,631

2027 \$ 1,917,237

2028 \$ 1,840,234

\$ 1,150,014 **Total Cost**

ESTIMATED OPERATING COSTS:

N/A

PROJECT DESCRIPTION:

This allocation is intended to fund Parks and Open Space Maintenance operations.

Community Center

Community Services Project

PROJECT TYPE: New Building

WARD: 1

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 500,000 Parks and Open Space Projects

BUDGET BY YEAR

2024 \$ 500,000

2025 \$ 0

2026 \$ 0

2027 \$ 0

2028 \$ 0

\$ 500,000

Total Cost

ESTIMATED OPERATING COSTS:

N/A

PROJECT DESCRIPTION:

This project is intended to provide additional funding the new City of Thornton Community Center.

Ken Frieberg City Museum

Community Services Project

PROJECT TYPE: Facility Maintenance

WARD: 1

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 393,000 Parks and Open Space Projects

BUDGET BY YEAR

2024	\$	393,000
2025	\$	2,500,000
2026	\$	0
2027	\$	0
2028	\$	0

\$ 393,000 **Total Cost**

ESTIMATED OPERATING COSTS:

N/A

PROJECT DESCRIPTION:

This project is intended to provide new design and construction documents for the Fire Museum in 2024 and construction of the second-floor addition in 2025.

Aylor Open Lands

Community Services Project

PROJECT TYPE: Open Space

WARD: 3

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 300,000 Parks and Open Space Projects

BUDGET BY YEAR

2024 \$ 300,000

2025 \$ 1,750,000

2026 \$ 2,000,000

2027 \$ 0

2028 \$ 0

\$ 300,000

Total Cost

ESTIMATED OPERATING COSTS:

N/A

PROJECT DESCRIPTION:

This line item is to provide funding for 3 phases of construction at Aylor Open space. The 2024 allocation will fund soft surface interior trail and potential site cleanup. Future phases will complete the open space portion of this project to include nature play, regional trails, site amenities, and others TDB.

Park and Recreation Facility Art

Community Services Project

PROJECT TYPE: Parks - New Park

WARD: 1, 2, 3, & 4 **ACCT#:**

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 200,000 Parks and Open Space Projects

BUDGET BY YEAR

2024 \$ 200,000

2025 \$ 200,000

2026 \$ 200,000

2027 \$ 200,000

2028 \$ 200,000

\$ 200,000 **Total Cost**

ESTIMATED OPERATING COSTS:

N/A

PROJECT DESCRIPTION:

This allocation is to fund all of the public art installations in the Parks and Open Spaces.

PARKS AND OPEN SPACE FUND DEBT SERVICE

Debt Service and Financial Obligations

The City occasionally issues certificates of participation to pay for large infrastructure projects in the Special Revenue Funds. The City currently has Certificates of Participation outstanding that were issued in 2018. This debt was issued primarily to pay for the new Trail Winds Recreation Center.

Parks and Open Space Fund Certificates of Participation, Series 2018

Initial Balance: \$49,110,144

Paid in Full: 2039

Description	Actual 2022	Budget 2023	Budget 2024
Interest Expense	\$1,973,659	\$1,891,846	\$1,806,084
Bond Principal	1,636,253	1,715,244	1,801,759
Bond Maintenance Fees	1,505	1,656	1,655
Total	\$3,611,417	\$3,608,746	\$3,609,498

Year	Principal	Interest	Total Payment
2024	1,801,759	1,806,084	3,607,843
2025	1,892,035	1,715,996	3,608,031
2026	1,986,072	1,621,394	3,607,466
2027	2,083,871	1,522,090	3,605,961
2028	2,189,193	1,417,898	3,607,091
2029	2,298,277	1,308,438	3,606,715
2030	2,414,883	1,193,524	3,608,407
2031	2,535,251	1,072,780	3,608,031
2032	2,636,812	971,370	3,608,182
2033	2,738,372	865,898	3,604,270
2034	2,851,217	756,362	3,607,579
2035	2,964,062	642,314	3,606,376
2036	3,084,430	523,752	3,608,182
2037	3,204,798	400,374	3,605,172
2038	3,336,451	272,182	3,608,633
2039	3,468,103	138,724	3,606,827
Total	\$41,485,584	\$16,229,180	\$57,714,764

PARKS AND OPEN SPACE FUND DEBT SERVICE

Debt Service and Financial Obligations

The City occasionally issues certificates of participation to pay for large infrastructure projects in the Special Revenue Funds. The City currently has Certificates of Participation outstanding that were issued in 2020. This debt was issued primarily to pay for the new Active Adult Center and renovations at the Margaret Carpenter Recreation Center.

Parks and Open Space Fund Certificates of Participation, Series 2020

Initial Balance: \$30,530,451

Paid in Full: 2038

Description	Actual 2022	Budget 2023	Budget 2024
Interest Expense	\$1,019,650	\$967,900	\$913,400
Bond Principal	1,035,000	1,090,000	1,140,000
Bond Maintenance Fees	2,475	2,475	2,475
Total	\$2,057,125	\$2,060,375	\$2,055,875

Year	Principal	Interest	Total Payment
2024	1,140,000	913,400	2,053,400
2025	1,200,000	856,400	2,056,400
2026	1,260,000	796,400	2,056,400
2027	1,320,000	733,400	2,053,400
2028	1,390,000	667,400	2,057,400
2029	1,460,000	597,900	2,057,900
2030	1,530,000	524,900	2,054,900
2031	1,590,000	463,700	2,053,700
2032	1,655,000	400,100	2,055,100
2033	1,720,000	333,900	2,053,900
2034	1,775,000	282,300	2,057,300
2035	1,825,000	229,050	2,054,050
2036	1,880,000	174,300	2,054,300
2037	1,935,000	117,900	2,052,900
2038	1,995,000	59,850	2,054,850
Total	\$23,675,000	\$7,150,900	\$30,825,900

Intentionally Left Blank



CHAPTER 8: WATER FUND

WATER FUND

FUND OVERVIEW

The Water Fund is responsible for operating, maintaining, and planning for the future of the City's water utility. The City is proud to provide quality water services, from the protection of water sources to the distribution of water to homes and businesses. The functional areas within the Water Fund include: Utilities Operations; Thornton Water Project Team; Water Resources; Farm Management; Water Quality; Water Treatment; Real Estate Management; Utility Billing; and Water Legal.

FUNCTIONAL RESPONSIBILITIES

Water Treatment Operations

Water Quality Testing

Lines Maintenance, Mechanical Maintenance, and Meter Reading and Maintenance

Water Rights and Water Quality Protection

Provide Utility Billing and Payment Services to Thornton Customers

Water Supply Development and Operation



View of the Never Summer Mountains from the Water Supply and Storage Company's historic Grand Ditch.

WATER FUND REVENUE SUMMARY

Revenue Source	Actual 2022	Budget 2023	Budget 2024
Charges For Services			
Customer Water Sales	\$48,302,534	\$48,164,000	\$46,681,000
Bulk Water Sales	3,925,112	4,299,700	4,122,000
Other Charges	1,881,157	1,619,723	1,825,400
Subtotal - Charges for Services	\$54,108,803	\$54,083,423	\$52,628,400
Interest	\$(9,041,857)	\$2,824,900	\$7,543,500
Miscellaneous			
Water Leases	\$1,270,273	\$1,123,000	\$1,300,000
Thornton Northern Project Leases	2,069,659	1,995,300	1,799,000
Oil and Gas Leases	12,497,787	6,000,000	13,500,000
Grants	692,902	466,728	398,265
Other Miscellaneous	35,534,181	750,000	750,000
Subtotal - Miscellaneous	\$52,064,802	\$10,335,028	\$17,747,265
Capital Contributions			
Tap Fees	\$29,703,506	\$34,507,649	\$20,692,000
Bond Proceeds	-	115,000,000	\$-
Other Sources	15,680	-	-
Subtotal - Capital Contributions	\$29,719,186	\$149,507,649	\$20,692,000
Total Water Fund Revenues	\$126,850,934	\$216,751,000	\$98,611,165

WATER FUND REVENUE SUMMARY

Customer Water Sales: Budgeted revenues for 2024 are based on the current year's consumption and anticipated customer growth. Currently, there is no rate increase for 2024.

Other Fees: Budgeted revenues for 2024 are expected to increase slightly over 2023. In 2023, late fees were waived during a four-month period while paperless billing was implemented.

Interest: In 2022, the city recognized unrealized losses because of decreases in the fair market value of investments which reduced interest income. Realized gains or losses on securities included in the investment portfolio are recognized only when the related security is sold prior to the stated maturity. In 2024, interest revenue is expected to increase as the result of rising interest rates.

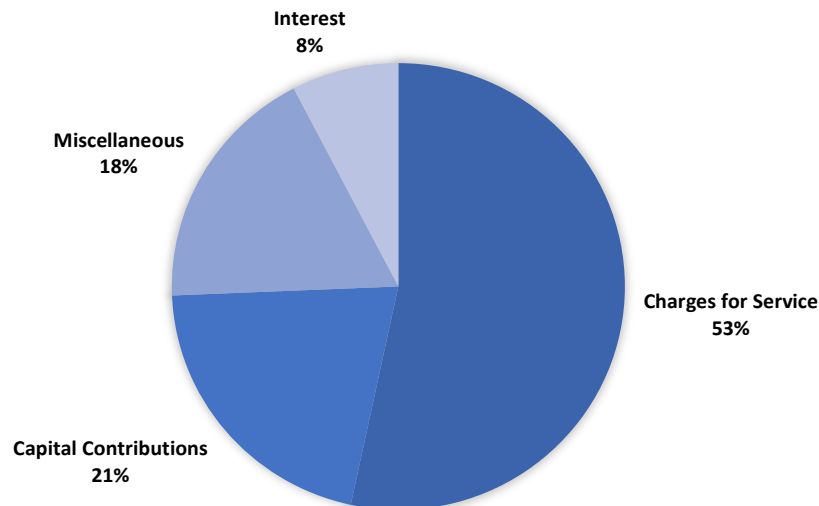
Water Leases: This increase is due to a planned increase in effluent water sales to farmers in the northern area of Thornton.

Oil and Gas: Revenues are expected to increase in 2024 due to new wells coming online.

Grants: Budgeted grant revenue in 2024 is for WaterSmart Meters.

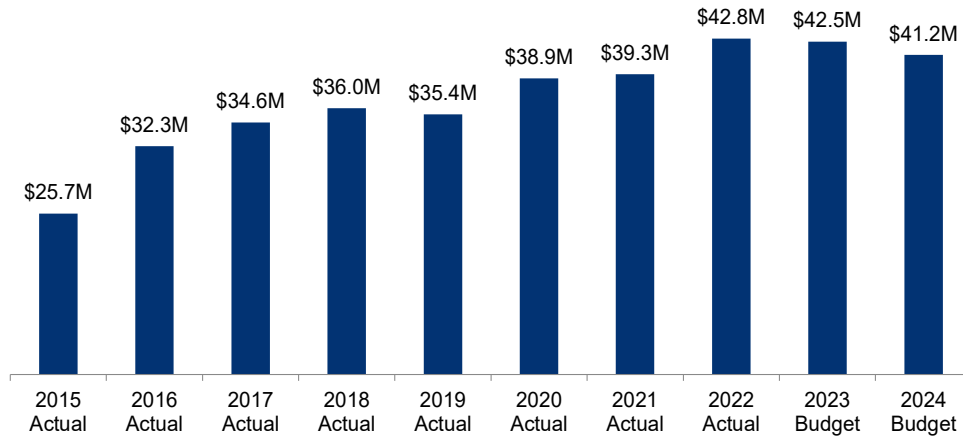
Tap Fees: Tap fee increases were approved by Council effective over a three-year phase in period, 2022-2024. Building permits began to slow down in the fall of 2022 and has continued into 2023. The water fund is now seeing the impact of the slowdown as fees are collected about 6 to 9 months from the time the permit is issued.

WATER REVENUE SUMMARY

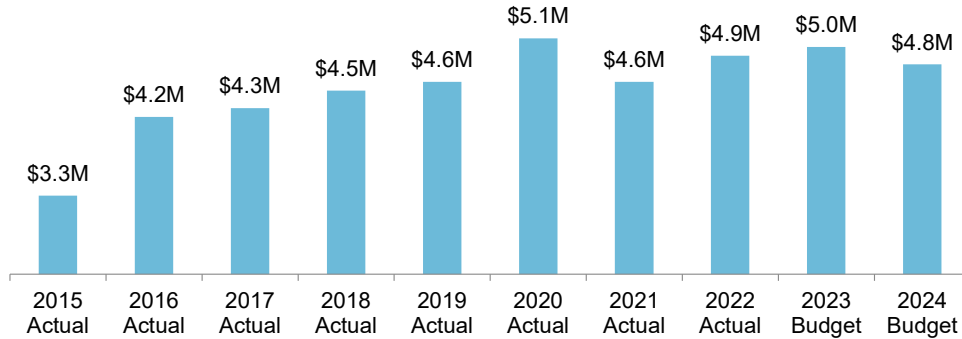


Water Fund Revenue Summary

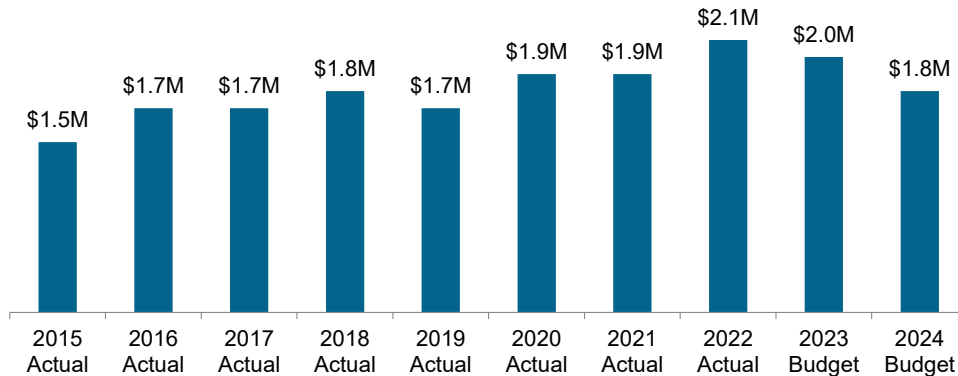
Customer Water Sales (Inside City) Trend



Customer Water Sales (Outside City) Trend



Thornton Northern Project Leases Trend



WATER FUND EXPENDITURE SUMMARY

Water Fund	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$12,038,075	\$13,558,930	\$14,528,096	7.1%
Contractual Services	14,627,011	17,930,632	17,071,083	-4.8%
Commodities	5,123,113	6,349,507	7,204,850	13.5%
Capital Outlay	125,826	1,121,980	386,829	-65.5%
Debt Service	7,071,457	8,786,427	7,058,927	-19.7%
Other Expenses	(62)	-	-	0.0%
Total	\$38,985,420	\$47,747,476	\$46,249,785	-3.1%

By Division	2024 Budget
10532, 10534, 10537 Utilities Operations	\$5,590,910
10565 Thornton Water Project Team	1,720,490
10570 Water Resources	5,608,300
10575 Agricultural Stewardship	1,739,069
10580 Water Quality	1,461,579
10585 Water Treatment	11,562,502
10590 Real Estate Management	365,245
10115 Utility Billing	1,629,053
10599 Water Legal	669,280
10990 General Expenses	15,903,357
Total	\$46,249,785

UTILITY BILLING (10115)

The Utility Billing Division is responsible for the billing and collection of water, sewer, stormwater and sanitation charges as well as providing customer service to the City’s utility customers.

GOALS AND OBJECTIVES

Goal 1: Accurately process and collect utility bills.

Objective 1: Calculate monthly utility bills and disconnection notices according to schedule.

Objective 2: Collect and monitor new water and sewer connection fees.

Utility Billing	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$827,767	\$906,584	\$973,263	7.4%
Contractual Services	599,099	743,100	613,290	-17.5%
Commodities	73,477	77,400	42,500	-45.1%
Total	\$1,500,343	\$1,727,084	\$1,629,053	-5.7%

Regular Full-Time Positions	FTE
Accounting Specialist	4.0
Citizen Assistance Specialist	0.5
Customer Billing Manager	1.0
Customer Billing Supervisor	1.0
Guest Relations Specialist	1.0
Senior Accounting Specialist	1.0
Utility Billing Coordinator	1.0
Total	9.5

UTILITIES OPERATIONS

(10532, 10534, 10537)

Utilities Operations consist of the Lines Maintenance, Mechanical Maintenance, Water Treatment Plant Maintenance, and Meter Maintenance groups. These groups maintain and repair the water distribution system, maintain and operate pump stations, water treatment plants, pressure-reducing valves, treated water storage facilities, and provide meter reading, installation, and testing.

GOALS AND OBJECTIVES

Goal 1: Provide reliable treated water service through regular inspection and maintenance of the system.

Objective 1: Minimize equipment failures by performing preventive maintenance, annual inspections on all systems, and efficient power management at all pump stations and treated water facilities.

Objective 2: Annually exercise distribution system valves.

Objective 3: Annually flush all fire hydrants.

Objective 4: Repair and maintain fire hydrant assemblies.

Objective 5: Promptly perform emergency repairs to the distribution system.

Objective 6: Perform leak detection testing annually to minimize water loss.

Goal 2: Provide accurate and reliable meter reading services for customer billing.

Objective 1: Read residential and commercial meters monthly.

Objective 2: Install meters as needed for new construction.

Objective 3: Replace and test commercial and residential meters for accurate data collection.

Objective 4: Routinely inspect and maintain residential meter pits.

Goal 4: Ensure acceptable water pressure.

Objective 1: Ensure water pressure and flow quality by performing monthly checks and maintenance of pressure reducing valves within the distribution system.

Goal 5: Protect the public water system from actual or potential backflow/cross-connections between the public potable water system and the consumers' private plumbing system following Colorado Department of Public Health and Environment (CDPHE) requirements.

Objective 1: Monitor and ensure that all backflow devices in the system are tested annually per state requirements.

Objective 2: Ensure any failed backflow devices are repaired or replaced within the mandated guidelines.

Objective 3: Review and inspect any new construction and/or tenant finish projects for appropriate backflow devices.

UTILITIES OPERATIONS

(10532, 10534, 10537)

Utilities Operations	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$2,533,706	\$2,780,554	\$3,050,804	9.7%
Contractual Services	1,417,988	1,320,285	1,586,263	20.1%
Commodities	461,676	638,637	732,843	14.8%
Capital Outlay	53,269	222,025	221,000	-0.5%
Total	\$4,466,639	\$4,961,501	\$5,590,910	12.7%

Regular Full-Time Positions	FTE
Administrative Specialist	1.0
Civil Engineer	1.0
Cross Connection Control Specialist	1.0
Equipment Operator/Plant Mechanic	11.0
Lead Meter Technician	1.0
Meter Superintendent	1.0
Meter Technician	9.0
Senior Equipment Operator	1.0
Senior Plant Mechanic	1.0
Utility Maintenance Supervisor	3.0
Utilities Operations Manager	1.0
Total	31.0

THORNTON WATER PROJECT TEAM (10565)

The Thornton Water Project Division manages the implementation of the Thornton Water Project, including planning, design, outreach and communications, permitting, construction, and start-up activities related to the project, so that the project provides additional high-quality raw water supply to the City on pace with the predicted timing of future growth.

GOALS AND OBJECTIVES

Goal 1: Implement the Thornton Water Project.

Objective 1: Implement the City Council's Vision, Mission, Values, and Guiding Principles for the project.

Objective 2: Select, manage, and direct consultants, contractors, and internal resources to ensure that the project is completed within the established scope, budget, and schedule and in compliance with all issued permits.

Objective 3: Communicate with agencies, communities, and stakeholders through community meetings, project e-newsletters, social media, and a project website.

Objective 4: Negotiate and obtain required permits, property interests, agreements, and approvals, including local land use permits and crossing agreements with project-related ditch companies and railroads.

Thornton Water Project Team	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$1,454,550	\$1,493,596	\$1,697,999	13.7%
Contractual Services	15,119	15,375	19,991	30.0%
Commodities	609	2,450	2,500	2.0%
Capital Outlay	-	-	-	0.0%
Total	\$1,470,278	\$1,511,421	\$1,720,490	13.8%

Regular Full-Time Positions	FTE
Administrative Supervisor	1.0
Contract Administrator	1.0
Senior Contract Administrator	1.0
Thornton Water Project Director	1.0
Thornton Water Project Engineer	1.0
Thornton Water Project Manager	1.0
Thornton Water Project Support Manager	1.0
Total	7.0

WATER RESOURCES (10570)

The Water Resources Division is responsible for acquiring, developing, managing, and delivery of the City's source water including acquiring and protecting the City's water rights portfolio and associated adjudicated efforts. The division delivers source water to the City's water treatment plants by managing and operating the City's water rights and raw water supply system. The division also implements a comprehensive water efficiency program.

GOALS AND OBJECTIVES

Goal 1: Develop and implement plans for meeting current and future water supply needs.

- Objective 1: Assist in developing the Thornton Water Project.
- Objective 2: Develop gravel pits for the storage of water.
- Objective 3: Develop water rights associated with Thornton's water supply systems.
- Objective 4: Purchase water from irrigation ditch companies.
- Objective 5: Develop and implement water efficiency strategies.
- Objective 6: Coordinate water supply availability with growth and incorporate water efficiency strategies into development projects.

Goal 2: Prevent reduction in the quantity of the City's water supplies to maximize available supplies.

- Objective 1: Review the water supply plans of others to assess potential impacts on Thornton's water supply.
- Objective 2: Participate in appropriate judicial, legislative, regulatory, or administrative processes.

Goal 3: Operate and account for the City's water supplies to maximize available supplies.

- Objective 1: Coordinate water supply operations with water administration agencies, ditch companies, other water users, and field staff to manage available supplies.
- Objective 2: Collect and maintain accurate records of water deliveries and water use, then submit documentation to the State Engineers Office and others as required.
- Objective 3: Implement water rights decree requirements.
- Objective 4: Operate and maintain raw water facilities. Develop and follow preventative and ongoing maintenance schedules to minimize equipment failures and disruption of raw water conveyance.

Goal 4: Maximize the efficient use of the City's water supply.

- Objective 1: Provide incentives, services, and outreach to help residential and commercial water customers use water efficiently.
- Objective 2: Manage water demand during drought by implementing the Drought Management Plan.
- Objective 3: Work with the Utilities Operations and Water Treatment Divisions to incorporate water-efficient technologies and practices in City operations.

WATER RESOURCES (10570)

Water Resources	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$2,447,003	\$2,658,419	\$2,823,541	6.2%
Contractual Services	2,138,428	2,352,629	2,213,451	-5.9%
Commodities	471,635	548,880	571,308	4.1%
Capital Outlay	27,524	64,000	-	-100.0%
Total	\$5,084,590	\$5,623,928	\$5,608,300	-0.3%

Regular Full-Time Positions	FTE
Deputy Infrastructure Director	1.0
Irrigation Analyst	1.0
Raw Water Supply Operator	4.0
Senior Water Raw Water Supply Operator	1.0
Senior Water Resources Administrator	2.0
Utility Maintenance Supervisor	1.0
Water Resources Administrator	4.5
Water Resources Analyst	6.0
Total	20.5

FARM MANAGEMENT (10575)

The Agricultural Stewardship Division manages the City’s water rights and agricultural properties associated with the Thornton Water Project, including farms and rental houses in northern Colorado.

GOALS AND OBJECTIVES

Goal 1: Maintain the City’s investment in its northern Colorado properties.

Objective 1: Manage and maintain agricultural properties and associated assets.

Objective 2: Manage leases with agricultural producers.

Objective 3: Manage house rental leases with tenants.

Objective 4: Coordinate with tenants, lessees, businesses, and local government agencies to ensure the smooth operation of Thornton’s agricultural properties.

Objective 5: Implement a revegetation program.

Objective 6: Coordinate with the Real Property Management Division regarding house sales, oil and gas operations, and other property issues.

Objective 7: Explore and implement new processes that align with agricultural and rental property industry-standard advancements.

Objective 8: Develop and Implement the Northern Properties Stewardship Plan.

Farm Management	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$341,839	\$376,344	\$425,274	13.0%
Contractual Services	962,057	1,467,613	1,308,290	-10.9%
Commodities	5,118	10,510	5,505	-47.6%
Capital Outlay	45,033	-	-	0.0%
Total	\$1,354,047	\$1,854,467	\$1,739,069	-6.2%

Regular Full-Time Positions	FTE
Administrative Specialist	1.0
Stewardship Project Administrator	1.0
Stewardship Project Manager	1.0
Total	3.0

WATER QUALITY (10580)

The Water Quality Division monitors water quality in the City’s raw water system, treatment plants, and distribution system. Water Quality maintains an extensive laboratory to accurately monitor and ensure high water quality. The Water Quality Division also monitors ongoing regulatory and administrative processes and participates in stakeholder processes related to protecting the quality of Thornton’s water.

GOALS AND OBJECTIVES

Goal 1: Ensure that the City’s drinking water supply meets or exceeds all state and federal drinking water regulations.

- Objective 1: Provide water quality analytical reports for protection, operational, and compliance needs.
- Objective 2: Provide an annual Consumer Confidence Report and respond to all water quality complaints.
- Objective 3: Maintain water quality monitoring program for the City’s distribution system.
- Objective 4: Provide laboratory optimization services that target improving overall water quality while targeting lower chemical use and cost.

Goal 2: Protect the City’s raw water supply from sources of harmful contamination.

- Objective 1: Represent Thornton in regulatory or administrative arenas and on all pertinent water quality and environmental stakeholder groups.
- Objective 2: Seek opportunities for the City to implement watershed protection efforts.
- Objective 3: Maintain water quality monitoring programs for all City raw water sources.
- Objective 4: Participate in managing the raw water supply system and direct the pre-treatment of the raw water supplies.

Water Quality	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$749,982	\$854,180	\$926,620	8.5%
Contractual Services	269,289	286,619	400,679	39.8%
Commodities	67,280	97,899	108,280	10.6%
Capital Outlay	-	710,955	26,000	-96.3%
Total	\$1,086,551	\$1,949,653	\$1,461,579	-25.0%

Regular Full-Time Positions	FTE
Lab Technician	2.0
Senior Water Quality Analyst	1.0
Water Quality Analyst	2.0
Water Quality Lab Supervisor	1.0
Water Quality Policy Manager	1.0
Total	7.0

WATER TREATMENT (10585)

The Water Treatment Division operates and maintains the Thornton and Wes Brown Water Treatment Plants. These plants provide potable water that is distributed to water customers. This division also maintains and calibrates the Supervisory Control and Data Acquisition (SCADA) systems used within the Infrastructure Department.

GOALS AND OBJECTIVES

- Goal 1: Provide safe, dependable, and high-quality drinking water to meet system demands.**
- Objective 1: Operate water treatment plants efficiently, cost-effectively and in compliance with all state and federal drinking water regulations.
 - Objective 2: Participate in water quality management of the finished water distribution system, focusing on compliance with all state and federal drinking water regulations, delivering the best-tasting water, and mitigating taste and odor complaints.
 - Objective 3: Explore and implement innovative technology when appropriate to facilitate and improve the cost and quality of finished water delivered.
- Goal 2: Ensure reliable operation of treatment plant operational controls and the SCADA system.**
- Objective 1: Maintain operation of all treatment plant controls and SCADA equipment.
 - Objective 2: Maintain calibration of all facility meters, instrumentation and controls, and SCADA sites.
 - Objective 3: Coordinate with the City's IT Department to provide cybersecurity for the water utility.

WATER TREATMENT (10585)

Water Treatment	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$2,686,852	\$3,073,795	\$3,414,820	11.1%
Contractual Services	1,905,658	2,183,581	2,271,858	4.0%
Commodities	4,038,401	4,968,281	5,735,995	15.5%
Debt Service	15,780	-	-	
Capital Outlay	-	125,000	139,829	11.9%
Total	\$8,646,691	\$10,350,657	\$11,562,502	11.7%

Regular Full-Time Positions	FTE
Administrative Specialist	1.0
Instrumentation Technician	4.0
Plant Mechanic	2.0
Senior Plant Mechanic	1.0
Senior Water Treatment Specialist	2.0
Utility Maintenance Supervisor	1.0
Water Plant Operator	3.0
Water Plant Supervisor	2.0
Water Technical Operation Supervisor	1.0
Water Treatment & Quality Manager	1.0
Water Treatment Process Specialist	1.0
Water Treatment Specialist (1 New Add)	7.0
Total	26.0

REAL ESTATE MANAGEMENT (10590)

Responsibilities include the inventory, acquisition, and disposition of real property. Acquisitions include water storage reservoir sites, land easements, rights-of-way for capital improvement projects (CIP), and land for parks, recreation, and open space facilities. The division also responds to requests for easements, rights of entry, and revocable permits from outside entities. The division is responsible for the City's oil and gas mineral rights. The division facilitates the acquisition of all easements and other lands required for the Thornton Water Project. Duties also include developing policies and procedures for the City's real estate-related operations.

GOALS AND OBJECTIVES

Goal 1: Perform land acquisitions.

- Objective 1: Acquire land and water rights for implementing the City's future growth plan, including exchange and terminal reservoirs and the Thornton Water Project.
- Objective 2: Acquire land as required to advance the goals of the Parks and Open Space Master Plan.
- Objective 3: Acquire other land or improved properties necessary for City operations, goals, and special projects.
- Objective 4: Assists in acquiring easements and other land necessary for the Thornton Water Project.

Goal 2: Dispose of surplus or no longer needed City-owned real property.

- Objective 1: Market properties declared surplus and enter contracts to sell properties as appropriate.
- Objective 2: Grant easements, permits, and licenses requested by third parties as necessary for the use of City-owned property.
- Objective 3: Market the City's oil and gas mineral rights per City Council direction, including execution and administration of leases, monitoring of drilling operations, and auditing royalty payments.

Goal 3: Maintain an inventory of all City-owned parcels.

- Objective 1: Maintain and update the inventory of all parcels owned by the City, including both General Fund and Utilities Fund land.
- Objective 2: Catalog parcels based on characteristics such as zoning, location, size, and fund ownership.
- Objective 3: Identify existing property that the City no longer needs.

Goal 4: Perform other City real property functions on an as-needed basis.

- Objective 1: Address unidentified real estate-related requests such as cell site management and leases, open space and life estate management, property valuations, transaction consulting, oil and gas lease, and easement administration.

REAL PROPERTY MANAGEMENT (10590)

Real Estate Management	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$166,170	\$303,768	\$321,423	5.8%
Contractual Services	41,185	43,762	43,665	-0.2%
Commodities	620	150	157	4.7%
Total	\$207,975	\$347,680	\$365,245	5.1%

Regular Full-Time Positions	FTE
Real Property Manager	1.0
Total	1.0

WATER LEGAL (10599)

An Assistant City Attorney position, and other staff as needed, provides services to the Water Fund by assisting with Water Fund capital projects, conducting litigation in Water Court, providing legal opinions, and preparing documents for the Water Resources staff regarding water supply and water quality. The position also directs and monitors outside legal counsel on litigation matters related to the water system.

Water Legal	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$427,549	\$513,166	\$560,708	9.3%
Contractual Services	21,521	129,696	102,810	-20.7%
Commodities	4,297	5,300	5,762	8.7%
Total	\$453,367	\$648,162	\$669,280	3.3%

Regular Full-Time Positions	FTE
Assistant City Attorney	0.5
Paralegal	1.0
Senior Assistant City Attorney	1.0
Total	2.5

GENERAL EXPENSES (10990)

The Water Fund General Expenses account contains several miscellaneous line items that the City allocates as a part of each fund, rather than directly to a specific department or division. Some examples include: administrative fees, city franchise fees, workers' compensation, state unemployment liability, and property/casualty insurance.

General Expenses	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$402,657	\$598,524	\$333,644	-44.3%
Contractual Services	7,256,667	9,387,972	8,510,786	-9.3%
Debt Service	7,055,677	8,786,427	7,058,927	-19.7%
Other Expenses	(62)	-	-	0.0%
Total	\$14,714,939	\$18,772,923	\$15,903,357	-15.3%

2024 Budget - Capital Improvement Projects

Water Fund

Page	Project	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	5 year Total
	Water Supply Projects						
266	Non-Potable Irrigation Rehab	\$ 580,000	\$ -	\$ -	\$ -	\$ -	580,000
267	Gravel Lakes Rip Rap	500,000	240,000	240,000	240,000	240,000	1,460,000
268	Standley Lake Pipeline Improvements	200,000	200,000	200,000	200,000	200,000	1,000,000
269	Non-TWP Transfers	176,000	176,000	176,000	176,000	176,000	880,000
270	Non-TWP Protection	150,000	150,000	150,000	150,000	150,000	750,000
271	Hunters Glen Diversion Realignment on Signal Ditch	150,000	-	-	-	-	150,000
272	Monitoring Well Abandonmen	30,000	30,000	30,000	-	-	90,000
*	Pre-Treatment Chem Feed Facility	-	450,000	-	-	-	450,000
*	TWP - TWTP Connection	-	200,000	750,000	-	-	950,000
	Subtotal Water Supply Projects	\$ 1,786,000	\$ 1,446,000	\$ 1,546,000	\$ 766,000	\$ 766,000	\$ 6,310,000

*Capital projects that are in 2025 and beyond can be found in the 5-Year CIP, also located at <https://www.thorntonco.gov/government/city-manager/Pages/default.aspx>

2024 Budget - Capital Improvement Projects

Water Fund

Page	Project	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	5 year Total
	Water Treatment Projects						
273	PFAS Treatment	\$ 4,000,000	\$ 45,000,000	\$ -	\$ -	\$ -	49,000,000
274	Sludge Disposal Improvements	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	6,000,000
275	WBWTP Valve and Actuator Replacement Program	1,170,000	1,170,000	-	-	-	2,340,000
276	Wes Brown Water Treatment Plant Membranes	1,170,000	-	1,170,000	1,170,000	1,170,000	4,680,000
277	WBWTP Equipment Replacement	500,000	700,000	700,000	500,000	-	2,400,000
278	Redundant Chemical Feed Lines to Chlorine Contact Chamber	500,000	-	-	-	-	500,000
181	Building Maintenance Projects	165,000	200,000	200,000	200,000	200,000	965,000
279	Distribution System WQ Sampling Hydrant Project	100,000	100,000	-	-	-	200,000
280	WQ Legal and Engineering	100,000	20,000	10,000	10,000	10,000	150,000
281	Lake Sonication	93,000	-	-	-	-	93,000
282	Thornton Treatment Plant Equipment Replacement	62,000	51,800	79,550	-	-	193,350
283	WQ Source Water Protection	60,000	40,000	40,000	40,000	40,000	220,000
*	Chemical Tank Replacements	-	530,450	-	-	-	530,450
Water Treatment Projects Continued on the Next Page							

*Capital projects that are in 2025 and beyond can be found in the 5-Year CIP, also located at <https://www.thorntonco.gov/government/city-manager/Pages/default.aspx>

2024 Budget - Capital Improvement Projects

Water Fund

Page	Project	2024 Budget	2025 Budget	2026 Budget	2027 Budget	5 year Total
	Water Treatment Projects (continued)					
284	Lagoon Discharge Chemical Addition	\$ 1,400,000	\$ -	\$ -	\$ -	\$ 1,400,000
285	WBWTP Surge Analysis	1,200,000	-	-	-	1,200,000
286	WBTP - PAC facility	1,030,000	-	-	-	1,030,000
287	Denver Interconnect	500,000	-	-	-	500,000
288	WBWTP Pipe Replacement	425,000	650,000	850,000	1,420,000	3,345,000
289	Hydrochloric Acid Room Remodel	180,000	1,000,000	646,000	-	1,826,000
290	TWTP and Distribution System Automation	180,000	-	-	-	180,000
291	WBWTP Raw Water Pipeline Inspections	160,000	-	-	-	160,000
292	WBWTP Yard Piping Cathodic Protectionn	100,000	-	-	-	100,000
293	Treatment Plant Clearwell Corrosion Improvements	100,000	-	-	-	100,000
294	Coagulant Tank Repairs (Liners)	90,000	90,000	90,000	90,000	90,000
*	Generator Controls Upgrade	-	150,000	-	-	150,000
*	Solar Bee Replacement	-	668,367	-	-	668,367
*	Return Lagoon Waste Downstream of Gravel Lakes	-	50,000	-	-	50,000
*	WBTP - Blower Stage Overhaul	-	37,000	24,700	-	61,700
*	WBTP - Air Compressor Upgrades	-	85,000	-	-	85,000
*	WBTP - CIP Room Sump Pump Replacement	-	-	30,000	-	30,000
*	WBTP - Filter Check Valve Overhaul	-	-	-	-	-
*	AWIA ERP RRA Update	-	100,000	-	-	100,000
	Subtotal Water Treatment	\$ 14,485,000	\$ 51,842,617	\$ 5,040,250	\$ 4,630,000	\$ 2,710,000
						\$ 78,707,867

*Capital projects that are in 2025 and beyond can be found in the 5-Year CIP, also located at <https://www.thorntonco.gov/government/city-manager/Pages/default.aspx>

2024 Budget - Capital Improvement Projects

Water Fund

Page	Project	2024 Budget	2025 Budget	2026 Budget	2027 Budget	5 year Total
	Water Distribution					
295	Zone 1 Tank - 1st 5 MG at NWTP	\$ 13,000,000	\$ -	\$ -	\$ -	\$ 13,000,000
296	Pipeline Rehabilitation Program	3,000,000	3,250,000	3,500,000	3,750,000	17,500,000
297	48-in Pipeline from Hilltop 5MG Tank to New 5 MG Tank	2,200,000	-	-	-	2,200,000
298	Zone 3A Pump Station Capacity Upgrades	1,600,000	-	-	-	1,600,000
299	STEM School Construction	1,400,000	-	-	-	1,400,000
300	Valve Replacement Program	500,000	550,000	600,000	650,000	3,000,000
301	Hydrant Replacement Program	125,000	150,000	175,000	200,000	875,000
302	Distribution Tank Mixers	100,000	-	100,000	-	300,000
303	Tank Painting and Repair Project	90,000	900,000	90,000	900,000	2,070,000
304	Treated Water System Improvements	90,000	600,000	90,000	600,000	1,470,000
305	Western Hills Altitude Vault Upgrade	70,000	650,000	-	-	720,000
*	3 MG Clearwell #3	-	-	-	-	400,000
*	Water & Sewer Master Plan Update	-	-	-	-	350,000
	Subtotal Water Distribution	\$ 22,175,000	\$ 6,100,000	\$ 4,555,000	\$ 6,100,000	\$ 5,955,000
	Thornton Water Project (TWP)					
306	TWP Water Supply Implementation	\$ 5,281,827	\$ 67,400,000	\$ 1,973,182	\$ 65,388,561	\$ 142,084,380
307	WSSC Improvements	1,651,500	50,000	-	-	1,701,500
308	Thornton Farm House Repair	750,000	750,000	750,000	750,000	3,750,000
309	Farm Property Revegetation	427,000	427,000	427,000	427,000	2,135,000
310	TWP Transfer	120,000	120,000	120,000	120,000	600,000
311	TWP Protection	105,000	105,000	105,000	105,000	525,000
*	Groundwater Recharge Facilities	-	-	-	-	1,800,000
	Subtotal Thornton Water Project	\$ 8,335,327	\$ 68,852,000	\$ 3,375,182	\$ 66,790,561	\$ 5,242,810
	Total Water Fund	\$ 46,781,327	\$ 128,240,617	\$ 14,516,432	\$ 78,286,561	\$ 14,673,810

*Capital projects that are in 2025 and beyond can be found in the 5-Year CIP, also located at <https://www.thorntonco.gov/government/city-manager/Pages/default.aspx>

Non-Potable Irrigation Rehab

Infrastructure Project

PROJECT TYPE: Raw Water - Infrastructure

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 580,000 Water

BUDGET BY YEAR

2024	\$	580,000
2025	\$	0
2026	\$	0
2027	\$	0
2028	\$	0

\$ 580,000 **Total Cost**

ESTIMATED OPERATING COSTS:

There are no additional direct annual operating costs associated with this project.

PROJECT DESCRIPTION:

This project will include the repair of groundwater well #2 pump and motor, and jetting of well casings to increase pumping performance at Carpenter Park.

Gravel Lakes Rip Rap (Bank Stabilization)

Infrastructure Project

PROJECT TYPE: Raw Water - Infrastructure

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 500,000 Water

BUDGET BY YEAR

2024 \$ 500,000

2025 \$ 240,000

2026 \$ 240,000

2027 \$ 240,000

2028 \$ 240,000

\$ 500,000

Total Cost

ESTIMATED OPERATING COSTS:

As infrastructure ages it may require intermittent maintenance, but there are no direct annual operating costs associated with this project.

PROJECT DESCRIPTION:

This project is for the design and construction of rip rap protection of eroded slopes on the city's existing raw water storage reservoirs. There are approximately 130,825 linear feet of shoreline along the city's reservoirs. 56,995 linear feet have been stabilized with rip rap protection, and the remaining 72,164 linear feet remain unprotected.

Standley Lake Pipeline Improvements

Infrastructure Project

PROJECT TYPE: Raw Water - Infrastructure

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 200,000 Water

BUDGET BY YEAR

2024 \$ 200,000

2025 \$ 200,000

2026 \$ 200,000

2027 \$ 200,000

2028 \$ 200,000

\$ 200,000 **Total Cost**

ESTIMATED OPERATING COSTS:

As infrastructure ages it may require intermittent maintenance, but there are no direct annual operating costs associated with this project.

PROJECT DESCRIPTION:

Included in 2014 Rate Study- This project is for the Thornton and Northglenn jointly owned seven mile section of the Standley Lake Pipeline. Budgeted amounts are Thornton's contribution.

2024 - replace two sections of pipe, repair unbonded joints, repair of unrestrained joints.

Non-TWP Transfers

Infrastructure Project

PROJECT TYPE: Raw Water - Protection

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 176,000 Water

BUDGET BY YEAR

2024 \$ 176,000

2025 \$ 176,000

2026 \$ 176,000

2027 \$ 176,000

2028 \$ 176,000

\$ 176,000 **Total Cost**

ESTIMATED OPERATING COSTS:

There are no additional direct annual operating costs associated with this project.

PROJECT DESCRIPTION:

This project includes legal and water rights engineering services required to adjudicate water rights applications related to development of Thornton's South Platte River and Clear Creek water rights, including diligence filings on Thornton's conditional water rights.

Cases anticipated for activity include: Clear Creek change case, diligence filings, and simple change adjudications.

Expenses from 2024 to 2028 are based on estimates of these cases.

Non-TWP Protection

Infrastructure Project

PROJECT TYPE: Raw Water - Protection

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 150,000 Water

BUDGET BY YEAR

2024 \$ 150,000

2025 \$ 150,000

2026 \$ 150,000

2027 \$ 150,000

2028 \$ 150,000

\$ 150,000 **Total Cost**

ESTIMATED OPERATING COSTS:

There are no additional direct annual operating costs associated with this project.

PROJECT DESCRIPTION:

This project includes consulting services and programmatic efforts required for the protection of the Non-Thornton Water Project (Non-TWP) water supply. This includes legal and engineering services for the opposition of water rights applications or water diversion projects that may impact Non-TWP water rights and participation in source water protection efforts to safeguard the yield of Non-TWP water rights.

Expenses for 2023 to 2027 are estimates based on anticipated Water Court and source water protection efforts.

Hunters Glen Diversion Realignment on Signal Ditch

Infrastructure Project

PROJECT TYPE: Raw Water - Infrastructure

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 150,000 Water

BUDGET BY YEAR

2024 \$ 150,000

2025 \$ 0

2026 \$ 0

2027 \$ 0

2028 \$ 0

\$ 150,000 **Total Cost**

ESTIMATED OPERATING COSTS:

N/A

PROJECT DESCRIPTION:

Scouring of the Signal Ditch has lowered the main channel below the flume, diminishing water deliveries to Hunters Glen. This project will improve or replace the existing structure.

Monitoring Well Abandonment

Infrastructure Project

PROJECT TYPE: Raw Water - Infrastructure

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 30,000 Water

BUDGET BY YEAR

2024 \$ 30,000

2025 \$ 30,000

2026 \$ 30,000

2027 \$ 0

2028 \$ 0

\$ 30,000 **Total Cost**

ESTIMATED OPERATING COSTS:

N/A

PROJECT DESCRIPTION:

This project will abandon monitoring wells alongside the city's reservoirs.

PFAS Treatment

Infrastructure Project

PROJECT TYPE: Raw Water - Infrastructure

WARD: 1, 2, 3, & 4 **ACCT#:**

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 4,000,000 Water

BUDGET BY YEAR

2024 \$ 4,000,000

2025 \$ 45,000,000

2026 \$ 0

2027 \$ 0

2028 \$ 0

\$ 4,000,000 **Total Cost**

ESTIMATED OPERATING COSTS:

N/A

PROJECT DESCRIPTION:

This project will provide for Granular Activated Carbon (GAC) treatment at both water treatment plants to treat PFAS and improve taste and odor.

Sludge Disposal Improvements

Infrastructure Project

PROJECT TYPE: Treated Water - Infrastructure

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 1,200,000 Water

BUDGET BY YEAR

2024 \$ 1,200,000

2025 \$ 1,200,000

2026 \$ 1,200,000

2027 \$ 1,200,000

2028 \$ 1,200,000

\$ 1,200,000 **Total Cost**

ESTIMATED OPERATING COSTS:

There are no annual operating costs associated with this project.

PROJECT DESCRIPTION:

This project will clean the three sludge ponds at the Wes Brown Water Treatment Plant annually to promote safety and security of staff and resiliency of sludge handling facilities.

WBWTP Valve and Actuator Replacement Program

Infrastructure Project

PROJECT TYPE: Treated Water - Infrastructure

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 1,170,000 Water

BUDGET BY YEAR

2024	\$	1,170,000
2025	\$	1,170,000
2026	\$	0
2027	\$	0
2028	\$	0

\$ 1,170,000 **Total Cost**

ESTIMATED OPERATING COSTS:

As infrastructure ages it may require intermittent maintenance, but there are no direct annual operating costs associated with this project.

PROJECT DESCRIPTION:

This project will improve the resiliency of the Wes Brown Water Treatment Plant by providing for replacement of critical valves throughout the Wes Brown Water Treatment Plant.

WBWTP Plant Membranes

Infrastructure Project

PROJECT TYPE: Treated Water - Infrastructure

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 1,170,000 Water

BUDGET BY YEAR

2024	\$	1,170,000
2025	\$	0
2026	\$	0
2027	\$	0
2028	\$	0

\$ 1,170,000 **Total Cost**

ESTIMATED OPERATING COSTS:

As infrastructure ages it may require intermittent maintenance, but there are no direct annual operating costs associated with this project.

PROJECT DESCRIPTION:

The project will include annual replacement and coating the underside of the membrane tank of one train of membrane per year, resulting in improved production capacity during cold weather months by as much as 33%. Rotating new membranes into the plant annually will help the utility sustainably and reliably meet water demands.

WBWTP Equipment Replacement

Infrastructure Project

PROJECT TYPE: Treated Water - Infrastructure

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 500,000 Water

BUDGET BY YEAR

2024	\$	500,000
2025	\$	700,000
2026	\$	700,000
2027	\$	500,000
2028	\$	0

\$ 500,000

Total Cost

ESTIMATED OPERATING COSTS:

As infrastructure ages it may require intermittent maintenance, but there are no direct annual operating costs associated with this project.

PROJECT DESCRIPTION:

This project will improve the resiliency of the Wes Brown Water Treatment Plant by providing annual funding for replacement of critical equipment.

Redundant Chemical Feed Lines to Chlorine Contact Chamber

Infrastructure Project

PROJECT TYPE: Raw Water - Infrastructure

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 500,000 Water

BUDGET BY YEAR

2024 \$ 500,000

2025 \$ 0

2026 \$ 0

2027 \$ 0

2028 \$ 0

\$ 500,000 **Total Cost**

ESTIMATED OPERATING COSTS:

N/A

PROJECT DESCRIPTION:

This project will create a more resilient water system by providing redundancy in the chemical feed delivery system at the Thornton Water Treatment Plant.

Distribution System WQ Sampling Hydrant Project

Infrastructure Project

PROJECT TYPE: Raw Water - Infrastructure

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 100,000 Water

BUDGET BY YEAR

2024 \$ 100,000

2025 \$ 100,000

2026 \$ 0

2027 \$ 0

2028 \$ 0

\$ 100,000

Total Cost

ESTIMATED OPERATING COSTS:

N/A

PROJECT DESCRIPTION:

This project adds 60 sampling stations, installed 12 per year for 5 years, throughout the water zones of Thornton service-area.

2024-2025 cost is worst case installation. Once we have the design we should be able to reduce these amounts significantly.

WQ Legal and Engineering

Infrastructure Project

PROJECT TYPE: Treated Water - Infrastructure

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 100,000 Water

BUDGET BY YEAR

2024 \$ 100,000

2025 \$ 20,000

2026 \$ 10,000

2027 \$ 10,000

2028 \$ 10,000

\$ 100,000 **Total Cost**

ESTIMATED OPERATING COSTS:

As infrastructure ages it may require intermittent maintenance, but there are no direct annual operating costs associated with this project.

PROJECT DESCRIPTION:

This project includes consulting services required for the protection of the Non-Thornton Water Project (Non-TWP) water supply. This includes legal and engineering services for the opposition of relaxed discharge regulations into upstream water supplies of Thornton, or to manage our own NPDES Discharge Permit. Expenses for 2024 to 2028 are estimates based on anticipated source water protection efforts.

Lake Sonication

Infrastructure Project

PROJECT TYPE: Raw Water - Infrastructure

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 93,000 Water

BUDGET BY YEAR

2024 \$ 93,000

2025 \$ 0

2026 \$ 0

2027 \$ 0

2028 \$ 0

\$ 93,000 **Total Cost**

ESTIMATED OPERATING COSTS:

\$11,760 O&M service package

PROJECT DESCRIPTION:

This project will reduce growth of cyanobacteria algae in the terminal reservoirs resulting in reduced T&O concentrations. The project includes 5 buoy systems that monitor WQ and adjust sonication parameters to control algae. There will be a reduction in copper sulfate and PAC chemical use associated with reduced lake T&O concentrations.

Thornton Treatment Plant Equipment Replacement

Infrastructure Project

PROJECT TYPE: Treated Water - Infrastructure

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 62,000 Water

BUDGET BY YEAR

2024	\$	62,000
2025	\$	51,800
2026	\$	79,550
2027	\$	0
2028	\$	0

\$ 62,000 **Total Cost**

ESTIMATED OPERATING COSTS:

As infrastructure ages it may require intermittent maintenance, but there are no direct annual operating costs associated with this project.

PROJECT DESCRIPTION:

This project will improve the resiliency of the Thornton Water Treatment Plant by providing annual funding for replacement of critical equipment.

WQ Source Water Protection

Infrastructure Project

PROJECT TYPE: Treated Water - Infrastructure

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 60,000 Water

BUDGET BY YEAR

2024 \$ 60,000

2025 \$ 40,000

2026 \$ 40,000

2027 \$ 40,000

2028 \$ 40,000

\$ 60,000 **Total Cost**

ESTIMATED OPERATING COSTS:

Operating costs associated with this project include personnel time. The \$20k/year will fund any other operating costs.

PROJECT DESCRIPTION:

This project will provide for the development and execution of a Source Water Protection Plan, including identifying source water contamination inventory, developing an action plan, and executing that plan. Estimates for 2024-2028 are to be used as building blocks to get the program up and running.

Lagoon Discharge Chemical Addition

Infrastructure Project

PROJECT TYPE: Treated Water - Infrastructure

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 1,400,000 Water

BUDGET BY YEAR

2024 \$ 1,400,000

2025 \$ 0

2026 \$ 0

2027 \$ 0

2028 \$ 0

\$ 1,400,000 **Total Cost**

ESTIMATED OPERATING COSTS:

No additional operating and maintenance costs required. Continuation of current levels are anticipated.

PROJECT DESCRIPTION:

This project is anticipated to be needed to meet compliance with the Clean Water Act and our discharge permit. The State Permit writer is anticipated to move our discharge permit location. To comply with the discharge permit all water must be free of chlorine and have proper pH. This project will be for design and construction of a chemical feed system.

WBWTP Surge Analysis

Infrastructure Project

PROJECT TYPE: Treated Water - Infrastructure

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 1,200,000 Water

BUDGET BY YEAR

2024 \$ 1,200,000

2025 \$ 0

2026 \$ 0

2027 \$ 0

2028 \$ 0

\$ 1,200,000 **Total Cost**

ESTIMATED OPERATING COSTS:

As infrastructure ages it may require intermittent maintenance, but there are no direct annual operating costs associated with this project.

PROJECT DESCRIPTION:

This project will improve the resiliency of the distribution system piping against water hammer during power outages.

2024 - Construct improvements

WBWTP - PAC Facility

Infrastructure Project

PROJECT TYPE: Treated Water - Infrastructure

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 1,030,000 Water

BUDGET BY YEAR

2024 \$ 1,030,000

2025 \$ 0

2026 \$ 0

2027 \$ 0

2028 \$ 0

\$ 1,030,000 **Total Cost**

ESTIMATED OPERATING COSTS:

No additional operating and maintenance costs required. Continuation of current levels are anticipated.

PROJECT DESCRIPTION:

This project will increase resiliency of water delivery by replacing critical chemical delivery piping, valving and backflow preventer. The project also includes replacement of the existing mixer in kind and increased storage.

Denver Interconnect

Infrastructure Project

PROJECT TYPE: Treated Water - Infrastructure

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 500,000 Water

BUDGET BY YEAR

2024	\$	500,000
2025	\$	0
2026	\$	0
2027	\$	0
2028	\$	0

\$ 500,000 **Total Cost**

ESTIMATED OPERATING COSTS:

N/A

PROJECT DESCRIPTION:

This project will add a pipeline which will allow flushing of the Chlorine Contact Chamber while the interconnect is in use. The existing Denver interconnection point does not allow for concurrent use.

WBWTP Pipeline Replacement

Infrastructure Project

PROJECT TYPE: Treated Water - Infrastructure

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 425,000 Water

BUDGET BY YEAR

2024 \$ 425,000

2025 \$ 650,000

2026 \$ 850,000

2027 \$ 1,420,000

2028 \$ 0

\$ 425,000

Total Cost

ESTIMATED OPERATING COSTS:

N/A

PROJECT DESCRIPTION:

This project will replace the yard piping at the Wes Brown Water Treatment Plant.

2024: Membrane Reject 150 feet 24-inch ductile iron (DI)

2025: Clarifier Sludge 225 feet 16-inch DI

2026: Sludge 300 feet 24-inch DI

2027: Sludge 500 feet 16-inch DI

Hydrochloric Acid Room Remodel

Infrastructure Project

PROJECT TYPE: Raw Water - Infrastructure

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 180,000 Water

BUDGET BY YEAR

2024 \$ 180,000

2025 \$ 1,000,000

2026 \$ 646,000

2027 \$ 0

2028 \$ 0

\$ 180,000 **Total Cost**

ESTIMATED OPERATING COSTS:

As infrastructure ages it may require intermittent maintenance, but there are no direct annual operating costs associated with this project.

PROJECT DESCRIPTION:

This project will improve chemical feed resiliency and provide engineered safety measures. The project will include the design and construction of upsized chemical tanks and restore chemical room equipment that has been degraded by corrosion.

2024 - Design for upsizing of tanks, and replacement of corroded equipment and new chemical injection for CIP system.

2025 - Construction Part A: upsize tanks, replace corroded equipment and floor.

2026 - Construction Part B: install new chemical feed equipment for CIP system.

TWTP and Distribution System Automation

Infrastructure Project

PROJECT TYPE: Treated Water - Infrastructure

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 180,000 Water

BUDGET BY YEAR

2024 \$ 180,000

2025 \$ 0

2026 \$ 0

2027 \$ 0

2028 \$ 0

\$ 180,000 **Total Cost**

ESTIMATED OPERATING COSTS:

N/A

PROJECT DESCRIPTION:

This project will provide for the autonomous operation of Thornton Water Plant and the Distribution System. Due to the complexity of the systems, this will be a phased approach.

Phase 1 - Reduce the night shifts incrementally as implementation and testing and confirmation allow during the winter season.

Phase 2 - Eliminate the night shifts during the winter season.

Phase 3 - Eliminate the night shifts year-round for TWTP.

WBWTP Raw Water Pipeline Inspections

Infrastructure Project

PROJECT TYPE: Treated Water - Infrastructure

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 160,000 Water

BUDGET BY YEAR

2024 \$ 160,000

2025 \$ 0

2026 \$ 0

2027 \$ 0

2028 \$ 0

\$ 160,000 **Total Cost**

ESTIMATED OPERATING COSTS:

As infrastructure ages it may require intermittent maintenance, but there are no direct annual operating costs associated with this project.

PROJECT DESCRIPTION:

This project will improve resiliency of water delivery by assessing the condition of critical supply and process piping at the Wes Brown Water Treatment Plant.

WBWTP Yard Piping Cathodic Protection

Infrastructure Project

PROJECT TYPE: Treated Water - Infrastructure

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 100,000 Water

BUDGET BY YEAR

2024 \$ 100,000

2025 \$ 0

2026 \$ 0

2027 \$ 0

2028 \$ 0

\$ 100,000 **Total Cost**

ESTIMATED OPERATING COSTS:

N/A

PROJECT DESCRIPTION:

This project includes installation of cathodic protection at several yard pipes at the Wes Brown Water Treatment Plant.

Treatment Plant Clearwell Corrosion Improvements

Infrastructure Project

PROJECT TYPE: Treated Water - Infrastructure

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 100,000 Water

BUDGET BY YEAR

2024	\$	100,000
2025	\$	0
2026	\$	0
2027	\$	0
2028	\$	0

\$ 100,000 **Total Cost**

ESTIMATED OPERATING COSTS:

As infrastructure ages it may require intermittent maintenance, but there are no direct annual operating costs associated with this project.

PROJECT DESCRIPTION:

This project will include improvements at the clearwells at each of the treatment plants to reduce corrosion.

Coagulant Tank Repair

Infrastructure Project

PROJECT TYPE: Treated Water - Infrastructure

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 90,000 Water

BUDGET BY YEAR

2024	\$	90,000
2025	\$	90,000
2026	\$	90,000
2027	\$	90,000
2028	\$	90,000

\$ 90,000 **Total Cost**

ESTIMATED OPERATING COSTS:

As infrastructure ages it may require intermittent maintenance, but there are no direct annual operating costs associated with this project.

PROJECT DESCRIPTION:

This project will increase the resiliency of water delivery by repairing and maintaining critical chemical storage tanks. The project includes installation of a new tank liner.

Zone 1 Tank - 1st 5 MG at NWTP

Infrastructure Project

PROJECT TYPE: Treated Water - Infrastructure

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 13,000,000 Water

BUDGET BY YEAR

2024 \$ 13,000,000

2025 \$ 0

2026 \$ 0

2027 \$ 0

2028 \$ 0

\$ 13,000,000 **Total Cost**

ESTIMATED OPERATING COSTS:

As infrastructure ages it may require intermittent maintenance, but there are no direct annual operating costs associated with this project.

PROJECT DESCRIPTION:

The project will construct a new 5 MG Zone 1 tank near the existing Zone 1 Hilltop tank to support a new Northern Water Treatment Plant per the Master Plan. This will be the first of two new Zone 1 tanks that are necessary up north. Construction will occur in 2024.

Pipeline Rehabilitation Program

Infrastructure Project

PROJECT TYPE: Treated Water - Infrastructure

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 3,000,000 Water

BUDGET BY YEAR

2024	\$	3,000,000
2025	\$	3,250,000
2026	\$	3,500,000
2027	\$	3,750,000
2028	\$	4,000,000

\$ 3,000,000 **Total Cost**

ESTIMATED OPERATING COSTS:

Indirect annual operating costs include personnel time.

PROJECT DESCRIPTION:

The pipeline rehabilitation program utilizes pipe lining technology where possible to rehabilitate deteriorated pipeline throughout the City's water distribution system.

Future year pipeline rehabilitation locations are continually identified based on pipe breaks and pipe age data that is updated and analyzed annually, combined with utilizing the Master Plan software to assist in identifying areas in need.

48-in Pipeline from Hilltop 5 MG Tank to New 5 MG Tank

Infrastructure Project

PROJECT TYPE: Treated Water - Infrastructure

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 2,200,000 Water

BUDGET BY YEAR

2024 \$ 2,200,000

2025 \$ 0

2026 \$ 0

2027 \$ 0

2028 \$ 0

\$ 2,200,000 **Total Cost**

ESTIMATED OPERATING COSTS:

As infrastructure ages it may require intermittent maintenance, but there are no direct annual operating costs associated with this project.

PROJECT DESCRIPTION:

The project includes 2,000 linear feet of 48-inch diameter pipeline extending north to new 5MG tank on Oxley property. Include tee for future connection to east from 136th/Holly. Most likely designed with Oxley 5MG tank. Design in 2023 and construction in 2024.

Zone 3A Pump Station Capacity Upgrades

Infrastructure Project

PROJECT TYPE: Treated Water - Infrastructure

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 1,600,000 Water

BUDGET BY YEAR

2024 \$ 1,600,000

2025 \$ 0

2026 \$ 0

2027 \$ 0

2028 \$ 0

\$ 1,600,000 **Total Cost**

ESTIMATED OPERATING COSTS:

N/A

PROJECT DESCRIPTION:

The project will install one new pump in the empty slot at the Zone 3A pump station.

STEM School Construction

Infrastructure Project

PROJECT TYPE: Treated Water - Infrastructure

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 1,400,000 Water

BUDGET BY YEAR

2024 \$ 1,400,000

2025 \$ 0

2026 \$ 0

2027 \$ 0

2028 \$ 0

\$ 1,400,000 **Total Cost**

ESTIMATED OPERATING COSTS:

N/A

PROJECT DESCRIPTION:

As part of the 2020/2021 Pipeline Rehab design, the STEM Launch school currently has a pipe break on the southern half of their fire loop that needs repair. This northern half of the line is cast iron which the city is trying to get rid of, and mainsaver on the southern half of the loop which cannot be repaired (proprietary) and must be replaced. Budget based on bid pricing from contractor May 2023 who could not accomodate the project. Must be completed Summer 2024.

Valve Replacement Program

Infrastructure Project

PROJECT TYPE: Treated Water - Infrastructure

WARD: 1, 2, 3, & 4 **ACCT#:** N/A

PRJ#: N/A

FIRST YEAR FUNDING SOURCE

\$ 500,000 Water

BUDGET BY YEAR

2024	\$	500,000
2025	\$	550,000
2026	\$	600,000
2027	\$	650,000
2028	\$	700,000

\$ 500,000 **Total Cost**

ESTIMATED OPERATING COSTS:

There are no known material near-term operational costs planned.

PROJECT DESCRIPTION:

This project will replace water distribution system isolation valves that are damaged/deteriorated/no longer operate properly. The 2024-2028 programs will repair 25-35 damaged valves yearly.

Hydrant Replacement Program

Infrastructure Project

PROJECT TYPE: Treated Water - Infrastructure

WARD: 1, 2, 3, & 4 **ACCT#:**

PRJ#:

FIRST YEAR FUNDING SOURCE

BUDGET BY YEAR

\$ 125,000 Water

2024 \$ 125,000

2025 \$ 150,000

2026 \$ 175,000

2027 \$ 200,000

2028 \$ 225,000

\$ 125,000 **Total Cost**

ESTIMATED OPERATING COSTS:

There are no known material near-term operational costs planned.

PROJECT DESCRIPTION:

This project is intended to replace fire hydrants that are obsolete or nearing the end of their useful life due to deterioration and/or corrosion. Under this program up to six hydrants per year will be replaced.

Distribution Tank Mixers

Infrastructure Project

PROJECT TYPE: Treated Water - Infrastructure

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 100,000 Water

BUDGET BY YEAR

2024 \$ 100,000

2025 \$ 0

2026 \$ 100,000

2027 \$ 0

2028 \$ 0

\$ 100,000 **Total Cost**

ESTIMATED OPERATING COSTS:

There are no known material near-term operational costs planned.

PROJECT DESCRIPTION:

The project includes installation of two water distribution tank mixers per each funding year.

Tank Painting and Repair

Infrastructure Project

PROJECT TYPE: Treated Water - Infrastructure

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 90,000 Water

BUDGET BY YEAR

2024	\$	90,000
2025	\$	900,000
2026	\$	90,000
2027	\$	900,000
2028	\$	90,000

\$ 90,000 **Total Cost**

ESTIMATED OPERATING COSTS:

As infrastructure ages it may require intermittent maintenance, but there are no direct annual operating costs associated with this project.

PROJECT DESCRIPTION:

One year inspection and design, next year construction.

- 2024: Design Western Hills 3 MG Tank,
- 2025: Paint Western Hills 3 MG Tank
- 2026: Design Zone 2 N 3 MG (TTP)
- 2027: Paint Zone 2 N 3 MG (TTP)

Treated Water System Improvements (PRVs)

Infrastructure Project

PROJECT TYPE: Treated Water - Infrastructure

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 90,000 Water

BUDGET BY YEAR

2024	\$	90,000
2025	\$	600,000
2026	\$	90,000
2027	\$	600,000
2028	\$	90,000

\$ 90,000 **Total Cost**

ESTIMATED OPERATING COSTS:

There are no known material near-term operational costs planned.

PROJECT DESCRIPTION:

This project replaces water distribution system facilities that are malfunctioning or near the end of their useful life due to deterioration. This may include repairing or replacing pressure reducing valve (PRVs), air release valves (ARV), etc.

2024 - Design E 93rd Avenue and Riverdale Road

2025 - Construct E 93rd Avenue and Riverdale Road

2026 - Design #15 at 86th Avenue and Madison Court

2027 - Construct #15 at 86th Avenue and Madison Court

2028 - Design #14 at 86th Avenue and Adams Court

Western Hills Altitude Valve Vault Upgrade

Infrastructure Project

PROJECT TYPE: Treated Water - Infrastructure

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 70,000 Water

BUDGET BY YEAR

2024 \$ 70,000

2025 \$ 650,000

2026 \$ 0

2027 \$ 0

2028 \$ 0

\$ 70,000 **Total Cost**

ESTIMATED OPERATING COSTS:

N/A

PROJECT DESCRIPTION:

This project will remove and replace the existing PRV valve and vault and associated piping at the Western Hills tank. The new equipment will allow the Western Hills Tank level to be controlled by the TWTP.

TWP Water Supply Implementation

Infrastructure Project

PROJECT TYPE: Raw Water - Infrastructure

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 5,281,827 Water

BUDGET BY YEAR

2024 \$ 5,281,827

2025 \$ 67,400,000

2026 \$ 1,973,182

2027 \$ 65,388,561

2028 \$ 2,040,810

\$ 5,281,827 **Total Cost**

ESTIMATED OPERATING COSTS:

Estimate of 0.5 FTEs per each Pump Station.
Total of 3 pump stations would be \$150K.
Energy Costs are estimated at \$125K annually plus materials and contractor services for another \$75K. Overall total is \$350K for operating costs beginning in 2025.

PROJECT DESCRIPTION

The Thornton Water Project (TWP) consists of the planning, permitting, land acquisition, design and construction of infrastructure needed to deliver the city's northern Colorado water to Thornton. The TWP includes over 70 miles of pipeline and two pump stations. This funds the construction of TWP infrastructure. The 2021 segments of the TWP includes Segments C (15 miles), E (12 miles) and the north half of Segment A from 168th Avenue to 120th Avenue (6 miles). Three other construction packages are scheduled to commence during the 5-year budget cycle. Construction commenced in 2020 and will continue to 2024. Funds shown in 2021 are in addition to previously budgeted construction funds necessary to construct all of work package one or Segment D in Windsor and Johnstown.

WSSC Improvements

Infrastructure Project

PROJECT TYPE: Raw Water - Infrastructure

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 1,651,500 Water

BUDGET BY YEAR

2024 \$ 1,651,500

2025 \$ 50,000

2026 \$ 0

2027 \$ 0

2028 \$ 0

\$ 1,651,500 **Total Cost**

ESTIMATED OPERATING COSTS:

As infrastructure ages it may require intermittent maintenance, but there are no direct annual operating costs associated with this project.

PROJECT DESCRIPTION:

Thornton's Decree sets forth several terms and conditions that require the construction of augmentation stations and check structures in the Water Supply and Storage Company (WSSC) system prior to converting the city's WSSC water to municipal use. An analysis of the critical structures needed to allow Thornton to remove the first block of 5,000 AF of water from the WSSC system identified 11 new check structures and 1 augmentation structure.

Thornton Farm House Repair

Infrastructure Project

PROJECT TYPE: Treated Water - Infrastructure

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 750,000 Water

BUDGET BY YEAR

2024	\$	750,000
2025	\$	750,000
2026	\$	750,000
2027	\$	750,000
2028	\$	750,000

\$ 750,000 **Total Cost**

ESTIMATED OPERATING COSTS:

N/A

PROJECT DESCRIPTION:

Thornton owns approximately 61 farm houses and related garages, sheds, and barns. The farm houses and related structures were purchased in 1985 through 1987 as a part of the Thornton Water Project (TWP). This project is a phased approach to rehabilitate the poor conditions of the the houses and outbuildings. This project also includes a phased approach to demolish houses and outbuildings where it is not cost-effective to perform additional repairs.

Farm Property Revegetation

Infrastructure Project

PROJECT TYPE: General Business

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 427,000 Water

BUDGET BY YEAR

2024 \$ 427,000

2025 \$ 427,000

2026 \$ 427,000

2027 \$ 427,000

2028 \$ 427,000

\$ 427,000 **Total Cost**

ESTIMATED OPERATING COSTS:

N/A

PROJECT DESCRIPTION:

Plant vegetation on city owned farmland to assist in water absorption.

TWP - Transfers

Infrastructure Project

PROJECT TYPE: Treated Water - Infrastructure

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 120,000 Water

BUDGET BY YEAR

2024	\$	120,000
2025	\$	120,000
2026	\$	120,000
2027	\$	120,000
2028	\$	120,000

\$ 120,000 **Total Cost**

ESTIMATED OPERATING COSTS:

There are no annual operating costs.

PROJECT DESCRIPTION:

This project includes legal and water rights engineering services required to adjudicate water rights applications related to development of Thornton Water Project (TWP) and Cache la Poudre River water rights, including diligence filings on Thornton's conditional water rights. Cases anticipated for activity include: Northern Project Diligence and Poudre Flows augmentation plan. Expenses from 2024 to 2028 are based on estimates of these cases.

TWP - Protection

Infrastructure Project

PROJECT TYPE: Treated Water - Infrastructure

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 105,000 Water

BUDGET BY YEAR

2024	\$	105,000
2025	\$	105,000
2026	\$	105,000
2027	\$	105,000
2028	\$	105,000

\$ 105,000 **Total Cost**

ESTIMATED OPERATING COSTS:

There are no annual operating costs.

PROJECT DESCRIPTION:

This project includes consulting services and programmatic efforts required for the protection of the Thornton Water Project (TWP) water supply. This includes legal and engineering services for the opposition of water rights applications or water diversion projects that may impact TWP water rights and participation in source water protection efforts to safeguard the yield of TWP water rights. Expenses for 2024 to 2028 are estimates based on anticipated Water Court and source water protection efforts.

WATER FUND DEBT SERVICE

DEBT SERVICE AND FINANCIAL OBLIGATIONS

The City occasionally issues general obligation and revenue bonds to pay for water utility improvements. The City currently has Water Revenue Refunding Bonds outstanding that were issued in 2013. The water rates are maintained at a level that provides for adequate debt service coverage. Rates may be periodically adjusted to ensure all obligations can be met and operations maintained. It has not been necessary to defer other projects or make operational changes to meet utility debt service obligations. In addition to bond issuances, the City may also issue notes payable to purchase water rights.

WATER REVENUE REFUNDING BONDS, SERIES 2013

Initial Balance: \$39,380,000

Paid in Full: 2034

Description	Actual 2022	Budget 2023	Budget 2024
Bond Principal	\$1,785,000	\$1,880,000	\$1,970,000
Interest Expense	1,068,244	978,994	884,994
Bond Maintenance Fees	303	303	303
Total	\$2,853,547	\$2,859,297	\$2,855,297

Year	Principal	Interest	Total Payment
2024	1,970,000	884,994	2,854,994
2025	2,045,000	806,194	2,851,194
2026	2,135,000	724,394	2,859,394
2027	2,215,000	638,994	2,853,994
2028	2,305,000	550,394	2,855,394
2029	2,375,000	481,244	2,856,244
2030	2,445,000	409,994	2,854,994
2031	2,515,000	336,644	2,851,644
2032	2,600,000	258,050	2,858,050
2033	2,675,000	176,800	2,851,800
2034	2,765,000	89,862	2,854,862
Total	\$26,045,000	\$5,357,564	\$31,402,564

WATER FUND DEBT SERVICE

DEBT SERVICE AND FINANCIAL OBLIGATIONS

The City occasionally issues general obligation and revenue bonds to pay for water utility improvements. The City issued Water Enterprise Revenue Bonds in 2020. The proceeds of the 2020 Bonds will be used to finance or reimburse the City to construct the new Thornton Water Treatment Plant at Thornton Parkway. The new plant will replace the existing Thornton Water Treatment Plant on the same site; the old plant will remain operational until the acceptance testing on the new WTP is complete and the WTP is fully operational. The 2021 budget was based on projected debt needed for the project. However, when the debt was issued, the total amount was lower than projected.

WATER ENTERPRISE REVENUE BONDS, SERIES 2020

Initial Balance: \$90,374,765

Paid in Full: 2050

Description	Actual 2022	Budget 2023	Budget 2024
Interest Expense	\$2,801,800	\$2,731,800	\$2,658,300
Bond Principal	1,400,000	1,470,000	1,545,000
Bond Maintenance Fees	330	330	330
Total	\$4,202,130	\$4,202,130	\$4,203,630

WATER FUND DEBT SERVICE

WATER ENTERPRISE REVENUE BONDS, SERIES 2020

Year	Principal	Interest	Total Payment
2024	1,545,000	2,658,300	4,203,300
2025	1,625,000	2,581,050	4,206,050
2026	1,705,000	2,499,800	4,204,800
2027	1,790,000	2,414,550	4,204,550
2028	1,880,000	2,325,050	4,205,050
2029	1,975,000	2,231,050	4,206,050
2030	2,070,000	2,132,300	4,202,300
2031	2,155,000	2,049,500	4,204,500
2032	2,240,000	1,963,300	4,203,300
2033	2,330,000	1,873,700	4,203,700
2034	2,425,000	1,780,500	4,205,500
2035	2,520,000	1,683,500	4,203,500
2036	2,620,000	1,582,700	4,202,700
2037	2,725,000	1,477,900	4,202,900
2038	2,835,000	1,368,900	4,203,900
2039	2,950,000	1,255,500	4,205,500
2040	3,035,000	1,167,000	4,202,000
2041	3,130,000	1,075,950	4,205,950
2042	3,220,000	982,050	4,202,050
2043	3,320,000	885,450	4,205,450
2044	3,420,000	785,850	4,205,850
2045	3,520,000	683,250	4,203,250
2046	3,625,000	577,650	4,202,650
2047	3,735,000	468,900	4,203,900
2048	3,850,000	356,850	4,206,850
2049	3,965,000	241,350	4,206,350
2050	4,080,000	122,400	4,202,400
Total	\$74,290,000	\$39,224,300	\$113,514,300



CHAPTER 9: SEWER FUND

SEWER FUND

Fund Overview

The Sewer Fund is responsible for operating and maintaining the City's wastewater collection system. While Thornton collects wastewater, it does not own or operate a wastewater treatment plant. The City sends wastewater to Metro Water Recovery (MWR) for treatment.

Functional Responsibilities

Operating and Maintaining the Sewage Collection System and Related Facilities

Wastewater and Meter Maintenance Operations

SEWER FUND REVENUE SUMMARY

Revenue Source	Actual 2022	Budget 2023	Budget 2024
Charges For Services			
Sewer Service Charges - Inside	\$13,082,893	\$15,099,000	\$14,717,000
Sewer Service Charges - Outside	2,217,273	2,583,000	2,466,000
Federal Heights	968,584	1,109,000	986,000
Other Operating Charges	9,393	84,000	-
Subtotal - Charges for Services	\$16,278,143	\$18,875,000	\$18,169,000
Other			
Interest	\$(436,335)	\$154,000	\$420,000
Debt Proceeds	-	1,100,000	-
Tap Fees and Other Contributions	2,233,583	2,371,300	1,287,000
Transfer in From Other Funds	-	702,260	-
Use of Fund Balance	448,910	-	-
Subtotal - Other	2,246,158	4,327,560	1,707,000
Total Sewer Fund Revenues	\$18,524,301	\$23,202,560	\$19,876,000

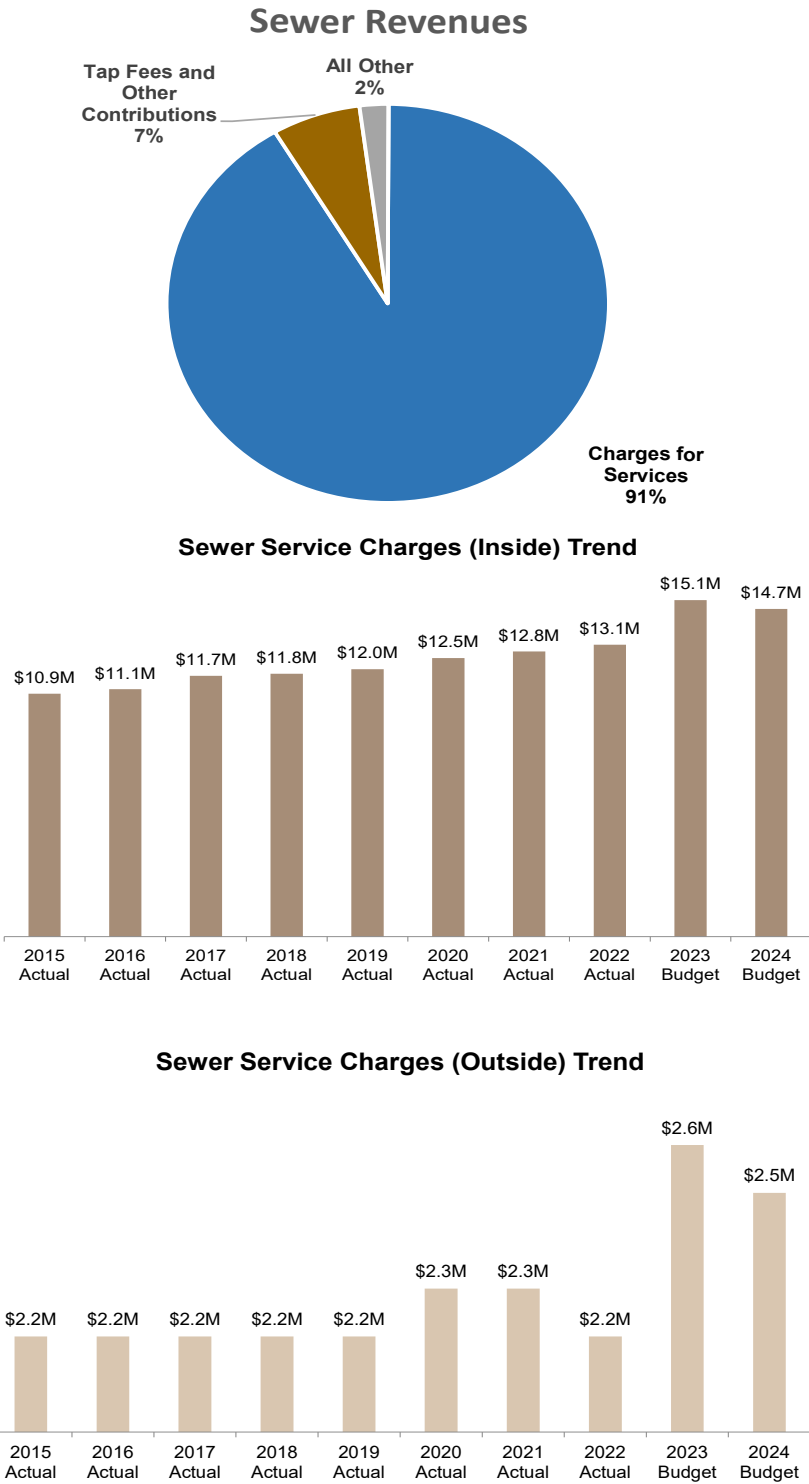
Charges for Service: Budgeted revenue for 2024 assumes a .7% increase in customers. Currently, there is no rate increase for 2024.

Interest: In 2022, the city recognized unrealized losses because of decreases in the fair market value of investments which reduced interest income. Realized gains or losses on securities included in the investment portfolio are recognized only when the related security is sold prior to the stated maturity. In 2024, interest revenue is expected to increase as the result of rising interest rates.

Tap Fees and Other Contributions: Tap fee increases were approved by Council for 2023. Currently, there are no tap fee increases for 2024. Building permits began to slow down in the fall of 2022 and has continued into 2023. The sewer fund is now seeing the impact of the slowdown as fees are collected about 6 to 9 months from the time the permit is issued.

SEWER FUND REVENUE SUMMARY

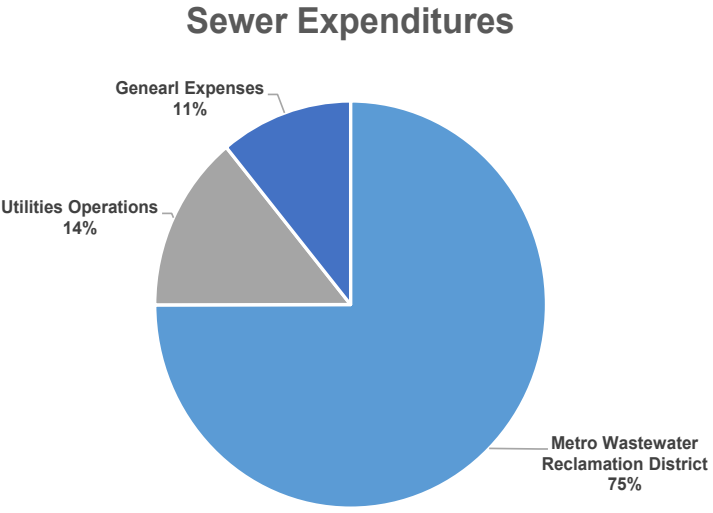
Debt Proceeds: Debt proceeds are budgeted for 2023 to provide funding for capital projects if necessary. The City will consider the use of debt financing or a short-term interfund loan. Spending of proceeds will span several years.



SEWER FUND EXPENDITURE SUMMARY

Sewer Fund	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$1,340,283	\$1,519,398	\$1,642,076	8.1%
Contractual Services	13,706,235	15,567,659	15,046,719	-3.3%
Commodities	144,926	237,044	248,860	5.0%
Capital Outlay	264,560	279,476	145,615	-47.9%
Total	\$15,456,004	\$17,603,577	\$17,083,270	-3.0%

By Division	2024 Budget
20533, 20535, 20536 Utilities Operations	\$2,404,273
20549 Metro Wastewater Reclamation District	12,807,931
20990 General Expenses	1,871,066
Total	\$17,083,270



UTILITIES OPERATIONS

(20533, 20535, 20536)

Utilities Operations consists of the Lines Maintenance, Meter Maintenance, and Mechanical Maintenance groups. The Lines Maintenance group maintains and repairs the wastewater collection system. The Meter Maintenance group provides meter reading, meter installation, and meter testing. The Mechanical Maintenance group is responsible for maintaining all wastewater lift stations.

GOALS AND OBJECTIVES

Goal 1: Maintain sanitary sewer system and related infrastructure to ensure uninterrupted service.

Objective 1: Annual TV inspection of existing sanitary sewer lines and all new collection systems.

Objective 2: Annually wash the sanitary sewer system.

Objective 3: Conduct monthly sand/grease interceptor inspections.

Objective 4: Conduct root cutting for service connections.

Goal 2: Ensure proper operation and maintenance of sewage lift stations.

Objective 1: Perform weekly preventative maintenance inspections of all sewage lift stations.

Utilities Operations	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$1,291,160	\$1,486,416	\$1,619,622	9.0%
Contractual Services	183,617	312,737	390,176	24.8%
Commodities	144,926	237,044	248,860	5.0%
Capital Outlay	264,560	279,476	145,615	-47.9%
Total	\$1,884,263	\$2,315,673	\$2,404,273	3.8%

Regular Full-Time Positions	FTE
Equipment Operator	7.0
Meter Technician	9.0
Lead Meter Technician	1.0
Meter Superintendent	1.0
Plant Mechanic	4.0
Senior Equipment Operator	1.0
Senior Plant Mechanic	1.0
Utility Maintenance Supervisor	3.0
Total	27.0

Eighteen (18.0) of the above positions are budgeted in both the Water and Sewer Funds. The salary and benefits are allocated 75 percent to the Water Fund and 25 percent to the Sewer Fund.

METRO WATER RECOVERY (20549)

The City does not own or operate a wastewater treatment plant. Wastewater generated in the City is transported to the Metro Water Recovery (MWR) for treatment and disposal. MWR is a special district that was formed by the Colorado Legislature as the Metropolitan Denver Sewage Disposal District No. 1 in 1961 to provide wastewater transmission and treatment services to member municipalities and special connectors in compliance with federal, state, and local laws. Expenditures represent the City of Thornton's payment to MWR for treatment of the City's wastewater.

Metro Wastewater mation District	Recla-	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Contractual Services		\$11,928,266	\$13,480,965	\$12,807,931	-5.0%
	Total	\$11,928,266	\$13,480,965	\$12,807,931	-5.0%

GENERAL EXPENSES (20990)

The Sewer Fund General Expenses account contains several miscellaneous line items that the City allocates as a part of each fund, rather than directly to a specific department or division. Some examples include: administrative fees, city franchise fees, workers' compensation, state unemployment liability, and property/casualty insurance.

General Expenses	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$49,123	\$32,982	\$22,454	-31.9%
Contractual Services	1,594,352	1,773,957	1,848,612	4.2%
	Total	\$1,643,475	\$1,806,939	3.5%

2024 Budget - Capital Improvement Projects

Sewer Fund

Page	Project	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	5 year Total
322	Sewer Main Rehabilitation Program	\$ 500,000	\$ 500,000	\$ 2,666,667	\$ 2,666,667	\$ 2,666,666	\$ 9,000,000
*	Big Dry Creek Parallel Sewer	-	2,850,000	-	-	-	2,850,000
323	Manhole Rehabilitation Program	300,000	300,000	500,000	500,000	500,000	2,100,000
324	Sanitary Sewer Root Control	60,000	60,000	60,000	60,000	60,000	300,000
325	Fleet Replacement	47,125	37,673	-	-	119,339	204,137
	Total Sewer Fund	\$ 907,125	\$ 3,747,673	\$ 3,226,667	\$ 3,226,667	\$ 3,346,005	\$ 14,454,137

*Capital projects that are in 2025 and beyond can be found in the 5-Year CIP, also located at <https://www.thorntonco.gov/government/city-manager/Pages/default.aspx>

Sewer Main Rehabilitation Program

Infrastructure Project

PROJECT TYPE: Wastewater - Infrastructure

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 500,000 Sewer

BUDGET BY YEAR

2024	\$	500,000
2025	\$	500,000
2026	\$	2,666,667
2027	\$	2,666,667
2028	\$	2,666,666

\$ 500,000 **Total Cost**

ESTIMATED OPERATING COSTS:

There are no known material near-term operational costs planned.

PROJECT DESCRIPTION:

The project will include the rehabilitation of sanitary sewer pipeline that is deteriorating throughout the city. Years 2027-2028 will catch up on utilities backlog for deteriorated sewer lines in need of repair, point repairs, and infiltration elimination.

- 2024 - approximately 30,000 linear feet of pipe
- 2025 - approximately 30,000 linear feet of pipe
- 2026 - approximately 30,000 linear feet of pipe
- 2027 - approximately 50,000 linear feet of pipe
- 2028 - approximately 50,000 linear feet of pipe

Manhole Rehabilitation Program

Infrastructure Project

PROJECT TYPE: Wastewater - Infrastructure

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 300,000 Sewer

BUDGET BY YEAR

2024 \$ 300,000

2025 \$ 300,000

2026 \$ 300,000

2027 \$ 300,000

2028 \$ 300,000

\$ 300,000 **Total Cost**

ESTIMATED OPERATING COSTS:

There are no known material near-term operational costs planned.

PROJECT DESCRIPTION:

The project will include the rehabilitation of deteriorating manholes throughout the city. Years 2025-2028 will catch up on utilities backlog for deteriorated manholes in need of lining repair and infiltration elimination.

2024 - 50 manholes

2025 - 75 manholes

2026 - 75 manholes

2027 - 75 manholes

2028 - 75 manholes

Sanitary Sewer Root Control

Infrastructure Project

PROJECT TYPE: Wastewater - Infrastructure

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 60,000 Sewer

BUDGET BY YEAR

2024 \$ 60,000

2025 \$ 60,000

2026 \$ 60,000

2027 \$ 60,000

2028 \$ 60,000

\$ 60,000 **Total Cost**

ESTIMATED OPERATING COSTS:

There are no known material near-term operational costs planned.

PROJECT DESCRIPTION:

Contractor to provide root control chemical application that includes service line connections and manholes.

Fleet Replacement: Sewer

Infrastructure Project

PROJECT TYPE: General Business

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 47,125 Sewer

BUDGET BY YEAR

2024 \$ 47,125

2025 \$ 37,673

2026 \$ 0

2027 \$ 0

2028 \$ 0

\$ 47,125 **Total Cost**

ESTIMATED OPERATING COSTS:

Fuel and maintenance of vehicles

PROJECT DESCRIPTION:

Replacement of vehicles in the City's Sewer Fleet

Intentionally Left Blank



CHAPTER 10: STORMWATER FUND

STORMWATER FUND

FUND OVERVIEW

The Stormwater Fund portion of the Infrastructure Department is responsible for planning and maintaining the City’s stormwater system and floodplain management program.

FUNCTIONAL RESPONSIBILITIES

- Operating and maintaining the drain and drainage system infrastructure
- Managing the MS4 permit and required programs
- Project management to implement Stormwater capital improvement projects
- Coordination with the Mile High Flood District
- Floodplain management

REVENUE SUMMARY

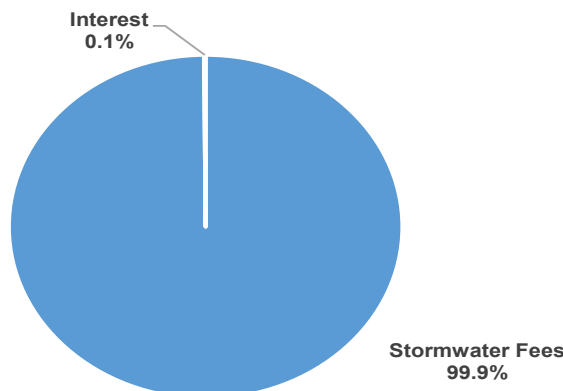
Revenue Source	Actual	Budget	Budget
	2022	2023	2024
Stormwater Fees	\$4,398,364	\$4,469,000	\$4,495,000
Interest	(77,110)	20,000	6,000
Miscellaneous Contributions	121,944	-	-
Debt Proceeds	-	2,500,000	-
Total Stormwater Fund Revenues	\$4,443,198	\$6,989,000	\$4,501,000

Stormwater Fees: Budgeted revenue for 2024 increased due to an increase in customers.

Interest: In 2022, the city recognized unrealized losses because of decreases in the fair market value of investments which reduced interest income. Realized gains or losses on securities included in the investment portfolio are recognized only when the related security is sold prior to the stated maturity. In 2024, interest is expected to decrease due to a decrease in cash and investment balances resulting from continued spending on capital projects offset by an increase in interest rates.

Interest and Debt Proceeds: Debt Financing was not needed in 2022 due to timing of projects and cash flows. Financing needs are expected in 2023. The City will use a short-term interfund loan to help fund capital projects. Spending of debt proceeds will span several years.

Stormwater Revenue

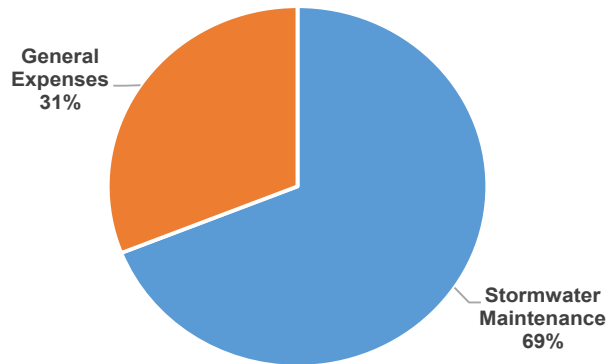


EXPENDITURE SUMMARY

Stormwater Fund	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$1,414,223	\$1,585,141	\$1,706,478	7.7%
Contractual Services	1,124,755	1,103,715	1,161,458	5.2%
Commodities	55,444	113,609	74,141	-34.7%
Capital Outlay	-	39,810	-	-100.0%
Total	\$2,594,422	\$2,842,275	\$2,942,077	3.5%

By Division	2024 Budget
26539 Stormwater Maintenance	2,029,396
26990 General Expenses	912,681
Total	\$2,942,077

Stormwater Expenditures



STORMWATER MAINTENANCE (26539)

The Stormwater Division provides management of the MS4 permit and required programs; project management to implement the Capital Improvement Program (CIP) for stormwater-funded projects; maintenance of stormwater-related infrastructure; coordinates with the Mile High Flood District on CIP, Major Maintenance, South Platte River, and Master Plan projects; and floodplain management as required under the City's participation in the National Flood Insurance Program, including maintaining the City's standing in the Community Rating System.

Goals and Objectives

Goal 1: Effectively manage the Storm Water Management Program as required by the CDPHE Municipal Separate Storm Sewer System (MS4) Permit.

Objective 1: Ensure effective implementation of control measures during and after construction projects, as required by the approved Storm Water Management Program.

Objective 2: Implement all MS4 Permit requirements. Provide the public with educational materials concerning illicit discharges and enforce applicable codes. Implement post-construction water quality control requirements for new facilities and require long-term operation and maintenance of control measures. Perform construction stormwater control inspections on all capital improvement and development projects. Implement a program for pollution prevention/good housekeeping for City facilities and operations.

Objective 3: Achieve measurable goals and submit an annual report to CDPHE.

Goal 2: Maintain the drainage system to promote residents' health, safety, and well-being.

Objective 1: Inspect and maintain the storm sewer system, detention ponds, and drainageways to safely convey stormwater and minimize property damage during significant rainfall events.

Objective 2: Under the City's Storm Water Discharge Permit and the Air Quality Control Commission Regulation 16, sweep arterial and collector streets approximately four times annually and densely vegetated residential areas from mid-October through November.

Goal 3: Provide effective management of City floodplains.

Objective 1: Maintain contact with the Mile High Flood District (MHFD) and the Federal Emergency Management Agency on floodplain master planning, mapping, and management.

Objective 2: Respond to citizen inquiries on property locations within or near the floodplain and investigate flooding concerns throughout the City.

Objective 3: Review and approve Floodplain Development Permits for all work in the regulatory floodplains.

Objective 4: Maintain floodplain-related records, including floodplain development permits, Elevation Certificates, and historic and current mapping as required of the City as a participant in the National Flood Insurance Program.

Objective 5: Review all proposed fill and grading in the floodplain, including (Conditional) Letters of Map Revision (CLOMRs and LOMRs) that would change the mapped floodplains.

STORMWATER MAINTENANCE (26539)

Goal 4: Manage the Stormwater CIP and Major Maintenance programs.

Objective 1: Maintain contact with the MHFD on CIP projects to obtain MHFD funding.

Objective 2: Coordinate with the Budget Manager on projections for the CIP budget model for the five-year CIP and beyond.

Maintenance	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$1,386,072	\$1,522,187	\$1,673,745	10.0%
Contractual Services	290,698	285,407	281,510	-1.4%
Commodities	55,444	113,609	74,141	-34.7%
Capital Outlay	-	39,810	-	-100.0%
Total	\$1,732,214	\$1,961,013	\$2,029,396	3.5%

Regular Full-Time Positions	FTE
Accounting Specialist	1.0
Civil Engineer	1.0
Equipment Operator	6.0
GIS Analyst	1.0
Stormwater Coordinator	1.0
Stormwater Operations Superintendent	1.0
Senior Equipment Operator	1.0
Stormwater Technician	2.0
Street Operations Supervisor	1.0
Total	15.0

GENERAL EXPENSES (26990)

The Stormwater Fund General Expenses account contains several miscellaneous line items that the City allocates as a part of each fund, rather than directly to a specific department or division. Some examples include: administrative fees, city franchise fees, workers' compensation, state unemployment liability, and property/casualty insurance.

General Expenses	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$28,151	\$62,954	\$32,733	-48.0%
Contractual Services	834,057	818,308	879,948	7.5%
Total	\$862,208	\$881,262	\$912,681	3.6%

2024 Budget - Capital Improvement Projects

Stormwater Fund

Page	Project	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	5 year Total
333	Grange Hall Creek South Tributary Culvert and Detention Improvements	\$ 500,000	\$ 1,500,000	\$ -	\$ -	\$ -	\$ 2,000,000
334	Fleet Replacement	371,250	795,000	194,713	121,724	-	1,482,687
335	Pecos Street/Tributary M Culvert	100,000	250,000	-	-	-	350,000
336	Local Drainage Issues	119,000	123,000	127,000	130,000	133,900	632,900
337	Lakeview Estates Phases 1 and 2	50,000	-	-	-	-	50,000
338	104th Tributary	100,000	-	-	-	-	100,000
*	Debt Service	-	-	1,450,000	1,610,000	-	3,060,000
*	Basin 4100 Outfall Improvements	-	-	-	-	300,000	300,000
*	Niver Creek Tributary N Improvements at Huron	-	-	-	400,000	2,662,000	3,062,000
	Total Stormwater Fund	\$ 1,240,250	\$ 2,668,000	\$ 1,771,713	\$ 2,261,724	\$ 3,095,900	\$ 11,037,587

*Capital projects that are in 2025 and beyond can be found in the 5-Year CIP, also located at <https://www.thorntonco.gov/government/city-manager/Pages/default.aspx>

Grange Hall Creek Tributary Culvert and Detention Improvements

Infrastructure Project

PROJECT TYPE: Drainage

WARD: 1 & 2

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 500,000 Stormwater

BUDGET BY YEAR

2024	\$	500,000
2025	\$	1,500,000
2026	\$	0
2027	\$	0
2028	\$	0

\$ 500,000 **Total Cost**

ESTIMATED OPERATING COSTS:

As infrastructure ages it may require intermittent maintenance, but there are no direct annual operating costs associated with this project.

PROJECT DESCRIPTION:

This project provides a 100-year crossing at Washington Street for the Grange Hall Creek South Tributary per the Master Plan. Currently, the roadway overtops in the 10-year event and the culverts are being undermined and clog frequently. This will also provide additional detention upstream of Washington St to remove properties downstream from the floodplain.

The City and Mile High Flood District (MHFD) have entered an agreement to partner on the design of this project. MHFD will be the design and construction lead, and provide funding participation. Design and permitting began in early 2024. Also in 2024, outside utilities, including Denver Water, will be asked to relocate their facilities ahead of the culvert construction. Construction is anticipated to begin in 2025.

2024 and 2025 Funding matches MHFD's future year model.

Fleet Replacement: Stormwater

Infrastructure Project

PROJECT TYPE: General Business

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 371,250 Stormwater

BUDGET BY YEAR

2024	\$	371,250
2025	\$	795,000
2026	\$	194,713
2027	\$	121,724
2028	\$	0

\$ 371,250 **Total Cost**

ESTIMATED OPERATING COSTS:

Fuel and maintenance of vehicles

PROJECT DESCRIPTION:

Replacement of vehicles in the City's Storm Water Fleet.

Pecos Street/Tributary M Culvert

Infrastructure Project

PROJECT TYPE: Raw Water - Infrastructure

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 100,000 Stormwater

BUDGET BY YEAR

2024 \$ 100,000

2025 \$ 250,000

2026 \$ 0

2027 \$ 0

2028 \$ 0

\$ 100,000 **Total Cost**

ESTIMATED OPERATING COSTS:

N/A

PROJECT DESCRIPTION:

This project will replace the existing culverts at Pecos Street for the Niver Creek Tributary M with a new increased capacity crossing. The existing culverts are severely rusted and at risk of failing. The capacity of the existing culverts is also causing flooding damage upstream.

Mile High Flood District (MHFD) will be managing this project with Federal Heights as the requesting municipality and with Thornton participation. Federal Heights will be applying for a grant to fund this project. The 2024 and 2025 funding will be Thornton's portion of the local match for the project design and construction.

Local Drainage Issues

Infrastructure Project

PROJECT TYPE: Drainage

WARD: 1, 2, 3, & 4 **ACCT#:**

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 119,000 Stormwater

BUDGET BY YEAR

2024	\$	119,000
2025	\$	123,000
2026	\$	127,000
2027	\$	130,000
2028	\$	133,900

\$ 119,000 **Total Cost**

ESTIMATED OPERATING COSTS:

As infrastructure ages it may require intermittent maintenance, but there are no annual operating costs associated with this project.

PROJECT DESCRIPTION:

This funding will go towards annual small drainage projects such as fixing 'bird baths' in curb and gutter as well as other localized drainage issues through the City.

Lakeview Estates Phases 1 and 2

Infrastructure Project

PROJECT TYPE: Drainage

WARD: 3

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 50,000 Stormwater

BUDGET BY YEAR

2024 \$ 50,000

2025 \$ 0

2026 \$ 0

2027 \$ 0

2028 \$ 0

\$ 50,000

Total Cost

ESTIMATED OPERATING COSTS:

As infrastructure ages it may require intermittent maintenance, but there are no direct annual operating costs associated with this project.

PROJECT DESCRIPTION:

This project will install about 270 linear feet of storm sewer from Ulster St to the drainage swale south of the road and re-grade approximately 55 linear feet of the ditch. This work will help mitigate flooding of adjacent properties, protect exposed storm pipe, and address flooding and washout of the Todd Creek golf course path.

104th Tributary

Infrastructure Project

PROJECT TYPE: Drainage

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 100,000 Stormwater

BUDGET BY YEAR

2024 \$ 100,000

2025 \$ 0

2026 \$ 0

2027 \$ 0

2028 \$ 0

\$ 100,000

Total Cost

ESTIMATED OPERATING COSTS:

As infrastructure ages it may require intermittent maintenance, but there are no direct annual operating costs associated with this project.

PROJECT DESCRIPTION:

This project will construct channel improvements to direct flows from Birch Street, through the flume over the Colorado Agricultural Canal, to Brantner Gulch. These improvements will reduce the floodplain impacts to the residential structures to the north of the channel.



CHAPTER 11: ENVIRONMENTAL SERVICES FUND

ENVIRONMENTAL SERVICES FUND

FUND OVERVIEW

The Environmental Services Fund provides convenient curbside trash and recycling collection services to over 32,000 homes throughout the community, as well as a number of special collection services for Thornton residents.

FUNCTIONAL RESPONSIBILITIES

Trash and Recycling Collection
Scheduled Bulk Item Collection (Click and Haul program)
Community Recycle Drop-off Centers
Compost Drop-off
City Building Recycle Collection
Household Chemical and Electronic Waste Roundup Collection
Tree Limb/Branch Recycle Drop-off
Landfill Days
Cooking Oil Recycle Drop-off
Motor Oil, Antifreeze and Automotive Battery Recycle Drop-Off

ENVIRONMENTAL SERVICES REVENUE

Description	Actual	Budget	Budget
	2022	2023	2024
Solid Waste Revenue	\$5,671,041	\$5,759,000	\$5,805,000
Special Pickups	268,813	291,000	273,000
Grants	22,957	-	10,000
Interest	(167,690)	60,000	47,000
Miscellaneous	33,305	19,637	40,000
Use of Fund Balance	-	2,033,342	2,458,115
Total Environmental Services Revenues	\$5,828,426	\$8,162,979	\$8,633,115

Solid Waste Revenue: Collection rates remained unchanged in 2023 and 2024. Basic service is \$13.50 and includes weekly collection of solid waste. In addition to the basic service, the City's customers also have the option of adding trash containers to their account, an additional \$2.50 for a second trash container, an additional \$9.20 for a third, and an additional \$9.20 for a fourth trash container. Solid Waste Revenue is projected to grow by .8% in 2024 based on the current customer count plus projected growth.

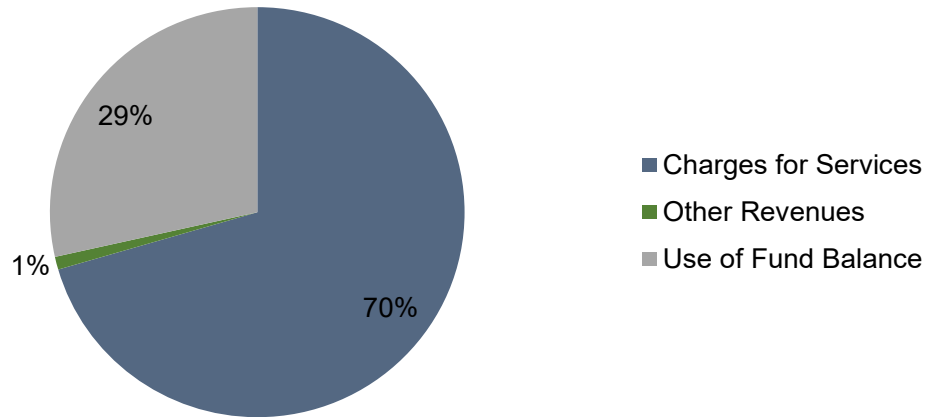
Special Pickups: Special Pickups are expected to remain relatively unchanged in 2024. The category represents revenues collected via the popular Click and Haul program, which allows for online scheduling of large trash items, such as furniture and appliances. The basic fee for the service is \$65 per collection for up to six cubic yards of trash, which would fill (roughly) two standard pickup truck beds.

Miscellaneous: This includes interfund services from the General Fund.

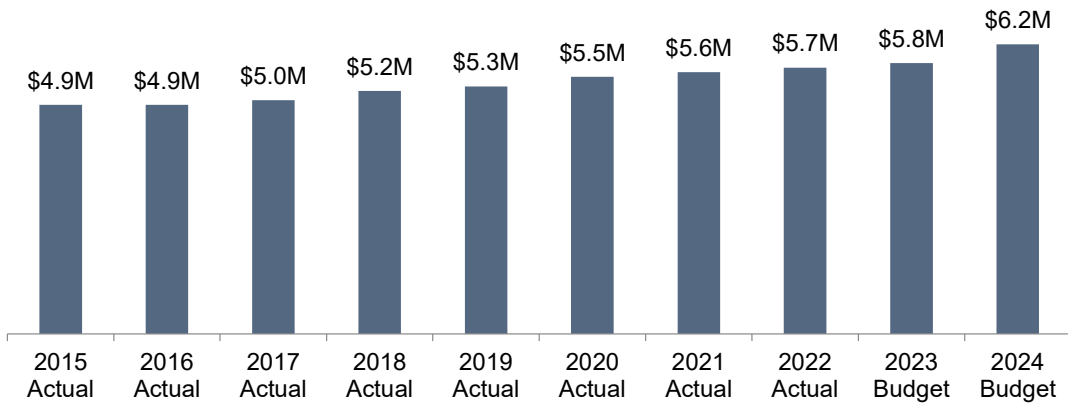
Use of Fund Balance: The 2024 Budget includes the planned use of fund balance for the purchase of fleet vehicles.

ENVIRONMENTAL SERVICES REVENUE

2024 Environmental Services Revenues



Solid Waste Revenue Trend



ENVIRONMENTAL SERVICES EXPENDITURE

Environmental Services Fund	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$2,387,710	\$2,779,866	\$2,958,824	6.4%
Contractual Services	2,952,988	3,236,205	3,762,098	16.3%
Commodities	219,038	247,736	248,193	0.2%
Capital Outlay	-	-	-	0.0%
Total	\$5,559,736	\$6,263,807	\$6,969,115	11.3%

By Division	2024 Budget
30520 Environmental Services	\$5,941,660
30990 General Expenses	1,027,455
Total	\$6,969,115

ENVIRONMENTAL SERVICES (30520)

The Environmental Services Division provides citizens with a convenient, efficient, economical, and dependable, Trash/Recycle collection service while protecting public health and the environment. Components of the collection service include weekly trash collection, single stream Bi-Weekly recycling collection, various waste diversion programs, and public education programs. The division strives to implement methods and programs to increase diversion and promote sustainability for Thornton residents.

Goals and Objectives

Goal 1: Provide residential curbside trash collection.

- Objective 1: Provide customers with an affordable, convenient, and dependable trash collection service.
- Objective 2: Provide customers with an affordable and convenient way to dispose of large, unwanted items such as furniture, appliances, and yard debris (Click & Haul).

Goal 2: Provide waste diversion options, including residential curbside recycling collection and special programs or events.

- Objective 1: Provide customers with convenient and dependable recycling curbside collection service.
- Objective 2: Provide additional waste diversion programs to dispose of unwanted items (e.g., tree branch drop-off, compost drop-off, chemical, paint and electronic waste drop-off events, mattress diversion, community compost drop-off, community recycling drop-off sites, and City building recycle collection service).
- Objective 3: Provide customers with an effective waste diversion publicity campaign by using all available outlets such as the City's website, publications, newsprint, social media, etc.
- Objective 4: Maintain effective business relationships with the various partners supporting the waste diversion programs.
- Objective 5: Increase overall waste diversion higher than the previous year.

Goal 3: Provide high-quality customer service to support all Environmental Services programs.

- Objective 1: Respond to all daily customer service requests in a timely manner.
- Objective 2: All customer inquiries that require a supervisor field visit shall be responded to in one business day.
- Objective 3: Respond to customer trash and/or recycle special collection inquiries by contacting the customer and making satisfactory collection service arrangements.

ENVIRONMENTAL SERVICES (30520)

Environmental Services	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$2,355,122	\$2,699,917	\$2,914,057	7.9%
Contractual Services	2,294,034	2,416,912	2,779,410	15.0%
Commodities	219,052	247,736	248,193	0.2%
Total	\$4,868,208	\$5,364,565	\$5,941,660	10.8%

Regular Full-Time Positions	FTE
Administrative Specialist	1.0
Equipment Operator	22.0
Environmental Services Manager	1.0
Environmental Services Program Coordinator	1.0
Environmental Services Supervisor	3.0
Total	28.0

GENERAL EXPENSES (30990)

The Environmental Services General Expenses division contains several miscellaneous line items that the City allocates as a part of each fund, rather than directly to a specific department or division. Some examples include: administrative fees, workers' compensation, state unemployment liability, and property casualty insurance.

General Expenses	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Personnel Services	\$32,588	\$79,949	\$44,767	-44.0%
Contractual Services	\$658,954	\$819,293	\$982,688	19.9%
Miscellaneous Non- Operating	(14)	-	-	0.0%
Total	\$691,528	\$899,242	\$1,027,455	14.3%

2024 Budget - Capital Improvement Projects

Environmental Services

Page	Project	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	5 year Total
346	Fleet Replacement	\$ 1,664,000	\$ 814,000	\$ 1,688,263	\$ 1,738,911	\$ -	\$ 5,905,174
	Total Environmental Services Fund	\$ 1,664,000	\$ 814,000	\$ 1,688,263	\$ 1,738,911	\$ -	\$ 5,905,174

*Capital projects that are in 2025 and beyond can be found in the 5-Year CIP, also located at <https://www.thorntonco.gov/government/city-manager/Pages/default.aspx>

Fleet Replacement: Environmental Services

Infrastructure Project

PROJECT TYPE: General Business

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 1,664,000 Environmental Services

BUDGET BY YEAR

2024 \$ 1,664,000

2025 \$ 814,000

2026 \$ 1,688,263

2027 \$ 1,738,911

2028 \$ 0

\$ 1,664,000 **Total Cost**

ESTIMATED OPERATING COSTS:

Fuel and maintenance of vehicles.

PROJECT DESCRIPTION:

Purchase of trucks for Fleet replacement for Environmental Services.



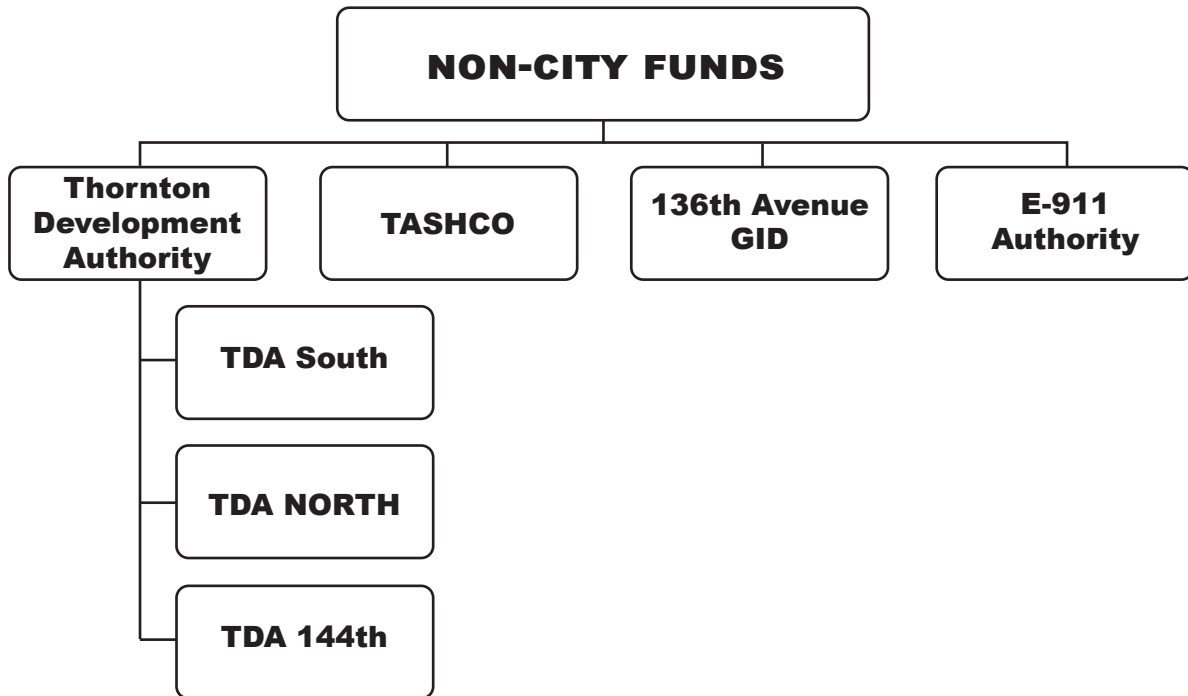
CHAPTER 12: OTHER CITY FUNDS

OTHER CITY FUNDS

OVERVIEW

Several funds are, by law, considered separate legal entities. These funds, known as “Other City Funds” include the Thornton Development Authority (TDA); the Thornton Arts, Sciences, and Humanities Council, Inc. (TASHCO); the 136th Avenue General Improvement District (GID); and the Thornton E-911 Authority.

OTHER CITY FUND STRUCTURE



PROJECTED CHANGES TO FUND EQUITY

Other City Funds - Fund Equity	TDA	TASHCO
Total Estimated Fund Equity, End of 2023	\$29,851,098	\$51,992
Projected 2024 Revenue	30,204,400	44,500
2024 Budgeted Expenditures	15,974,582	54,958
Total Estimated Fund Equity, End of 2024	\$44,080,916	\$41,534
Estimated Change in Fund Equity, 2024	\$14,229,818	\$(10,458)

Other City Funds - Fund Equity	136th Avenue GID	E-911 Authority
Total Estimated Fund Equity, End of 2023	\$47,391	\$785,365
Projected 2024 Revenue	220,070	3,679,800
2024 Budgeted Expenditures	257,390	4,029,800
Total Estimated Fund Equity, End of 2024	\$10,071	\$435,365
Estimated Change in Fund Equity, 2024	\$(37,320)	\$(350,000)

TDA Funds: Fund equity in the TDA Funds is expected to increase due to increases in property taxes resulting from increases in commercial valuations and continued growth predominately in the TDA North Urban Renewal Area.

TASHCO: Fund equity in the TASHCO Fund will decrease slightly in 2024 due to the use of fund balance.

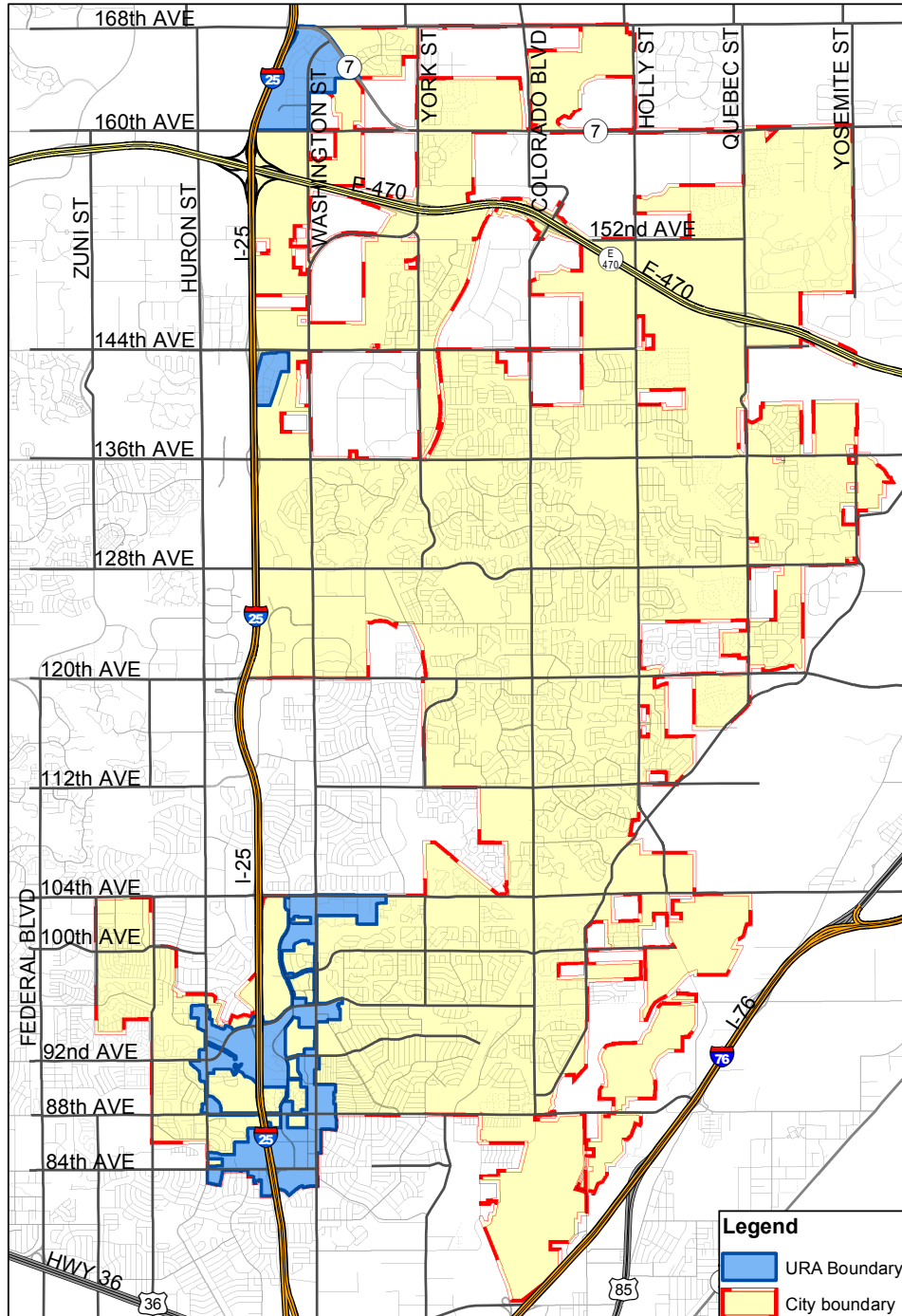
136th Avenue GID: Fund equity is expected to decrease in 2024 due to the use of fund balance.

E-911 Authority: Fund equity is expected to decrease slightly in 2024 due to the use of fund balance.

TDA FUNDS

OVERVIEW

The State of Colorado allows cities to form a legal, political body called an urban renewal authority and adopt urban renewal plans to prevent and eliminate conditions related to certain blight factors. Urban renewal plans are then implemented by the authority. The Thornton City Council established by resolution the TDA, an urban renewal authority, in September 1981. The Mayor and members of City Council serve as Commissioners of the TDA. The TDA currently manages three active urban renewal areas: South Thornton (TDA South), North Washington (TDA North), and 144th Avenue and Interstate 25 (TDA 144th).



TDA FUNDS

TDA SOUTH FUND

The Thornton City Council established by ordinance in October 2012 the South Thornton Urban Renewal Plan to reduce, eliminate, and prevent the spread of blight within the urban renewal area and to stimulate growth and development in South Thornton. The South Thornton urban renewal area contains approximately 290 parcels and totals roughly 64 acres. The area is geographically bounded by 104th Avenue on the north, approximately 83rd Avenue on the south, approximately Huron Street on the west, and approximately Corona Street on the east. It includes properties on both the east and west sides of Interstate 25. The TDA South Fund also includes the remaining tax increment revenues from the Original Business District urban renewal area, which expired in 2007.

TDA NORTH FUND

The Thornton City Council established by ordinance in October 2003 the North Washington Street Urban Renewal Plan to reduce, eliminate and prevent the spread of blight within the urban renewal area and to stimulate growth and development of the North Washington Street corridor. The plan creates a mixed-use corridor that furthers the goals and objectives of the City’s Comprehensive Plan and leverages the community’s investment in public improvement projects in the area. The area is located in the northern part of the City of Thornton, generally bounded by Interstate 25 on the west, Washington Street on the east, Highway 7 on the north, and 144th Avenue on the south.

TDA 144TH FUND

The Thornton City Council established by ordinance in November 2012 the 144th Avenue and Interstate 25 Urban Renewal Plan to reduce, eliminate, and prevent the spread of blight within the urban renewal area and to stimulate growth and development in the 144th Avenue and Interstate 25 corridor. The 144th Avenue and Interstate 25 URA is made up of roughly 67 acres in the northwest portion of the City of Thornton.

Year	TDA South Property Tax Increment	TDA North Property Tax Increment	TDA 144th Property Tax Increment
2023*	\$10,170,220	\$142,640,440	\$21,187,690
2022	6,551,520	110,128,150	16,392,510
2021	7,346,640	108,883,550	16,827,470
2020	6,905,080	97,872,590	17,613,330
2019	7,379,690	92,411,900	15,839,690
2018	5,369,860	62,514,430	13,803,110
2017	3,541,650	26,304,300	12,871,160
2016	3,036,590	25,478,840	10,039,080

*Preliminary Certification, Final Certification and Mill Levy Certification delayed due to Senate Bill 23B-0001

TDA FUNDS REVENUE SUMMARY

TDA Revenues	Actual 2022	Budget 2023	Budget 2024
TDA South Fund			
Property Tax Increment	\$807,714	\$903,538	\$938,700
Other Miscellaneous	-	-	-
Interest Income	(239,831)	103,000	105,000
Use fo Fund Balance	-	-	2,445,112
Total TDA South Fund Revenues	\$567,883	\$1,006,538	\$3,488,812
TDA North Fund			
Sales Tax Increment	\$7,752,106	\$8,212,813	\$8,845,200
Property Tax Increment	11,585,718	11,000,000	15,500,000
Other Miscellaneous	81,184	-	-
Interest Income	(512,281)	262,760	859,800
Use of Fund Balance	554,904	-	-
Total TDA North Fund Revenues	\$19,461,631	\$19,475,573	\$25,205,000
TDA 144th Fund			
Sales Tax Increment	\$2,337,220	\$2,503,918	\$1,696,000
Property Tax Increment	2,148,139	1,784,118	2,127,700
Interest Income	(337)	38,872	132,000
Use of Fund Balance	-	71,056	-
Total TDA 144th Fund Revenues	\$4,485,022	\$4,397,964	\$3,955,700

TDA South: Property tax increment revenues are expected to increase 3.9% in 2024 compared to 2023. Preliminary valuations increased overall due to an increase in assessed valuations.

TDA North: Sales tax increment revenues are expected to increase as the area continues to fill commercial vacancies. Property tax increment revenues for 2024 are expected to increase 40.9% due to continued growth in the area.

TDA 144th: Sales tax increment revenues are expected to decrease. The 2024 budget assumed more sales tax from the area would go back to the general fund. Property tax increment revenues are expected to increase 19.3% compared to 2023 due to an increase in commercial assessed valuations.

2024 Budget - Capital Improvement Projects

Thornton Development Authority

Page	Project	2024 Budget	2025 Budet	2026 Budget	2027 Budget	2028 Budget	5 year Total
	TDA South Fund						
354	Administrative Fee	\$ 238,812	\$ 245,975	\$ 253,354	\$ 260,955	\$ 268,784	\$ 1,267,880
355	Thornton Shopping Center - Remediation	3,000,000	-	-	-	-	3,000,000
356	Thornton Shopping Center - Legal	150,000	-	-	-	-	150,000
357	South Thornton Attraction and Revitalization Grant	100,000	100,000	100,000	100,000	100,000	500,000
	Total TDA South Fund	\$ 3,488,812	\$ 345,975	\$ 353,354	\$ 360,955	\$ 368,784	\$ 4,917,880
	TDA North Fund						
357	Repayment for 144th Avenue/I-25 Interchange	\$ 2,922,032	\$ 2,924,531	\$ 1,654,031	\$ 1,654,031	\$ 1,654,031	\$ 10,808,656
*	Washington Street Bridge over E470	-	-	-	1,929,207	19,871,384	21,800,591
358	Administrative Fee	2,886,816	2,407,944	2,528,341	2,654,758	2,787,496	13,265,355
362	Debt Service	1,409,763	1,412,763	1,407,763	1,410,013	1,412,113	7,052,415
359	Incentive Payments	1,410,893	1,442,161	1,103,345	629,200	-	4,585,599
*	Parallel Sewer Phase 1	-	416,100	-	-	-	416,100
	Total TDA North Fund	\$ 8,629,504	\$ 8,603,499	\$ 6,693,480	\$ 8,277,209	\$ 25,725,024	\$ 57,928,716
	TDA 144th Fund						
363	Debt Service	\$ 1,810,594	\$ 1,811,094	\$ 2,259,594	\$ 2,258,594	\$ 2,259,344	\$ 10,399,220
360	Revenue Share	1,070,000	1,240,357	358,210	155,029	149,864	2,973,460
361	Administrative Fee	975,672	1,004,942	1,035,090	1,066,143	1,098,127	5,179,974
	Total TDA 144th Fund	\$ 3,856,266	\$ 4,056,393	\$ 3,652,894	\$ 3,479,766	\$ 3,507,335	\$ 18,552,654
	Thornton Development Authority (TDA) Total	\$ 15,974,582	\$ 13,005,867	\$ 10,699,728	\$ 12,117,930	\$ 29,601,143	\$ 81,399,250

*Capital projects that are in 2025 and beyond can be found in the 5-Year CIP, also located at <https://www.thorntonco.gov/government/city-manager/Pages/default.aspx>

TDA South - Admin Fee

Economic Development Project

PROJECT TYPE: General Business

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 238,812 TDA South

BUDGET BY YEAR

2024 \$ 238,812

2025 \$ 245,975

2026 \$ 253,354

2027 \$ 260,955

2028 \$ 268,784

\$ 238,812

Total Cost

ESTIMATED OPERATING COSTS:

N/A

PROJECT DESCRIPTION:

This project funds the transfer of funds from the TDA South Fund to the General Fund for staff support to the TDA.

Thornton Shopping Center - Legal

Legislative/Legal Project

PROJECT TYPE: Facility Maintenance

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 150,000 TDA South

BUDGET BY YEAR

2024	\$	150,000
2025	\$	0
2026	\$	0
2027	\$	0
2028	\$	0

\$ 150,000 **Total Cost**

ESTIMATED OPERATING COSTS:

N/A

PROJECT DESCRIPTION:

Outside legal counsel for all matters related to the Thornton Shopping Center.

South Thornton Attraction and Revitalization (STAR) Grant

Economic Development Project

PROJECT TYPE: Redevelopment

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 100,000 TDA South

BUDGET BY YEAR

2024 \$ 100,000

2025 \$ 100,000

2026 \$ 100,000

2027 \$ 100,000

2028 \$ 100,000

\$ 100,000

Total Cost

ESTIMATED OPERATING COSTS:

This grant's operating costs are staff time in Economic Development to administer this grant program, which is covered by the administrative fee.

PROJECT DESCRIPTION:

The South Thornton Attraction and Revitalization (STAR) Grant Program is designed to enhance and revitalize commercial areas in the TDA South area by: attracting and supporting new and expanding businesses to the area, assisting business owners with building improvements, and assisting with the cost of permitting and licensing, regulatory compliance, equipment purchases or exterior and façade improvements.

TDA North - Repayment and Transfer for 144th Avenue/I-25 Interchange

Economic Development Project

PROJECT TYPE: General Business

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 2,922,032 TDA North

BUDGET BY YEAR

2024	\$	2,922,032
2025	\$	2,924,531
2026	\$	1,654,031
2027	\$	1,654,031
2028	\$	1,654,031

\$ 2,922,032 **Total Cost**

ESTIMATED OPERATING COSTS:

N/A

PROJECT DESCRIPTION:

This project transfers funds from the TDA North Fund to the Governmental Capital Fund for repayment on the development cost to the City for the 144th Avenue and I-25 Interchange.

TDA North - Admin Fee

Economic Development Project

PROJECT TYPE: General Business

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 2,886,816 TDA North

BUDGET BY YEAR

2024 \$ 2,886,816

2025 \$ 2,407,944

2026 \$ 2,528,341

2027 \$ 2,654,758

2028 \$ 2,787,496

\$ 2,886,816 **Total Cost**

ESTIMATED OPERATING COSTS:

N/A

PROJECT DESCRIPTION:

This project funds the transfer of funds from the TDA 144th Fund to the General Fund for staff support to the TDA.

TDA North - Incentive Payments

Economic Development Project

PROJECT TYPE: General Business

WARD: 1

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 1,409,763 TDA North

BUDGET BY YEAR

2024	\$	1,409,763
2025	\$	1,412,763
2026	\$	1,407,763
2027	\$	1,410,013
2028	\$	1,412,113

\$ 1,409,763 **Total Cost**

ESTIMATED OPERATING COSTS:

N/A

PROJECT DESCRIPTION:

The project funds incentive payments based on projected sales tax increment revenue.

TDA 144th - Westminster Revenue Share

Economic Development Project

PROJECT TYPE: General Business

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 1,070,000 TDA 144th

BUDGET BY YEAR

2024 \$ 1,070,000

2025 \$ 1,240,357

2026 \$ 358,210

2027 \$ 155,029

2028 \$ 149,864

\$ 1,070,000 **Total Cost**

ESTIMATED OPERATING COSTS:

N/A

PROJECT DESCRIPTION:

This project funds the revenue sharing payment that is owed to the City of Westminster per the Interstate 25 Corridor Growth Area intergovernmental agreement.

TDA 144th - Administrative Fee

Economic Development Project

PROJECT TYPE: General Business

WARD: N/A

ACCT#:

PRJ#:

FIRST YEAR FUNDING SOURCE

\$ 975,672 TDA 144th

BUDGET BY YEAR

2024	\$	975,672
2025	\$	1,004,942
2026	\$	1,035,090
2027	\$	1,066,143
2028	\$	1,098,127

\$ 975,672 **Total Cost**

ESTIMATED OPERATING COSTS:

N/A

PROJECT DESCRIPTION:

This project funds the transfer of funds from the TDA 144th Fund to the General Fund for staff support to the TDA.

TDA NORTH DEBT SERVICE

DEBT SERVICE AND FINANCIAL OBLIGATIONS

Bonds in the amount of \$21,195,000 were issued in 2004 to fund infrastructure improvements in the North Washington Urban Renewal Area. In 2015, these bonds were refunded to take advantage of lower interest rates. These bonds are secured by both property tax and sales tax increment revenues derived within the project area. The bonds are scheduled to be retired in 2028.

TAX INCREMENT REVENUE REFUNDING BONDS, SERIES 2015

Initial Balance: \$13,900,000

Paid in Full: 2028

Description	Actual	Budget	Budget
	2022	2023	2024
Interest Expense	\$373,263	\$321,513	\$267,013
Bond Principal	1,035,000	1,090,000	1,140,000
Bond Maintenance Fees	2,750	2,750	2,750
Total	\$1,411,013	\$1,414,263	\$1,409,763

Year	Principal	Interest	Total Payment
2024	1,140,000	267,013	1,407,013
2025	1,200,000	210,013	1,410,013
2026	1,255,000	150,013	1,405,013
2027	1,320,000	87,265	1,407,267
2028	1,365,000	44,363	1,409,363
Total	\$6,280,000	\$758,665	\$7,038,667

TDA 144TH DEBT SERVICE

DEBT SERVICE AND FINANCIAL OBLIGATIONS

Bonds in the amount of \$27,580,000 were issued in 2015 to repay loans made to or on behalf of the TDA by the City for land, retail development and public improvements in the TDA 144th urban renewal area. These bonds are secured by both property tax and sales tax increment revenues derived within the project area. The bonds are scheduled to be retired in 2037.

TAX INCREMENT REVENUE BONDS, SERIES 2015B

Initial Balance: \$27,580,000

Paid in Full: 2037

Description	Actual 2022	Budget 2023	Budget 2024
Interest Expense	\$1,077,494	\$1,055,594	\$1,017,844
Bond Principal	730,000	755,000	790,000
Bond Maintenance Fees	2,500	2,750	2,750
Total	\$1,809,994	\$1,813,344	\$1,810,594

Year	Principal	Interest	Total Payment
2024	790,000	1,017,844	1,807,844
2025	830,000	978,344	1,808,344
2026	1,320,000	936,844	2,256,844
2027	1,385,000	870,844	2,255,844
2028	1,455,000	801,594	2,256,594
2029	1,505,000	752,488	2,257,488
2030	1,580,000	677,238	2,257,238
2031	1,660,000	598,238	2,258,238
2032	1,740,000	515,238	2,255,238
2033	1,805,000	449,988	2,254,988
2034	1,875,000	382,300	2,257,300
2035	1,970,000	288,550	2,258,550
2036	2,065,000	190,050	2,255,050
2037	2,170,000	86,800	2,256,800
Total	\$22,150,000	\$8,546,356	\$30,696,356

TASHCO

OVERVIEW

TASHCO was established by City Council in 1991 to address the community’s need for additional arts and cultural programs. In addition to promoting cultural events in the City, the group pursues grants from the Scientific Cultural Facilities District. TASHCO conducts fundraising, actively supports all City sponsored arts and culture events, and encourages membership and public participation. The Thornton City Council serves as the corporation who appoints the TASHCO Board of Directors and approves their annual budget. The City established a separate fund to account for the monies raised and expended by TASHCO.

TASHCO	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Revenues				
Grant Revenue	\$77,264	\$90,000	\$24,250	-73.1%
Interest Income	(6,162)	2,500	5,000	0.0%
Donation Revenue	766	1,800	1,000	-44.4%
Miscellaneous	-	-	-	n/a
Transfer from General Fund	18,000	10,000	14,250	42.5%
Use of Fund Balance	132,932	21,869	10,458	-52.2%
Total	\$222,800	\$126,169	\$54,958	-56.4%
Expenditures				
Personnel	\$3,728	\$8,063	\$8,458	4.9%
Contractual Services	30,847	33,098	29,000	-12.4%
Commodities	10,636	15,008	17,500	16.6%
Capital Outlay	6,089	70,000	-	-100.0%
Total	\$51,300	\$126,169	\$54,958	-56.4%

TASHCO: The 2024 TASHCO Budget looks to support current programming such as the Oz Art Gallery.

136TH AVENUE GID

OVERVIEW

The 136th Avenue General Improvement District was established by City Council in 2000 to help fund the construction of an interchange at 136th Avenue and Interstate 25. The Mayor and members of City Council serve as the district's Board of Directors, approve the annual budget, and make policy decisions regarding the activities of the district. The electors of the district voted in 2000 to approve the issuance of up to \$15.185 million in debt service to pay for a portion of the interchange construction costs and to set a 15-mill property tax levy. The City established this as a separate fund to account for the monies raised by the district.

136th Avenue GID	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Revenues				
Property Tax Revenue	\$152,474	\$164,200	\$218,070	32.8%
Interest	(3,086)	800	2,000	150.0%
Other	12,001	-	-	N/A
Use of Fund Balance	-	15,000	37,320	148.8%
Total	\$161,389	\$180,000	\$257,390	43.0%
Expenditures				
Transfer to the General Fund	\$150,000	\$180,000	\$257,390	43.0%
Total	\$150,000	\$180,000	\$257,390	43.0%

136th Avenue GID: Property tax revenue is expected to increase 32.8% in 2024.

THORNTON E-911 AUTHORITY

OVERVIEW

The Thornton E-911 Authority was established by City Council in 2004 to collect surcharges for 911 emergency telephone services in the City and to manage the provisions of the emergency telephone service. The Mayor and members of City Council serve as Board of Directors of the authority, approving the annual budget, and making policy decisions regarding the activities of the authority. The monthly emergency telephone surcharge remitted to the authority is used to pay for a portion of equipment, personnel, technology maintenance, and other authorized costs pursuant to state statute for the City to provide emergency telephone service.

Thornton E-911 Authority	Actual 2022	Budget 2023	Budget 2024	% Chng 23-24
Revenues				
E-911 Authority Tax	\$3,282,279	\$3,292,000	\$3,659,800	11.2%
Interest	(39,962)	6,000	20,000	233.3%
Use of Fund Balance	-	389,000	350,000	-10.0%
Total	\$3,242,317	\$3,687,000	\$4,029,800	9.3%
Expenditures				
Transfer to the General Fund	\$3,000,000	\$3,687,000	\$4,029,800	9.3%
Total	\$3,000,000	\$3,687,000	\$4,029,800	9.3%

Thornton E-911 Authority: The E-911 authority tax was increased from \$1.81 to \$1.97 effective on 2/1/23. It will increase to \$2.05 effective 2/1/2024. This new fee is a 4.1% increase, which was reflected in the 2024 budget.



OFFICIAL DOCUMENTS

2024 APPROPRIATIONS RESOLUTION

RESOLUTION

A RESOLUTION ADOPTING A BUDGET FOR THE CITY OF THORNTON, COLORADO, FOR THE PERIOD JANUARY 1, 2024 TO DECEMBER 31, 2024.

WHEREAS, pursuant to Section 9.2 of the City Charter, the City Manager has prepared and submitted to the City Council of the City of Thornton, Colorado, a recommended budget covering the fiscal year extending from January 1, 2024 to December 31, 2024 which totals \$411,235,248; and

WHEREAS, the proposed 2024 Budget for general government operations, including that portion of the budget that pertains to financing capital improvements, risk fund, and debt service, totals \$265,875,450; and

WHEREAS, the estimated revenues, including the use of fund balance, to support the general government operations include current revenues of \$248,465,561 and internal services transfers of \$19,222,701, for a total of \$267,688,262; and

WHEREAS, the proposed 2024 Budget for special revenue funds, including that portion of the budget that pertains to capital improvements and debt service, totals \$21,522,849 and the estimated revenues, including the use of fund balance, earmarked for these special revenue funds totals \$26,148,715; and

WHEREAS, the proposed 2024 Budget for Water, Sewer, and Stormwater Utilities enterprise operations as covered by the City's Water, Sewer, and Stormwater Utilities Funds, including that portion of the budget that pertains to capital improvements, and debt service totals \$115,203,834; and

WHEREAS, the estimated current year revenues to support the enterprise operations for the City's Water, Sewer, and Stormwater Utilities Funds total \$122,988,165; and

WHEREAS, the proposed 2024 Budget for Environmental Services enterprise operations as covered by the City's Environmental Services Fund totals \$8,633,115 and the estimated current year revenues to support the enterprise operations total \$6,175,000 and the use of net position of \$2,458,115 for a total of \$8,633,115; and


WHEREAS, pursuant to Section 9.3 of the City Charter, a notice of hearing was published, and a public hearing on the proposed 2024 Budget has been held on September 26, 2024, in which interested members of the public have been afforded an opportunity to express their viewpoints concerning the proposed budget.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF THORNTON, COLORADO, AS FOLLOWS:

1. That the estimated budget expenditure of \$411,235,248 is declared to be the amount of revenue raised by tax levy and income from all other sources dedicated to pay expenses and indebtedness projected to be incurred in 2024, including interest upon indebtedness, by the City of Thornton for the fiscal year extending from January 1, 2024 to December 31, 2024.
2. That the estimated revenues and use of fund balance or net position to support the budget expenditures total \$425,458,257.
3. That the proposed budget for the City of Thornton, Colorado, covering the fiscal year extending from January 1, 2024 to December 31, 2024, is hereby adopted.

PASSED AND ADOPTED at a regular meeting of the City Council of the City of Thornton, Colorado, on September 26, 2023.

CITY OF THORNTON, COLORADO

DocuSigned by:

 099FCDF39G4146E...
Jan Kulmann, Mayor

ATTEST:

DocuSigned by:
 
 057962BD45CE4A2
Kristen N. Rosenbaum, City Clerk

2024 Budget - Expenditures

Fund	2024 Expenditures
GENERAL GOVERNMENTAL FUNDS	
General	\$196,201,228
Governmental Capital	50,868,741
Subtotal - General Governmental Funds	\$247,069,969
INTERNAL SERVICE FUNDS	
Risk Management	\$18,805,481
Subtotal - Internal Service Funds	\$18,805,481
SPECIAL REVENUE FUNDS	
Adams County Road and Bridge	\$5,036,905
Adams County Open Space	2,073,051
Conservation Trust	3,033,000
Parks	1,450,000
Open Space	-
Parks and Open Space	9,929,893
Cash In Lieu	-
Subtotal - Special Revenue Funds	\$21,522,849
ENTERPRISE FUNDS	
Water	\$93,031,112
Sewer	17,990,395
Stormwater	4,182,327
Environmental Services	8,633,115
Subtotal - Enterprise Funds	\$123,836,949
TOTAL ALL FUNDS - EXPENDITURES	\$411,235,248

2024 Budget - Revenues

Fund	2024 Revenues
GENERAL GOVERNMENTAL FUNDS	
General Fund	
Taxes	
Sales and Use	\$113,486,000
Property	21,929,500
Franchise	7,926,468
Other	3,480,000
Charges for Services	23,837,904
Licenses and Permits	4,825,340
Fines and Forfeitures	1,312,400
Intergovernmental	8,543,110
Governmental Grants	710,458
Interest Revenue	2,300,000
Miscellaneous	9,245,640
Subtotal - General Fund	\$197,596,820
Governmental Capital Fund	
Taxes - Sales and Use	\$20,027,000
Intergovernmental	4,311,000
Governmental Grants	14,248,588
Interest Revenue	1,200,000
Miscellaneous	6,643,109
Use of Fund Balance	4,439,044
Subtotal - Governmental Capital Fund	\$50,868,741
Total - General Governmental Funds	\$248,465,561
INTERNAL SERVICE FUNDS	
Risk Management Fund	\$19,222,701
Total - Internal Service Funds	\$19,222,701

2024 Budget - Revenues (Continued)

Fund	2024 Revenues
SPECIAL REVENUE FUNDS	
Adams County Road and Bridge Fund	
Adams County Road and Bridge Tax	\$5,275,000
Interest Revenue	190,000
Subtotal - Adams County Road and Bridge	\$5,465,000
Adams County Open Space Fund	
Adams County Open Space Tax	\$2,021,000
Grant Revenue	985,489
Interest Revenue	180,000
Subtotal - Adams County Open Space Fund	\$3,186,489
Conservation Trust Fund	
Intergovernmental - State Lottery	\$1,840,400
Interest Revenue	120,000
Use of Fund Balance	1,072,600
Subtotal - Conservation Trust Fund	\$3,033,000
Parks Fund	
Interest Revenue	\$11,000
Use of Fund Balance	1,439,000
Subtotal - Parks Fund	\$1,450,000
Open Space Fund	
Grant Revenue	\$1,421,512
Interest Revenue	100,000
Subtotal - Open Space Fund	\$1,521,512
Parks and Open Space Fund	
Sales and Use Tax	\$10,037,600
Grant Revenue	973,000
Interest Revenue	308,500
Subtotal - Parks and Open Space Fund	\$11,319,100

2024 Budget - Revenues (Continued)

Fund	2024 Revenues
SPECIAL REVENUE FUNDS (CONTINUED)	
Cash In Lieu Fund	
Cash In Lieu Revenue	\$133,614
Interest Revenue	40,000
Subtotal - Cash In Lieu Fund	\$173,614
Total - Special Revenue Funds	\$26,148,715
ENTERPRISE FUNDS	
Water Fund	
Water Rate Revenue	\$46,681,000
Bulk Water Sales	4,122,000
Northern Leases	1,799,000
Water Tap Fees	20,692,000
Interest Revenue	7,543,500
Oil and Gas Revenues	13,500,000
Other Revenue	4,273,665
Subtotal - Water Fund	\$98,611,165
Sewer Fund	
Sewer Rate Revenue	\$17,183,000
Tap Fees	1,287,000
Federal Heights Revenue	986,000
Interest Revenue	420,000
Subtotal - Sewer Fund	\$19,876,000
Stormwater Fund	
Stormwater Rate Revenue	\$4,495,000
Interest Revenue	6,000
Subtotal - Stormwater Fund	\$4,501,000
Environmental Services Fund	
Solid Waste Revenue	\$5,805,000
Special Pickups	273,000
Interest	47,000
Other Revenue	50,000
Use of Net Position	2,458,115
Subtotal - Environmental Services Fund	\$8,633,115
Total - Enterprise Funds	\$131,621,280
TOTAL ALL FUNDS - REVENUES	\$425,458,257

2024 APPROPRIATIONS ORDINANCE

DocuSign Envelope ID: 1828206E-49E7-4273-A7C1-271FA7FA4B66

C.D. No. 2023-201

ORDINANCE NO.: 3670

INTRODUCED BY: Sandgren

AN ORDINANCE MAKING APPROPRIATIONS FOR THE CITY OF THORNTON, COLORADO, FOR THE FISCAL YEAR 2024 FOR ALL OPERATING FUNDS AND MAKING APPROPRIATIONS FOR ALL CAPITAL IMPROVEMENT PROJECTS FOR THE CITY OF THORNTON, COLORADO, FOR THE FISCAL YEAR BEGINNING JANUARY 1, 2024 AND ENDING DECEMBER 31, 2024, AND CONTINUING FOR EACH PROJECT UNTIL THAT PROJECT IS COMPLETED OR CANCELLED, AND REGULATING THE PAYMENT OF MONEY OUT OF THE CITY TREASURY.

WHEREAS, the City Council is required to adopt a budget for fiscal year 2024; and

WHEREAS, the City Council has adopted a budget for fiscal year 2024 and desires to appropriate the funds.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF THORNTON, COLORADO, AS FOLLOWS:

1. That there is hereby appropriated for the provision of services and capital projects for the City of Thornton for the fiscal year beginning January 1, 2024 and ending December 31, 2024 the following amounts as follows:

Fund	2024 Expenditures
GENERAL GOVERNMENTAL FUNDS	
General	\$196,201,228
Governmental Capital	50,868,741
Subtotal	\$247,069,969
INTERNAL SERVICE FUNDS	
Risk Management	\$18,805,481
Subtotal	\$18,805,481
SPECIAL REVENUE FUNDS	
Adams County Road and Bridge	\$5,036,905
Adams County Open Space	2,073,051
Conservation Trust	3,033,000
Parks	1,450,000
Open Space	0
Parks and Open Space	9,929,893
Cash In Lieu	0
Subtotal	\$21,522,849

Fund (Continued)	2024 Expenditures
ENTERPRISE FUNDS	
Water	\$93,031,112
Sewer	17,990,395
Stormwater	4,182,327
Environmental Services	8,633,115
Subtotal	\$123,836,949
Grand Total	\$411,235,248

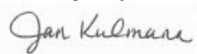
2. That appropriations for individual capital projects in the above mentioned funds for fiscal year 2024 shall not lapse at year end but continue until the project is completed or cancelled.
3. That the City Manager, or designee, shall have the authority to cancel projects and shall have the authority to transfer funds within each fund and project and such transfers shall be entered on the books respective to each affected fund.
4. That all purchases and disbursements will be made in accordance with the Purchasing Ordinance, Purchasing Manual, and generally accepted purchasing policies and all revenues will be recorded in accordance with generally accepted accounting principles. The City Manager, or designee, is authorized to enter into and sign all contracts, leases, change orders, and other such documents as may be required to implement the budget. The City Manager shall have full authority to revise or promulgate policies, procedures, and/or administrative directives to administer the budget.
5. That the sums appropriated and set forth in the detailed schedule of personnel services shall be paid in accordance with the Pay Plans adopted by City Council for Career Service and Excluded personnel. All positions, position titles, incorporated herein for Career Service and Excluded personnel are authorized and approved. The City Manager is authorized to change positions, position titles, classifications and reclassifications, and reassignments for Career Service and Excluded personnel for all positions authorized in the budget, but no new positions shall be added without the approval of the City Council.

- 6. That the following Departments, which are under the supervision and control of the City Manager, are established as follows: Economic Development, Finance, City Development, City Manager's Office, Communications, Parks, Recreation, and Community Programs, Fire, Infrastructure, Management Services, and Police.
- 7. That all sums received by the City of Thornton from any source whatsoever, unless by law designated for some special fund or purpose, may be used in meeting the appropriation set out in Section 1 above.
- 8. That the City Manager is authorized to approve grant applications for projects and to expend funds necessary to meet the terms and obligations of the grant award so long as funds for such projects are within the approved budget.
- 9. That the City Manager is authorized to reallocate any unspent State and Local Fiscal Recovery Funds received by the City pursuant the American Rescue Plan Act towards the Fire Station No. 8 project, to include design, construction, and other related costs.
- 10. That this ordinance is effective January 1, 2024.


INTRODUCED, READ, PASSED on first reading, ordered posted in full, and title ordered published by the City Council of the City of Thornton, Colorado, on September 26, 2023.

PASSED AND ADOPTED on second and final reading on October 10, 2023.

CITY OF THORNTON, COLORADO

DocuSigned by:

 D99FCDF39C4145E...
 Jan Kulmann, Mayor

ATTEST:

DocuSigned by:

 D57962BD4ECE4A2...
 Kristen N. Rosenbaum, City Clerk

THIS ORDINANCE IS ON FILE IN THE CITY CLERK'S OFFICE FOR PUBLIC INSPECTION.

APPROVED AS TO LEGAL FORM:

DocuSigned by:

 68AB059BB4C24C8...
 Tammy Yellico, City Attorney

PUBLICATION:

Posted at City Hall, Margaret W. Carpenter Recreation Center, Thornton Active Adult Center, and Trail Winds Recreation Center after first and second readings.

Published on the City's official website after first reading on September 27, 2023, and after second and final reading on October 11, 2023.

2024 CAREER SERVICES PLAN

DocuSign Envelope ID: 6F3D13AE-B2D8-4679-93EC-14ECE8F3161F

C.D. No. 2023-194

RESOLUTION

A RESOLUTION ADOPTING A PAY PLAN FOR CAREER SERVICE EMPLOYEES OF THE CITY OF THORNTON, COLORADO FOR THE CALENDAR YEAR 2024.

WHEREAS, the City Charter provides for the adoption of a Pay Plan for all positions in the Career Service System; and

WHEREAS, the City Charter provides that the Career Service Pay Plan, including fringe benefits, be equal to general prevailing rates of employers selected by the City Manager and approved by the City Council and shall provide like pay for like work; and

WHEREAS, the survey jurisdictions used for this analysis are Adams County, Arvada, Aurora, Broomfield, Fort Collins, Lakewood, and Westminster, and with respect to the Career Service Police Sworn Pay Plan also include Boulder, Commerce City, and Longmont, all of which are jurisdictions of comparable size, operation, and location in the metropolitan area; and

WHEREAS, a wage survey has been conducted for Career Service employees.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF THORNTON, COLORADO, AS FOLLOWS:

That the attached 2024 Pay Plan for Career Service employees is hereby adopted.

PASSED AND ADOPTED at a regular meeting of the City Council of the City of Thornton, Colorado, on September 26, 2023.

CITY OF THORNTON, COLORADO

DocuSigned by:



D99FCDF39C4145E...
Jan Kulmann, Mayor

ATTEST:

DocuSigned by:



D57962BD4E6E4A2...
Kristen N. Rosenbaum, City Clerk

CITY OF THORNTON
PROPOSED 2024 PAY PLAN & BENEFIT CHANGES
CAREER SERVICE EMPLOYEES

The proposed 2024 Pay Plan and benefit changes for Career Service employees are as follows:

1. Salary

All pay ranges will be adjusted by 4.7% in recognition of economic changes. A merit increase of 1% is also being recommended for 2024. Increases will become effective at the beginning of the pay period that contains January 1, 2024 and will first appear in the second paycheck in January. See attached Pay Schedule.

2. Market Adjustments

As a result of the salary survey conducted by Human Resources, benchmark jobs that are either 4% or more above the survey median or 3% or more below the median will be moved, along with their associated jobs. The following is a listing of affected jobs.

1 Range Adjustment (higher)

Animal Control Supervisor	Records Program Administrator
Cross Connection Control Specialist	Records Systems Administrator
Custodial Services Superintendent	Senior Custodian
Custodial Supervisor	Senior Water Resources Administrator
Custodian	Stewardship Project Administrator
Emergency Communications Supervisor	Stewardship Project Manager
Irrigation Analyst	Victim Advocate Supervisor
Lead Meter Technician	Water Quality Administrator
Lead Victim Advocate Specialist	Water Quality Lab Supervisor
Meter Technician I	Water Resources Administrator
Meter Technician II	Water Resources Analyst I
Police Records Specialist	Water Resources Analyst II
Real Property Administrator	Water Resources Technician
Real Property Manager	

1 Range Adjustment (lower)

Emergency Communications Manager	Plant Mechanic II
Planning Technician	Plant Mechanic III
Plant Mechanic I	Senior Plant Mechanic

2 Range Adjustment (higher)

Benefits Administrator	Payroll Administrator
Emergency Communications Recruit	Senior Human Resources Analyst

3 Range Adjustment (higher)

Police Records Manager	Police Records Supervisor
------------------------	---------------------------

C.D. No. 2023-194
PROPOSED 2024 PAY PLAN & BENEFIT CHANGES
CAREER SERVICE EMPLOYEES

3.5% Adjustment to Range
 Emergency Communications Specialist

There will not be any market adjustments to the Career Service Police Sworn Pay Plan based on market data received.

3. Insurance

The City will continue offering Cigna and Kaiser: Cigna Local Plus, Cigna Local Plus HDHP, Kaiser HMO, and Kaiser HDHP. In addition to the following premium changes, there is one plan design change that is being passed on directly from Kaiser to the Kaiser HDHP plan that increases the deductible to \$1,600/\$3,200. There are no changes to dental and vision premiums.

Plan	Tier	Employee Cost
Kaiser HMO	Single	91.24
	Dual (EE+1)	297.64
	Family	486.40
Kaiser HDHP	Single	76.56
	Dual (EE+1)	247.10
	Family	408.60
CIGNA Local Plus	Single	112.10
	Dual (EE+1)	370.42
	Family	614.38
CIGNA Local Plus HDHP	Single	86.74
	Dual (EE+1)	285.88
	Family	473.80

4. 401 Employee Contribution

The employee contribution will increase by 0.5% from 6.0% to 6.5% for non-union/non-sworn employees.

5. Compensatory Time Hours

The maximum number of compensatory time hours that a non-exempt FLSA employee may accumulate shall be limited to 120 hours. Department heads may determine a lower maximum or none at all for certain workgroups.

6. Multi-lingual Pay

The amount paid for level two will increase from \$1,000 per year to \$1,200 per year for non-union employees. Contract employees will now also be eligible for this incentive.

7. Referral Bonus

C.D. No. 2023-194
PROPOSED 2024 PAY PLAN & BENEFIT CHANGES
CAREER SERVICE EMPLOYEES

Employees will be eligible for a new-hire referral bonus if they refer a successful applicant at time of referral's hire and after a pre-determined amount of time. Amounts will vary for temporary or regular referrals.

8. Shift Differential

The amount of shift differential for eligible positions will increase from \$0.80 per hour to \$1.00 per hour.

9. Tuition Reimbursement

The reimbursement amount will increase from \$1,500 annually to \$3,000 annually for non-union employees. Contract employees will now be eligible for tuition reimbursement up to \$1,000 annually.

10. Vacation

Regular, full-time employees will be front-loaded with 40 hours of vacation leave.

11. Other Provisions

There are no proposals to change other provisions of the Career Service employees' pay and benefits plan for 2024.

CITY OF THORNTON - 2024 PAY SCHEDULE
Career Service

(Annual Salary listed below reflects a full-time employee over a full calendar year)

Position Title	Range	FLSA	STATUS	Hourly Minimum	Hourly Midpoint	Hourly Maximum	Annual Minimum	Annual Midpoint	Annual Maximum
Accountant I	531	EX	Career Svc	\$33.58	\$38.96	\$44.33	\$69,855	\$81,032	\$92,209
Accountant II	533	EX	Career Svc	\$35.94	\$41.69	\$47.44	\$74,750	\$86,710	\$98,670
Accounting Specialist I	519	NE	Career Svc	\$22.35	\$25.93	\$29.51	\$46,498	\$53,937	\$61,377
Accounting Specialist II	523	NE	Career Svc	\$25.60	\$29.70	\$33.80	\$53,255	\$61,775	\$70,296
Accounting Technician I	527	NE	Career Svc	\$29.32	\$34.02	\$38.71	\$60,993	\$70,752	\$80,511
Accounting Technician II	531	NE	Career Svc	\$33.58	\$38.96	\$44.33	\$69,855	\$81,032	\$92,209
Adaptive & Inclusive Recreation Coordinator	535	EX	Career Svc	\$38.46	\$44.61	\$50.76	\$79,987	\$92,785	\$105,583
Administrative Specialist I	515	NE	Career Svc	\$19.52	\$22.64	\$25.76	\$40,598	\$47,094	\$53,590
Administrative Specialist II	521	NE	Career Svc	\$23.92	\$27.75	\$31.58	\$49,762	\$57,724	\$65,686
Administrative Specialist III	523	NE	Career Svc	\$25.60	\$29.70	\$33.80	\$53,255	\$61,775	\$70,296
Administrative Supervisor	531	NE	Career Svc	\$33.58	\$38.96	\$44.33	\$69,855	\$81,032	\$92,209
Animal Control Officer	525	NE	Career Svc	\$27.40	\$31.78	\$36.17	\$56,992	\$66,111	\$75,230
Animal Control Supervisor	537	NE	Career Svc	\$41.15	\$47.73	\$54.32	\$85,592	\$99,286	\$112,981
Application Services Manager	550	EX	Career Svc	\$63.85	\$74.06	\$84.28	\$132,798	\$154,045	\$175,293
Aquatics Specialist	529	EX	Career Svc	\$31.38	\$36.40	\$41.42	\$65,274	\$75,718	\$86,162
Assistant City Attorney I	542	EX	Career Svc	\$48.74	\$56.54	\$64.34	\$101,382	\$117,603	\$133,824
Assistant City Attorney II	546	EX	Career Svc	\$55.79	\$64.71	\$73.64	\$116,039	\$134,606	\$153,172
Assistant City Clerk	537	NE	Career Svc	\$41.15	\$47.73	\$54.32	\$85,592	\$99,286	\$112,981
Assistant Fire Chief - Administration *	553	EX	Career Svc	\$70.64	\$81.95	\$93.25	\$146,936	\$170,446	\$193,956
Assistant Fire Chief - Fire Marshal *	553	EX	Career Svc	\$70.64	\$81.95	\$93.25	\$146,936	\$170,446	\$193,956
Assistant Fire Chief - Operations *	552	EX	Career Svc	\$48.65	\$56.44	\$64.22	\$142,064	\$164,794	\$187,524
Assistant Golf Course Superintendent	532	EX	Career Svc	\$34.74	\$40.30	\$45.86	\$72,261	\$83,823	\$95,385
Assistant Golf Professional	528	NE	Career Svc	\$30.34	\$35.19	\$40.04	\$63,097	\$73,192	\$83,288
Benefits Administrator	541	EX	Career Svc	\$47.12	\$54.66	\$62.20	\$98,006	\$113,687	\$129,368
Benefits Coordinator	531	NE	Career Svc	\$33.58	\$38.96	\$44.33	\$69,855	\$81,032	\$92,209
Building Inspection Supervisor	540	EX	Career Svc	\$45.55	\$52.84	\$60.13	\$94,743	\$109,902	\$125,061
Building Inspector I	529	NE	Career Svc	\$31.38	\$36.40	\$41.42	\$65,274	\$75,718	\$86,162
Building Inspector II	531	NE	Career Svc	\$33.58	\$38.96	\$44.33	\$69,855	\$81,032	\$92,209
Building Inspector III	533	NE	Career Svc	\$35.94	\$41.69	\$47.44	\$74,750	\$86,710	\$98,670
Building Inspector IV	535	NE	Career Svc	\$38.46	\$44.61	\$50.76	\$79,987	\$92,785	\$105,583
Building Maintenance Specialist	527	NE	Career Svc	\$29.32	\$34.02	\$38.71	\$60,993	\$70,752	\$80,511
Building Maintenance Supervisor	535	EX	Career Svc	\$38.46	\$44.61	\$50.76	\$79,987	\$92,785	\$105,583
Building Maintenance Technician	531	NE	Career Svc	\$33.58	\$38.96	\$44.33	\$69,855	\$81,032	\$92,209
Business Outreach Specialist	533	NE	Career Svc	\$35.94	\$41.69	\$47.44	\$74,750	\$86,710	\$98,670
Business Systems Analyst I	537	EX	Career Svc	\$41.15	\$47.73	\$54.32	\$85,592	\$99,286	\$112,981
Business Systems Analyst II	539	EX	Career Svc	\$44.03	\$51.08	\$58.12	\$91,589	\$106,243	\$120,897
CDBG Coordinator	535	NE	Career Svc	\$38.46	\$44.61	\$50.76	\$79,987	\$92,785	\$105,583
Chief Building Official	547	EX	Career Svc	\$57.70	\$66.93	\$76.17	\$120,019	\$139,222	\$158,425
Citizen Assistance Specialist	524	NE	Career Svc	\$26.49	\$30.72	\$34.96	\$55,092	\$63,906	\$72,721
City Development Liaison	542	EX	Career Svc	\$48.74	\$56.54	\$64.34	\$101,382	\$117,603	\$133,824
City Surveyor	542	EX	Career Svc	\$48.74	\$56.54	\$64.34	\$101,382	\$117,603	\$133,824
Civil Engineer	543	EX	Career Svc	\$50.42	\$58.49	\$66.55	\$104,873	\$121,653	\$138,433
Civil Engineering Technician I	524	NE	Career Svc	\$26.49	\$30.72	\$34.96	\$55,092	\$63,906	\$72,721
Civil Engineering Technician II	528	NE	Career Svc	\$30.34	\$35.19	\$40.04	\$63,097	\$73,192	\$83,288
Code Compliance Manager	540	EX	Career Svc	\$45.55	\$52.84	\$60.13	\$94,743	\$109,902	\$125,061
Code Compliance Officer	526	NE	Career Svc	\$28.35	\$32.88	\$37.42	\$58,959	\$68,393	\$77,826
Code Compliance Supervisor	535	NE	Career Svc	\$38.46	\$44.61	\$50.76	\$79,987	\$92,785	\$105,583
Collections Officer	529	NE	Career Svc	\$31.38	\$36.40	\$41.42	\$65,274	\$75,718	\$86,162
Community Connections Coordinator	533	NE	Career Svc	\$35.94	\$41.69	\$47.44	\$74,750	\$86,710	\$98,670
Community Engagement Coordinator	533	NE	Career Svc	\$35.94	\$41.69	\$47.44	\$74,750	\$86,710	\$98,670
Community Safety & Information Officer	536	NE	Career Svc	\$39.78	\$46.14	\$52.51	\$82,742	\$95,981	\$109,220
Construction Coordinator	533	NE	Career Svc	\$35.94	\$41.69	\$47.44	\$74,750	\$86,710	\$98,670
Construction Supervisor	541	EX	Career Svc	\$47.12	\$54.66	\$62.20	\$98,006	\$113,687	\$129,368
Contract Administrator	539	EX	Career Svc	\$44.03	\$51.08	\$58.12	\$91,589	\$106,243	\$120,897
Contracts Supervisor	544	EX	Career Svc	\$52.15	\$60.49	\$68.84	\$108,470	\$125,826	\$143,181
Court Operations Supervisor	535	EX	Career Svc	\$38.46	\$44.61	\$50.76	\$79,987	\$92,785	\$105,583
Court Specialist I	523	NE	Career Svc	\$25.60	\$29.70	\$33.80	\$53,255	\$61,775	\$70,296
Court Specialist II	525	NE	Career Svc	\$27.40	\$31.78	\$36.17	\$56,992	\$66,111	\$75,230
Crime Analyst	534	NE	Career Svc	\$37.18	\$43.12	\$49.07	\$77,324	\$89,696	\$102,068
Criminalist	532	NE	Career Svc	\$34.74	\$40.30	\$45.86	\$72,261	\$83,823	\$95,385
Cross Connection Control Specialist	532	NE	Career Svc	\$34.74	\$40.30	\$45.86	\$72,261	\$83,823	\$95,385
Current Planning Manager	546	EX	Career Svc	\$55.79	\$64.71	\$73.64	\$116,039	\$134,606	\$153,172
Custodial Services Superintendent	533	EX	Career Svc	\$35.94	\$41.69	\$47.44	\$74,750	\$86,710	\$98,670

CITY OF THORNTON - 2024 PAY SCHEDULE
Career Service

(Annual Salary listed below reflects a full-time employee over a full calendar year)

Position Title	Range	FLSA	STATUS	Hourly Minimum	Hourly Midpoint	Hourly Maximum	Annual Minimum	Annual Midpoint	Annual Maximum
Custodial Supervisor	527	NE	Career Svc	\$29.32	\$34.02	\$38.71	\$60,993	\$70,752	\$80,511
Custodian	514	NE	Career Svc	\$18.87	\$21.89	\$24.91	\$39,245	\$45,524	\$51,803
Customer Billing Supervisor	536	EX	Career Svc	\$39.78	\$46.14	\$52.51	\$82,742	\$95,981	\$109,220
Cybersecurity Analyst	546	EX	Career Svc	\$55.79	\$64.71	\$73.64	\$116,039	\$134,606	\$153,172
Database Administrator I	541	EX	Career Svc	\$47.12	\$54.66	\$62.20	\$98,006	\$113,687	\$129,368
Database Administrator II	547	EX	Career Svc	\$57.70	\$66.93	\$76.17	\$120,019	\$139,222	\$158,425
Deputy City Clerk	541	EX	Career Svc	\$47.12	\$54.66	\$62.20	\$98,006	\$113,687	\$129,368
Deputy Court Administrator	539	EX	Career Svc	\$44.03	\$51.08	\$58.12	\$91,589	\$106,243	\$120,897
Deputy Economic Development Director	550	EX	Career Svc	\$63.85	\$74.06	\$84.28	\$132,798	\$154,045	\$175,293
Deputy Fire Marshal	543	NE	Career Svc	\$50.42	\$58.49	\$66.55	\$104,873	\$121,653	\$138,433
Desktop Administrator	537	NE	Career Svc	\$41.15	\$47.73	\$54.32	\$85,592	\$99,286	\$112,981
Development Engineering Manager	549	EX	Career Svc	\$61.73	\$71.60	\$81.48	\$128,394	\$148,937	\$169,480
Development Inspection Supervisor	541	EX	Career Svc	\$47.12	\$54.66	\$62.20	\$98,006	\$113,687	\$129,368
Development Inspector I	530	NE	Career Svc	\$32.46	\$37.66	\$42.85	\$67,526	\$78,330	\$89,134
Development Inspector II	533	NE	Career Svc	\$35.94	\$41.69	\$47.44	\$74,750	\$86,710	\$98,670
Digital & Print Media Specialist	534	NE	Career Svc	\$37.18	\$43.12	\$49.07	\$77,324	\$89,696	\$102,068
Digital Engagement Manager	540	EX	Career Svc	\$45.55	\$52.84	\$60.13	\$94,743	\$109,902	\$125,061
Economic Development Administrator	539	EX	Career Svc	\$44.03	\$51.08	\$58.12	\$91,589	\$106,243	\$120,897
Emergency Communications Center Manager	546	EX	Career Svc	\$55.79	\$64.71	\$73.64	\$116,039	\$134,606	\$153,172
Emergency Communications Recruit	522	NE	Career Svc	\$24.75	\$28.71	\$32.67	\$51,479	\$59,715	\$67,952
Emergency Communications Specialist	CCS	NE	Career Svc	\$29.98	\$36.97	\$43.97	\$62,350	\$76,903	\$91,456
Emergency Communications Supervisor	537	NE	Career Svc	\$41.15	\$47.73	\$54.32	\$85,592	\$99,286	\$112,981
Emergency Manager	538	EX	Career Svc	\$42.57	\$49.38	\$56.19	\$88,539	\$102,706	\$116,872
Emergency Medical Services (EMS) Coordinator	531	NE	Career Svc	\$33.58	\$38.96	\$44.33	\$69,855	\$81,032	\$92,209
Environmental Services Manager	550	EX	Career Svc	\$63.85	\$74.06	\$84.28	\$132,798	\$154,045	\$175,293
Environmental Services Program Coordinator	533	NE	Career Svc	\$35.94	\$41.69	\$47.44	\$74,750	\$86,710	\$98,670
Environmental Services Supervisor	536	EX	Career Svc	\$39.78	\$46.14	\$52.51	\$82,742	\$95,981	\$109,220
Equipment Operator I	518	NE	Career Svc	\$21.61	\$25.07	\$28.52	\$44,948	\$52,139	\$59,331
Equipment Operator II	523	NE	Career Svc	\$25.60	\$29.70	\$33.80	\$53,255	\$61,775	\$70,296
Equipment Operator III	526	NE	Career Svc	\$28.35	\$32.88	\$37.42	\$58,959	\$68,393	\$77,826
Executive Assistant	533	NE	Career Svc	\$35.94	\$41.69	\$47.44	\$74,750	\$86,710	\$98,670
Facilities Specialist	527	EX	Career Svc	\$29.32	\$34.02	\$38.71	\$60,993	\$70,752	\$80,511
Facility Construction Manager	542	EX	Career Svc	\$48.74	\$56.54	\$64.34	\$101,382	\$117,603	\$133,824
Fire Protection Specialist I	527	NE	Career Svc	\$29.32	\$34.02	\$38.71	\$60,993	\$70,752	\$80,511
Fire Protection Specialist II	535	NE	Career Svc	\$38.46	\$44.61	\$50.76	\$79,987	\$92,785	\$105,583
Fire Protection Specialist III	537	NE	Career Svc	\$41.15	\$47.73	\$54.32	\$85,592	\$99,286	\$112,981
Fleet & Special Projects Manager	540	EX	Career Svc	\$45.55	\$52.84	\$60.13	\$94,743	\$109,902	\$125,061
GIS Analyst I	534	EX	Career Svc	\$37.18	\$43.12	\$49.07	\$77,324	\$89,696	\$102,068
GIS Analyst II	536	EX	Career Svc	\$39.78	\$46.14	\$52.51	\$82,742	\$95,981	\$109,220
GIS Developer	540	EX	Career Svc	\$45.55	\$52.84	\$60.13	\$94,743	\$109,902	\$125,061
GIS Technician	527	NE	Career Svc	\$29.32	\$34.02	\$38.71	\$60,993	\$70,752	\$80,511
Golf Course Foreman	522	NE	Career Svc	\$24.75	\$28.71	\$32.67	\$51,479	\$59,715	\$67,952
Golf Course Irrigation Technician	525	NE	Career Svc	\$27.40	\$31.78	\$36.17	\$56,992	\$66,111	\$75,230
Golf Course Superintendent	539	EX	Career Svc	\$44.03	\$51.08	\$58.12	\$91,589	\$106,243	\$120,897
Golf Professional	538	EX	Career Svc	\$42.57	\$49.38	\$56.19	\$88,539	\$102,706	\$116,872
Grant & Housing Supervisor	538	EX	Career Svc	\$42.57	\$49.38	\$56.19	\$88,539	\$102,706	\$116,872
Graphic Design & Marketing Coordinator	533	NE	Career Svc	\$35.94	\$41.69	\$47.44	\$74,750	\$86,710	\$98,670
Guest Relations Specialist	519	NE	Career Svc	\$22.35	\$25.93	\$29.51	\$46,498	\$53,937	\$61,377
Homelessness Outreach Specialist	517	NE	Career Svc	\$20.89	\$24.23	\$27.57	\$43,448	\$50,400	\$57,352
Housing Coordinator	535	NE	Career Svc	\$38.46	\$44.61	\$50.76	\$79,987	\$92,785	\$105,583
Human Resources Analyst	535	EX	Career Svc	\$38.46	\$44.61	\$50.76	\$79,987	\$92,785	\$105,583
Human Resources Technician	526	NE	Career Svc	\$28.35	\$32.88	\$37.42	\$58,959	\$68,393	\$77,826
Infrastructure Engineering Manager	549	EX	Career Svc	\$61.73	\$71.60	\$81.48	\$128,394	\$148,937	\$169,480
Instrumentation & SCADA Technician I	531	NE	Career Svc	\$33.58	\$38.96	\$44.33	\$69,855	\$81,032	\$92,209
Instrumentation & SCADA Technician II	533	NE	Career Svc	\$35.94	\$41.69	\$47.44	\$74,750	\$86,710	\$98,670
Instrumentation & SCADA Technician III	535	NE	Career Svc	\$38.46	\$44.61	\$50.76	\$79,987	\$92,785	\$105,583
Irrigation Analyst	533	EX	Career Svc	\$35.94	\$41.69	\$47.44	\$74,750	\$86,710	\$98,670
Kitchen Manager	528	NE	Career Svc	\$30.34	\$35.19	\$40.04	\$63,097	\$73,192	\$83,288
Lab Technician	525	NE	Career Svc	\$27.40	\$31.78	\$36.17	\$56,992	\$66,111	\$75,230
Landscape Architect	536	EX	Career Svc	\$39.78	\$46.14	\$52.51	\$82,742	\$95,981	\$109,220
Landscape Inspection Coordinator	528	NE	Career Svc	\$30.34	\$35.19	\$40.04	\$63,097	\$73,192	\$83,288
Lead Meter Technician	529	NE	Career Svc	\$31.38	\$36.40	\$41.42	\$65,274	\$75,718	\$86,162
Lead Police Property Evidence Technician	529	NE	Career Svc	\$31.38	\$36.40	\$41.42	\$65,274	\$75,718	\$86,162

CITY OF THORNTON - 2024 PAY SCHEDULE
Career Service

(Annual Salary listed below reflects a full-time employee over a full calendar year)

Position Title	Range	FLSA	STATUS	Hourly Minimum	Hourly Midpoint	Hourly Maximum	Annual Minimum	Annual Midpoint	Annual Maximum
Lead Victim Advocate Specialist	534	NE	Career Svc	\$37.18	\$43.12	\$49.07	\$77,324	\$89,696	\$102,068
Legal Administrative Assistant	527	NE	Career Svc	\$29.32	\$34.02	\$38.71	\$60,993	\$70,752	\$80,511
Licensing Coordinator	532	NE	Career Svc	\$34.74	\$40.30	\$45.86	\$72,261	\$83,823	\$95,385
Long Range Planning Manager	546	EX	Career Svc	\$55.79	\$64.71	\$73.64	\$116,039	\$134,606	\$153,172
Maintenance Services Manager	545	EX	Career Svc	\$53.94	\$62.57	\$71.20	\$112,191	\$130,141	\$148,092
Management Analyst I	535	EX	Career Svc	\$38.46	\$44.61	\$50.76	\$79,987	\$92,785	\$105,583
Management Analyst II	537	EX	Career Svc	\$41.15	\$47.73	\$54.32	\$85,592	\$99,286	\$112,981
Meter Superintendent	538	EX	Career Svc	\$42.57	\$49.38	\$56.19	\$88,539	\$102,706	\$116,872
Meter Technician I	524	NE	Career Svc	\$26.49	\$30.72	\$34.96	\$55,092	\$63,906	\$72,721
Meter Technician II	527	NE	Career Svc	\$29.32	\$34.02	\$38.71	\$60,993	\$70,752	\$80,511
Mow Crew Coordinator	530	NE	Career Svc	\$32.46	\$37.66	\$42.85	\$67,526	\$78,330	\$89,134
Network Administrator I	539	EX	Career Svc	\$44.03	\$51.08	\$58.12	\$91,589	\$106,243	\$120,897
Network Administrator II	545	EX	Career Svc	\$53.94	\$62.57	\$71.20	\$112,191	\$130,141	\$148,092
Network Engineer	548	EX	Career Svc	\$59.68	\$69.23	\$78.78	\$124,136	\$143,997	\$163,859
Operations & Maintenance Superintendent	541	EX	Career Svc	\$47.12	\$54.66	\$62.20	\$98,006	\$113,687	\$129,368
Paralegal	532	NE	Career Svc	\$34.74	\$40.30	\$45.86	\$72,261	\$83,823	\$95,385
Park Maintenance Crew Leader	530	NE	Career Svc	\$32.46	\$37.66	\$42.85	\$67,526	\$78,330	\$89,134
Park Maintenance Specialist I	522	NE	Career Svc	\$24.75	\$28.71	\$32.67	\$51,479	\$59,715	\$67,952
Park Maintenance Specialist II	526	NE	Career Svc	\$28.35	\$32.88	\$37.42	\$58,959	\$68,393	\$77,826
Park Maintenance Supervisor	535	EX	Career Svc	\$38.46	\$44.61	\$50.76	\$79,987	\$92,785	\$105,583
Parks & Golf Mechanic	527	NE	Career Svc	\$29.32	\$34.02	\$38.71	\$60,993	\$70,752	\$80,511
Parks & Open Space Project Manager	539	EX	Career Svc	\$44.03	\$51.08	\$58.12	\$91,589	\$106,243	\$120,897
Pavement Management Engineer	543	EX	Career Svc	\$50.42	\$58.49	\$66.55	\$104,873	\$121,653	\$138,433
Payroll Administrator	541	EX	Career Svc	\$47.12	\$54.66	\$62.20	\$98,006	\$113,687	\$129,368
Payroll Coordinator I	525	NE	Career Svc	\$27.40	\$31.78	\$36.17	\$56,992	\$66,111	\$75,230
Payroll Coordinator II	531	NE	Career Svc	\$33.58	\$38.96	\$44.33	\$69,855	\$81,032	\$92,209
Permit Counter Supervisor	533	NE	Career Svc	\$35.94	\$41.69	\$47.44	\$74,750	\$86,710	\$98,670
Permit Technician I	522	NE	Career Svc	\$24.75	\$28.71	\$32.67	\$51,479	\$59,715	\$67,952
Permit Technician II	524	NE	Career Svc	\$26.49	\$30.72	\$34.96	\$55,092	\$63,906	\$72,721
Permit Technician III	526	NE	Career Svc	\$28.35	\$32.88	\$37.42	\$58,959	\$68,393	\$77,826
Planner I	532	EX	Career Svc	\$34.74	\$40.30	\$45.86	\$72,261	\$83,823	\$95,385
Planner II	534	EX	Career Svc	\$37.18	\$43.12	\$49.07	\$77,324	\$89,696	\$102,068
Planning Technician	527	NE	Career Svc	\$29.32	\$34.02	\$38.71	\$60,993	\$70,752	\$80,511
Plans Examiner I	532	NE	Career Svc	\$34.74	\$40.30	\$45.86	\$72,261	\$83,823	\$95,385
Plans Examiner II	534	NE	Career Svc	\$37.18	\$43.12	\$49.07	\$77,324	\$89,696	\$102,068
Plans Examining Supervisor	540	EX	Career Svc	\$45.55	\$52.84	\$60.13	\$94,743	\$109,902	\$125,061
Plant Mechanic I	517	NE	Career Svc	\$20.89	\$24.23	\$27.57	\$43,448	\$50,400	\$57,352
Plant Mechanic II	523	NE	Career Svc	\$25.60	\$29.70	\$33.80	\$53,255	\$61,775	\$70,296
Plant Mechanic III	529	NE	Career Svc	\$31.38	\$36.40	\$41.42	\$65,274	\$75,718	\$86,162
Police Administrative Technician	527	NE	Career Svc	\$29.32	\$34.02	\$38.71	\$60,993	\$70,752	\$80,511
Police Armorer	531	NE	Career Svc	\$33.58	\$38.96	\$44.33	\$69,855	\$81,032	\$92,209
Police Division Commander *	553	EX	Career Svc	\$70.64	\$81.95	\$93.25	\$146,936	\$170,446	\$193,956
Police Fleet Coordinator	525	NE	Career Svc	\$27.40	\$31.78	\$36.17	\$56,992	\$66,111	\$75,230
Police Lieutenant *	PL	NE	Career Svc	\$78.87	\$81.23	\$83.60	\$164,040	\$168,962	\$173,883
Police Officer	PO	NE	Police Union	\$39.25	\$46.85	\$54.45	\$81,648	\$97,448	\$113,247
Police Officer Recruit	POR	NE	Career Svc			\$37.04			\$77,035
Police Property Evidence Technician	527	NE	Career Svc	\$29.32	\$34.02	\$38.71	\$60,993	\$70,752	\$80,511
Police Records Manager	543	EX	Career Svc	\$50.42	\$58.49	\$66.55	\$104,873	\$121,653	\$138,433
Police Records Specialist	523	NE	Career Svc	\$25.60	\$29.70	\$33.80	\$53,255	\$61,775	\$70,296
Police Records Supervisor	536	NE	Career Svc	\$39.78	\$46.14	\$52.51	\$82,742	\$95,981	\$109,220
Police Sergeant	PS	NE	Police Union	\$58.45	\$63.21	\$67.96	\$121,585	\$131,470	\$141,354
Policy Analyst I	532	EX	Career Svc	\$34.74	\$40.30	\$45.86	\$72,261	\$83,823	\$95,385
Policy Analyst II	534	EX	Career Svc	\$37.18	\$43.12	\$49.07	\$77,324	\$89,696	\$102,068
Pool Manager	521	NE	Career Svc	\$23.92	\$27.75	\$31.58	\$49,762	\$57,724	\$65,686
Principal Planner	542	EX	Career Svc	\$48.74	\$56.54	\$64.34	\$101,382	\$117,603	\$133,824
Project Manager I	539	EX	Career Svc	\$44.03	\$51.08	\$58.12	\$91,589	\$106,243	\$120,897
Project Manager II	541	EX	Career Svc	\$47.12	\$54.66	\$62.20	\$98,006	\$113,687	\$129,368
Public Art Coordinator	533	EX	Career Svc	\$35.94	\$41.69	\$47.44	\$74,750	\$86,710	\$98,670
Purchasing Analyst I	529	EX	Career Svc	\$31.38	\$36.40	\$41.42	\$65,274	\$75,718	\$86,162
Purchasing Analyst II	533	EX	Career Svc	\$35.94	\$41.69	\$47.44	\$74,750	\$86,710	\$98,670
Purchasing Manager	545	EX	Career Svc	\$53.94	\$62.57	\$71.20	\$112,191	\$130,141	\$148,092
Radio & Video Technician	530	NE	Career Svc	\$32.46	\$37.66	\$42.85	\$67,526	\$78,330	\$89,134
Raw Water Supply Operator I	518	NE	Career Svc	\$21.61	\$25.07	\$28.52	\$44,948	\$52,139	\$59,331

CITY OF THORNTON - 2024 PAY SCHEDULE
Career Service

(Annual Salary listed below reflects a full-time employee over a full calendar year)

Position Title	Range	FLSA	STATUS	Hourly Minimum	Hourly Midpoint	Hourly Maximum	Annual Minimum	Annual Midpoint	Annual Maximum
Raw Water Supply Operator II	523	NE	Career Svc	\$25.60	\$29.70	\$33.80	\$53,255	\$61,775	\$70,296
Real Estate & Marketing Administrator	538	NE	Career Svc	\$42.57	\$49.38	\$56.19	\$88,539	\$102,706	\$116,872
Real Property Administrator	539	EX	Career Svc	\$44.03	\$51.08	\$58.12	\$91,589	\$106,243	\$120,897
Real Property Manager	545	EX	Career Svc	\$53.94	\$62.57	\$71.20	\$112,191	\$130,141	\$148,092
Records Program Administrator	541	NE	Career Svc	\$47.12	\$54.66	\$62.20	\$98,006	\$113,687	\$129,368
Records Systems Administrator	540	NE	Career Svc	\$45.55	\$52.84	\$60.13	\$94,743	\$109,902	\$125,061
Recreation & Community Programs Supervisor	537	EX	Career Svc	\$41.15	\$47.73	\$54.32	\$85,592	\$99,286	\$112,981
Recreation Administrator	542	EX	Career Svc	\$48.74	\$56.54	\$64.34	\$101,382	\$117,603	\$133,824
Recreation Coordinator I	528	EX	Career Svc	\$30.34	\$35.19	\$40.04	\$63,097	\$73,192	\$83,288
Recreation Coordinator II	535	EX	Career Svc	\$38.46	\$44.61	\$50.76	\$79,987	\$92,785	\$105,583
Recreation Program Specialist	526	EX	Career Svc	\$28.35	\$32.88	\$37.42	\$58,959	\$68,393	\$77,826
Recreation Support Specialist	524	NE	Career Svc	\$26.49	\$30.72	\$34.96	\$55,092	\$63,906	\$72,721
Redevelopment Administrator	540	EX	Career Svc	\$45.55	\$52.84	\$60.13	\$94,743	\$109,902	\$125,061
Regional Transportation Engineer	550	EX	Career Svc	\$63.85	\$74.06	\$84.28	\$132,798	\$154,045	\$175,293
Retail Administrator	539	EX	Career Svc	\$44.03	\$51.08	\$58.12	\$91,589	\$106,243	\$120,897
Revenue Agent I	528	NE	Career Svc	\$30.34	\$35.19	\$40.04	\$63,097	\$73,192	\$83,288
Revenue Agent II	531	NE	Career Svc	\$33.58	\$38.96	\$44.33	\$69,855	\$81,032	\$92,209
Risk Management Administrator	536	EX	Career Svc	\$39.78	\$46.14	\$52.51	\$82,742	\$95,981	\$109,220
Risk Management Analyst	532	NE	Career Svc	\$34.74	\$40.30	\$45.86	\$72,261	\$83,823	\$95,385
Risk Management Technician	526	NE	Career Svc	\$28.35	\$32.88	\$37.42	\$58,959	\$68,393	\$77,826
Safety Administrator	537	EX	Career Svc	\$41.15	\$47.73	\$54.32	\$85,592	\$99,286	\$112,981
Senior Accountant	537	EX	Career Svc	\$41.15	\$47.73	\$54.32	\$85,592	\$99,286	\$112,981
Senior Accounting Specialist	528	NE	Career Svc	\$30.34	\$35.19	\$40.04	\$63,097	\$73,192	\$83,288
Senior Building Inspector	537	NE	Career Svc	\$41.15	\$47.73	\$54.32	\$85,592	\$99,286	\$112,981
Senior Civil Engineer	547	EX	Career Svc	\$57.70	\$66.93	\$76.17	\$120,019	\$139,222	\$158,425
Senior Construction Coordinator	537	NE	Career Svc	\$41.15	\$47.73	\$54.32	\$85,592	\$99,286	\$112,981
Senior Contract Administrator	541	EX	Career Svc	\$47.12	\$54.66	\$62.20	\$98,006	\$113,687	\$129,368
Senior Criminalist	535	NE	Career Svc	\$38.46	\$44.61	\$50.76	\$79,987	\$92,785	\$105,583
Senior Custodian	518	NE	Career Svc	\$21.61	\$25.07	\$28.52	\$44,948	\$52,139	\$59,331
Senior Development Inspector	537	NE	Career Svc	\$41.15	\$47.73	\$54.32	\$85,592	\$99,286	\$112,981
Senior Equipment Operator	528	NE	Career Svc	\$30.34	\$35.19	\$40.04	\$63,097	\$73,192	\$83,288
Senior Financial Analyst	539	EX	Career Svc	\$44.03	\$51.08	\$58.12	\$91,589	\$106,243	\$120,897
Senior Human Resources Analyst	545	EX	Career Svc	\$53.94	\$62.57	\$71.20	\$112,191	\$130,141	\$148,092
Senior Landscape Architect	540	EX	Career Svc	\$45.55	\$52.84	\$60.13	\$94,743	\$109,902	\$125,061
Senior Legal Administrative Assistant	529	NE	Career Svc	\$31.38	\$36.40	\$41.42	\$65,274	\$75,718	\$86,162
Senior Management Analyst	541	EX	Career Svc	\$47.12	\$54.66	\$62.20	\$98,006	\$113,687	\$129,368
Senior Parks & Open Space Project Manager	541	EX	Career Svc	\$47.12	\$54.66	\$62.20	\$98,006	\$113,687	\$129,368
Senior Planner	538	EX	Career Svc	\$42.57	\$49.38	\$56.19	\$88,539	\$102,706	\$116,872
Senior Plant Mechanic	531	NE	Career Svc	\$33.58	\$38.96	\$44.33	\$69,855	\$81,032	\$92,209
Senior Policy Analyst	538	EX	Career Svc	\$42.57	\$49.38	\$56.19	\$88,539	\$102,706	\$116,872
Senior Purchasing Analyst	538	EX	Career Svc	\$42.57	\$49.38	\$56.19	\$88,539	\$102,706	\$116,872
Senior Raw Water Supply Operator	526	NE	Career Svc	\$28.35	\$32.88	\$37.42	\$58,959	\$68,393	\$77,826
Senior Surveyor	532	NE	Career Svc	\$34.74	\$40.30	\$45.86	\$72,261	\$83,823	\$95,385
Senior Tax Auditor	538	EX	Career Svc	\$42.57	\$49.38	\$56.19	\$88,539	\$102,706	\$116,872
Senior Utility Maintenance Specialist	529	NE	Career Svc	\$31.38	\$36.40	\$41.42	\$65,274	\$75,718	\$86,162
Senior Water Quality Analyst	538	EX	Career Svc	\$42.57	\$49.38	\$56.19	\$88,539	\$102,706	\$116,872
Senior Water Resources Administrator	543	EX	Career Svc	\$50.42	\$58.49	\$66.55	\$104,873	\$121,653	\$138,433
Senior Water Treatment Specialist	534	NE	Career Svc	\$37.18	\$43.12	\$49.07	\$77,324	\$89,696	\$102,068
Small Business Manager	540	EX	Career Svc	\$45.55	\$52.84	\$60.13	\$94,743	\$109,902	\$125,061
Software Developer I	538	EX	Career Svc	\$42.57	\$49.38	\$56.19	\$88,539	\$102,706	\$116,872
Software Developer II	545	EX	Career Svc	\$53.94	\$62.57	\$71.20	\$112,191	\$130,141	\$148,092
Software Engineer	549	EX	Career Svc	\$61.73	\$71.60	\$81.48	\$128,394	\$148,937	\$169,480
Sponsorship Sales & Marketing Coordinator	533	EX	Career Svc	\$35.94	\$41.69	\$47.44	\$74,750	\$86,710	\$98,670
Stewardship Project Administrator	539	EX	Career Svc	\$44.03	\$51.08	\$58.12	\$91,589	\$106,243	\$120,897
Stewardship Project Manager	541	EX	Career Svc	\$47.12	\$54.66	\$62.20	\$98,006	\$113,687	\$129,368
Stormwater Coordinator	538	NE	Career Svc	\$42.57	\$49.38	\$56.19	\$88,539	\$102,706	\$116,872
Stormwater Operations Superintendent	541	EX	Career Svc	\$47.12	\$54.66	\$62.20	\$98,006	\$113,687	\$129,368
Stormwater Technician I	526	NE	Career Svc	\$28.35	\$32.88	\$37.42	\$58,959	\$68,393	\$77,826
Stormwater Technician II	530	NE	Career Svc	\$32.46	\$37.66	\$42.85	\$67,526	\$78,330	\$89,134
Street Operations Superintendent	541	EX	Career Svc	\$47.12	\$54.66	\$62.20	\$98,006	\$113,687	\$129,368
Street Operations Supervisor	536	EX	Career Svc	\$39.78	\$46.14	\$52.51	\$82,742	\$95,981	\$109,220
Systems Administrator I	539	EX	Career Svc	\$44.03	\$51.08	\$58.12	\$91,589	\$106,243	\$120,897
Systems Administrator II	545	EX	Career Svc	\$53.94	\$62.57	\$71.20	\$112,191	\$130,141	\$148,092

CITY OF THORNTON - 2024 PAY SCHEDULE
Career Service

(Annual Salary listed below reflects a full-time employee over a full calendar year)

Position Title	Range	FLSA	STATUS	Hourly Minimum	Hourly Midpoint	Hourly Maximum	Annual Minimum	Annual Midpoint	Annual Maximum
Systems Analyst I	545	EX	Career Svc	\$53.94	\$62.57	\$71.20	\$112,191	\$130,141	\$148,092
Systems Analyst II	547	EX	Career Svc	\$57.70	\$66.93	\$76.17	\$120,019	\$139,222	\$158,425
Systems Engineer	548	EX	Career Svc	\$59.68	\$69.23	\$78.78	\$124,136	\$143,997	\$163,859
Tax Audit Supervisor	542	EX	Career Svc	\$48.74	\$56.54	\$64.34	\$101,382	\$117,603	\$133,824
Tax Auditor I	534	EX	Career Svc	\$37.18	\$43.12	\$49.07	\$77,324	\$89,696	\$102,068
Tax Auditor II	536	EX	Career Svc	\$39.78	\$46.14	\$52.51	\$82,742	\$95,981	\$109,220
Technical Support Engineer	538	NE	Career Svc	\$42.57	\$49.38	\$56.19	\$88,539	\$102,706	\$116,872
Technical Support Specialist I	529	NE	Career Svc	\$31.38	\$36.40	\$41.42	\$65,274	\$75,718	\$86,162
Technical Support Specialist II	531	NE	Career Svc	\$33.58	\$38.96	\$44.33	\$69,855	\$81,032	\$92,209
Technology Projects Manager	546	EX	Career Svc	\$55.79	\$64.71	\$73.64	\$116,039	\$134,606	\$153,172
Technology Services Manager	550	EX	Career Svc	\$63.85	\$74.06	\$84.28	\$132,798	\$154,045	\$175,293
Traffic Engineer	550	EX	Career Svc	\$63.85	\$74.06	\$84.28	\$132,798	\$154,045	\$175,293
Traffic Engineering Technician	534	NE	Career Svc	\$37.18	\$43.12	\$49.07	\$77,324	\$89,696	\$102,068
Traffic Operations Supervisor	541	EX	Career Svc	\$47.12	\$54.66	\$62.20	\$98,006	\$113,687	\$129,368
Traffic Operations Technician I	525	NE	Career Svc	\$27.40	\$31.78	\$36.17	\$56,992	\$66,111	\$75,230
Traffic Operations Technician II	527	NE	Career Svc	\$29.32	\$34.02	\$38.71	\$60,993	\$70,752	\$80,511
Traffic Operations Technician III	532	NE	Career Svc	\$34.74	\$40.30	\$45.86	\$72,261	\$83,823	\$95,385
Utilities Operations Manager	550	EX	Career Svc	\$63.85	\$74.06	\$84.28	\$132,798	\$154,045	\$175,293
Utility Billing Coordinator	533	NE	Career Svc	\$35.94	\$41.69	\$47.44	\$74,750	\$86,710	\$98,670
Utility Locator	526	NE	Career Svc	\$28.35	\$32.88	\$37.42	\$58,959	\$68,393	\$77,826
Utility Maintenance Specialist I	518	NE	Career Svc	\$21.61	\$25.07	\$28.52	\$44,948	\$52,139	\$59,331
Utility Maintenance Specialist II	525	NE	Career Svc	\$27.40	\$31.78	\$36.17	\$56,992	\$66,111	\$75,230
Utility Maintenance Specialist III	527	NE	Career Svc	\$29.32	\$34.02	\$38.71	\$60,993	\$70,752	\$80,511
Utility Maintenance Supervisor	536	EX	Career Svc	\$39.78	\$46.14	\$52.51	\$82,742	\$95,981	\$109,220
Victim Advocate Specialist	528	NE	Career Svc	\$30.34	\$35.19	\$40.04	\$63,097	\$73,192	\$83,288
Victim Advocate Supervisor	537	EX	Career Svc	\$41.15	\$47.73	\$54.32	\$85,592	\$99,286	\$112,981
Video Production Specialist	530	EX	Career Svc	\$32.46	\$37.66	\$42.85	\$67,526	\$78,330	\$89,134
Water Plant Operator I	525	NE	Career Svc	\$27.40	\$31.78	\$36.17	\$56,992	\$66,111	\$75,230
Water Plant Operator II	527	NE	Career Svc	\$29.32	\$34.02	\$38.71	\$60,993	\$70,752	\$80,511
Water Plant Operator III	529	NE	Career Svc	\$31.38	\$36.40	\$41.42	\$65,274	\$75,718	\$86,162
Water Plant Supervisor	540	EX	Career Svc	\$45.55	\$52.84	\$60.13	\$94,743	\$109,902	\$125,061
Water Quality Administrator	542	NE	Career Svc	\$48.74	\$56.54	\$64.34	\$101,382	\$117,603	\$133,824
Water Quality Analyst	536	EX	Career Svc	\$39.78	\$46.14	\$52.51	\$82,742	\$95,981	\$109,220
Water Quality Laboratory Supervisor	541	EX	Career Svc	\$47.12	\$54.66	\$62.20	\$98,006	\$113,687	\$129,368
Water Resources Administrator	540	EX	Career Svc	\$45.55	\$52.84	\$60.13	\$94,743	\$109,902	\$125,061
Water Resources Analyst I	533	EX	Career Svc	\$35.94	\$41.69	\$47.44	\$74,750	\$86,710	\$98,670
Water Resources Analyst II	536	EX	Career Svc	\$39.78	\$46.14	\$52.51	\$82,742	\$95,981	\$109,220
Water Resources Technician	525	NE	Career Svc	\$27.40	\$31.78	\$36.17	\$56,992	\$66,111	\$75,230
Water Technical Operations Supervisor	537	EX	Career Svc	\$41.15	\$47.73	\$54.32	\$85,592	\$99,286	\$112,981
Water Treatment Process Specialist	535	NE	Career Svc	\$38.46	\$44.61	\$50.76	\$79,987	\$92,785	\$105,583
Water Treatment Specialist	533	NE	Career Svc	\$35.94	\$41.69	\$47.44	\$74,750	\$86,710	\$98,670
Wellness Coordinator	533	EX	Career Svc	\$35.94	\$41.69	\$47.44	\$74,750	\$86,710	\$98,670

*Pay range established based on market data and internal equity with positions covered by CBAs.

2024 EXCLUDED SERVICE PLAN

DocuSign Envelope ID: 6F3D13AE-B2D8-4679-93EC-14ECE8F3161F

C.D. No. 2023-196

RESOLUTION

A RESOLUTION ADOPTING A PAY PLAN FOR EXCLUDED EMPLOYEES OF THE CITY OF THORNTON, COLORADO FOR THE CALENDAR YEAR 2024.

WHEREAS, the City Code states that, at the direction of the Appointing Authority, the Human Resources Director shall annually conduct a wage survey for all excluded positions and present to the City Council, for its approval, salaries for such positions.

WHEREAS, the Excluded Pay Plan, including fringe benefits is equal to general prevailing rates of employers selected.

WHEREAS, the 2024 Excluded Pay Plan reflects the results of the 2023 salary and benefit survey; and

WHEREAS, the survey jurisdictions used for this analysis are Adams County, Arvada, Aurora, Broomfield, Fort Collins, Lakewood, and Westminster, which are jurisdictions of comparable size, operation, and location in the metropolitan area.


NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF THORNTON, COLORADO, AS FOLLOWS:

That the attached 2024 Pay Plan for Excluded employees is hereby adopted.

PASSED AND ADOPTED at a regular meeting of the City Council of the City of Thornton, Colorado, on September 26, 2023.

CITY OF THORNTON, COLORADO

DocuSigned by:



D99FCDF39C4145E...

Jan Kulmann, Mayor

ATTEST:

DocuSigned by:



D57962BD4ECE4A2...

Kristen N. Rosenbaum, City Clerk

**CITY OF THORNTON
PROPOSED 2024 PAY PLAN & BENEFIT CHANGES
EXCLUDED EMPLOYEES**

The proposed 2024 Pay Plan and benefit changes for Excluded employees are as follows:

1. Salary

All pay ranges will be adjusted by 4.7% in recognition of economic changes. A merit increase of 1% is also being recommended for 2024. Increases will become effective at the beginning of the pay period that contains January 1, 2024 and will first appear in the second paycheck in January. See attached Pay Schedule.

2. Market Adjustments

As a result of the salary survey conducted by Human Resources, benchmark jobs that are either 4% or more above the survey median or 3% or more below the median will be moved, along with their associated jobs. The following is a listing of affected jobs.

3 Range Adjustment (higher)

Police Services Administrator

3. Insurance

The City will continue offering Cigna and Kaiser: Cigna Local Plus, Cigna Local Plus HDHP, Kaiser HMO, and Kaiser HDHP. In addition to the following premium changes, there is one plan design change that is being passed on directly from Kaiser to the Kaiser HDHP plan that increases the deductible to \$1,600/\$3,200. There are no changes to dental and vision premiums.

Plan	Tier	Employee Cost
Kaiser HMO	Single	91.24
	Dual (EE+1)	297.64
	Family	486.40
Kaiser HDHP	Single	76.56
	Dual (EE+1)	247.10
	Family	408.60
CIGNA Local Plus	Single	112.10
	Dual (EE+1)	370.42
	Family	614.38
CIGNA Local Plus HDHP	Single	86.74
	Dual (EE+1)	285.88
	Family	473.80

4. 401 Employee Contribution

The employee contribution will increase by 0.5% from 6.0% to 6.5% for non-union/non-sworn employees.

PROPOSED 2024 PAY PLAN & BENEFIT CHANGES
EXCLUDED EMPLOYEES

5. Compensatory Time Hours
The maximum number of compensatory time hours that a non-exempt FLSA employee may accumulate shall be limited to 120 hours. Department heads may determine a lower maximum or none at all for certain workgroups.
6. Multi-lingual Pay
The amount paid for level two will increase from \$1,000 per year to \$1,200 per year for non-union employees. Contract employees will now also be eligible for this incentive.
7. Referral Bonus
Employees will be eligible for a new-hire referral bonus if they refer a successful applicant at time of referral's hire and after a pre-determined amount of time. Amounts will vary for temporary or regular referrals.
8. Shift Differential
The amount of shift differential for eligible positions will increase from \$0.80 per hour to \$1.00 per hour.
9. Tuition Reimbursement
The reimbursement amount will increase from \$1,500 annually to \$3,000 annually for non-union employees. Contract employees will now be eligible for tuition reimbursement up to \$1,000 annually.
10. Vacation
Regular, full-time employees will be front-loaded with 40 hours of vacation leave.
11. Other Provisions
There are no proposals to change other provisions of the Excluded employees' pay and benefits plan for 2024.

CITY OF THORNTON - 2024 PAY SCHEDULE
Excluded

(Annual Salary listed below reflects a full-time employee over a full calendar year)

Position Title	Range	FLSA	STATUS	Hourly Minimum	Hourly Midpoint	Hourly Maximum	Annual Minimum	Annual Midpoint	Annual Maximum
Active Adult Program Manager	544	EX	Excluded	\$52.15	\$60.49	\$68.84	\$108,470	\$125,826	\$143,181
Arts & Culture Manager	544	EX	Excluded	\$52.15	\$60.49	\$68.84	\$108,470	\$125,826	\$143,181
Budget Manager	550	EX	Excluded	\$63.85	\$74.06	\$84.28	\$132,798	\$154,045	\$175,293
Building & Engineering Director	555	EX	Excluded	\$75.57	\$87.66	\$99.75	\$157,189	\$182,340	\$207,490
City Clerk	550	EX	Excluded	\$63.85	\$74.06	\$84.28	\$132,798	\$154,045	\$175,293
City Development Director	558	EX	Excluded	\$83.62	\$97.00	\$110.38	\$173,925	\$201,753	\$229,581
Communications Director	555	EX	Excluded	\$75.57	\$87.66	\$99.75	\$157,189	\$182,340	\$207,490
Community Connections Manager	544	EX	Excluded	\$52.15	\$60.49	\$68.84	\$108,470	\$125,826	\$143,181
Controller	550	EX	Excluded	\$63.85	\$74.06	\$84.28	\$132,798	\$154,045	\$175,293
Court Administrator	548	EX	Excluded	\$59.68	\$69.23	\$78.78	\$124,136	\$143,997	\$163,859
Customer Billing Manager	543	EX	Excluded	\$50.42	\$58.49	\$66.55	\$104,873	\$121,653	\$138,433
Deputy City Attorney	556	EX	Excluded	\$78.16	\$90.67	\$103.18	\$162,581	\$188,594	\$214,607
Deputy City Development Director	556	EX	Excluded	\$78.16	\$90.67	\$103.18	\$162,581	\$188,594	\$214,607
Deputy City Manager	558	EX	Excluded	\$83.62	\$97.00	\$110.38	\$173,925	\$201,753	\$229,581
Deputy Communications Director	542	EX	Excluded	\$48.74	\$56.54	\$64.34	\$101,382	\$117,603	\$133,824
Deputy Finance Director	551	EX	Excluded	\$66.03	\$76.60	\$87.17	\$137,352	\$159,329	\$181,305
Deputy Fire Chief *	555	EX	Excluded	\$75.57	\$87.66	\$99.75	\$157,189	\$182,340	\$207,490
Deputy Infrastructure Director	557	EX	Excluded	\$80.84	\$93.78	\$106.72	\$168,158	\$195,063	\$221,968
Deputy Parks, Recreation, & Community Programs Director	550	EX	Excluded	\$63.85	\$74.06	\$84.28	\$132,798	\$154,045	\$175,293
Deputy Police Chief *	556	EX	Excluded	\$78.16	\$90.67	\$103.18	\$162,581	\$188,594	\$214,607
Director of Risk Management	554	EX	Excluded	\$73.07	\$84.76	\$96.45	\$151,977	\$176,293	\$200,609
Economic Development Director	558	EX	Excluded	\$83.62	\$97.00	\$110.38	\$173,925	\$201,753	\$229,581
Executive Assistant-City Manager's Office	533	NE	Excluded	\$35.94	\$41.69	\$47.44	\$74,750	\$86,710	\$98,670
Executive Director of Utilities & Infrastructure	560	EX	Excluded	\$89.45	\$103.76	\$118.08	\$186,061	\$215,831	\$245,601
Executive Director-Mangement Services	559	EX	Excluded	\$86.49	\$100.32	\$114.16	\$179,891	\$208,673	\$237,456
Finance Director	558	EX	Excluded	\$83.62	\$97.00	\$110.38	\$173,925	\$201,753	\$229,581
Fire Chief	560	EX	Excluded	\$89.45	\$103.76	\$118.08	\$186,061	\$215,831	\$245,601
GIS Manager	546	EX	Excluded	\$55.79	\$64.71	\$73.64	\$116,039	\$134,606	\$153,172
Human Resources Director	557	EX	Excluded	\$80.84	\$93.78	\$106.72	\$168,158	\$195,063	\$221,968
Information Technology Director	557	EX	Excluded	\$80.84	\$93.78	\$106.72	\$168,158	\$195,063	\$221,968
Infrastructure Engineering Director	555	EX	Excluded	\$75.57	\$87.66	\$99.75	\$157,189	\$182,340	\$207,490
Infrastructure Operations Director	555	EX	Excluded	\$75.57	\$87.66	\$99.75	\$157,189	\$182,340	\$207,490
Parks & Recreation Services Administrator	537	EX	Excluded	\$41.15	\$47.73	\$54.32	\$85,592	\$99,286	\$112,981
Parks Project & Planning Manager	544	EX	Excluded	\$52.15	\$60.49	\$68.84	\$108,470	\$125,826	\$143,181
Parks Special Projects Adminsitrator	542	EX	Excluded	\$48.74	\$56.54	\$64.34	\$101,382	\$117,603	\$133,824
Parks, Recreation, & Community Programs Director	558	EX	Excluded	\$83.62	\$97.00	\$110.38	\$173,925	\$201,753	\$229,581
Planning Director	555	EX	Excluded	\$75.57	\$87.66	\$99.75	\$157,189	\$182,340	\$207,490
Police Chief	560	EX	Excluded	\$89.45	\$103.76	\$118.08	\$186,061	\$215,831	\$245,601
Police Services Administrator	551	EX	Excluded	\$66.03	\$76.60	\$87.17	\$137,352	\$159,329	\$181,305
Recreation Superintendent	549	EX	Excluded	\$61.73	\$71.60	\$81.48	\$128,394	\$148,937	\$169,480
Senior Assistant City Attorney	553	EX	Excluded	\$70.64	\$81.95	\$93.25	\$146,936	\$170,446	\$193,956
Support Services Director	555	EX	Excluded	\$75.57	\$87.66	\$99.75	\$157,189	\$182,340	\$207,490
Tax Manager	547	EX	Excluded	\$57.70	\$66.93	\$76.17	\$120,019	\$139,222	\$158,425
Water Resources Manager	551	EX	Excluded	\$66.03	\$76.60	\$87.17	\$137,352	\$159,329	\$181,305
Water Treatment & Quality Manager	551	EX	Excluded	\$66.03	\$76.60	\$87.17	\$137,352	\$159,329	\$181,305

*Pay range established based on market data and internal equity with positions covered by CBAs.

FUND BALANCE POLICY



C.D. No. 2016-109

RESOLUTION

A RESOLUTION AMENDING COUNCIL POLICY NO. 8.6 OF RESOLUTION C.D. NO. 2016-073 REGARDING FUND BALANCES AND CASH RESERVES.

WHEREAS, the City of Thornton has adopted all operational policies for the Thornton City Council into one document entitled "Council Policies" in 2016; and

WHEREAS, it is necessary to amend Policy 8.6 of the Council Policies to provide for an updated Fund Balance Cash Reserve Policy; which is reviewed periodically to insure more efficient operations; and


WHEREAS, the City Council desires to amend Policy No. 8.6 with respect to committed reserves in the General Fund, the assigned fund balance in the Governmental Capital Fund, the annual evaluation of the cash reserves in the Risk Management Fund, the cash reserve in the Water Capital Fund, and the cash reserve in the Sewer Capital Fund.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF THORNTON, COLORADO, AS FOLLOWS:

That the City Council Policies Document attached hereto and incorporated herein is hereby approved.

PASSED AND ADOPTED at a regular meeting of the City Council of the City of Thornton, Colorado, on July 12, 2016.

CITY OF THORNTON, COLORADO


Heidi K. Williams, Mayor

ATTEST: ---


Nancy A. Vincent, City Clerk

City Council Policy
Fund Balance and Cash Reserves

Policy Number: 8.6

Legislative History: ~~CD 2011-029~~ CD 2016 073

1. Purpose

The purpose of this policy is to establish guidelines to provide direction as to the levels of fund balance and cash reserves; clarify how such reserves may be utilized to respond to events; and how to address the replenishment of the reserves should it become necessary to utilize such reserves. The guidelines will take into considerations the volatility of sales tax revenue; the concentration of large sales tax producers in the City; the potential for emergency expenditures and other unanticipated needs; the recommendations of professional government finance organizations; and the related accounting standards issued by the Governmental Accounting Standards Board.

2. Policy

a. The committed fund balance reserves in the General Fund will be maintained in ~~an~~ amounts equal to ~~17%~~ the following percentages of the current year General Fund Budget, ~~as follows:~~

- ~~• Catastrophic Events Reserve (7%)~~
- ~~• Economic Stabilization Events Reserve (7%)~~
- ~~• Other Unanticipated Events Reserve (3%)~~

b. Utilization of any of the fund balance reserves listed under item ~~2.1a.~~ 2.1a. above requires a two-thirds affirmative vote of the City Council.

c. In addition to the committed fund balance reserves listed under item ~~2.1a.~~ 2.1a. above, a restricted fund balance reserve will be maintained in the General Fund for the TABOR emergency reserve as required by the Colorado Constitution.

d. The City Manager shall have discretion to determine if other means are appropriate to address a revenue shortfall due to economic events or the departure of a key sales tax vendor or a catastrophic event before requesting use of the ~~Catastrophic, Stabilization or Other~~ committed fund balance ~~Reserve.~~

- e. The assigned fund balance in the Governmental Capital Fund will be maintained at ~~\$1,000,000~~ plus an amount equal to the combined reserve requirement, if any, resulting from legal covenants made by the City in association with loans, leases, debt, or other financial obligations supported by the Governmental Capital Fund, excluding any reserves which are required to be held by other parties to these transactions. ~~current year scheduled debt service payments supported by the City's general sales tax rate.~~

Policy Number: 8.6

Legislative History: ~~CD-2011-029~~CD 2016 073

- f. Cash reserves in the Risk Management Fund will be evaluated annually and maintained at a level determined sufficient based on a review of past claims history and an estimate of future claims. ~~maintained at levels. If the annual evaluation results in a reserve determination lower than the amount recommended by the City's actuarial studies, City staff will present such analysis to City Council for final approval and adoption of the reserve.~~ ~~of past claims history and future unanticipated claims.~~
- g. A cash reserve in the Water Fund will be maintained at a level equal to 180 days of the Water Fund's operations and maintenance budget for the current year.
- ~~h. A cash reserve in the Water Capital Funds will be maintained at \$3,000,000.~~
- ~~i. h. A cash reserve in the Sewer Fund will be maintained at a level equal to 90 days of the Sewer Fund's operations and maintenance budget for the current year.~~
- ~~j. A cash reserve in the Sewer Capital Fund will be maintained at \$750,000.~~
- ~~k. i. A cash reserve in the Sanitation Fund will be maintained at a level equal to 90 days of the Sanitation Fund's operations and maintenance budget for the current year.~~
- ~~l. j. In the event any fund balance or cash reserve level exceeds the amount set forth in this policy, the City Manager shall, as part of the proposed annual budget, recommend uses for such monies that exceed the requirements for the benefit of the community.~~
- ~~m. k. In the event any fund balance or cash reserve is utilized or the level falls below the amount set forth in this policy, the City Council shall approve a plan~~

within two years of such event to restore such fund balance or cash reserve levels to the amount required by this policy. Such plan should provide for the restoration of the fund balance or cash reserve to the levels provided herein as quickly as is reasonable given the current and projected future revenues and expenditures of the City. The plan may be adopted as part of the annual budget or as a separate plan. Any modification shall be approved by City Council.

2024 TAX LEVY

DocuSign Envelope ID: 1828206E-49E7-4273-A7C1-271FA7FA4B66

C.D. No. 2023-202

ORDINANCE NO.: 3671
INTRODUCED BY: Sandgren

AN ORDINANCE PROVIDING FOR THE TAX LEVY UPON ALL TAXABLE PROPERTY IN THE CITY FOR MUNICIPAL PURPOSES.


NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF THORNTON, COLORADO, AS FOLLOWS:

1. There is hereby levied a tax of 10.21 mills upon each dollar of the total valuation for assessment of all taxable property within the limits of the City of Thornton, Colorado, for the year 2023 to be collected in 2024.
2. The Finance Director of the City is hereby authorized and directed to certify to the Board of County Commissioners of Adams County, Colorado, the levy described herein.
3. This ordinance shall take effect upon final passage.


INTRODUCED, READ, PASSED on first reading, ordered posted in full, and title ordered published by the City Council of the City of Thornton, Colorado, on September 26, 2023.

PASSED AND ADOPTED on second and final reading on October 10, 2023.

CITY OF THORNTON, COLORADO

DocuSigned by:

D99FCDF39C4145E...
Jan Kulmann, Mayor

ATTEST:

DocuSigned by:

D57962BD4ECE4A2...
Kristen N. Rosenbaum, City Clerk

THIS ORDINANCE IS ON FILE IN THE CITY CLERK'S OFFICE FOR PUBLIC INSPECTION.

APPROVED AS TO LEGAL FORM:

DocuSigned by:

68AB059BB4C24C8...
Tammy Yellico, City Attorney

PUBLICATION:

Posted at City Hall, Margaret W. Carpenter Recreation Center, Thornton Active Adult Center, and Trail Winds Recreation Center after first and second readings.

Published on the City's official website after first reading on September 27, 2023, and after second and final reading on October 11, 2023.

DEBT POLICY



C.D. No. 2003-165

RESOLUTION

A RESOLUTION OF THE THORNTON CITY COUNCIL ADOPTING A FINANCIAL POLICY FOR THE CITY OF THORNTON REGARDING THE USE OF DEBT.

WHEREAS, the City Charter authorizes the City to borrow money and issue securities in any form determined by the Council to be advantageous to the City; and

WHEREAS, the City has issued bonds and other debt instruments, referred to collectively hereafter as "debt", to pay for the construction of a variety of capital facilities such as the Justice Center, Margaret W. Carpenter Recreation Center, Civic Center, water treatment plants and related facilities, as well as to pay for the acquisition of open space; and

WHEREAS, the City Council desires to establish a formal debt policy to provide guidance regarding the issuance of debt; and

WHEREAS, the City Council recognizes that accumulating all of the funds for such projects or programs over a number of years, using a "pay-as-you-go" approach, may not adequately address the current and future needs of the community; and

WHEREAS, the City Council recognizes that the prudent use of debt for a capital project or new program is an appropriate means to achieve a fair allocation of costs between current and future citizens who will benefit from such capital project or program; and

WHEREAS, the City Council further recognizes that the prudent use of debt allows citizens to enjoy the benefits of capital projects within existing tax, fee and rate structures.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF THORNTON, AS FOLLOWS:

1. That through the development and approval of the annual budget and/or bond ordinance the City Council and City staff will evaluate the alternatives and associated impacts that are available to the City to finance its capital needs including the use of current revenues from taxes, fees, rates and other sources, grants and contributions from other governments, as well as the issuance of debt;
2. That the City will issue debt for the refunding of outstanding debt to lower interest costs or for the acquisition, replacement or expansion of physical assets (including land) which have a useful life of at least five years, and that the final maturity of debt issued for such physical assets will not exceed the useful life or average useful lives of the project or projects to be financed and;

3. That the City may also use debt for the start-up costs for new programs;
4. That the City will not use debt to fund operations or restructure existing debt for longer periods of time, except when the City Council deems it is in the best interest of the City to pursue such options or in cases of fiscal emergency;
5. That the City Manager is directed to continue to take appropriate actions that minimize the City's debt service and issuance costs, allow the City to maintain the highest practical credit rating, comply with applicable tax and regulatory requirements, and comply with all financial disclosure and reporting requirements.
6. That City Council will periodically review this policy to ensure it continues to address the financial needs of the City.

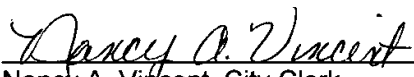
PASSED AND ADOPTED at a regular meeting of the City Council of the City of Thornton, Colorado, this 28th day of October, 2003.

CITY OF THORNTON, COLORADO



Noel I. Busck, Mayor

ATTEST:



Nancy A. Vincent, City Clerk

2024 TDA BUDGET RESOLUTION

RESOLUTION

A RESOLUTION ADOPTING A BUDGET FOR THE THORNTON DEVELOPMENT AUTHORITY BEGINNING JANUARY 1, 2024 AND ENDING DECEMBER 31, 2024, AND APPROPRIATING THE FUNDS FOR EXPENDITURE IN 2024.

WHEREAS, the Thornton Development Authority (TDA) has accumulated unobligated funds as of December 31, 2024; and

WHEREAS, the TDA will accumulate revenue throughout the 2024 fiscal year; and

WHEREAS, the TDA wishes to adopt a budget for the 2024 fiscal year.

NOW, THEREFORE, BE IT RESOLVED BY THE THORNTON DEVELOPMENT AUTHORITY OF THE CITY OF THORNTON, COLORADO, AS FOLLOWS:

1. That the 2024 TDA budget is as follows:

TDA South Fund	
REVENUES	
Property Tax	\$938,700
Interest/Other Revenues	105,000
Use of Fund Balance	2,445,112
Total	\$3,488,812
EXPENDITURES	
Transfer to the General Fund	\$238,812
Thornton Shopping Center – Remediation	3,000,000
Thornton Shopping Center - Legal	150,000
South Thornton Attraction and Revitalization Grant Program	100,000
Total	\$3,488,812

TDA North Fund	
REVENUES	
Property Tax	\$15,500,000
Sales Tax	8,845,200
Interest/Other Revenues	859,800
Total	\$25,205,000
EXPENDITURES	
Transfer for 144 th Avenue/I-25 Interchange	\$2,922,032
Transfer to the General Fund	2,886,816
Debt Service	1,409,763
Incentive Payments	1,410,893
Total	\$8,629,504

TDA 144th Fund	
REVENUES	
Property Tax	\$2,127,700
Sales Tax	1,696,000
Interest/Other Revenues	132,000
Total	\$3,955,700
EXPENDITURES	
Debt Service	\$1,810,594
Revenue Share	1,070,000
Transfer to the General Fund	975,672
Total	\$3,856,266

2. These funds are hereby appropriated as described above.
3. The appropriations for capital projects shall not lapse at year end but continue until the project is completed or cancelled.
4. The City Manager, or designee, acting as Secretary to the TDA, is authorized to execute all Contracts, Change Orders and such documents as may be required to implement the budget stated above. The City Manager is further authorized to transfer funds as needed between budget items in order to satisfactorily complete these projects.

PASSED AND ADOPTED at a special meeting of the Thornton Development Authority of the City of Thornton, Colorado, on September 26, 2023.

THORNTON DEVELOPMENT AUTHORITY

DocuSigned by:



D99FCDF39C4145E...
Jan Kulmann, Chairperson




Kristen N. Rosenbaum, City Clerk

2024 TASHCO BUDGET RESOLUTION

RESOLUTION

A RESOLUTION ADOPTING A BUDGET FOR THE THORNTON ARTS, SCIENCES, AND HUMANITIES COUNCIL, INC. BEGINNING JANUARY 1, 2024 AND ENDING DECEMBER 31, 2024.

WHEREAS, Thornton Arts, Sciences, and Humanities Council, Inc. (TASHCO) wishes to adopt a budget for 2024, which identifies proposed revenues and expenditures; and

WHEREAS, the Board of Directors supports the 2024 Budget.

NOW, THEREFORE, BE IT RESOLVED BY THE TASHCO MEMBERS OF THE CORPORATION, CITY OF THORNTON, COLORADO, AS FOLLOWS:


1. That the 2024 TASHCO budget is as follows:

REVENUES	
Grants	\$24,250
Donations	1,000
Transfer from General Fund	14,250
Interest/Other Revenues	5,000
Use of Fund Balance	10,458
Total	\$54,958
EXPENDITURES	
Programs	\$40,000
Administration	14,958
Total	\$54,958

2. That these funds are hereby appropriated as described above.
3. That the City Manager, acting as the Registered Agent for the TASHCO, or designee, is authorized to execute all Contracts, Change Orders, and other such documents as may be required to implement the budget. The Registered Agent is further authorized to transfer funds as needed between budget items in order to satisfactorily complete projects. No staff positions are authorized in this budget.



PASSED AND ADOPTED at a special meeting of the TASHCO Members of the Corporation, City of Thornton, Colorado, on September 26, 2023.

TASHCO Members of the Corporation

DocuSigned by:


D99FCBF39C4145E
Jan Kulmann, Chairperson

ATTEST:

DocuSigned by:



D57962BD4ECE4A2
Kristen N. Rosenbaum, City Clerk

2024 136TH GID BUDGET RESOLUTION

RESOLUTION

A RESOLUTION ADOPTING A BUDGET FOR THE CITY OF THORNTON 136TH AVENUE GENERAL IMPROVEMENT DISTRICT BEGINNING JANUARY 1, 2024 AND ENDING DECEMBER 31, 2024, AND APPROPRIATING THE FUNDS FOR EXPENDITURE IN 2024.

WHEREAS, the City of Thornton 136th Avenue General Improvement District wishes to adopt a budget for 2024.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE 136TH AVENUE GENERAL IMPROVEMENT DISTRICT OF THE CITY OF THORNTON, COLORADO, AS FOLLOWS:

1. That the 2024 City of Thornton 136th Avenue General Improvement District budget is as follows:

REVENUES	
Property Tax	\$218,070
Interest	2,000
Use of Fund Balance	37,320
Total	\$257,390

EXPENDITURES	
Transfer to the General Fund	\$257,390
Total	\$257,390

2. That these funds are hereby appropriated as described above.
3. That the City Manager, acting as the Registered Agent for the City of Thornton 136th Avenue General Improvement District, or designee, is authorized to execute all Contracts, Change Orders, and other such documents as may be required to implement the budget. The Registered Agent is further authorized to transfer funds as needed between budget items in order to satisfactorily complete projects. No staff positions are authorized in this budget.

PASSED AND ADOPTED at the annual meeting of the 136th Avenue General Improvement District of the City of Thornton, Colorado, on September 26, 2023.

136TH AVENUE GENERAL IMPROVEMENT DISTRICT

DocuSigned by:

Jan Kulmann

Jan Kulmann, Chairperson



Kristen W. Rosenbaum, City Clerk
Ex officio Secretary of the District

2024 136TH GID TAX LEVY

RESOLUTION

A RESOLUTION PROVIDING FOR THE TAX LEVY UPON ALL TAXABLE PROPERTY IN THE 136TH AVENUE GENERAL IMPROVEMENT DISTRICT OF THE CITY OF THORNTON, COLORADO, FOR THE PURPOSE OF FINANCING INTERCHANGE CONSTRUCTION.

WHEREAS, the 136th Avenue General Improvement District of the City of Thornton, Colorado (District) was created to finance a portion of the costs of the 136th Avenue and Interstate 25 Interchange; and

WHEREAS, the City has financed the construction of the 136th Avenue and Interstate 25 Interchange; and

WHEREAS, the City and the District have entered into an Intergovernmental Agreement for the District to reimburse the City for the District's portion of the cost of this financing; and

WHEREAS, the District is authorized to levy a 15-mill levy to provide revenues to fund these costs.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE 136TH AVENUE GENERAL IMPROVEMENT DISTRICT OF THE CITY OF THORNTON, COLORADO, AS FOLLOWS:

- 1. There is hereby levied a tax of 15 mills upon each dollar of the total valuation for assessment of all taxable property within the limits of the District for the year 2023 to be collected in 2024.**
- 2. The Treasurer of the District is hereby authorized and directed to certify to the Board of County Commissioners of Adams County, Colorado, the levy described herein.**

PASSED AND ADOPTED at the annual meeting of the 136th Avenue
General Improvement District of the City of Thornton, Colorado, on September 26, 2023.

136TH AVENUE GENERAL IMPROVEMENT DISTRICT
OF THE CITY OF THORNTON, COLORADO

DocuSigned by:



D99FCDF39C4145E...
Jan Kulmann, Chairperson



Kristen N. Rosenbaum, City Clerk
Ex officio Secretary of the District

2024 E-911 BUDGET RESOLUTION

RESOLUTION

A RESOLUTION ADOPTING THE 2024 BUDGET FOR THE CITY OF THORNTON EMERGENCY TELEPHONE SERVICE AUTHORITY BEGINNING JANUARY 1, 2024, AND ENDING DECEMBER 31, 2024, AND APPROPRIATING THE FUNDS FOR EXPENDITURE IN 2024.

WHEREAS, the City of Thornton Emergency Telephone Service Authority (Thornton E-911 Authority) wishes to adopt a budget for the 2024 fiscal year.

NOW, THEREFORE, BE IT RESOLVED BY THE THORNTON E-911 AUTHORITY OF THE CITY OF THORNTON, COLORADO, AS FOLLOWS:

1. That the 2024 Thornton E-911 Authority budget is as follows:

REVENUES	
E-911 Surcharge	\$3,659,800
Interest	20,000
Use of Fund Balance	350,000
Total	\$4,029,800
EXPENDITURES	
Transfer to the General Fund	\$4,029,800
Total	\$4,029,800

2. These funds are hereby appropriated as described above.
3. The City Manager, or designee, acting as Secretary to the Thornton E-911 Authority, is authorized to execute all Contracts, Change Orders and such documents as may be required to implement the budget stated above. The City Manager is further authorized to transfer funds as needed between budget items in order to satisfactorily complete these projects.

PASSED AND ADOPTED at an annual meeting of the City of Thornton Emergency Telephone Service Authority, on September 26, 2023.

CITY OF THORNTON EMERGENCY
TELEPHONE AUTHORITY

DocuSigned by:



D99ECDF39C41145E
Jan Kulmann, Chairperson

ATTEST:

DocuSigned by:



D57962BD4E4E4A2
Kristen N. Rosenbaum, City Clerk

FEES & CHARGES



C.D. No. 2020-169

RESOLUTION

A RESOLUTION SETTING FORTH CERTAIN FEES AND CHARGES FOR THE CITY EFFECTIVE JANUARY 1, 2021.

WHEREAS, during the recodification of the 1975 City Code, fees and charges were removed from the City Code so that all fees charged by the City through the City Code would be contained in one fee resolution for ease of access by its residents; and

WHEREAS, it is also the desire of City Council that the fees and charges referenced above be contained in one document so that every other year, in conjunction with the budget process, those fees can be examined and recommended for changes, as appropriate, during the annual budget process.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF THORNTON, COLORADO, AS FOLLOWS:

1. That the fees for the Margaret W. Carpenter Recreation Center, Thornton Community Center, Thornton Active Adult Center, Thorncreek Golf Course, and Trail Winds Recreation Center are hereby established as shown on Attachment 1, and that the City Manager, or his designee, shall establish ancillary fees for classes, rentals, programs, and other miscellaneous fees as determined to be in the best interests of the City.
2. That the following fees are hereby established for the referenced chapters in the City Code and other City programs:
 - a. That Attachment 2 hereby establishes the licensing, transfer, and emergency medical fees for Chapter 6 titled *Animals*.
 - b. That Attachment 3 hereby establishes the fees as required by Chapter 10 titled *Building Code*.
 - c. That Attachment 4 hereby establishes the fees as required by Chapter 18 titled *Development Code*.
 - d. That Attachment 5 hereby establishes the fees as required by Chapter 38 titled *Law Enforcement, Offenses and Traffic*.
 - e. That Attachment 6 hereby establishes the fees as required by Chapter 42 titled *Licenses, Permits and Businesses*.
 - f. That Attachment 7 is hereby reserved for future use.
 - g. That Attachment 8 hereby establishes the fees as required by Chapter 62 titled *Special Assessments*.

- h. That Attachment 9 hereby establishes the fees as required by Chapter 66 titled *Special Districts*.
 - i. That Attachment 10 hereby establishes the fees as required by Chapter 2 titled *Rights-Of-Way Management*.
 - j. That Attachment 11 is hereby reserved for future use.
 - k. That Attachment 12 hereby establishes fees associated with Ambulance Service.
 - l. That Attachment 13 hereby establishes fees associated with the Pilot Bike Share Program.
- 3. That the fees and charges contained herein take effect January 1, 2021 and shall remain in effect until changed by a subsequent resolution of the City Council.
 - 4. That these fees and charges shall be reviewed mid-2021 and any recommend changes shall be discussed and presented.
 - 5. Nothing in this resolution shall limit the authority of the City Manager to establish fees and charges pursuant to the City Charter or City Code.


PASSED AND ADOPTED at a regular meeting of the City Council of the City of Thornton, Colorado, on October 27, 2020.

CITY OF THORNTON, COLORADO



Jan Kulmann, Mayor

ATTEST:



Kristen N. Rosenbaum, City Clerk

ATTACHMENT 1

ADMISSION FEES

MARGARET W. CARPENTER RECREATION CENTER

The fees below apply when a Recreation Center I.D. is presented. In the event a person does not have their Recreation I.D. and/or does not wish to purchase one, they will be charged the "No Photo ID" daily admission fee.

	0-2 years	Child 3-8 years	Youth 9-17 years	Adult 18-61 years	Senior 62+
DAILY DROP IN					
Resident	Free	\$2.50	\$3.00	\$4.25	\$2.50
Non-Resident	Free	\$3.25	\$4.00	\$5.50	\$3.25
No Photo ID	Free	\$4.25	\$5.00	\$6.50	\$4.50
10-VISIT PUNCH CARD					
Resident	N/A	\$21.00	\$25.00	\$36.00	\$25.00
Non-Resident	N/A	\$28.00	\$34.00	\$47.00	\$34.00
20-VISIT PUNCH CARD					
Resident	N/A	\$40.00	\$48.00	\$68.00	\$40.00
Non-Resident	N/A	\$52.00	\$64.00	\$88.00	\$52.00
INDIVIDUAL ANNUAL PASS					
Resident	N/A	\$169.00	\$207.00	\$300.00	\$188.00
Non-Resident	N/A	\$225.00	\$282.00	\$413.00	\$244.00
INDIVIDUAL 6- MONTH PASS					
Resident	N/A	\$98.00	\$120.00	\$175.00	\$109.00
Non-Resident	N/A	\$131.00	\$164.00	\$241.00	\$143.00

FAMILY ANNUAL PASS

Resident and
Non-Resident

First (most expensive) family member pays 100% of the appropriate Individual Annual Pass fee. All other family members pay 50% of the appropriate Individual Pass fee for their age and residency. \$10 Processing Fee to make changes to pass holders; \$10 fee for cancellation of any pass.

ATTACHMENT 1 (CONTINUED)

THORNTON COMMUNITY CENTER

	Youth	Adult 18-54 years	Senior 55+
DAILY DROP IN			
Resident	\$.25	\$.50	\$.50
Non-Resident	\$.75	\$2.50	\$.75
No Photo ID	\$1.50	\$4.00	\$2.50
DISCOUNT PUNCH CARD			
Resident (30 visits)	N/A	\$12.50	\$12.50
Non-Resident (5 visits)	N/A	\$10.00	\$10.00
PHOTO ID CARDS (cards are valid for 2 years)			
Resident	\$5.00 for anyone 6 years and older		
Non-Resident	\$7.00 for anyone 6 years and older		

THORNTON SENIOR CENTER

Photo ID Cards (cards are valid for 2 years)

Resident	\$5.00
Non-Resident	\$7.00

Participants who choose to not purchase a photo I.D. card may pay a daily drop-in fee of \$1.00 for residents or \$1.25 for non-residents.

	Daily	Monthly Pass	Annual Pass
FITNESS ROOM DROP-IN			
Resident	\$1.00	\$6.00	\$30.00
Non-Resident	\$1.25	\$7.50	\$37.50
BILLIARDS ROOM			
Resident	\$.50	\$3.00	\$20.00
Non-Resident	\$.75	\$3.75	\$25.00

ATTACHMENT 1 (CONTINUED)

THORNCREEK GOLF COURSE

Rate Category	Proposed Rates	
	Resident	Nonresident
18 Hole Weekday	\$35	\$40
9 Hole Weekday	\$21	\$23
18 Hole Senior Weekday	\$27	\$30
18 Hole Junior	\$10	\$10
18 Hole Weekend/Holidays	\$42	\$45
9 Hole Weekend/Holidays	\$23	\$25
18 Hole Cart Fee	\$16 + tax	\$16 + tax
9 Hole Cart Fee	\$10 + tax	\$10 + tax

ATTACHMENT 2

CHAPTER 6, ANIMALS

<u>Code Section</u>	<u>Description</u>	<u>Fee</u>
6-6(d)	Annual license fee for kennel or pet shop.	\$50.00
6-6(d)	Annual license fee for livery or riding stable.	\$50.00
6-6(d)	Annual license for abattoir, stockyard, hatchery, livestock auction or other place where livestock or poultry are regularly bred, kept, offered for sale or slaughtered for commercial purposes.	\$200.00
6-6(d)	Veterinary hospital or educational facility or laboratory regularly using animals.	none
6-18(d)	Impound fee.	Set by Contract Animal Shelter Provider
6-18(d)	Board fee.	Set by Contract Animal Shelter Provider
6-18(d)	Disposal fee for any animal within the City.	Set by Contract Animal Shelter Provider
6-102(b)(6)	Beekeeping permit fee.	\$30

ATTACHMENT 3
CHAPTER 10, BUILDING CODE

<u>Code Section</u>	<u>Description</u>	<u>Fee</u>
10-61	Miscellaneous Permit Fees	
10-61(b)	Transfer of Building Permit Fee	50% of original Permit Fee
10-61(k)	Transfer of Building Permit Fee	50% of original Permit Fee
10-62	Building Permit Fees Based on Valuation:	
	\$1 to \$500	\$30.00
	\$501 to \$2,000	\$30.00 for the first \$500 plus \$3.15 for each additional \$100 or fraction thereof, to and including \$2,000.
	\$2,001 to \$25,000	\$75.75 for the first \$2,000 plus \$14.40 for each additional \$1,000 or fraction thereof, to and including \$25,000.
	\$25,001 to \$50,000	\$397.75 for the first \$25,000 plus \$10.40 for each additional \$1,000 or fraction thereof, to and including \$50,000.
	\$50,001 to \$100,000	\$650.25 for the first \$50,000 plus \$7.20 for each additional \$1,000 or fraction thereof, to and including \$100,000.
	\$100,001 to \$500,000	\$1,000.25 for the first \$100,000 plus \$5.75 for each additional \$1,000 or fraction thereof, to and including \$500,000.
	\$500,001 to \$1,000,000	\$3,240.25 for the first \$500,000 plus \$4.90 for each additional \$1,000 or fraction thereof, to and including \$1,000,000.
	\$1,000,000 and up	\$5,615.25 for the first \$1,000,000 plus \$3.75 for each additional \$1,000 or fraction thereof.
	Other Permit Fees (including plumbing, mechanical, electrical, roofing, siding, driveways and fences)	
	Permits that include plumbing, mechanical or electrical work will be charged a fee for each trade based on the valuation for each trade.	

ATTACHMENT 3 (CONTINUED)

CHAPTER 10, BUILDING CODE

<u>Code Section</u>	<u>Description</u>	<u>Fee</u>
10-62	Building Permit Fees Based on Valuation: (Continued)	
	\$0 - \$1,000	\$30.00
	\$1,001 and up	\$30.00 for the first \$1,000 plus \$10 for each additional \$1,000 or fraction thereof
10-62	Electrical Permit Fees	
	<u>Residential Installations</u>	
	Single-Family Residence	\$100.00
	Multi-Family, per unit	\$100; additional \$25 per unit over 4 units
	<u>Other Installations</u>	
	(bid amount)	
	\$1 to \$1,000	(minimum fee) \$30.00
	\$1,001 and over	\$30.00 plus \$10.00 per \$1,000 over \$1,000
10-62	Fees for Certificate of Inspection	
	Each conveyance (elevator, escalator, moving walk, commercial dumbwaiter, material lift, etc.)	\$275
	Installation in Commercial Building	\$825/elevator
	Installation in Residential (IRC) Building	\$550/elevator
	Major Modernization	\$825/elevator
	Minor Modernization	\$555.00/elevator
	Witness Hydraulic Safety Test	\$285.00/elevator
	Witness Traction Safety Test	\$600.00/elevator
	Emergency Power Test	\$100/hr (2 hour minimum)

ATTACHMENT 3 (CONTINUED)

CHAPTER 10, BUILDING CODE

<u>Code Section</u>	<u>Description</u>	<u>Fee</u>
10-62	Plumbing Permit Fees	
	<u>Residential Installations</u>	
	Single-Family Residence	\$100.00
	Multi-Family, per unit	\$100; additional \$25 per unit over 4 units
	<u>Other Installations</u> (bid amount)	
	\$1 to \$1,000	(minimum fee) \$30.00
	\$1,001 and over	\$30.00 plus \$10.00 per \$1,000 over \$1,000
10-62	Heating and Ventilating Permit Fees	
	<u>Residential Installations</u>	
	Single-Family Residence	\$100.00
	Multi-Family, per unit	\$100; additional \$25 per unit over 4 units
	<u>Other Installations</u> (bid amount)	
	\$1 to \$1,000	(minimum fee) \$30.00
	\$1,001 and over	\$30.00 plus \$10.00 per \$1,000 over \$1,000
10-62	Miscellaneous Permit Fees	
	Construction meter	\$25.00
	Heat meter	\$25.00
	Mobile Home Set Up	\$180.00
	Mobile Home Skirt	\$5.00
	Demolition Permit	\$50.00
	Sales/Construction Trailer	\$180.00

ATTACHMENT 3 (CONTINUED)

CHAPTER 10, BUILDING CODE

<u>Code Section</u>	<u>Description</u>	<u>Fee</u>
10-62	Other Fees:	
10-62(d)	Plan Review Fee	65% of Building Permit Fee
	3 rd Party Plan Review for expedited or specialty review	65% of Building Permit Fee or 3 rd Party Fee + 10%, whichever is greater
	Inspection outside of normal business hours (minimum charge – two hours)	\$75.00 per hour
	After Hours/Expedited Plan Review (minimum charge – two hours)	\$75.00 per hour
	Administrative/Processing Fee	\$75.00 per hour
	Inspection for which no fee is specifically Indicated (minimum charge – one hour)	\$75.00 per hour
10-62(d)(2)	Additional plan review (minimum charge: one hour)	\$75.00 per hour
	Abatement Processing Fee	\$450
10-62(g)(2)	Investigative Fee for work done w/o Building Permit Minimum Investigation Fee	Equal to Building Permit Fee \$75.00 per hour
10-63(c)	Plan review fee upon review of expired Plan Review Application	50% of original Plan Review Fee
10-64(d)	Re-inspection fees	\$75.00
10-64(g)(3)	Temporary Certificate of Occupancy - Single Family Residences	\$750 with a \$500 refund if the CO is issued prior to expiration of the Temporary Certificate of Occupancy.
	Temporary Certificate of Occupancy – Commercial (3,000 square feet or less)	\$750 with a \$500 refund if the CO is issued prior to expiration of the Temporary Certificate of Occupancy.
	Temporary Certificate of Occupancy – Commercial (over 3,000 square feet) and Multi-Family (per building)	\$2,500 with a \$2,000 refund if the CO is issued prior to expiration of the Temporary Certificate of Occupancy.
10-34	Miscellaneous Fees	
10-34(e)	Hearing Fee, Building Code Advisory Board	\$100.00

ATTACHMENT 3 (CONTINUED)

CHAPTER 10, *BUILDING CODE*

<u>Code Section</u>	<u>Description</u>			<u>Fee</u>
10-119	License and Registration Fees			
	Class	Type	Division	
	A	General contractor	Unlimited	\$200.00
	B	Building contractor	Unlimited, except for Type I A and B, and limited to three stories in height	\$150.00
	C	Residential contractor	Residential	\$100.00
	D	Specialty contractor	As licensed	\$75.00

ATTACHMENT 4

CHAPTER 18, DEVELOPMENT CODE

<u>Code Section</u>	<u>Description</u>	<u>Fee</u>
*Fees include one initial and two subsequent staff reviews of the application and supporting documentation. Subject to the Director's discretion, each additional review by staff shall be assessed additional review fees equal to twenty-five percent (25%) of the original application fee.		
18-40	Annexation	\$300.00
18-43	Conceptual Site Plan	\$695.00
18-48	Development Permit (original approval)	\$580.00
	Amendments (Development Permits and Appeals Board)	\$290.00
18-49	Amendments (Administrative)	\$250.00
18-49	Minor Development Permit	\$100.00
18-53	Temporary Use Permit	\$90.00
18-124	Application fee for Preservation/Revitalization District Plan	\$290.00
18-42	Application fee for Planned Development Zone District	\$695.00-plus \$15.00 per acre
18-52	Specific Use Permit	\$115.00
18-570	Building pre-moving inspection fee	\$30.00
18-474	Architectural review/Design fee for residential units	\$100.00 per lot
18-44	Subdivision Plat Application	\$230.00 plus \$15.00 per acre
	Subdivision Plat Amendments	\$250.00
18-44	Subdivision Plat copy fees	\$10.00 per sheet
18-45	Vacation of ROW	\$250.00
18-41	Development Code Text Amendment	\$580.00
18-37	Comprehensive Plan Amendment	\$350.00
18-34	Development Code Variance	\$115.00

ATTACHMENT 4

CHAPTER 18, DEVELOPMENT CODE

<u>Code Section</u>	<u>Description</u>	<u>Fee</u>
18-34	Appeals	\$90.00
18-34	Zoning Verification Letter Inactivity Fee - Applications subject to fees contained in Attachment 4 that have not made a re-submittal within 180 days of the previous staff comment letter shall be required to submit a new application and fee.	\$45.00 100% of Initial Application Fee
18-684	Cash-in-lieu payment for groundwater dedication requirements, fee charged on a per acre-foot basis for the allowable annual amount of water available for withdrawal according to applicable State of Colorado groundwater rules and regulations	Equivalent to one-half the then-current Water Resource portion of a Single Family water connection fee per acre foot
18-685	Cash-in-lieu payment for park, open space and trail acreage requirements - Residential - Commercial	\$1.50/square foot \$3.00/square foot
18-715	Sign fees are established in accordance with Attachment 3, Section 10-62, Building Permit Fees based on valuation	
18-32	<u>Floodplain Development Permit Review Fee</u> Commercial or Residential Development Individual Single Family Lot	\$600 \$150/lot
OTHER FEES ASSOCIATED WITH CHAPTER 18		
18-41	Zoning Amendment	\$695.00
18-4	Assessment Hearing	\$25.00
18-45	Right-of-way/Easement Vacation Application	\$25.00
18-850	Exception Application	\$25.00

ATTACHMENT 4

CHAPTER 18, *DEVELOPMENT CODE*

<u>Code Section</u>	<u>Description</u>	<u>Fee</u>
18-808	Residential Development Allocation	\$75 per lot for a Residential Allocation Application
18-869(a)	Oil and Gas Permit Fee	\$695 plus \$15 per acre
18-32	<u>Developer's Agreement (DA) Review Fee (Due at time of plat submittal)</u>	
	Residential or Commercial Subdivision	\$1000
	Developer's Agreement (DA) Amendment	\$500
	Subject to the Director's discretion, if the DA discussions extend longer than six months or more than 20 hours for original DA's and 10 hours for DA amendments, additional charges may be required to complete the agreement. This will be assessed by an overall charge of \$50/hour, in 30-minute increments, per City staff member involved.	

ATTACHMENT 5

CHAPTER 38, LAW ENFORCEMENT, OFFENSES AND TRAFFIC

<u>Code Section</u>	<u>Description</u>	<u>Fee</u>
38-143	User fees for false alarms	
	First and second offense	None
	Third offense	\$35.00
	Fourth and subsequent offense	\$50.00
38-146	Fire False Alarm Fee.	
	Residential Alarms – Fourth and subsequent offense	\$100.00
	Commercial Alarms – Fourth and subsequent offense	\$150.00
38-427(b)	Administrative hearing costs for release of impounded motor vehicle prior to hearing	\$5.00
38-427(e)	Administrative costs for removal and impoundment of motor vehicle	\$5.00
38-429(4)(g)	Permit fee for commercial vehicle parking in residential district	\$60.00
38-429(11)	Renewal fee for permit for commercial vehicle parking in residential district	\$60.00
38-972	Sex Offender Registration Fee (annual)	
	Initial Registration (effective 3/1/2011)	\$75.00
	Reregistration	\$25.00

ATTACHMENT 6

CHAPTER 42, LICENSES, PERMITS AND BUSINESSES (LIQUOR LICENSES)

<u>Code Section</u>	<u>Description</u>	<u>Fee</u>
Liquor Licensing Fees		
42-116	New License application fee	\$1,000.00
42-119	Replacement fee for hearing signs	\$25.00
42-123	Change in location application fee	\$750.00
42-124	Change of Corporate Structure	\$100.00 per person
42-125	Temporary permit fee	\$100.00
42-126	Manager's Registration fee	\$75.00
42-127	Non-refundable petition fee for payment of fine-in-lieu of a suspension	\$250.00
42-128	Request to Modify the Premises	\$75.00
42-127	Violation Signs	\$5.00/sign

ATTACHMENT 6 (CONTINUED)

CHAPTER 42, LICENSES, PERMITS AND BUSINESSES

<u>Code Section</u>	<u>Description</u>	<u>Fee</u>
Other Licensing Fees		
42-237 (a)	Initial non-refundable application fee	\$250.00
	Permit Fee for each amusement device on premises	\$35.00
42-237 (b)	License renewal fee	\$100.00
	Renewal Permit Fee for each amusement device on premises	\$35.00
42-237 (c)	Amusement device business relocation fee	\$150.00
42-237 (d)	Additional amusement device permit fee, per device	\$35.00
42-237 (e)	Amusement Device Appeal fee	\$100.00
42-238	Amusement device permit fee for liquor licensed businesses, per device	\$35.00
42-303	License for carnival/circuses for first day	\$100.00
	Fee for each subsequent day	\$50.00
42-435 (c)	Application fee for non-alcoholic entertainment club license	\$200.00
	Annual license fee	\$800.00
42-506	Nonrefundable Pawnbroker's application fee	\$200.00
42-507	Pawnbroker's annual license fee	\$2,500.00
42-507	Pawnbroker surcharge for receipt of tangible personal property	\$0.90
42-581(h)	Nonrefundable Sexually Oriented Business application fee	\$200.00
42-584	Annual license fee for Sexually Oriented business	\$800.00
	Per manager	\$75.00
42-605	Annual license fee for ice cream vendor business – includes one driver	\$100.00
	Each additional driver	\$50.00

ATTACHMENT 6 (CONTINUED)

CHAPTER 42, LICENSES, PERMITS AND BUSINESSES

<u>Code Section</u>	<u>Description</u>	<u>Fee</u>
	Retail and Co-located Medical and Retail Marijuana Stores	
42-720(d)(v)	Modification to the premises	\$1,000 per license
	Application fee for medical marijuana store	\$2,500
	Application fee for retail marijuana stores (<i>received from the State</i>)	\$2,500
42-722	New license fee for retail marijuana stores	\$4,000
	New license fee for a co-located medical and retail marijuana store	\$4,000 per license
	Annual Operating Fee for retail marijuana store	\$6,750
	Annual Operating Fee for a co-located medical and retail marijuana store	\$6,750 per license
	Renewal of a retail marijuana store	\$1,750
	Renewal of a co-located medical and retail marijuana store	\$1,750 per license
	Late fee for a retail marijuana store	\$500
	Late fee for a co-located medical and retail marijuana store	\$500 per license
	Change of corporate structure for stores	\$1,250 per license
	Change of location for marijuana stores	\$1,750 per license
	Transfer of ownership for marijuana stores	\$3,000 per license
	Manager's registration for marijuana stores	\$150 per person

ATTACHMENT 6 (CONTINUED)

CHAPTER 42, LICENSES, PERMITS AND BUSINESSES

<u>Code Section</u>	<u>Description</u>	<u>Fee</u>
	Retail and Co-located Medical and Retail Marijuana Stores Continued	
42-35(k)(1)	Petition for a fine in lieu of suspension	\$250 per license
	Retail and Medical Testing Facilities	
	Application for medical testing facility (must be co-located with retail)	\$2,500
	Application fee for retail testing facility (received from the State)	\$2,500
	New license application fee for testing facility	\$2,500
	Co-located medical and retail testing facilities	\$2,500 per license
	Annual Operating Fee for retail and medical testing facility	\$3,000
	Co-located medical and retail testing facilities	\$2,500
	Renewal fee for a testing facility	\$1,750 per license
	Late fee for a testing facility	\$500 per license
	Change of corporate structure for testing facility	\$1,250 per license
	Change of location fee for testing facility	\$1,750 per license
	Transfer of ownership for testing facility	\$2,500 per license
	Manager's Registration for a testing facility	\$150 per license
42-35(k)(1)	Petition to pay a fine in lieu of suspension for all types of licenses	\$250 per license

ATTACHMENT 7

RESERVED FOR FUTURE USE

<u>Code Section</u>	<u>Description</u>	<u>Fee</u>
---------------------	--------------------	------------

7-1

ATTACHMENT 8

CHAPTER 62, SPECIAL ASSESSMENTS

<u>Code Section</u>	<u>Description</u>	<u>Fee</u>
62-29(d)	Petition fee for initiation of Special Improvement District	\$5,000.00
62-60	Application fee for Water Infrastructure	\$8,485.00
62-60	Application fee for Wastewater Infrastructure	\$12,727.00
62-60	Application fee for Street Infrastructure	\$8,485.00
62-60	Application fee for Drainage Infrastructure	\$12,727.00
62-60	Collection fee for Reimbursement Agreement (Percentage collection fee for the reimbursable value attributable to a connector's property.)	3%

ATTACHMENT 9

CHAPTER 66, SPECIAL DISTRICTS

<u>Code Section</u>	<u>Description</u>	<u>Fee</u>
66-60(a)	Nonrefundable Metropolitan District Application Fee	\$5,000.00
66-65(b)(1)	Metropolitan District Processing fee for modification of service plan	\$2,500.00
66-60(a)(2)	Metropolitan District Intergovernmental Agreement without Service Plan Review Fee	\$2,500.00
66-60(a)(4)	Legal Review Fee for Metropolitan District Application and Service Plan or Modification of Service Plan *If legal review fees exceed \$1,500.00, the City may bill the Applicant for the additional costs	\$1,500.00*
66-60(a)(4)	Miscellaneous Consultant Fees for Metropolitan District Application and Service Plan or Modification of Service Plan	Dependent on costs to the City for use of consultant

ATTACHMENT 10

CHAPTER 2, RIGHTS-OF-WAY MANAGEMENT

<u>Code Section</u>	<u>Description</u>	<u>Fee</u>
2-271(B)(6)	Registration processing fee	\$30.00
2-272	Construction permits for:	1.5% of construction cost of work (includes labor and materials)
	<ul style="list-style-type: none"> • site grading • water lines (including valves, fire hydrants, fittings, etc.) • sanitary sewer lines (including manholes, service connections, etc.) • storm sewer lines (including manholes, inlets, etc.) • miscellaneous utilities • drainage structures • detention ponds and channels • concrete structures • streets or roadways (including curb & gutter) • parking lots • Sidewalks • driveways and approaches • Landscaping • irrigation systems 	

Fees include one initial and two subsequent staff reviews of the application and supporting documentation. Subject to the Director's discretion, each additional review by staff shall be assessed additional review fees equal to \$75/hour of staff time utilized to review the submittal. These fees shall be due after the review period for the respective reviews and prior to comments being released by the City for each respective submittal.

Structural Plan Review and Inspection Fee (related to retaining walls and bridges)	Fees will be passed along from 3 rd party for review of structural plans/calculations and inspection
Minimum fee for any permit issued, unless otherwise indicated:	\$30.00 each
Minimum fee for any right-of-way construction permit associated with franchisees or pursuant to any type of right of way use agreement:	\$250.00 each
Traffic Control Permit Fee	\$50.00 each
Traffic Control Permits that require an extension beyond the expiration date of the permit.	\$500.00 per day
Other inspections and Fees:	
Sanitary sewer TV inspection fee	3% of construction cost of work (includes labor and materials)
Inspections outside of normal business hours (minimum charge – two hours)	\$55.00 per hour*
Re-inspection fees	\$30.00 per hour*

ATTACHMENT 10 (CONTINUED)
CHAPTER 2, RIGHTS-OF-WAY MANAGEMENT

<u>Code Section</u>	<u>Description</u>	<u>Fee</u>
	Other inspections and Fees (Continued):	
	Inspections for which no fee is specifically indicated (minimum charge – one hour)	\$30.00 per hour*
	*Or the total hourly cost to the City, whichever is greatest. This cost shall include supervision, overhead, equipment, hourly wages, and fringe benefits of the employees involved.	
38-523(G)(4)	Rights-of-Way Closure Fees	
	Arterial Rights-of-Way Closure Fee	\$0.02 * # of Days * Square Feet of Closed Area
	Collector Rights-of-Way Closure Fee	\$0.01 * # of Days * Square Feet of Closed Area
	Residential, Local, or Alley Rights-of-Way Closure Fee	\$0.01 * # of Days * Square Feet of Closed Area
	Sidewalk or Trail Closure Fee	\$0.03 * # of Days * Square Feet of Closed Area
	Fees for Violation of Sec. 523(G)(4)	
	Restriction of rights-of-way without a permit, with an expired permit, or without a valid permit on site	\$500 per day plus applicable rights-of-way closure fees for the number of days of violation
	Violation of permit conditions or permitted locations without approval	\$500 per occurrence
	Failure to correct traffic control deficiencies within the requested time period	\$500 per occurrence
	Closed area includes any tapers associated with traffic control zones. Full road closures that start or end at an intersecting street shall be measured from flow line of the intersecting street.	
	Maximum charge of \$50 for emergency utility repairs for residential properties	

ATTACHMENT 10 (CONTINUED)

CHAPTER 2, RIGHTS-OF-WAY MANAGEMENT

Traffic Control Permit Fee and Rights-of-Way Closure fees not applicable to on-street containers for single-family residences, block parties, or special events (race/walk, parade, etc.).

The rights-of-way closure fees described above shall not apply to projects which are entirely funded by the City or are City capital improvement projects.

The rights-of-way closure fees shall only apply to roadways, lanes, or other facilities that are owned by the City. Fees shall not be applied to new roadways, lanes, or other new facilities unless such facilities have undergone initial acceptance by the City and opened for use by the public.

The right-of-way classification for the purpose of charging rights-of-way closure fees shall be based on current City GIS records. If a person requests a right-of-way closure permit and disputes the classification of the specific right-of-way, a request for review may be made to the Traffic Engineer and the Traffic Engineer, or designee, shall have the final authority as to the right-of-way classification.

A warning will be issued for the first restriction of rights-of-way without a permit, with an expired permit, or without a valid permit on site. The applicable violation fee will be charged on the second occurrence. The applicable violation fee will also be charged on the third occurrence along with revocation of permit.

A warning will be issued for the first violation of permit conditions or permitted locations without approval. The applicable violation fee will be charged on the second occurrence. The applicable violation fee will also be charged on the third occurrence along with revocation of permit.

Excluding City staff, violation fees shall apply to any person found to be in non-compliance with City requirements for traffic control. Subject to discretion of the Traffic Engineer or designee, violation fees will not be charged for delays due to conditions beyond the control and/or fault of the permittee or when the City requires suspension of the work for extenuating circumstances that are not the fault of the permittee.

ATTACHMENT 11

RESERVED FOR FUTURE USE

<u>Code Section</u>	<u>Description</u>	<u>Fee</u>
---------------------	--------------------	------------

11-1

ATTACHMENT 12

AMBULANCE SERVICE FEES

The fees below apply when a Thornton resident/non-resident is transported and/or treated by a Thornton ambulance.

<u>Description</u>	<u>Fee</u>
Base Rate	\$810.00
Treat & Release	\$100.00
Oxygen	\$50.00
Heart Monitor	\$75.00
Intravenous catheter insertion(IV)	\$50.00
Blood Glucose Testing	\$20.00
Medication	200% of Cost
Splinting	\$65.00
Defibrillation/Cardioversion/Pacing	\$90.00
Advanced Procedure	\$110.00
Suction	\$60.00
Airway Management	\$110.00
Intraosseous Puncture	\$100.00
Continuous Positive Airway	\$150.00
Miscellaneous Procedure	\$30.00
Mileage Charge per Mile	\$15.00
Equipment Charge	\$60.00

Uninsured Citizen - City of Thornton residents that can confirm they are uninsured for ambulance service and do not meet the most recent federal guidelines for a determination of indigence, shall be required to pay only \$100 per service call for services rendered.

ATTACHMENT I3

PILOT BICYCLE SHARE PERMIT PROGRAM

Code Section

Description

Fee

Pilot Bicycle Share Permit Application Fee- Fee includes application review and inspection. Estimated times for reviewing pilot bicycle share permits is eight hours; therefore, upon submitting an application, applicants shall pay \$1,600 to the City. Any time not used shall be reimbursed to the applicant and any additional time shall be billed, upon permit closure.

\$200 per hour of application review

Annual Permit Fee

- Less than 500 bicycles: \$2,500
- 501 to 1,000 bicycles: \$5,000
- 1,001 to 2,000 bicycles: \$7,500
- Over 2,000 bicycles: \$10,000

Nuisance Bicycle Abatement

City crew's hourly total compensation for time spent relocating or removing bicycles plus 15 percent

Nuisance Bicycle Storage

\$25 per day while bicycle is in a City facility for storage



GLOSSARY

GLOSSARY

A

Accounting Period

A period at the end of which and for which financial statements are prepared. See also FISCAL PERIOD.

Accounting Procedures

All processes which discover, record, classify, and summarize financial information to produce financial reports and to provide internal control.

Accounting System

The total structure of records and procedures which discover, record, classify, summarize, and report information on the financial position and results of operations of a government or any of its funds, fund types, balanced account groups, or organization components.

Accounts Payable

Amounts owed to persons or organizations for goods and services received by the City but not yet paid for.

Accounts Receivable

Amounts owed from persons or organizations for goods and services furnished by the City but not yet paid for. Although taxes and special assessments receivable are covered by this term, they should be recorded and reported separately in Taxes Receivable and Special Assessments Receivable accounts respectively. Amounts due from other funds or from other governments should also be reported separately.

Accrual Basis

The basis of accounting under which transactions are recognized when they occur, regardless of the timing of related cash flows.

Accrued Expenses

Expenses incurred but not due until a later date.

Accumulated Depreciation

A valuation account to record the accumulation of periodic credits made to record the expiration of the estimated service life of proprietary capital assets.

Advance Refunding Bonds

Bonds issued to refund an outstanding bond issue prior to the date on which the outstanding bonds become due or callable. Proceeds of the advance refunding bonds are deposited in escrow with a fiduciary, invested in U.S. Treasury Bonds or other authorized securities, and used to redeem the underlying bonds at maturity or call date and to pay interest on the bonds being refunded or the advance refunding bonds.

Allocate

To divide a lump-sum appropriation into parts which are designated for expenditure by specific organization units and/or for specific purposes, activities, or objects.

Amendment

A change or addition that changes the meaning or scope of an original formal document, usually laws or regulations, but can include plans, specifications, contracts, etc.

Amortization

The paying off of debt with a fixed repayment schedule in regular installments over a period of time.

Annual Budget

A budget applicable to a single fiscal year.

Appropriation

A legal authorization granted by City Council for the funds of the City permitting expenditures and obligations for specific purposes. An appropriation is usually limited in amount and as to the time when it may be expended.

Assessed Valuation

Determination of the value of real property for purposes of property tax calculation. It is equal to 7.2% of fair market value for residential property and 29% for commercial and industrial property.

Assets

Resources owned or held by a government which have monetary value.

Audit

A methodical examination of utilization of resources. It concludes in a written report of its findings. An audit is a test of management's accounting system to determine the extent to which internal accounting controls are both available and being used.

Auditor's Opinion

A statement signed by an auditor in which he/she states that he/she has examined the financial statements in accordance with generally accepted auditing standards (with exceptions, if any) and in which he/she offers an opinion on the financial position and results of operations of some or all of the constituent funds and balanced account groups of the government as appropriate.

Auditor's Report

The report prepared by an auditor covering the auditor's investigation. As a rule, the report should include:

- A statement of the scope of the audit;
- Explanatory comments (if any) concerning exceptions by the auditor as to application of generally accepted auditing standards;
- Opinions;
- Explanatory comments (if any) concerning verification procedures;
- Financial statements and schedules; and
- Statistical tables, supplementary comments, and recommendations.
- The auditor's signature follows items (a), (b), (c) and (d).

B**Balance Sheet**

The basic financial statement which discloses the assets, liabilities, and equities of an entity at a specified date in conformity with Generally Accepted Accounting Principles (GAAP).

Balanced Budget

A budget for which expenditures are equal to or less than income, including income that resides in fund balance.

Bond

A written promise to pay a specified sum of money, called the face value or principal amount, at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specified rate. The difference between a note and a bond is that the latter runs for a longer period of time and requires greater legal formality.

Bond Issue

A form of borrowing money for major capital projects. The City obligates itself to repay principal at a stated rate of interest over a stated period of time.

Bond Ordinance or Resolution

An ordinance or resolution authorizing a bond issue.

Bonded Debt

That portion of indebtedness represented by outstanding bonds.

Budget

A financial plan of estimated expenditures and the means of financing them for a stated period of time. Upon approval by the City Council the budget appropriation ordinance is the legal basis for operational expenditures in the budget year and for capital expenditures for the duration of the project.

Budget Document

The instrument used by the budget-making authority to present a comprehensive financial program to the appropriating body. The budget document usually consists of three parts. The first part contains a message from the budget-making authority, together with a summary of the proposed expenditures and the means of financing them. The second consists of schedules supporting the summary. These schedules show in detail the information as to past years' actual revenues, expenditures, and other data used in making the estimates. The third part is composed of drafts of the appropriation, revenue, and borrowing measures necessary to put the budget into effect.

Budgetary Comparisons

Governmental GAAP financial reports must include comparisons of approved budgeted amounts with actual results of operations. Such reports should be subjected to an independent audit, so that all parties involved in the annual operating budget/legal appropriation process are provided with assurances that government monies are spent in accordance with the mutually agreed-upon budgetary plan.

Budgetary Control

The control or management of a government or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

Budgetary Expenditures

Decreases in net current assets. In contrast to conventional expenditures, budgetary expenditures are limited in amount to exclude amounts represented by non-current liabilities. Due to their spending measurement focus, governmental fund types are concerned with the measurement of budgetary expenditures.

C**Capital Assets**

Assets of a long-term character which are intended to continue to be held or used, such as land, buildings, improvements other than buildings, machinery and equipment.

Capital Budget

The annual request for capital project appropriations. Capital project appropriations do not lapse at the end of the fiscal year, but continue until the project is either completed or cancelled by City Council. It can also be capital or investment expenditure from current or operating expenditures.

Capital Expenditure

In operating funds, items that are over \$5,000 in value and that are not part of daily operational activities, such as supplies. See also CAPITAL OUTLAYS.

Capital Improvement Program

The annually updated program or schedule of project expenditures for public facilities and infrastructure (utilities, parks, roads, etc.), with estimated project costs, sources of funding, and timing of work over a five year period. For financial planning and general management, the capital plan is presented as a plan of work and proposed expenditures, and is the basis for project appropriation requests and bond issues.

Capital Outlays

Expenditures which result in the acquisition of or addition to capital assets.

Capital Projects

Capital projects are defined as major, non-recurring projects. Purchases of real property and selected equipment may be exempted from these limitations. See also CAPITAL EXPENDITURE.

Capital Projects Fund

A fund created to account for financial resources to be used for the acquisition or construction of major capital facilities.

Cash

An asset account reflecting currency, coin, checks, express money orders, and bankers' drafts on hand or on deposit with an official or agent designated as custodian of cash and bank deposits. All cash must be accounted for as a part of the fund to which it belongs. Any restrictions or limitations as to its availability must be indicated in the records and statements.

Cash Basis

A basis of accounting under which transactions are recognized only when cash changes hands.

Colorado Department of Transportation

Also known as CDOT, the Colorado Department of Transportation is responsible for construction and maintenance of the State highway system and bridges.

Community Development Block Grant

Federal funds from the U.S. Department of Housing and Urban Development that are intended for programs that revitalize low and moderate-income neighborhoods, expand affordable housing and economic opportunities, and improve community facilities and services.

Community Facilities Plan

The Community Facilities Plan is the guide for future investments in capital improvement projects that are projected to be needed to provide for the existing and future residents of the community over the next 10 years. This plan supersedes the Thornton 2020 Plan, originally adopted in 2006, which identified investments needed in the community through 2020.

Comprehensive Annual Financial Report

Includes overview (the General Purpose Financial Statements) and basic financial statements for each individual fund and account group prepared in conformity with GAAP and organized into a financial reporting pyramid. It also includes supporting schedules necessary to demonstrate compliance with finance-related legal and contractual provisions, extensive introductory material, and a detailed Statistical Section. Every government should prepare and publish an annual financial report as a matter of public record.

Consumer Price Index

An index measuring the change in the cost of typical wage-earner purchases of goods and services expressed as a percentage of the cost of these same goods and services in some base period. The City of Thornton monitors the Denver-Boulder Consumer Price Index.

Contingency

Appropriation of funds to cover unforeseen events that may occur during the budget year.

Control Account

An account in the general ledger in which are recorded the aggregate of debit and credit postings to a number of identical or related accounts called subsidiary accounts. For example, Taxes Receivable is a control account supported by the aggregate of individual balances in individual property taxpayer's subsidiary accounts.

Coronavirus Aid, Relief, and Economic Security Act

The Coronavirus Aid, Relief, and Economic Security (CARES) Act was passed in March 2020 by U.S. lawmakers to blunt the impact of an economic downturn from COVID-19. This was a \$2 trillion stimulus bill.

Coronavirus

Also known as COVID-19, which stands for coronavirus disease of 2019, coronavirus specifically refers to the disease caused by the novel coronavirus severe acute respiratory syndrome coronavirus 2,.

Cost Accounting

That method of accounting which provides for assembling and recording of all the elements of cost incurred to accomplish a purpose, to carry on an activity or operation, or to complete a unit of work or a specific job.

Current Assets

Those assets which are available or can be made readily available to finance current operations or to pay current liabilities. Those assets which will be used or converted into cash within one year. Some examples are cash, temporary investments, and taxes receivable which will be collected within one year.

D**Debt**

An obligation resulting from the borrowing of money or from the purchase of goods and services. Debts of governments include bonds, leases, and notes.

Debt Limit

The maximum amount of gross or net debt which is legally permitted.

Debt Service

The annual payment of principal and interest on the City's indebtedness. Bonds and notes are issued to finance the construction of capital projects such as public buildings, roads, and parks.

Debt Service Fund

A fund established to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

Deficit

The excess of the liabilities of a fund over its assets, or, the excess of expenditures over revenues during an accounting period; or, in the case of proprietary funds, the excess of expense over income during an accounting period.

Delinquent Taxes

Taxes remaining unpaid on and after the date on which a penalty for nonpayment is attached. Even though the penalty may be subsequently waived and a portion of the taxes may be abated or cancelled, the unpaid balances continue to be delinquent taxes until abated, cancelled, paid, or converted into tax liens.

Denver Regional Council of Governments

Also known as DRCOG, the Denver Regional Council of Governments is a voluntary association of 49 county and municipal governments in the great Denver, Colorado area. The Council works together to address issues of regional concern, including growth and development, transportation the environment, provision of services of the region's older population, and performs analysis economic and development trends.

Depreciation

Financial mechanism to allocate the cost of a capital item over its service life. Also, decrease in the value of assets because of wear and tear, action of physical elements, inadequacy or obsolescence. Through this process, the entire cost of an asset is ultimately charged off as an expense.

Due From (Fund)

An asset account used to indicate amounts owed to a particular fund by another fund in the same government for goods sold or services rendered. This account includes only short-term obligations and not non-current portions of long-term loans.

Due To (Fund)

A liability account reflecting amounts owed by a particular fund to another fund in the same government for goods sold or services rendered. These amounts include only short-term obligations and not non-current portions of long-term loans.

E

Effective Interest Rate

The rate of earning on a bond investment based on the actual price paid for the bond, the coupon rate, the maturity date, and the length of time between interest dates, in contrast with the nominal interest rate.

Encumbrances

An amount of money committed and reserved but not yet expended for the purchase of a specific good or service.

Emergency Medical Services

A type of service dedicated to providing out-of-hospital acute medical care and/or transport to definitive care, to patients with illnesses and injuries which the patient, or the medical practitioner, believes constitutes a medical emergency.

Enterprise Fund

A fund established to account for operations (a) that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs (expenses, including depreciations) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

Expenditures

Decrease in net financial resources. Expenditures include payment of current operating expenses which require the current or future use of net current assets, debt service, and capital outlays.

Expenses

Decreases in net total assets. Expenses represent the total cost of operations during a period regardless of the timing of related expenditures.

F

Fees

A general term used for any charge levied by government associated with providing a service, permitting an activity, or imposing a fine or penalty. Major types of fees include water and sewer taps, liquor licenses, user charges, and building permits.

Fiduciary Fund

A fund that is custodial in nature and is used to account for assets that the government holds for others in an agent or trustee capacity. The City of Thornton does not have fiduciary funds.

Fiscal Period

Any period at the end of which a government determines its financial position and the results of its operations. The City of Thornton utilizes a calendar fiscal period, beginning on January 1 and ending on December 31.

Fiscal Policy

The City Government's policies with respect to taxes, spending and debt management as these relate to government services, programs and capital investment. Fiscal policy provides an agreed-upon set of principles for the planning and programming of government budgets and their funding.

Fiscal Year

A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operation.

Fixed Charges

Current operating expenditures, the amount of which is more or less fixed. Examples include interest, insurance, and contributions to retirement systems.

Franchise

A special privilege granted by a government permitting the continuing use of public property, such as city streets, and usually involving the elements of monopoly and regulation.

Full-Time Equivalent

A unit calculation of employees used for personnel calculations. 1.0 full-time equivalent (FTE) is equal to 2,080 hours.

Fund

Accounting entity with a self-balancing set of accounts, which is segregated from other funds, to carry on specific activities or attain certain objectives in accordance with special regulations, restrictions, or limitations.

Fund Balance

The fund equity of Governmental Funds. The unappropriated amount in a fund maintained to mitigate current and future risks from events such as revenue shortfalls, emergencies, and other unanticipated needs.

Fund Type

In governmental accounting funds are classified into seven generic fund types: General, Special Revenue, Debt Service, Capital Projects, Enterprise, Internal Service, and Trust and Agency.

G

General Fixed Assets

Fixed assets used in operations accounted for in governmental funds. General fixed assets include all fixed assets not accounted for in Proprietary Funds or in Trust and Agency Funds.

General Fixed Assets Account Group

A self-balancing group of accounts set up to account for the general fixed assets of a government.

General Fund

Public Safety, Parks and Recreation, Public Works, and administrative activities of the City. Financed mainly by sales tax, property tax and transfers from other funds.

General Improvement District

A type of special district where the property owners voted to increase their property tax mill levy to construct an improvement to benefit their property. There is a GID on certain property near the 136th Avenue interchange at Interstate 25 to assist in paying for the interchange improvements. The City Council is the Board of Directors for the 136th Avenue GID.

Generally Accepted Accounting Principles

Uniform minimum standards of and guidelines to financial accounting and reporting. They govern the (GAAP) form and content of the basic financial statements of an entity. GAAP encompasses the conventions, rules, and procedures necessary to define accepted accounting practice at a particular time. They include not only broad guidelines of general application, but also detailed practices and procedures. GAAP provides a standard by which to measure financial presentations. Every government should prepare and publish financial statements in conformity with GAAP. The objectives of governmental GAAP financial reports are different from, and much broader than, the objectives of business enterprise GAAP financial reports.

General Obligation Bonds

Bonds for the payment of which the full faith and credit of the issuing government are pledged.

Governmental Accounting Standards Board

The non-governmental organization responsible for establishing and improving generally accepted accounting principles used by local governments.

Government Finance Officers Association

An international association of local government finance professionals. One program of GFOA is to analyze local government budgets to ensure that generally accepted accounting principles are followed and that the format is clear and concise.

Governmental Fund

The City's general operating budget. Consists of the General Fund and Government Capital Fund.

Grants

Contributions or gifts of cash or other assets from another government to be used or expended for a specified purpose, activity, or facility.

H**I****Interest Receivable on Investments**

An asset account reflecting the amount of interest receivable on investments.

Intergovernmental Revenues

Revenues from other governments in the form of grants, entitlements, shared revenues, or payments in lieu of taxes.

Internal Control

A plan of organization under which employees' duties are so arranged and records and procedures so designed as to make it possible to exercise effective accounting control over assets, liabilities, revenues, and expenditures. Under such a system, the work of employees is subdivided so that no single employee performs a complete cycle of operations. Thus, for example, an employee handling cash would not post the accounts receivable records. Moreover, under such a system, the procedures to be followed are definitely laid down and require proper authorizations by designated officials for all actions to be taken.

Internal Service Fund

A fund used to account for the financing of goods or services provided by one department or agency to other departments or agencies of a government, or to other governments, on a cost reimbursement basis.

Inventory

A detailed list showing quantities, descriptions, and values of property and, frequently, units of measure and unit prices. Also, an asset account reflecting the cost of goods held for resale or for use in operations.

Investment in General Fixed Assets

An account in the General Fixed Assets Account Group which represents the government's equity in general fixed assets. The balance of this account is generally subdivided according to the source of the monies which financed the asset acquisition, such as general fund revenues, special assessments, etc.

Investments

Cash and securities held for the production of revenues in the form of interest or dividends.

J**K****L****Leasehold**

The right to the use of real estate by virtue of a lease, usually for a specified term of years, for which consideration is paid.

Lease-Purchase Agreement

Financial arrangement which permits the City to pay for the use of equipment or machinery over a period of time through a lease and to purchase it at the end of that time.

Levy

To impose taxes, special assessments, or service charges for the support of governmental activities. Or, the total amount of taxes, special assessments, or service charges imposed by a government.

Liabilities

Debt or other legal obligations arising out of transactions in the past which must be liquidated, renewed, or refunded at some future date. This term does not include encumbrances.

Long-Term Debt

Debt with a maturity of more than one year after the date of issuance.

M

Mill Levy

A percentage that is applied to the assessed value of real property to calculate the property tax. The mill levy in Thornton is currently 10.21, or 1.021 percent of assessed value.

Modified accrual basis of accounting

Accounting under which revenues and expenditures are recorded when both measurable and available.

Municipal Bond

A bond issued by a local government.

N

Net City Budget

Total City operating and capital budget net of transfers among funds and contingencies.

Net Income

Proprietary fund excess of operating revenues, non-operating revenues, and operating transfers-in over operating expenses, non-operating expenses, and operating transfers-out.

Non-Operating Revenues

Proprietary fund revenues which are incidental to, or by products of, the fund's primary service activities.

O

Object

As used in expenditure classification, this term applies to the article purchased or the service obtained (as distinguished from the results obtained from expenditures). Examples are personnel services, contractual services, materials, and supplies.

Obligations

Amounts which a government may be required legally to meet out of its resources. They include not only actual liabilities, but also un-liquidated encumbrances.

Operating Budget

A comprehensive plan, expressed in financial terms, by which an operating program is funded for a single fiscal year. It includes estimates of a) the services, activities and sub-activities comprising the City's operation; b) the resultant expenditure requirements; and c) the resources available for their support.

Operating Expense

Those costs other than expenditures for salaries and wages and capital assets which are necessary to support the primary services of the organization. For example, telephone charges, printing and motor pool charges, and office supplies are operating expenses.

Operating Grants

Grants which are restricted by the grantor to operating purposes or which may be used for either capital or operating purposes at the discretion of the grantee.

Operating Income

The excess of proprietary fund operating revenues over operating expenses.

Operating Revenues

Proprietary fund revenues which are directly related to the fund's primary service activities. They consist primarily of user charges for services.

Operating Transfers

Transfers from a fund receiving revenue to the fund through which the resources are to be expended, transfers of tax revenues from a Special Revenue fund to a Debt Service Fund, transfers from the General Fund to a Special Revenue or Capital Projects Fund, operating subsidy transfers from the General or a Special Revenue fund to an Enterprise Fund, and transfers from an Enterprise fund other than payments in lieu of taxes to finance General Fund expenditures.

Other Financing Uses

Governmental fund operating transfers-out and the amount of refunding bond proceeds deposited with an escrow agent. Such amounts are classified separately from expenditures.

Overhead

Those elements of cost necessary in the production of an article or the performance of a service which are of such a nature that the amount applicable to the product or service cannot be determined accurately or readily. Usually they relate to those objects of expenditure which do not become an integral part of the finished product or service such as rent, heat, light, supplies, management, supervision, etc.

Overlapping Debt

The proportionate share of the debts of local governments located wholly or in part within the limits of the reporting government which must be borne by property within each government. Except for special assessment debt, the amount of debt of each unit applicable to the reporting unit is arrived at by:

- Determining what percentage of the total assessed value of the overlapping jurisdiction lies within the limits of the reporting unit; and
- Applying this percentage to the total debt of the overlapping jurisdiction. Special assessment debt is allocated on the basis of the ratio of assessments receivable in each jurisdiction which will be used wholly or in part to pay off the debt to total assessments receivable which will be used wholly or in part for this purpose.

P

Personal Protective Equipment

Clothing or equipment designed to protect the wearer's body from injury by blunt impacts, electrical hazards, heat, chemicals, and infections.

Petty Cash

A sum of money set aside on an imprest basis for the purpose of making change or paying small obligations for which the issuance of a formal voucher and check would be too expensive and time-consuming. Petty Cash accounts are sometimes referred to as petty cash "funds." However, they are not "funds" in the sense of governmental accounting's seven fund types. Petty cash accounts should be reported as assets of the fund of ownership.

Projection

Estimation of future revenues and expenditures based on past trends, current economic conditions and financial forecasts.

Property Tax

Annual charge to owners of real property, based on assessed valuation and the mill levy.

Proprietary funds

Funds used to account for activities that receive significant support from fees and charges. There are two types of proprietary funds: enterprise funds and internal service funds. Enterprise funds at Thornton are Water, Sewer, Stormwater, and Environmental Services. The city only has one internal service fund, the Risk Fund.

Purchase Order

A document which authorizes the delivery of specified merchandise or the rendering of certain services and the making of a charge for them.

Q

R

Refunding Bonds

Bonds issued to retire bonds already outstanding. The refunding bonds may be sold for cash and outstanding bonds redeemed in cash, or the refunding bonds may be exchanged with holders of outstanding bonds.

Reimbursements

- Repayments of amounts remitted on behalf of another party.
- Interfund transactions which constitute reimbursements of a fund for expenditures or expenses initially made from it which are properly applicable to another fund (e.g., an expenditure properly chargeable to a Special Revenue Fund was initially made from the General Fund, which is subsequently reimbursed). They are recorded as expenditures or expenses (as appropriate) in the reimbursing fund as reductions of the expenditure or expense in the fund that is reimbursed.

Reserve

Funds set aside in the current and past years for the purpose of paying for capital needs, providing for obligations and liabilities, and meeting emergency needs.

Reserve for Debt Service

An account used to segregate a portion of fund balance for Debt Service Fund resources legally restricted to the payment of general long-term debt principal and interest amounts maturing in future years.

Reserve for Encumbrances

An account used to segregate a portion of fund balance for expenditure upon vendor performance.

Restricted Assets

Monies or other resources, the use of which is restricted by legal, policy or contractual requirements. In governmental accounting, special treatments are applied to restricted assets arising out of revenue bond indentures in Enterprise Funds. These are sometimes also called restricted "funds" but such terminology is not preferred.

Retained Earnings

An equity account reflecting the accumulated earnings of an Enterprise or Internal Service Fund.

Revenue Bonds

Bonds whose principal and interest are payable exclusively from earnings of an Enterprise Fund. In addition to a pledge of revenues, such bonds sometimes contain a mortgage on the Enterprise Fund's property.

Revenues

Increases in governmental fund type net current assets from other than expenditure refunds and residual equity transfers. Also, general long-term debt proceeds and operating transfers-in are classified as “other financing sources” rather than revenues.

Increases in proprietary fund type net total assets from other than expense refunds, capital contributions, and residual equity transfers. Also, operating transfers-in are classified separately from revenues.

Risk Management

Establishment of a sum of money sufficient to pay anticipated claims. Used as a planning process to control costs and coverage in lieu of paying premiums to insurance companies.

S

Serial Bonds

Bonds whose principal is repaid in periodic installments over the life of the issue.

Sinking Fund

Financial system to set aside sums of money on a regular basis to meet a future financial obligation.

Special Assessment

A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

Special Assessment Fund

A fund used to account for the financing of public improvements or services deemed to benefit primarily the properties against which special assessments are levied.

Special District

An independent unit of local government organized to perform a single governmental function or a restricted number of related functions. Special districts usually have the power to incur debt and levy taxes; however, certain types of special districts are entirely dependent upon enterprise earnings and cannot impose taxes. Examples of special districts are water and sewer districts, flood control districts, fire protection districts, and metropolitan districts.

Special Revenue Funds

Funds, external from the governmental funds, that account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes. Funds include: Adams County Road and Bridge Tax Fund; Parks, Open Space, and Parks and Open Space Funds; Adams County Open Space Fund; Conservation Trust Fund; and Cash In Lieu Fund.

Statement of Revenues and Expenditures

The basis financial statement which is the governmental fund and Expendable Trust Fund GAAP operating statement. It presents increases (revenue and other financing sources) and decreases (expenditures and other financing uses) in an entity’s net current assets.

Supplemental Appropriation

An appropriation by the City Council when there is a need to transfer budgeted and appropriated moneys from one fund to another fund, or if, during the fiscal year, the governing body or any spending agency of such local government received unanticipated revenue or revenues not assured at the time of the adoption of the budget.

T

Tax Certificate

A certificate issued by a government as evidence of the conditional transfer of title to tax-delinquent property from the original owner to the holder of the certificate. If the owner does not pay the amount of the tax arrearage and other charges required by law during the specified period of redemption, the holder can foreclose to obtain title. Also called tax sale certificate and tax lien certificate in some jurisdictions. See TAX DEED.

Tax Deed

A written instrument by which title to property sold for taxes is transferred unconditionally to the purchaser. A tax deed issued upon foreclosure of the tax lien is obtained by the purchaser at the tax sale. The tax lien cannot be foreclosed until the expiration of the period during which the owner may redeem the property by paying the delinquent taxes and other charges. See TAX CERTIFICATE.

Tax Increment Financing

Tax Increment Financing, or TIF, uses increments of property tax and sales tax revenues generated by new development or redevelopment to pay off debt (loans, bonds, or contractual obligations) and other associated costs. Tax revenues generated by development and redevelopment projects are captured and used to help make the projects feasible, by investing in public improvements and eliminating “blight”. TIF is authorized for a period of 25 years after adoption of an Urban Renewal Plan.

Tax Levy Ordinance

An ordinance by means of which taxes are levied.

Taxes

Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments. Neither does the term include charges for services rendered only to those paying such charges as, for example, sewer service charges.

Taxpayer Bill of Rights

In 1992, the citizens of Colorado passed a constitutional amendment limiting the ability of the State, counties, cities, special districts, and other “governmental entities” to raise taxes beyond 1992 taxation levels or to spend revenues that are in excess of 1992 revenue receipts. In November 2001, Thornton residents voted to allow the City to collect, retain, and spend the full amount of the City’s past and future taxes and other revenues, regardless of any revenue or spending limitations found in TABOR.

Term Bonds

Bonds that mature, in total, on one date.

Thornton Arts, Sciences, and Humanities Council, Inc.

The organization promoting cultural events in the City, the City Council serves as the Board of Directors who approve the TASHCO budget and make policy decisions regarding the activities of TASHCO. The City has established a separate fund to account for the monies raised and expended by TASHCO.

Thornton Development Authority

An Urban Renewal Authority that was established by resolution in 1981 by the Thornton City Council to stimulate development and encourage improvement of designated areas within the general bounds of the City. There are currently three Urban Renewal Areas, known as North Washington Street Urban Renewal Area, 144th Avenue and Interstate 25 Urban Renewal Area and South Thornton Urban Renewal Area.

Thornton Water Project

The City of Thornton began acquiring farms and water rights in northern Colorado in the mid-1980s to meet future water demands. The project, known as the Thornton Water Project, is ongoing.

U

Unexpended Appropriation

That portion of an appropriation not yet expended.

Urban Growth Area

Land in close proximity to the City boundaries that is expected to be annexed to the City in the foreseeable future.

User Fee

Charge to the benefiting party for the direct receipt of a public service.

Utility Fund

See ENTERPRISE FUND.

V

Voucher

A written document which evidences the propriety of transactions and usually indicates the accounts in which they are to be recorded.

W

Water Supply and Storage Company

The Water Supply and Storage Company (WSSC) was incorporated in 1891 to serve irrigators in the Cache la Poudre valley. In 1986, the City of Thornton purchased WSSC water rights for the Thornton Water Project.

X

Y

Yield

See EFFECTIVE INTEREST RATE.

Z

GLOSSARY OF ACRONYMS

CARES

See CORONAVIRUS AID, RELIEF, AND ECONOMIC SECURITY ACT.

CDBG

See COMMUNITY DEVELOPMENT BLOCK GRANT.

CDOT

See COLORADO DEPARTMENT OF TRANSPORTATION.

COVID-19

See CORONAVIRUS.

CIP

See CAPITAL IMPROVEMENT PROGRAM.

CPI

See CONSUMER PRICE INDEX.

DRCOG

See DENVER REGIONAL COUNCIL OF GOVERNMENTS.

EMS

See EMERGENCY MEDICAL SERVICES.

FTE

See FULL-TIME EQUIVALENT.

GAAP

See GENERALLY ACCEPTED ACCOUNTING PRINCIPLES.

GASB

See GOVERNMENTAL ACCOUNTING STANDARDS BOARD.

GFOA

See GOVERNMENT FINANCE OFFICERS ASSOCIATION.

PPE

See PERSONAL PROTECTIVE EQUIPMENT.

TASHCO

See THORNTON ARTS, SCIENCES, AND HUMANITIES COUNCIL, INC.

TABOR

See TAXPAYER BILL OF RIGHTS.

TDA

See THORNTON DEVELOPMENT AUTHORITY.

TIF

See TAX INCREMENT FINANCING.

TWP

See THORNTON WATER PROJECT.

WSSC