A G E N D A
Planning Session
Training Room
July 16, 2019
5:45 p.m.

I. CALL TO ORDER AND REVIEW OF AGENDA

II. CITY MANAGER AND CITY ATTORNEY COMMENTS

III. STAFF BRIEFINGS
   A. Update on Departmental Goals (Estimated 115 Minutes)
   B. Executive Session pursuant to C.R.S. 24-6-402(4)(f) to discuss personnel matters regarding the City Attorney’s performance evaluation process (Estimated 60 Minutes)

IV. OPEN DISCUSSION
SYNOPSIS:

Staff will provide an update on Department Goals.

RECOMMENDATION:

For informational purposes only.

BUDGET/STAFF IMPLICATIONS:

None.

ALTERNATIVES:

For informational purposes only.

BACKGROUND (ANALYSIS/NEXT STEPS/HISTORY): (includes previous City Council action)

The Department Goals were originally briefed at the 2019 Strategic Planning Conference (SPC).
Department Goals

City Council Planning Session
July 16, 2019
Strategic Directions

📍 Land Use
💧 Water Security
🏢 Community Building
♻ Green City
🔥 Streetscape and Public Art
💡 Smart City
💰 Financial Security
🤝 Community Outreach
🎶 URA-South
🌟 Youth Initiatives/Programs
Fire

- **Goal: optimize regional response to improve fire and emergency medical outcomes**
  - Action 1: implement computer aided dispatch (CAD to CAD) project
  - Action 2: collaborate on regional operational policies and practices
  - Action 3: collaborate on regional training opportunities to develop take advantage of regional efficiencies
  - Action 4: explore shared resource opportunities
Goal: implement mobile integrated healthcare

- Action 1: form partnerships with hospitals, Medicare/Medicaid resources, and other assistance programs
- Action 2: implement emergency triage, treat, and transport service model through participation in Medicare pilot program
Management Services

- **Goal: expand staff safety program**
  - Action 1: hire the first Employee Safety Administrator
  - Action 2: engage with City departments to better identify safety needs
  - Action 3: further develop safety policies and procedures
  - Action 4: further develop and deliver safety training programs
Management Services

- **Goal:** continue to align Municipal Court services with community needs
  - **Action 1:** propose a juvenile probation program
  - **Action 2:** expand options for community service in City parks and rights of way
  - **Action 3:** expand early morning hours for public
  - **Action 4:** continue to evolve public feedback system
  - **Action 5:** explore the possibility of a restorative justice program
Management Services

- **Goal:** enhance technological security efforts to mitigate cyber security threats
  - Action 1: continue cyber security training for employees
  - Action 2: continue phishing tests to validate employee knowledge and plan future trainings where needed
  - Action 3: consider adding Cyber Security Analyst position through 2020 Budget
Management Services

● Goal: prepare for new facility openings to minimize building system issues
  ● Action 1: hire building staff in advance of facility openings to learn the equipment and systems before going live
  ● Action 2: continue and expand training for building staff on new systems that they will be maintaining in the new facilities
Management Services

Goal: continue to improve the operational readiness of specialty fleet

- Action 1: hire and certify specialty mechanics
- Action 2: provide senior management focus on oversight
- Action 3: replace specialty fleet in accordance with established replacement schedules
- Action 4: emphasize operational ownership
Goal: implement CrimeTrac system

- Action 1: implement system January 2019
- Action 2: conduct ongoing bimonthly assessments
- Action 3: evaluate the overall efficacy of CrimeTrac
Police

Goal: achieve Commission on Accreditation for Law Enforcement Agencies (CALEA) accreditation by July 2021

- Action 1: achieve 65 percent accreditation by end of 2019
- Action 2: assign one Sergeant and two Administrative Officers to the project
- Action 3: ensure assigned divisional support
Goal: implement online reporting for specific property crimes

- Action 1: implement online reporting May 1, 2019
- Action 2: assess online reporting usage
- Action 3: evaluate additional crime categories that could be reported online
Police

Goal: enhance integrated services in mental health

- Action 1: incorporate early intervention initiatives through established relationships with the Link and Community Health
- Action 2: continue to grow the use of Telepsych program
- Action 3: continue to use Narcan deployment and refer contacts to substance abuse programs
- Action 4: collaborate with Community Connections to refer identified homeless individuals to resources
Economic Development

- **Goal: redevelop the Thornton Shopping Center**
  - Action 1: submit revised Corrective Action Plan (CAP) to State, work out relocation plan and demolition schedule
  - Action 2: review development application, hold public hearings, and submit for consideration by City Council
  - Action 3: negotiate reimbursement agreement for review and consideration by TDA
  - Action 4: initiate demolition and remediation (by developer)
Economic Development

Goal: set the conditions for growth in primary jobs

- Action 1: work with OPUS to attract tenants to North Washington Commerce Center and to begin Phase II
- Action 2: work with 25 North Business Park to complete infrastructure and begin construction of Phase I buildings and to attract tenants
- Action 3: work to help close additional employment development opportunities that are currently in the due diligence phase
- Action 4: work to attract additional companies to the North Valley Tech Center
Economic Development

- **Goal:** set the conditions to increase retail development in underserved areas
  - **Action 1:** continue to work with City Development to accommodate developers and attract retailers to underserved areas of the City (especially Ward 2 and Ward 3)
Economic Development

Goal: provide targeted support to struggling retail centers

Action 1: work with owner of Town Center to make improvements to project and to attract tenants to interior of development

Action 2: work with owner of Pinnacle Center to make improvements and attract additional tenants
Economic Development

- Goal: pursue destination development at Eastlake and the Gateway district
  
  - Action 1: hold pre-submittal conference with interested parties on the Eastlake Grain elevator redevelopment (July), review redevelopment submissions (August), bring attractive proposals to City Council for further action
  
  - Action 2: once decision is made concerning Performing Arts Center location, move forward with design standards and PD zoning framework for Gateway district, go back out for RFP’s, and move forward with desired development
Infrastructure

- **Goal:** meet all established 2020 water security objectives
  - Action 1: water conservation
  - Action 2: water treatment
  - Action 3: water delivery and infrastructure
  - Action 4: Thornton Water Project
  - Action 5: Utility Master Plan
**Infrastructure**

- **Goal: explore options to acquire street light network**
  - Action 1: inventory and assess existing street light network
  - Action 2: develop financial model and determine return on investment of acquisition strategy
Infrastructure

- **Goal: expand the fiber and conduit network**
  - Action 1: develop a fiber deployment master plan, including cost analysis
  - Action 2: implement a “dig once” policy on horizontal construction projects
  - Action 3: continue partnering with private sector fiber providers to expand network of fiber and conduit
Infrastructure

- **Goal:** implement advanced metering infrastructure (AMI)
  - Action 1: leverage potential grant funding to offset deployment costs
  - Action 2: develop AMI design and deployment scope
Infrastructure

Goal: increase sustainability efforts

- Action 1: develop a City-wide sustainability plan
- Action 2: expand recycling and composting programs
- Action 3: increase water conservation efforts
- Action 4: continue with Leadership in Energy and Environmental Design (LEED) construction standards
- Action 5: continue to explore alternative energy sources
Infrastructure

● Goal: design and construct Stormwater Utility projects in accordance with City priorities
  ● Action 1: construct projects funded in the 2019 and 2020 budgets
  ● Action 2: continue partnerships to develop stormwater infrastructure
Infrastructure

- **Goal**: increase pedestrian and cyclist mobility and streetscape aesthetics
  - **Action 1**: increase pedestrian connectivity
  - **Action 2**: continue to install decorative crosswalks
  - **Action 3**: consider installation of decorative streetlights
  - **Action 4**: increase street sweeping program
Community Services

• Goal: assess and modify programming to meet evolving needs of community
  • Action 1: expand participation in Active Adult Center programming
  • Action 2: return the Thorncreek Golf Course to a financially sustainable operation
  • Action 3: research and offer programs that the under-represented populations will use on an ongoing basis
  • Action 4: share the story of what Thornton has to offer parks, recreation, trails, programs, amenities, facilities, special events
Community Services

● **Goal:** develop an understanding of social service needs and build momentum for Community Connections program
  
  ● Action 1: evaluate social needs in Thornton
  ● Action 2: build relationships with social service providers
  ● Action 3: establish processes for connecting Thornton residents to service providers
Community Services

● **Goal: enhance City rights-of-way and medians**
  - Action 1: build on success of right-of-way and median maintenance team
  - Action 2: develop strategy for a five years maintenance program
  - Action 3: develop strategy for next five years of new and rehabilitated median program
  - Action 4: bring attention to the median program and the related green infrastructure by tagging the trees in bright colors (winter)
Community Services

- **Goal: implement a unique and sustainable public art program**
  - Action 1: complete a five year public art plan
  - Action 2: install public art at N-Line stations
  - Action 3: add street art with a focus on roundabouts
  - Action 4: pursue potential dedicated funding source for public art
Community Services

- **Goal**: make changes in park design, minimizing water usage and planting more trees
  - Action 1: grow the pilot native seeding program to cut back on watering and maintenance
  - Action 2: conduct a tree canopy study
  - Action 3: build a sustainable and viable tree planting program
Finance

- **Goal: model and understand long-term financial health**
  - Action 1: review the General Governmental model to evaluate financial sustainability
  - Action 2: following completion of the Utility Master Plan to evaluate financial sustainability
  - Action 3: evaluate projected debt financing in the financial models
Finance

- **Goal: establish a Stormwater utility**
  - Action 1: model and understand impact on infrastructure and residents
  - Action 2: meet with schools and non-profits
  - Action 3: implement thorough marketing plan
  - Action 4: implement on April 1, 2019
Finance

- Goal: automate processes and gain efficiencies
  - Action 1: increase online tax filing
  - Action 2: increase customers receiving e-bills
City Development

Goal: continue to refine and improve the development process

• Action 1: implement “Active Development Project” sign initiative
• Action 2: increase development applicant education efforts
• Action 3: meet with Home Builders Association (HBA) to solicit feedback on development agreement standards
City Development

Goal: continue to update City Code

- Action 1: group homes
- Action 2: indoor shooting range
- Action 3: parking lot/surface maintenance
- Action 4: short-term rentals
- Action 5: public land dedication and cash-in-lieu
- Action 6: water-wise landscaping
City Development

Goal: complete Comprehensive Plan

- Action 1: develop vision and values
- Action 2: establish policy and land use choices
- Action 3: review draft plan
- Action 4: adopt final plan
City Development

Goal: improve customer service

- Action 1: launch open data website
- Action 2: conduct process evaluation review
- Action 3: implement customer service training
- Action 4: implement building inspection technology innovations
Communications

**Goal: enhance community communications**

- Action 1: develop and implement targeted outreach tools and strategies
- Action 2: update and implement revised social media strategy
- Action 3: provide video on demand (Roku and Apple TV)
- Action 4: implement Talk Thornton (Bang the Table software)
- Action 5: launch new website
Communications

● **Goal: actively message Thornton Water Project**
  - Action 1: inform media organizations in jurisdictions where project will be constructed with factual information
  - Action 2: meet with reporters frequently to establish relationships
  - Action 3: meet with community influencers in jurisdictions where project will be built
Communications

- **Goal:** enhance internal organizational communication
  - Action 1: utilize newly redesigned Intranet to communicate information from City Notes
  - Action 2: include more content from employees – use individuals as field reporters
Questions/Discussion