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Updated 8/26/2026

City Council Policy

Appointing City Council Representatives to Outside Boards and Commissions

Policy Number: 1.1
Legislative History: CD 2014-071 and CD 2015-016 appointments for 2014 and 2015. CD 2015-211 appointments for 2016-2017. CD 2016-159 changed the appointment to the School District 27-J Capital Facilities Foundation. CD 2016-233 changed the appointment to the Denver Regional Council of Governments and I-25 Coalition. CD 2017-173 changed the appointment to the Colorado Municipal League Policy Committee, effective October 16, 2017. CD 2017-274 appointments for 2018-2019. CD 2018-015 removed the Rangeview Library District Liaison from the list. CD 2018-169 changed the appointment to the E-470 Highway Authority. CD 2019-021 appointments for 2018-2019. CD 2019-168 appointments for the remainder of 2019 through 2021. CD 2021-192 changed the representation for the Denver Regional Council of Governments through 2022, the North Area Transportation Alliance effective January 1, 2022 through 2023, and other various boards and commissions through 2023. CD 2022-008 added the State Highway 7 Coalition to the list of Council representatives. CD 2022-060 changed the representation for the Adams County Regional Economic Partnership through 2023. CD 2022-174 changed the representation for the E-470 Highway Authority. CD 2023-239 appointed representatives for 2024 and 2025. CD 2025-008 appointed representatives to various boards and commissions for 2025 after Kathy Henson's resignation.

1. Purpose

   The purpose of this policy is to identify the City Council members who will represent the City on various outside Boards and Commissions.

2. Policy

   The 2025-2027 Council representatives on external boards and commissions are as follows:

Board/Commission	Appointee
Adams County Regional Economic Partnership (ACREP) – Civic and Business Alliance	Member – ~~Karen Bigelow~~Drew Morris ~~Alternate~~Member – Mayor Kulmann Alternate – ~~Jessica Sandgren~~David Acunto
Adams County Regional Economic Partnership (ACREP) – Development Council	Member – Cherish Salazar Member – Mayor Kulmann Alternate – David Acunto
Adams County Regional Economic Partnership (ACREP) – Business Advocacy and Public Policy Committee	Member – Mayor Kulmann Member – Devin Byrd Alternate – David Acunto
Adams County Community Transit Policy Council	Member – Jessica Romito, Active Adult Program Manager
Airport Coordinating Committee (ACC)	Member – ~~Jessica Sandgren~~John Alge (or designee) Member – ~~Tony Unrein~~TBD (or designee)
Colorado Municipal League Policy Committee (CML)	Member – ~~Roberta Ayala~~Cherish Salazar Member – Chris Russell Alternate – ~~Karen Bigelow~~Drew Morris
Denver Regional Council of Governments (DRCOG) ~~*(Effective February 1, 2024)*~~	Member – Justin Martinez Alternate – Roberta Ayala
E-470 Highway Authority	Member – ~~Tony Unrein~~Devin Byrd Alternate – ~~Jessica Sandgren~~Chris Russell

City Council Policy

Appointing City Council Representatives to Outside Boards and Commissions

I-25 Coalition (Weld County)	Member – ~~Karen Bigelow~~Drew Morris Alternate – David Acunto
North Area Transportation Alliance (NATA)	Member – Justin Martinez Alternate – ~~Tony Unrein~~John Alge

~~**City Council Policy**~~

~~**Appointing City Council Representatives to Outside Boards and Commissions**~~

School District 27-J Capital Facilities Foundation	Member – David Acunto
State Highway 7 Coalition	Member – Chris Russell Alternate – ~~Tony Unrein~~Devin Byrd

City Council Policy

City Boards, Commissions and Authorities Membership and Advertising for Appointments and Reappointments to Boards, Commissions and Authorities

Policy Number: 1.2
Legislative History: CD 1992-096; CD 2020-130

1. Purpose
   The purpose of this policy is to provide guidance regarding Board, Commission and Authority membership and advertising for applications and interviewing applicants for appointment and reappointment to Boards, Commissions and Authorities.

2. Policy

   (a) It is the desire of this City Council to have broad representation of the community reflected in the membership of the City's Boards, Commissions and Authorities and to ensure that applicants for quasi-judicial boards and commissions, because their duties and decisions may impact individual rights, are properly vetted. Toward that end, each board's, commission's and authority's bylaws will define the number of members that will represent each ward to provide equal representation from each ward on such Board, Commission, and Authority. In addition, background checks will be conducted as a condition of appointment or reappointment to the Building Code Advisory Board, Local Licensing Authority, Planning Commission/Board of Adjustment, and Election Commission to ensure that the applicant has not been convicted of a felony for embezzlement of public money, bribery, perjury, solicitation of bribery, or subornation of perjury.

   (b) The City Council will limit the appointment of any person to just one City Board, Commission, or Authority to provide a broad representation of the community and opportunity for community members to serve.

   (c) Appointees requesting reappointment must complete a reappointment application. The City Clerk shall, at least 30 days before the application deadline, advise members that their terms are expiring and that they may submit a reappointment application.

   (d) The City Clerk shall advertise for new applications for appointment to a Board, Commission, or Authority at least 30 days before the application deadline.

   (e) If, after providing notice to submit a reappointment application and advertising for new applications for at least 30 days before the application deadline pursuant

to subsections d. and e. of this section, the City Clerk shall bring forward all "satisfactory applications" as determined by the City Clerk, and attendance records of applicants seeking reappointment for City Council direction. For purposes of this subsection, a "satisfactory application" means it was timely submitted and complete and shows the applicant may satisfy the applicable Board, Commission or Authority qualifications and composition requirements. Based on its review of satisfactory applications and attendance records, the City Council shall provide direction to do any of the following:

(i) Reappoint those members applying for reappointment identified by Council,
(ii) Interview those applicants for appointment or reappointment identified by Council pursuant to Council Policy 1.4,
(iii) Readvertise the position for at least another 30 days.

City Council Policy

Businesses of Thornton Advisory Commission ("BTAC") Member Qualifications

Policy Number: 1.3
Legislative History: CD 2008-139; CD 2011-130

1. Purpose
   The purpose of this policy is to establish the qualifications for the composition of the members of the Businesses of Thornton Advisory Commission.

2. Policy

   a. There shall be a minimum of nine and a maximum of fifteen members on the Commission.
   b. A majority of the commissioners shall be residents of the City.
   c. A minimum of five different types of businesses, as defined by the North American Industrial Classification System (NAICS) at a three digit level, shall be represented on the Commission.
   d. A minimum of one commissioner shall represent the businesses in each of the following geographical areas:
      i. South area of Thornton – south of 104th Avenue to the southern City boundary
      ii. Central area of Thornton – between 104th Avenue and 124th Avenue
      iii. North area of Thornton – between 124th Avenue and the northern City boundary
   e. A minimum of one commissioner shall be a representative of a large business consisting of 100 or more employees.
   f. A minimum of one commissioner shall be a representative of a small business of 99 or fewer employees.
   g. A minimum of one commissioner shall be a representative of a business with local ownership.
   h. A minimum of one commissioner shall be a representative of a business with public/national ownership.
   i. Multiple representatives from the same business shall not be appointed.
   j. Council will appoint only business owners or managers.

City Council Policy

Interviewing Applicants for City Boards, Commissions and Authorities

Policy Number: 1.4
Legislative History: CD 2009-060; CD 2020-130

1. Purpose
   The purpose of this policy is to establish the circumstances under which City Council and the appropriate City Boards, Commissions or Authorities will conduct interviews of applicants desiring to be appointed to fill a vacancy and certain Board, Commission and Authority members requesting reappointment. For purposes of this policy, "applicant" means an applicant desiring to be appointed or a member requesting reappointment to a Board, Commission, or Authority who Council directed to be interviewed pursuant to Council Policy 1.2.

2. Policy
   a. Only applicants that may satisfy the Board, Commission or Authority qualification and composition requirements will be interviewed and considered for appointment or reappointment.

   b. When the number of applicants is fewer than or the same as the available positions on a Board, Commission or Authority, the City Manager or designee shall refer the applicants to the appropriate Board, Commission or Authority to interview, provided the Board, Commission or Authority can form a quorum. Based on the interview, the Board, Commission or Authority will prepare a written recommendation to City Council regarding which applicant(s) should be appointed or reappointed or if the Board, Commission or Authority finds that no applicant should be appointed or reappointed.

   c. When there are more applicants than available positions on a Board, Commission or Authority or if the Board, Commission or Authority cannot form a quorum, the City Manager or designee shall schedule interviews for all the applicants with City Council, unless City Council directs the City Manager or designee to refer the applicants to interview with the appropriate Board, Commission or Authority other than the Building Code Advisory Board, Local Licensing Authority, Planning Commission/Board of Adjustment or Election Commission. If City Council so directs, the Board, Commission or Authority shall, based on the interview, prepare a written recommendation to City Council regarding which applicant(s) should be appointed or reappointed or if the Board, Commission or Authority finds that no applicant should be appointed or reappointed.

CITY COUNCIL POLICY
BOARDS, COMMISSIONS AND COMMITTEES
CODE OF CONDUCT

Policy Number: 1.5
Legislative History: CD 2023-155

SCOPE: This Code of Conduct provides a framework to guide members of boards, commissions and committees in their actions. The Code of Conduct operates as a supplement to existing City Codes, including (but not limited to) City of Thornton ethics law. Boards, commissions, and committees are referred to generally as “boards” in this policy; members of boards, commissions, and committees are referred to generally as “board members.”

Boards are important to the City’s decision-making process, act on behalf of the City Council in their volunteer roles and help share and further community discussions on complex issues and topics. Boards are composed of individuals with a wide variety of backgrounds, personalities, values, opinions, and goals. Despite this diversity, all have chosen to serve the public in order to preserve and protect the present and the future of the community. In all cases, this common goal should be acknowledged even though individuals may "agree to disagree" on contentious issues.

While disagreement may arise during board meetings as different perspectives are shared, a high level of professionalism and civility is expected of all board members throughout their tenure. Civil disagreement and criticism of policy is fine but personal attacks will not be tolerated. It is important that members treat each other and the public with respect, even through disagreement.

Members of a board, commission, or committee, by nature of their appointment, are representatives of the City of Thornton. City Council, by adopting this Code of Conduct, establishes certain minimum expectations as to behavior and decorum in order to maintain productive and professional representation on the boards of the City that exist at this time or as they may be amended.

THORNTON BOARD MEMBER VALUES: The individual attitudes, words, and actions of board members should reflect the values of respect, integrity, and service to the community.

RESPECT

To show respect to others, board members are expected to:

- Treat board members, City officials (elected and appointed), members of the public, and City staff with patience, courtesy, and civility, even when they disagree on what is best for the community.
- Conduct themselves in a courteous and respectful manner at all times.
- Members might not all agree, however members shall practice civility, professionalism and decorum so that meetings are productive.
- Members shall honor the role of the Chair, and remember it is the role of the Chair to keep the meeting on track.
- Respect the distinction between the roles of citizens, elected officials, appointed board members, and staff.
- Promote meaningful public involvement in decision-making processes.
- Members should avoid personal comments that could offend, demean or exclude the opinions of others.

CITY COUNCIL POLICY
BOARDS, COMMISSIONS AND COMMITTEES
CODE OF CONDUCT

INTEGRITY

To demonstrate integrity as a public official, board members are expected to:

- Make independent, objective, fair, and impartial judgments and avoid relationships and actions that give the appearance of compromising objectivity, independence, and honesty.
- Use public resources, such as staff time, equipment, supplies, or facilities, only for City-related business and only with authorization from the City Manager or applicable Department Director.
- Protect confidential information concerning litigation, personnel, property, or other affairs of the City.
- To the extent a member identifies themselves as an appointee on social media or engages in discourse on matters related to their appointed position, members shall adhere to any City Council adopted policy.
- Members shall remember the authority of the board, commission or committee lies with the group, not individual members and decisions are therefore based on consensus or majority.

SERVICE

To serve the public effectively, board members are expected to:

- Attend meetings regularly in accordance with any requirement of the applicable bylaws and notify the Recording Secretary at the earliest opportunity in the event they are unable to attend.
- Have a clear understanding of the board's roles, responsibilities, and limitations.
- Attend meetings prepared and having reviewed the agenda items.
- Attend meetings with an open mind, considering the best outcome for the City.
- Be prepared to make difficult decisions when necessary.
- Make decisions after prudent consideration of their long-term impacts to the community.
- Members will receive communications, including text messages, related to their appointment through the email and phone number provided in their application materials, or as provided to the Recording Secretary, and will ensure the Recording Secretary has up-to-date contact information.
- Appointees must be aware that communications, including email and text messages may be subject to Colorado Open records disclosure and communicate appropriately.
- Should any member need to resign they will notify the Recording Secretary as soon as practical in writing.

APPLICABILITY: This policy applies to all appointed boards, commissions, and committees of the City of Thornton. This Code of Conduct is in addition to the Thornton Code of Ethics in Chapter 2, Article V, Division 2 of the Thornton City Code.

ACCOUNTABILITY: To ensure public confidence in the integrity of the City of Thornton, board members are held to a high standard. For this reason, the City Council believes the Code of Conduct is as important to the public process as other rules and procedures. It is recognized that there may be times when action is required to correct and/or prevent behavior that violates the Code of Conduct. Board members who violate the Code of Conduct or Code of Ethics may be subject to official reprimand by the board or City Council, may be asked to step-down or may be removed from appointment by City Council.

City Council appoints all members of the boards, commissions and committees, and such persons serve at the pleasure of Council and may be removed at any time, with or without cause pursuant to Thornton City Charter 4.19.

City Council Policy

Advertising in the *Inside Thornton* Magazine

Policy Number: 2.1
Legislative History: CD 2009-062

1. Purpose

   The purpose of this policy is to clarify that *Inside Thornton* will not be used as a public forum for the dissemination of political viewpoints or debate and to guide the City staff in decisions regarding the type of advertising acceptable for publication in the magazine.

2. Policy

   a. Definitions:

      Commercial Advertising means presentations aimed at promotion of a product or service provided for sale or any solicitations for the benefit or promotion of an organization that provides a product or service for sale. Commercial Advertising shall include such activity associated with non-profit or not-for-profit organizations.

      Government includes federal, state, county, or municipal governments, school districts, special districts, and shall include government support organizations.

   b. *Inside Thornton* is a publication paid for by the City and delivered to each residential address in the City as well as being available at City buildings. The purpose of Inside Thornton is to inform City residents and businesses of programs and benefits available to them from the governments in the Adams County area. Further, Inside Thornton is intended to provide information regarding local events, activities or opportunities that are going to occur in Thornton, which are sponsored or co-sponsored by governments, residents, businesses or organizations that have a presence in Thornton or Adams County and thereby have a direct interest in serving the needs of the Thornton community. The promotion of these events through Inside Thornton is intended to inform and entertain the residents and businesses of Thornton, and build neighborhood pride and a sense of community.

      Inside Thornton is one of many other informational based medium produced by the City for its residents and businesses to complement the existing Thornton Cable Channel, Thornton webpage, Thornton Business Briefs, and other materials produced by the City.

      Inside Thornton is not intended and shall not be used as a public forum for the dissemination of political viewpoints or debate. Each issue shall have a disclaimer indicating that the City does not, by mention in the *Inside Thornton* Magazine, endorse, support or promote any product, service or organization mentioned in the magazine.

      Advertising in *Inside Thornton* will be restricted to only Commercial Advertising and no political advertising will be permitted. The City Manager or designee shall have exclusive editorial control over Inside Thornton.

Policy Number: 2.1
Legislative History: CD 2009-062

To further achieve these goals, Commercial Advertising will be restricted to clubs, organizations, associations, and businesses that serve the residents and businesses of Thornton or have business affiliations within Thornton.

Advertising is intended to generate funds to assist the City in making the *Inside Thornton* Magazine possible and to continue to provide this service to Thornton residents and businesses.

City Council Policy

Cable Access to Thornton's Cable Channels

Policy Number: 2.2
Legislative History: CD 1998-155

1. Purpose.

The purpose of this policy is to establish guidelines for the use of the Thornton Municipal Cable channel, channel 8 (hereafter "Thornton Channel") and decisions regarding authorized use of the Thornton Channel by the City Manager or designee. This policy shall apply to all uses of the Thornton Channel and requests for use of the Thornton Channel by persons, groups or organizations unaffiliated with the City.

2. Policy

2.1 The Thornton Channel is owned and operated by the City of Thornton and is subject to the Communications Act of 1934, the Cable Communications Policy Act of 1984, the Cable Consumer Protection and Competition Act of 1992, the telecommunications Act of 1996, the Reports and orders of the Federal Communications Commission, and the State of Colorado Fair Campaign Practices Act. In addition, federal law authorizes a franchising authority to adopt rules and procedures for the use of cable channels designated for governmental use.

2.2 Definitions.

"Advertising" means the use of slogans or presentations aimed at promotion of a product or service provided for sale or any solicitations for the benefit or promotion of an organization that provides a product or service for sale. Advertising shall include such activity associated with non-profit or not-for-profit organizations.

"City" or *"Thornton"* means the City of Thornton.

"City Council" means the City Council for the City of Thornton.

"City Manager" means the Thornton City Manager or designee.

"Communications Director" means the person designated by the City Manager to oversee the communications functions of the City of Thornton.*"Community"* as used herein means Thornton community organizations or organizations formed for the benefit of Thornton citizens.

"Government Access" means access where governmental institutions or their designees are the primary users having editorial control over programming and services.

"Governmental Entity (Entities)" means state, county, or federal departments or agencies, school districts, special districts or authorities, and shall include government support organizations.

"Person" means an individual or a group, organization, association, partnership, limited liability corporation or corporation.

"Sponsor" means any group, association, organization or corporation that assists or cooperates with another group, association or organization or corporation to organize and present an event, program or activity.

2.3 Use Guidelines.

A. Use Guidelines

1. Thornton Channel is a government access channel, to be used for matters directly related to City services, programs, events, and activities involving Thornton citizens or directly impacting or benefiting Thornton citizens. The Thornton Channel is not a public access channel. Uses permitted for the government access channel are listed in order of priority for meeting, scheduling and limited air time concerns, but are not limited to the following:
   a. Announcements or programs concerning emergencies affecting citizens' health or safety;
   b. Regularly scheduled or special meetings of the City Council, meetings of Thornton's Boards or Commissions, the City's citizen informational neighborhood meetings and regularly occurring City informational programming;
   c. Public service announcements relating to City or community activities, programs or events occurring in Thornton and which are intended to involve Thornton citizens;
   d. One-time, special or non-regular informational programs concerning activities, or events occurring in Thornton;
   e. Programs presented or produced by persons or other governmental entities which meet the criteria established by Section (A)(2) herein.

2. Programs may be presented for airing by persons or other governmental entities meeting the following criteria:

   a. Programs suggested by such persons or other governmental entities must relate to events, programs or activities that have a direct impact on or are intended to involve or inform Thornton residents or may concern co-sponsored City events, programs or activities which are intended to directly impact or involve Thornton residents.
   b. Activities or events unrelated to City or other governmental entity programs, events or services may be aired so long as there is a community impact, the other requirements of this paragraph (A)(2) are met, and so long as there are available times for airing such activities or events.
   c. Priority will be given to events, activities or programs which take place in the City and or use Thornton facilities or services, including amenities available for use by Thornton residents or made available through co- sponsorship by the City.
   d. No programs will be aired that promote discrimination against any person on the basis of race, color, religion, sex, national origin, age, marital status, sexual orientation, or disability.

3. The Communications Director shall have:
   a. Exclusive editorial control over the content, length and mode of presentation for any program aired.

b. The right to exercise editorial discretion and refuse to air any program at any time for any reason.
c. The authority to accept preprogrammed material for airing as long as all the criteria under this paragraph (A)(2) are met. Repeat airings are at the sole discretion of the City Manager or designee.
d. The authority to air announcements of events or activities sponsored by private agencies or business if the event or activity is to occur in Thornton and may involve Thornton residents. The announcements will identify the time, place, duration, participants and/or sponsor(s) of the event.

4. All property submitted for programs such as props, videos or preprogrammed media shall become the property of Thornton.
5. Programming submitted for airing must meet minimum technical and broadcast aesthetic standards to be accepted. Such standards will be determined by the Communications Director. No defamatory, slanderous, or obscene material or language will be allowed on the Thornton Channel.
6. No program shall concern any matter or contain any material, the use of which is subject to copyright, unless compliance with all applicable laws is established to the City's satisfaction.

B. Community Bulletin Board

1. Any person wishing to have a message aired on the community bulletin board shown on the Thornton Channel, Community Bulletin Board ("CBB") shall submit the proposed announcement or message in writing or electronically to the Communications Director a minimum of 10 business days prior to the proposed date of airing, except in cases of emergencies affecting the public health and safety.
2. The Communications Director has sole discretion on decisions to:
   a. Air CBB messages based upon evaluation of the proposed message applying the use guidelines contained in subsection (A);
   b. Edit any CBB message submitted so long as the editing, in the opinion of the City Manager or designee does not alter the overall import of the materials; and
   c. Determine air time, including but not limited to, length and preemption.
3. Messages on the CBB will be aired without charge to the person submitting the message.

C. Political and Ballot Issue Oriented Programming

1. The Thornton Channel may air election information identifying persons running for public office and the outcome of elections. The Thornton Channel may also air programs concerning ballot questions relevant to the Thornton electorate. The Thornton channel will not be used to endorse either directly or indirectly, a person running for public office or to promote or oppose any ballot question.
2. All programming produced for the Thornton Channel containing information related to identifying persons running for public office, the outcome of elections, or addressing ballot issues, will be considered news programming, the main thrust of which will be to provide residents of Thornton with news concerning such elections

and/or ballot questions.

D. Appeal of Communications Director Decision.

1. Any decision of the Communications Director with regard to use of the Thornton Channel, including use of the Community Bulletin Board, may be appealed to the City Manager.
2. Appeals must be in writing (electronic or hard copy) stating the basis of the appeal, name and contact information of the person or entity appealing and must be mailed to the following within fifteen calendar days of receipt of the decision being appealed:

   City Manager c/o City of Thornton
   9500 Civic Center Drive Thornton, CO 80229
   citymanager@cityofthornton.net

   Failure to send the notice of appeal to the above address within said fifteen days constitutes a waiver of such right to appeal.

   a. The appeal will be considered within ten business days of receipt and a decision will be sent to the person appealing at the end of the ten business day period.
   b. A decision by the City Manager constitutes a final decision and an exhaustion of administrative remedies.

E. Public Forum

Nothing contained in this Policy is intended, nor shall be construed to create a public forum, limited or designated public forum for purposes of the first amendment rights under the Federal Constitution, or Section 10, Article 2, of the Colorado Constitution.

City Council Policy

Sale or Distribution of Materials at City Events

Policy Number: 3.1
Legislative History: CD 2009-061; 2006-086; 2012-116; 2019-090

REPEALED

City Council Policy

Sponsorships at City Events

Policy Number: 3.2
Legislative History: CD 2010-144

1. Purpose
   The purpose of this policy is to establish guidelines regarding the types of sponsorships that will not be considered by the City at any City event or program where the City offers sponsorships.

2. Policy

   a. Definitions.
      - City Event – any City event or program where the City offers sponsorships.
      - Sponsor – an entity that pays for the right to promote itself and its products or services in association with City Events.
      - Sponsorship – the relationship between a sponsor and an event, in which the sponsor pays a cash or in-kind fee, in return for access to the commercial potential associated with the Event.

   b. Any sponsorship associated with a City Event shall not:
      - Be inappropriate for the primary audience (i.e. alcohol sponsorship of activity or area primarily for children)
      - Be offensive, obscene or pornographic as defined by prevailing community standards,
      - Relate to the use of illegal drugs, tobacco or firearms,
      - Relate to any candidate for election, or current elected official,
      - Relate to any political organization,
      - Relate to any political issue or cause,
      - Promote hostility, disorder or violence,
      - Discriminate, demean, harass or ridicule any person or group of persons on the basis of race, color, creed, religion, sex, national origin, ancestry, alienage, disability, marital status, political affiliation, sexual orientation or age,
      - Be libelous or untruthful.

   c. Thornton Preference. The City will annually send out an invitation (electronically or by mail) to all Thornton businesses listed in City's Economic Development maintained list offering them an opportunity to sponsor the various City Events. Sponsorship staff will then follow-up with any response generated by such invitation.

   d. Event Sponsorship procedures shall be adopted by each City department that holds sponsored Events.

City Council Policy

Council Pay and Benefits

Policy Number: 4.1
Legislative History: CD 1999-166, 2008-206, 2026-132

1. Purpose
   The purpose of this policy is to identify the medical and other benefits the City Council members are eligible to participate in and to establish the process for review of City Council salaries.

2. Policy

   a. Pursuant to Section 2-27 of the City Code, City Council members are eligible to participate in the group medical benefits provided to the City employees, and the City shall fund such benefits on the same basis as for the City employees. The Councilmembers shall have the same requirements for participation in any medical benefit or program that is required of the employee.

   The medical benefits that City Council members may elect to participate in are:
   - Group medical benefits, which includes health, dental, vision, life insurance, and Employee Assistance Program;
   - Flexible Spending Account; and
   - Wellness Program.

   The other benefits that City Council members may elect to participate in include:
   - Deferred compensation plan;
   - Voluntary life insurance; or
   - Voluntary accidental death and dismemberment insurance.

   b. City Council shall be eligible for the following recreational and community engagement benefits:
   - Up to two foursome Thorncreek golf passes per calendar month for current and previous Mayors and Councilmembers who served at least one year on City Council. Each foursome must include at least the current or former Mayor or Councilmember or a qualified family member as defined by IRS regulations. The remaining participants may be guests. In recognition of peak times at the golf course, tee times may be restricted at the discretion of the golf course to reflect business need. These times may be updated from time to time. ;
   - Free Recreation Center passes for the current Mayor and Councilmembers and their immediate family members. An “immediate family member” means the Mayor’s or Councilmember’s husband, wife, domestic partner, partner in a civil union, daughter, son, father, mother, brother, sister, father-in-law, mother-in-law, brother-in-law, sister-in-law, grandparent, grandparent-in-law, step-parent, step-child, son-in-law, daughter-in-law, grandchild and all relationships listed above as they relate to domestic partners and partners in civil unions; and
   - Other complimentary VIP and general admission access to City-sponsored events, festivals, and programs, as made available by the City.

c. The salaries for the Mayor and Councilmembers shall be reviewed annually in conjunction with the annual wage and salary survey for City of Thornton employees. Any recommended changes shall be discussed and presented to City Council during the budget process.

City Council Policy

Council Policy Direction

Policy Number: 4.2
Legislative History: CD 2005-206; 2026-157

1. Purpose

The purpose of this policy is to establish a process for determining Council policy direction relating to issues, concerns, ideas, and concepts that are discussed by City Council at Planning Sessions and Updates and to reinforce the roles of the City Council and City Mangager with regard to direction to staff under the Charter. The Strategic Plan, as adopted by City Council, provides the foundational policy direction and serves as a keystone for high priority efforts. This policy outlines guidance to ensure that Council policy direction is clear, actionable, and supported by Council consensus so the City Manager can implement the policy direction through the administrative service.

2. Policy

The Strategic Plan, as adopted by City Council, is the foundational policy document identifying the high priority goals and actions supported by City Council. Planning Sessions and Updates serve as a forum for City Council to informally discuss issues and provide policy direction in the context of the Strategic Plan or related to another policy matter. Progress on the Strategic Plan shall be reported to City Council at agreed-upon intervals and upon request.

The Planning Session and Update agendas include time for City Council to have unstructured discussion of issues not already included on the agenda that may result in Council policy direction. Issues introduced at this time are often new and lacking analysis and or preparation, which may require additional definition or research.

In order to provide clear policy direction by the collective Council and ensure Council consensus, City Council will follow this process for providing Council policy direction:

1. Councilmembers wishing to discuss a policy matter shall introduce the issue at a Planning Session or Update.
2. When possible, a brief notice of the policy matter should be provided to the whole of City Council in advance, with discussion held at a Planning Session or Update.
3. City Council as a body shall discuss the issue and provide Council policy direction if a majority indicates support. While there are no formal votes at Planning Sessions and Updates, the Mayor facilitates the meeting and identifies majority support of issues.
4. Following discussion, the Mayor shall summarize the specific Council policy direction to ensure that a majority indicates support, at which time Councilmembers shall have the opportunity to object. The Council policy direction will be reflected in summary notes distributed to the City Council after the Planning Session or Update.
5. The City Manager shall have the opportunity to advise on and clarify the direction and relative priority, particularly for new or novel policy issues that have not had the benefit of prior analysis or preparation.
   a. The City Manager shall have the discretion to determine whether a policy matter

requires additional definition or research before proceeding with Council policy direction.

b. Additional definition or research shall ensure there is clarity of intent, timing, and background information specific to the policy direction.
c. In those instances, the City Manager will develop a scope and timeline for further City Council discussion at a future Planning Session or Update and documentation though summary notes, as soon as practicable.
d. Based on the follow up City Council discussion, the City Manager will implement the Council policy direction.

6. As general guidance, Council policy direction shall focus on the broad policy outcome (the what) and the City Manager shall have the discretion to implement that Council policy direction (the how), including identifying potential resource implications.
7. Council policy direction will be documented in the Planning Session and Update summary notes and the City Manager's Office will maintain a list of policy matters outside the specific actions in the Strategic Plan. The summary notes and the list of policy matters will be sent to City Council following Planning Session and Update for review and clarification.

3. Information and Service Requests

Beyond Council policy direction, the Mayor and individual Councilmembers may contact staff with requests for information in support of their role on the Council as well as to make requests regarding existing city services on behalf of individual residents. Per the Charter, individual members of the City Council may not direction action by City staff. Requests shall be routed through the City Manager or a process prescribed by the City Manager. The City Manager shall have the discretion to elevate requests that may have policy implications to Planning Session or Update for Council policy direction or to share with the full City Council, as appropriate.

City Council Policy

Designating the Voting Delegate and Voting on the issues being considered at the CML and NLC Annual Business Meetings

Policy Number: 4.3
Legislative History: CD 2014-115

1. Purpose

   The purpose of this policy is to clarify the process for identifying who will sign in and vote on behalf of the City and the issues being considered by the Colorado Municipal League and the National League of Cities at their annual business meetings.

2. Policy

   The City Council will designate the individual and alternate, as appropriate, authorized to cast votes on behalf of the City at the CML and NLC Annual Business Meetings no later than the City Council meeting prior to the Annual Business Meeting.

City Council Policy

Ward Reapportionment

Policy Number: 4.4
Legislative History: CD 2006-113

3. Purpose: Section 4.2 of the City Charter requires that the City Council ensure a balance in the population between wards and that ward boundaries be changed at least every 10 years to reflect population shifts and that changes to boundaries be completed no later than 180 days prior to any regular municipal election.

   This policy establishes the process and timeline for the citizen members of the Election Commission to make recommendations relating to ward boundary changes.

4. Policy

   4.1 The ward boundaries shall be changed within 12 months after receiving the certified data from the United States Census Bureau of any new decennial census for Colorado if the variance between the least and most populated wards exceeds 10 percent. No later than July 31st of each even-numbered year following a new decennial census for Colorado, the City Manager shall determine if the ward boundaries will be redrawn. The standard for redistricting shall be if the variance between the least and most populated wards exceeds 10 percent. If the City Attorney's Office determines that governing Federal or State Law requires a smaller population variance, then such smaller variance shall be used to determine if ward redistricting is required.

   4.2 In the event the ward boundaries need to be changed, then the process will be:

   - The citizen members of the Election Commission shall use predetermined, objective criteria to redraw ward boundaries and shall propose ward redistricting recommendations for City Council. Wards shall be geographically compact, contiguous and, as far as practical, the population in each ward shall be equal to all other wards.

   - The City Manager or designee shall provide population figures and the City Clerk shall act as staff liaison to ensure that pertinent information is provided to the Election Commission. The City Manager or designee may consult with a professional demographer to review the methodology for estimating population.

   - Prior to commencing work on ward redistricting recommendations, City Council shall advise the Election Commission of any additional, objective considerations to use as factors in developing alternatives.

   - Recommendations from the Election Commission shall be presented to City Council for consideration no later than December 31 of the year prior to which a regular municipal election is held.

City Council Policy

Informal Ward Meetings Hosted by a Councilmember

Policy Number: 4.5

Legislative History: 2026-133

1. Purpose
   The purpose of this policy is to provide guidance regarding informal ward meetings hosted by a Councilmember, including the Mayor.

2. Policy
   a. Councilmembers may request the use of a City Facility, in accordance with the City's room reservation and facility use policies, to host the meeting at no cost to the Councilmember one time per quarter. For any meetings beyond the first occurrence per quarter, Councilmembers have an allowance of up to $200 each per calendar year as provided under Section 3.3.15 of the City's Expense Reimbursement Policy for a facility rental.

   b. City Staff will post all informal ward meetings that occur at a City Facility.

   c. City Staff's role for informal meetings will be limited to helping secure a facility for the meeting at a Councilmember's request.

   d. Expense Reimbursement Policy Guidelines shall be followed including the list of allowable expenses provided in Section 3.3.

Sponsorships

Policy Number: 5.1
Legislative History: CD 1997-166; 2026-131

A. Education Foundation Funding

1. Purpose

   The purpose of this policy is to establish guidelines related to fundraising requests from education foundations.

2. Policy

   2.1 The Education Foundation Funding Program is an annual City Council program intended to provide funds for fundraising activities and programs to each educational foundation supporting Thornton's four school districts. Funding for this program is established through the annual budget process. The amount each foundation receives is based on the following formula:

   - A school district's foundation receives $5,000 for 10,000 or more enrolled Thornton students.
   - A school district's foundation receives $2,500 for 2,000 to 5,000 enrolled Thornton students
   - A school district's foundation receives $750 for less than 1,000 enrolled Thornton students

   2.2 The funds in the adopted budget for education foundation fundraising events will be divided among the four school district foundations based upon this formula. City staff will contact the four school districts that serve the Thornton area for an accurate count of Thornton students in each district. Checks in the amounts determined for each school district foundation based on Section 2.1 will be mailed to the education foundation in the first quarter of the year along with a letter noting how the contribution is to be used (i.e. sponsorship of specific fundraising events and other programs). This program is subject to City Council approval on an annual basis.

   2.3 The contribution amounts and formula may be adjusted as part of the annual budget approval process.

B. Youth Event Funding Program

1. Purpose

   The purpose of this policy is to establish the guidelines and process for requesting a contribution to offset the cost for youth to participate/compete in special events that bring value and recognition to the youth and the Thornton community.

2. Policy

   a. The Youth Event Program is a program established by City Council intended to assist youth (individuals and a group of youth) in the K-12 age range requesting a contribution to offset the cost of participating/competing in a youth event. Examples of events include: achievement events, competitions, or tournaments in the fields of academics, arts, sports, leadership, and the performance arts. Funding for this program is established through the annual budget process and is limited to $300.00 per individual request or $600.00 for a group. The special event(s) must meet all of the following criteria to be considered for funding.

   b. Criteria:

      1. The request must be submitted in writing on the attached application along with a completed Internal Revenue Service W9 form provided by the City. The application and W9 form must be submitted at least 30 days prior to the event in order to allow sufficient time for City Council to consider the request, and if approved, submitted for disbursement. Any request submitted less than 30 days prior to the event may not be able to be scheduled in time to meet the timeline of the special event.

      2. The event is a) educational in nature and associated with a school program provided by a school located in the City; or b) a program sponsored by the City; or c) a program that promotes the City of Thornton on a regional or national level that will bring value to applicant(s) and the Thornton community as a whole.

      3. The applicant indicates how funding for this event benefits the Thornton community.

      4. The individual, or a majority of the group or organization making the

request, must attend a school located in the City (public, private, or homeschooled); or participate in a program sponsored by the City; or be a City resident. A preference will be given to requests from applicants who reside in Thornton.

5. The applicant shows what other resources have been applied for and what resources the applicant is personally providing. The individual or group making the request will provide written feedback of the event to the City Manager's Office/ Thornton City Council.

6. The event is not an ongoing program that is the financial responsibility of another government or jurisdiction.

c. This program is administered by the City Manager's Office (CMO). The applications will be provided to Council for its consideration. A majority approval by Council is required to award funding.

d. Requests from Thornton area high schools for "After-Prom" events will be processed administratively by the CMO, up to $300 per event, and reported to Council. Requests may

be submitted on a copy of the below form (Attachment A hereto) directly to the City of Thornton, City Manager's Office, 9500 Civic Center Drive, Thornton, CO 80229 or citymanager@ThorntonCO.gov.

C. Non-Profit Funding

1. Purpose

The purpose of this policy is to establish the guidelines and processes for the sponsorship of tables for fund-raising events that bring value to the City of Thornton.

2. Policy

a. Organizations typically have a range of sponsorship levels for their events such as regularly scheduled dinner meetings; awards or recognition banquets, ceremonial events or meetings where a Councilmember is representing the

City for which there is a charge to attend. Staff will bring forward the sponsorship level that provides Recognition of the City at the event with one or more “tickets.”

b. Criteria: The request must be submitted in writing on the attached application

c. Reimbursement is limited to the actual cost for Councilmember(s), including the Mayor, and actual cost for a guest reimbursed where it is common for guests to attend.

d. Examples include, but are not limited to: MetroNorth Chamber Banquet, DRCOG Awards Banquet, ADCOG July and December Meetings, and annual school district recognition galas. Sponsorship of tables for fund raising events requires City Council approval.

e. Expense Reimbursement Policy Guidelines shall be followed.

D. Golf Pass Donations

1. Purpose

The purpose of this policy is to establish the guidelines and processes for the donation of golf passes for auctions or other giveaways.

2. Policy

a. Each Councilmember may donate one foursome Thorncreek golf pass per year for auctions or other giveaways.

APPLICATION
CITY OF THORNTON

YOUTH EVENT FUNDING REQUEST FORM

1. Name _____
2. Address _____
   _____
   _____
3. Daytime Phone Number _____
4. Email address: _____
5. The name of the event, date, where and when it is being held.
   _____
   _____
   _____
   _____
   _____
6. Please indicate if you are a resident; attend a school or are homeschooled in Thornton.
   _____
   _____
7. Please describe the estimated cost to attend this event, what fundraising you or the group have completed to date to raise the funds necessary to attend, and how you propose to use the requested funding.
   _____
   _____
   _____
   _____
   _____
   _____
8. Amount Requested: $_____
9. Please state how the event will bring value to you and the Thornton community as a whole.
   _____
   _____
   _____

10. Have you received funding from the City of Thornton for this event in the past?

    _____Yes _____No

    If yes, when? _____

11. Please indicate how you heard about his program. _____

12. If you receive funding from the City, you agree to provide written feedback of the event to the City Manager's Office/Thornton City Council

    Signature_____ Date _____

THORNTON

City Council Non-Profit Sponsorship Funding Request

Name of Organization: _____

Business Address: _____

Phone Number: _____

Population Served (provide city names):

_____

Mission of the Organization, primary programs, and where do majority of the population you serve reside? (complete this section or attach information):

_____
_____
_____
_____
_____
_____
_____

If this is for one event, please complete the following:

Name of Program/Event: _____
Contact Person: _____ Contact Number: _____
Event Date: _____ Event Time(s): _____
Event Address: _____
Individual Ticket Cost: _____

Note: Please attach information on sponsorship levels.

How many individuals or families has the organization served in the past year? Approximately what percent of the population that you served in the past year were Thornton residents and what was the primary nature of the services provided?

_____
_____
_____

If the organization typically plans a number of fund-raising events during the year, please list them below and provide us as much information about each event, location, date, sponsorship levels (or TBD or general time frame) as possible, or attach a separate information sheet.

EVENT NAME	DATE	TIME	LOCATION	INDIVIDUAL TICKET COST

City Council Policy

School Site Donation by Developers

Policy Number: 5.2
Legislative History: CD 2005-095

1. Purpose
   The purpose of this policy is to establish a process as to how future school sites will be provided for in the development process.

2. Policy

   a. If an owner of land proposes to dedicate a site for a future school through annexation, zoning, conceptual site plan and/or platting, the subdivision plat shall show that the site is being dedicated to the school district and the approving documents shall include a condition that the site be maintained by the school district.

   b. The developer donated school site will be not included in satisfying the public land dedication requirement to the City, except as authorized by City Council. In addition, the approving documents shall include a requirement that the developer shall pay a cash-in-lieu payment to the City for future school zone warning signs. The amount of the cash-in-lieu payment shall be determined through the subdivision plat approval process and the payment made prior to the recordation of the subdivision plat.

City Council Policy

Disposition of City-owned Real Property

Policy Number: 6.1
Legislative History: 1985-104

1. Purpose.
   To establish a process for the disposition of real property owned in fee by the City regardless of where it is located in a manner that is in the best interest of the City.

2. Policy

   Declaration of Property as Surplus Property and Authorization for Disposition. City Council may designate a property as surplus and authorize its disposition by resolution. The resolution shall identify the authorized methods for the disposal of the property including, but not limited to, by bids or offers solicited by the City, sale, exchange, transfer, trade or other grant, in exchange for consideration such as cash, credit, other property or any other benefit to the City. The resolution shall authorize the City Manager to complete the transaction consistent with this policy and the resolution. Nothing herein shall prohibit the City Manager, or their designee, from exploring disposition opportunities and/or methods for a particular property prior to its being designated as surplus, but that the City Manager, or their designee, shall notify City Council of exploratory efforts prior to City Council designating the property as surplus.

3. Disposition methods

   3.1 Sale by Bids or Offers Solicited by the City. Prior to offering a property for sale by bid or offers solicited by the City, the City Manager or designee shall prepare an analysis of the estimated market value of the property. If the estimated value of the property is less than $250,000, then the estimated value of the property shall be used in considering bids or offers. If the estimated value of the property is equal to or greater than $250,000, then a Colorado licensed appraiser shall conduct an appraisal on the property which shall be used in considering bids or offers.

   3.1.1. Evaluation of Bids or Offers. A committee designated by the City Manager shall evaluate the bids or offers and make recommendations to the City Manager. If the City Manager finds it is in the best interest of the City to accept one of the bids or offers received, the City Manager may act pursuant to the resolution and authorize the sale for the recommended bid or offer or forward the recommendation to the City Council for action. The City Manager may reject all offers and discontinue the process or solicit additional bids or offers. The City may solicit bids or offers for the sale of eligible property by any of the following methods:

Policy Number: 6.1
Legislative History: 1985-104

   3.1.1.1 By competitive bid. Such bid solicitation shall be advertised through publication of notices in newspapers and other media, and in a manner and form, deemed appropriate by the City Manager, or designee. All bids will be received and opened at a designated time by the City Manager, or designee, who shall tabulate the bids. The City Manager, or designee, is authorized to further clarify the terms of the sale of the property and has the right to reject any and all bids.

3.1.1.2 By listing the property with a licensed real estate professional selected in accordance with the City's purchasing policies and procedures.

3.2 Any Disposition Other than by Sale by Bids or Offers Solicited by the City

Any transaction for the disposition of property other than by Sale by Bids or Offers Solicited by the City will be completed in accordance with the resolution by the City Manager with the assistance of the City Attorney's Office.

City Council Policy

Donation of City-owned Surplus Equipment

Policy Number: 6.2
Legislative History: Motion November 23, 2010

1. Purpose

   The purpose of this policy is to establish the authority of the City Manager to donate surplus City-owned equipment to non-profit charitable organizations and to provide notice to City Council of such events.

2. Policy

   The City Manager is authorized to donate or permanently transfer to non-profit charitable organizations that provide assistance to Thornton residents, City-owned equipment or supplies determined to be surplus. The City Manager shall notify the City Council at the time of any such donation.

City Council Policy

Meet and Confer Recognition for City of Thornton Employees

Policy Number: 7.1
Legislative History: CD 2010-108

1. Purpose. The purpose of this policy is to establish procedures by which the City shall Meet and Confer regarding wages, hours, and other terms and conditions of employment with representatives duly selected by employees.

2. Policy.

   2.1 The City agrees to recognize and Meet and Confer in good faith over the wages, hours, and terms and conditions of employment with an exclusive representative chosen by employees in accordance with the following procedures and consistent with the City Charter. Any requirements to Meet and Confer that may arise under this Policy would begin in 2011 for the 2012 Pay Plan.

   2.2 Definitions.

   - "*Employee*" covered by this Resolution means any person employed in a Regular, Fair Labor Standards Act Non-exempt position by the City other than "confidential employees," "managerial employees," "supervisory employees," elected officials, employees of the City Council, and firefighters.
   - "*Employer*" means the City Manager, Mayor, and the Council of the City or their representatives.
   - "*Exclusive representative*" means an employee organization chosen by employees pursuant to this Resolution.
   - "*Confidential employee*" means any employee who acts in a confidential advisory or support capacity with respect to an individual who directly participates in the formulation of management policies in the field of labor-management relations, including all employees in the City Manager's office, Human Resources Division, the City Attorney's office, Information Technology positions that, in order to fulfill their job duties, have access to the root or administrator password of any system or server to perform application, system, network, or database administration, and one Administrative Office Support position in each department and one person for each board or commission that provides administrative support to the department, board or commission.
   - *"Supervisory employee*" or "*managerial employee*" means any employee or official of the employer, other than police sergeant, who supervises another employee, including Fair Labor Standards Act Exempt employees
     and having authority to hire, transfer, suspend, lay off, recall, promote, or discharge employees, or responsibility to direct them, or to adjust their grievances, or effectively to recommend such action if, in connection with the foregoing, exercise of the authority is not of a mere routine or clerical nature but requires the use of independent judgment.
   - "*Meet and Confer*" means to perform the mutual obligation of the employer, by its representatives, and the exclusive representative of employees to meet and have discussions in good faith at reasonable times and places with respect to wages, hours, and other terms and conditions of employment.

- "*Terms and conditions of employment*" means wages, hours, allowances, fringe benefits, and other matters as described in Section 18.3 (a) and (b) of the Charter. Matters specifically provided for by the City Charter shall not be considered as "terms and conditions of employment" subject to Meet and Confer.

2.3 Rights and Obligations.

2.3.1 Employees have the right to communicate with one another and with employee organization representatives and to receive and distribute literature regarding employee organization issues as long as it is not disruptive to City operations or productivity; and employees shall not be discriminated against for conduct which is consistent with this paragraph.

2.3.2 Employee organization representatives shall have access to meet with employees in all break rooms that are generally accessible to the public during employees' lunch or break periods. In City facilities where public access or break rooms are limited, reasonable alternative space will be made available, on request, to permit employees to communicate with employee organization representatives during employees' lunch or break periods.

2.3.3 The employer agrees that the decision as to whether to be represented by an employee organization is one for employees to make, and managerial staff shall remain neutral about such decision, unless City Council provides other direction to the City Manager. Employees shall not be discriminated against for discussing or expressing their views regarding employee representation or workplace issues.

2.3.4 All communication by employee organization representatives shall be done in a civil, professional manner and may not be harassing or disruptive of the employee and/or the work environment.

2.4 Recognition of the Exclusive Representative

2.4.1 Recognition Through a Representation Election. A petition of an employee organization for a representation election shall be accompanied by written evidence that thirty (30) percent of employees are members of the employee organization or wish to be exclusively represented by the employee organization to Meet and Confer on their behalf. The City Clerk shall investigate the petition filed by an employee or employee organization and, upon verification of at least thirty (30) percent of employees, or at least fifty (50) percent of employees in the case of a petition for decertification, a secret ballot election shall be held by the American Arbitration Association, to determine whether employees wish to be represented by an exclusive representative. The ballot shall contain the names of the petitioning employee organization, any employee organization submitting within ten (10) days of the initial petition a petition containing thirty (30) percent of employees, and any incumbent labor organization. The ballot shall also contain a choice of no representation. An employee organization shall only be recognized for Meet and Confer in Unit A or Unit B if it receives at least fifty (50) percent plus one of the votes of all employees eligible to vote. The cost of such election shall be shared equally by the employee organizations involved.

2.4.2 Once an employee organization is recognized as the exclusive representative, a claim by a rival organization for recognition, or a request by employees for rescinding recognition, shall be considered only during a period beginning January 1st and ending

March 1st of each year. Upon verification by the City Clerk that the rival organization enjoys majority support, or that a majority of employees have requested that recognition of the exclusive representative be rescinded, an election shall be held under the auspices of the American Arbitration Association. The ballot shall also contain a choice of no representation. An employee organization shall only be recognized for Meet and Confer in Unit A or Unit B if it receives at least fifty (50) percent plus one of the votes of all employees eligible to vote. The cost of such election shall be borne by the initiator of the election.

2.4.3 An employee organization which is the majority choice of employees voting in an election or identified through a showing of majority support shall be recognized as the exclusive representative to Meet and Confer on their behalf.

2.4.4 Upon recognition of an employee organization the employer shall deduct employee organization dues from payroll for employee organization members who have signed cards authorizing dues to be deducted provided that such organization reimburses the City monthly to cover the City's costs for collection and transfer of any/all membership dues and servicing fees from the City's bank account to the bank account specified by the employee organization.

2.4.5 The procedures of this Section shall be separately applied for two units of employees. Unit A shall consist of sworn police officers. Unit B shall consist of all other employees as defined in this Resolution.

2.5 Obligation to Meet and Confer in Good Faith.

2.5.1 It shall be the mutual obligation of the employer, by its representatives designated by the City Manager, and an exclusive representative, by its representatives, to Meet and Confer in good faith at reasonable times and places with respect to wages, hours and other terms and conditions of employment not directly established in the City Charter or applicable Federal or State law.

2.5.2 The employee organization shall provide written notice to the City Manager of its desire to Meet and Confer not later than March 1st of each year. The City Manager or the City Manager's designee shall Meet and Confer with an exclusive representative over all matters involved with development of the annual Pay Plan including but not limited to the conduct and selection of pay surveys, pay survey methodology, and the final recommendation of the City Manager to the City Council. The City Manager shall recommend a Pay Plan to City Council and the Council shall approve a Pay Plan as provided by Chapter 7.1 (c) and (d) of the City Charter.

2.5.3 In the event the employee organization does not agree with the City Manager's recommended Pay Plan, the employee organization may appear and testify to the City Council at the annual Pay Plan Public Hearing as provided by Chapter 7.1 (d) of the City Charter.

2.6 Severability.

If any clause, paragraph or part of this Policy or the application thereof to any person or circumstance shall for any reason be adjudged by a court of competent jurisdiction to be invalid, such judgment shall not affect, impair or invalidate the remainder of this Resolution or its application.

City Council Policy

Performance Appraisal of City Manager, City Attorney, Presiding Municipal Judge

Policy Number: 7.2
Legislative History: CD 2007-113; Amended CD 2023-096

1. Purpose

   The purpose of this policy is to establish a process by which the City Council conducts the annual performance appraisal of the City Manager, City Attorney, and the Presiding Judge (Appointees), that is collaborative, professional and respectful, and facilitates a better understanding of performance expectations among the parties for the following review period.

2. Policy

   2.1 The City Council will meet to conduct, and complete, the annual performance review with the Appointees in October. The review period for 2023 will be from January 1 through September 30. Thereafter, the review period will be from October 1 to September 30. A semi-annual "check-in" may be scheduled at Council direction.

   2.2 The City Manager, in consultation with the City Council, Presiding Judge, and City Attorney, will establish the performance review schedule which will enable the annual performance review to be completed in October. Such schedule shall be structured to give City Council one week to complete.

   2.3 Human Resources will conduct an annual pay and benefits survey for each Appointee which shall be provided to City Council and the Appointees.

   2.4 The Appointees will prepare a Self-Evaluation Memo to the City Council commenting on their performance with respect to achieving the strategic goals and priorities identified by the City Council and the Appointees in the prior evaluation period. The Appointees may provide any additional information they feel pertinent to the performance review discussion or as requested by City Council. The Self-Evaluation Memo will be sent electronically to the Human Resources Director to be included in the packet of information provided to City Council.

   2.5 The City Council will complete a Performance Evaluation Form.

   2.6 The Human Resources Director will send out the information packet which includes the prior year's evaluation, the Self-Evaluation Memo, and the completed Performance Evaluation Form to City Council, the Appointees, and Facilitator (if engaged, the facilitator is brought into the process at this point).

   2.7 The City Council may engage an outside Facilitator.

3. Process

3.1 The City Manager, in consultation with the City Council, City Attorney, and Presiding Judge, will develop a proposed performance review schedule which will enable the annual performance review to be conducted no later than the last week of October. The schedule will include specific dates for the following:

(a) the date when the Self-Evaluation Report, and any other material deemed by the Appointee to be pertinent to the review, is due to be included in the information packet that will be submitted to the City Council;
(b) the date when the prior year's evaluation, the Self-Evaluation Report, and the Performance Evaluation Form will be sent electronically to City Council by the Human Resources Director and when the completed Performance Evaluation is due back to the Human Resources Director;
(c) the date for the Executive Session between the City Council and the Facilitator (if one is engaged by City Council), at which the intent is to arrive at an over-all rating and review the results of the salary and benefits survey conducted by Human Resources ("Consensus" Executive Session);
(d) the date for the Executive Sessions between City Council and each Appointee to discuss the performance review ("Performance Review" Executive Sessions).

3.2 Three weeks in advance of the "Consensus" Executive Session, the Human Resources Director will electronically send a copy of the Appointees previous year's evaluation, Self-Evaluation Memo, and the Performance Evaluation Form to each Councilmember. A Performance Evaluation Form is to be completed for each Appointee and returned to the Human Resources Director within one week of receiving it.

3.3 Two weeks in advance of the "Consensus" Executive Session between City Council and Facilitator, the Human Resources Director will send electronic copies of all the completed Performance Evaluation Forms to the City Council, the Appointees, and the Facilitator, if engaged by City Council. The Facilitator will also receive a packet that includes the Self-Evaluation Memo and the prior year's evaluation.

3.4 At the "Consensus" Executive Session, the City Council will discuss the results of the Performance Evaluation Form and develop a consensus as to the Appointee's performance for the evaluation period with the assistance of a Facilitator. The overall rating shall consist of "Meets Expectations" or "Does Not Meet Expectations".

The Human Resources Director will provide the results of the Pay and Benefits Survey for each Appointee to City Council and Appointees electronically one week in advance of the "Consensus" Executive Session and will be available to review the information with City Council, if requested.

Any additional comments will be captured by the Facilitator and provided to the respective Appointee.

The results of the consensus rating and any other comments determined by City Council will be provided to each Appointee in advance of the “Performance Review” Executive Session.

3.5 The City Council will meet with each Appointee in the “Performance Review” Executive Session to discuss the performance review, changes in compensation, changes to the employment contract, and the goals/strategic objectives for the next review period. The City Council may also discuss and develop a document to provide to the Appointees as to “what has gone well”, “what the Council would like to see moving forward”, and “opportunities for improvement” for the following review period.

3.6 The Mayor will transmit any information to Human Resources pertaining to any pay and benefits and agreement revisions. Amendments to an Appointee’s employment agreement will be scheduled for Council action.

City Council Policy

Appointment of Financial Advisor Related to the Issuance of Debt

Policy Number: 8.1
Legislative History: CD 1990-229

1. Purpose
   The purpose of this policy is to provide direction with respect to obtaining financial advice related to the manner, structure and terms of debt and other financing instruments issued by the City to finance projects.

2. Policy

   a. The City shall retain the services of an experienced financial advisor (Financial Advisor) to aide City Council in making determinations with respect to issuing debt. Such services may include assisting the City in developing financing plans for projects; developing a structure, including sizing and repayment schedules, for bonds, leases, loans or other financing instruments; advising on market conditions; participate in and advise the City regarding the negotiations with underwriters, bond counsel and other services related to a financing and the coordination of such financings; and advise on the uses of, and coordination of the City's application for ratings and/or insurance on a financing.

   b. The Financial Advisor shall advise the City Council on the appropriateness of various methods of sale for financings, including competitive sale, negotiated sale, or private placement. Generally speaking, debt financings should be brought to market in a competitive bid process and only if the City Council so determines that a negotiated sale is in the best interest of the City, will such be used.

   c. The Financial Advisor shall assist the City in arranging and/or negotiating the various processes, terms and conditions related to a competitive sale, negotiated sale, or private placement.

City Council Policy

Setting of Sewer Utility Rates and Charges

Policy Number: 8.2
Legislative History: CD 2005-149

1. Purpose

The purpose of this policy is to provide direction with respect to setting sewer utility rates and charges to cover the cost of maintenance, repair, replacement and construction of sewer lines owned and maintained by the City and to cover the cost of services provided by Metro Water Recovery.

2. Policy

a. Metro Water Recovery (District) establishes its fees and charges for wastewater treatment services and capital facility fees on an annual basis. Any increase approved by the District that is passed on to the City to cover the cost of treatment services provided by the District and related connection fees shall be automatically included in the City's annual ordinance pertaining to the Utility Rates and Charges.

City Council Policy

Use of Debt

Policy Number: 8.3
Legislative History: CD 2003-165

1. Purpose

   The purpose of this policy is to provide guidance regarding the issuance of debt. The City Council recognizes that accumulating all of the funds to construct projects or commence 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. The City Council also 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.

2. Policy

   a. 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, through the development and approval of the annual budget.

   b. 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.

   c. The City may also use debt for the start-up costs for new programs.

   d. 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.

   e. 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.

City Council Policy

Settlement of Litigation Matters

Policy Number: 8.4
Legislative History: CD 2001-174

1. Purpose
   The purpose of this policy is to formalize the process with respect to the settlement of litigation matters.

2. Policy

   a. At the time the City Attorney presents an evaluation of newly filed litigation to the City Council in an executive session, the City Council may grant the City Manager, without further Council approval, the authority to enter into an agreement to settle the litigation within the settlement guidelines as directed by City Council.

   b. The City Attorney shall review the nature of the claim(s), the amount of the claim(s), the nature of the City's defenses, and any other pertinent information. The City Attorney (and the City's insurance carrier, where appropriate) shall approve any such settlement agreement.

   c. The City Council may withdraw the grant of authority provided herein on a case-by-case basis as it may deem appropriate provided that such withdrawal occurs prior to the City Manager approving a specific settlement.

   d. The granting of authority to the City Manager to settle a litigation matter shall be noted on the City Attorney's confidential litigation report. The City Council shall be advised of all settlements approved pursuant to this policy.

City Council Policy

Water Rights Protection

Policy Number: 8.5
Legislative History: CD 1994-238

1. Purpose
   The purpose of this policy is to delegate City Council's authority to the City Manager/Utilities Director with regard to certain water rights protection actions and to provide policy direction with regard to water rights acquisitions and transfers.

2. Policy

   a. The City Council authorizes and delegates to the City Manager/Utilities Director, or designee, its authority to file statements of opposition and intervene in the applications of others in water court cases which have the potential to detrimentally affect the water rights of the City of Thornton subject to the following conditions:

      - The costs necessary to file statements of opposition and incur legal, engineering and other associated costs are included in a budget adopted by City Council; and

      - The City Council shall be advised of the status of opposition cases whose total cost exceeds $50,000 and shall provide direction to staff whether to proceed further.

   b. The City Council authorizes and delegates to the City Manager/Utilities Director, or designee, its authority to negotiate and approve settlement agreements of opposition cases which the City Manager/Utilities Director has determined are in the City's best interest to settle based upon, but not limited to, such considerations as protection of the City's water rights, the cost to settle versus further litigation, and establishment of precedents.

   c. Applications for transfer and/or change of use of water rights the City of Thornton owns and applications for findings of reasonable diligence and/or to make absolute a conditional water right ("diligence applications") shall require the consent of the City Council.

   d. Applications filed by the City for new water rights, including the authority to settle out-of-court, file necessary appeals and subsequent applications, shall be authorized by City Council resolution.

   e. The City Council authorizes the City Attorney/Utilities Attorney, or designee, to represent the City of Thornton in the Colorado Water Courts as directed by the City Manager/Utilities Director, or designee, pursuant to Section 2.1 above.

City Council Policy

Fund Balance and Cash Reserves

Policy Number: 8.6
Legislative History: CD 2011-029 CD 2016 073 CD 2016 073

3. 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.

4. Policy

a. The committed fund balance reserve in the General Fund will be maintained in an amount equal to 17% of the current year General Fund Budget.

b. Utilization of any of the fund balance reserve listed under item a. above requires a two-thirds affirmative vote of the City Council.

c. In addition to the committed fund balance reserve listed under item a. 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 committed fund balance reserve.

e. The assigned fund balance in the Governmental Capital Fund will be maintained at 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.

Policy Number: 8.6
Legislative History: 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. 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. .

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 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.

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.

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.

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.

City Council Policy

Private Activity Bond Allocation

Policy Number: 8.7
Legislative History: CD 1999-024

1. Purpose
   The purpose of this policy is to establish an orderly process for the assignment and/or use of the City's Private Activity Bond (PAB) allocation to issue tax-exempt PABs in compliance with the Internal Revenue Code of 1986 (the "Code") and the Colorado Private Activity Bond Ceiling Allocation Act (24-32-1701 et seq., C.R.S.). The City desires to encourage the use of the allocation to sustain affordable housing conditions and opportunities as well as private investment in the City.

2. Policy

   a. Any proposal related to the assignment or allocation of the City's PAB authority shall demonstrate a public benefit to the City which involves one or more of the following:

      - Increasing the percentage of owner-occupied housing units in the City and facilitating opportunities for first-time, eligible veteran, or non-first time home buyers;
      - Increasing or preserving the supply of affordable housing as defined by the Code;
      - Renovating existing rental housing facilities and/or construct new rental housing facilities;
      - Diversifying and/or expanding the City's employment base; and
      - Expanding or maintaining the City's tax base.

   b. Assignment of the City's PAB allocation to State and Local Authorities. The City Council may consider requests to assign the City's PAB allocation to one or more state and local authorities authorized to utilize the PAB allocation. The City Council may also consider requests to combine the City's PAB allocation with other allocations to finance a specific project within the City or to participate in a program which operates in several jurisdictions, including the City. The City shall establish a process providing notice of the availability of PAB funding and inviting qualified entities to submit proposals for the use of the City's PAB allocation. The proposals shall be presented to City Council in a timely manner for their consideration. Applicants for PAB assignment must clearly demonstrate the benefit to the City as well as the financial capability to amortize any debt issued pursuant to the PAB assignment.

   c. The City Council may endorse the use of Private Activity Bond allocations from other jurisdictions within the City if the City Council finds that a substantial municipal interest would be served by such an endorsement.

   d. Financial Responsibility of Applicants Requesting to Issue PAB Bonds.
      - Thornton's Financial Obligation. The City will assume no financial obligation for the payment of legal fees, bond issuance costs, interest or construction costs associated with the PAB project. The City shall in no way be financially obligated for the repayment of the PAB.

- Financial Criteria. The City shall review all financial criteria it deems relevant to the proposed PAB project in order to evaluate the financial capacity of the applicant. Applicants must clearly demonstrate financial responsibility sufficient to amortize the proposed bond issue.

- Minimum Bond Issue Size. The City generally will not consider a PAB issue of less than its entire annual allocation except when the City is participating in a PAB issue with other PAB allocations.

e. Application Procedures Related to the Issuance of PAB Bonds.

- Application Materials. Any request for PAB allocation to issue bonds shall be made through a formal application to the City. The City shall maintain and update an application for the PAB allocation. At a minimum, the following shall be included in the application:

  1. Written, preliminary opinion of bond counsel, addressed to the City, that the bonds proposed to receive the PAB allocation constitute Private Activity Bonds as defined in Section 142 of the Internal Revenue Code and C.R.S.;
  2. Draft inducement resolution to be reviewed by the City Attorney;
  3. Signed statement of intent or other indication of proposed credit enhancement;
  4. Narrative that clearly demonstrates the public purposes of the proposed bond issue. This should include references to applicable portions of the Comprehensive Plan, Economic Development Strategy, master plans or other City policies which the proposed development addresses;
  5. Non-refundable application fee as provided for in the fees and charges resolution adopted by City Council. Out of the bond proceeds, the City shall also receive a fee equal to .50% of the actual bond amount. City Council may waive this fee for bonds used for affordable housing projects to include home ownership programs;
  6. Market analysis, business plan, and financial statements to include the previous three years of audited financial statements;
  7. Site plan and architectural elevations (if available);
  8. Ten-year pro forma for multifamily housing projects;
  9. Description of any outstanding litigation affecting applicant or project area in court of record;
  10. Proposed allocation of bond proceeds and development budget which includes sources and uses of funds for the proposed project; and
  11. Articles of incorporation, bylaws, partnership agreement or other relevant organizational information of applicant.

- Application Review Process.
  1. The City Manager shall assign the appropriate departmental staff to act as liaison for all PAB allocations. Staff will assure that the required application is complete

and shall prepare a staff report to City Council. The staff report and inducement resolution shall then be presented to City Council.

2. City Council shall review the staff report and inducement resolution and conduct a public hearing in accordance with Section 147(f) of the Internal Revenue Code. The purpose of the public hearing is for interested persons to express support or opposition to the proposed use of the PAB application.
3. After the conclusion of the public hearing, the City Council may desire to continue discussion of the matter or may act to approve, approve with modifications, or disapprove the inducement resolution.

- Application Review Priorities. In reviewing the application, the City staff and City Council may consider the following items:
  1. Demonstrated impact of the PAB-financed development on Thornton's need for: affordable housing; increasing the percentage of owner-occupied housing units in the City; facilitating opportunities for first-time home buyers; increasing employment opportunities; and redevelopment of blighted areas;
  2. Consistency of the project with the Comprehensive Plan, Economic Development Strategy, appropriate master plan or other applicable City policy;
  3. Impact of the project on the City's tax base;
  4. Degree to which the proposed project demonstrates long-term viability as evidenced by financing, marketing, management, physical design, construction, and other criteria as appropriate;
  5. Ability of the project to proceed without the City's PAB allocation; and
  6. Other information deemed necessary and appropriate by the City Council, City Manager or staff.

- Unrated Bonds and Selection of Bond Counsel. The City will not permit the public offering of bonds which are either unrated by a national rating agency or are rated below investment grade by a national rating agency. An unrated private placement with sophisticated investors with acceptable credit enhancement will be considered on a case-by-case basis. The City reserves the right to approve the selection of bond counsel, underwriters, and financial consultants retained by the applicant. The applicant shall pay for the City's bond counsel.

City Council Policy

Business Assistance Guidelines for Retail Businesses

Policy Number: 8.8
Legislative History: CD 2007-083

1. Purpose
   The purpose of this policy is to provide guidance to the City staff in evaluating and developing business assistance packages/agreements on behalf of the City. This policy also provides guidance to businesses by setting forth the City's expectations and priorities for considering business assistance packages.
2. Policy

3.7 A written agreement is required and no agreement is final without City Council approval. All written agreements shall include a provision in which the business agrees to meet or exceed the City of Thornton's current development standards. Business assistance agreements are entirely discretionary and will be considered on a case-by-case basis by the City Council. Previously approved agreements do not establish a precedent for subsequent agreements.

3.8 Priorities. Priorities for business assistance packages shall be based on the outcomes the City Council has set to achieve as reflected in their goals and policies, the City of Thornton Comprehensive Plan, various Master Plans and other related policy statements in addition to the following: (a) existing businesses that are expanding existing facilities and increasing the number of jobs and/or sales and use taxes; (b) new businesses that create new jobs in Thornton as well as generate substantial new sales and use taxes; (c) specific industries and services that the City determines are needed to provide a balance of businesses and services within the City; (d) redevelopment of existing properties with special existing conditions that may need to be remediated in order to enable the properties to be redeveloped; and (e) to assist businesses in commencing their operations in an expedited manner.

2.3 Scope. This policy shall be used to evaluate any and all business assistance packages. For purposes of this policy, a business assistance package may be considered on an individual business basis and/or project basis. A list of the various business assistance tools available to the City are identified in Exhibit A attached hereto.

2.4 Term of Agreements. Business assistance agreements shall generally be limited to a five-year period, although a period of more than five years may be considered on a case-by-case basis. **T**he agreement and all provisions will be terminated if the business leaves Thornton. Business assistance agreements will not be assignable without the express written permission of the City Council.

2.5 Impact Consideration. The business assistance package analysis shall consider the impact of competition on other existing businesses.

2.6 Performance Based. While there are a number of business assistance tools available to the City, generally speaking, a performance based agreement is preferred. Performance based means that before any monies may be disbursed, the business and/or developer must meet or exceed the specific performance measures identified in the Business Assistance Agreement. Specific performance measures include: (a) requiring new revenues generated by the business to equal

or exceed the total dollar amount of the business assistance provided during the period of the business assistance agreement by rebate or refund; (b) requiring any rebate or refund to come from the revenues actually generated by that business; or (c) requiring the completion of significant development review process milestones such as successful completion and issuance of a development permit, building permit or certificate of occupancy prior to disbursing any monies.

2.7 Job Creation. In evaluating a business assistance package, consideration will be given to the creation of jobs in Thornton including the number as well as the salary range for such jobs. The business assistance agreement should include a provision encouraging businesses receiving incentives to use a good faith effort to hire Thornton residents and to advertise the location of the business in Thornton.

2.8 Fees and Taxes. The following business assistance factors may be considered to reduce development costs associated with the new business or business expansion:

- rebate of development fees
- rebate or waiver of public land dedication fee
- rebate of a portion of the new sales taxes generated by the business
- rebate of a portion of new use taxes generated by the business
- rebate of use taxes paid on construction of a new facility or expansion of an existing facility
- rebate of the City's real property taxes paid on a new facility
- rebate of the City's personal property taxes paid on a new facility.

Rebate of property taxes within an enterprise zone shall be limited as provided by State Statute. The manner and timing of rebates shall be specified in the and shall generally be tied to the issuance of the Certificate of Occupancy for the new or expanded business.

Rebate of sales and use taxes will only be considered for new taxes generated by the business. Unless special circumstances dictate, such rebate will be limited to 50% of the new sales and use taxes generated. The City will not rebate existing sales and use taxes generated by a business.

2.9 Thornton Development Authority. The Thornton Development Authority has developed an Economic Development Incentive Program to provide direct financial assistance to upgrade buildings and grounds of existing businesses located within the Thornton Urban Renewal boundary.

2.10 Consideration for Other Assistance. In determining its business assistance package, the City will give consideration to other assistance which may be granted by other entities such as the State of Colorado, the Adams County Economic Development Corporation (ACED), United Power, other private sources.

3.0 Enterprise Zones. The City has one enterprise zone within the corporate boundaries: the **1990 Enterprise Zone,** amended in 1996 and as may be further amended by the State of Colorado, located between 88th Avenue and 84th Avenue, including the North Valley Mall property, the Northland Shopping Center and the Thornton Shopping Center. A map of the enterprise zone is attached. Enterprise zones provide a number of State tax credit programs to qualified businesses located within the zone.

Policy Number: 8.8
Legislative History: CD 2007-083

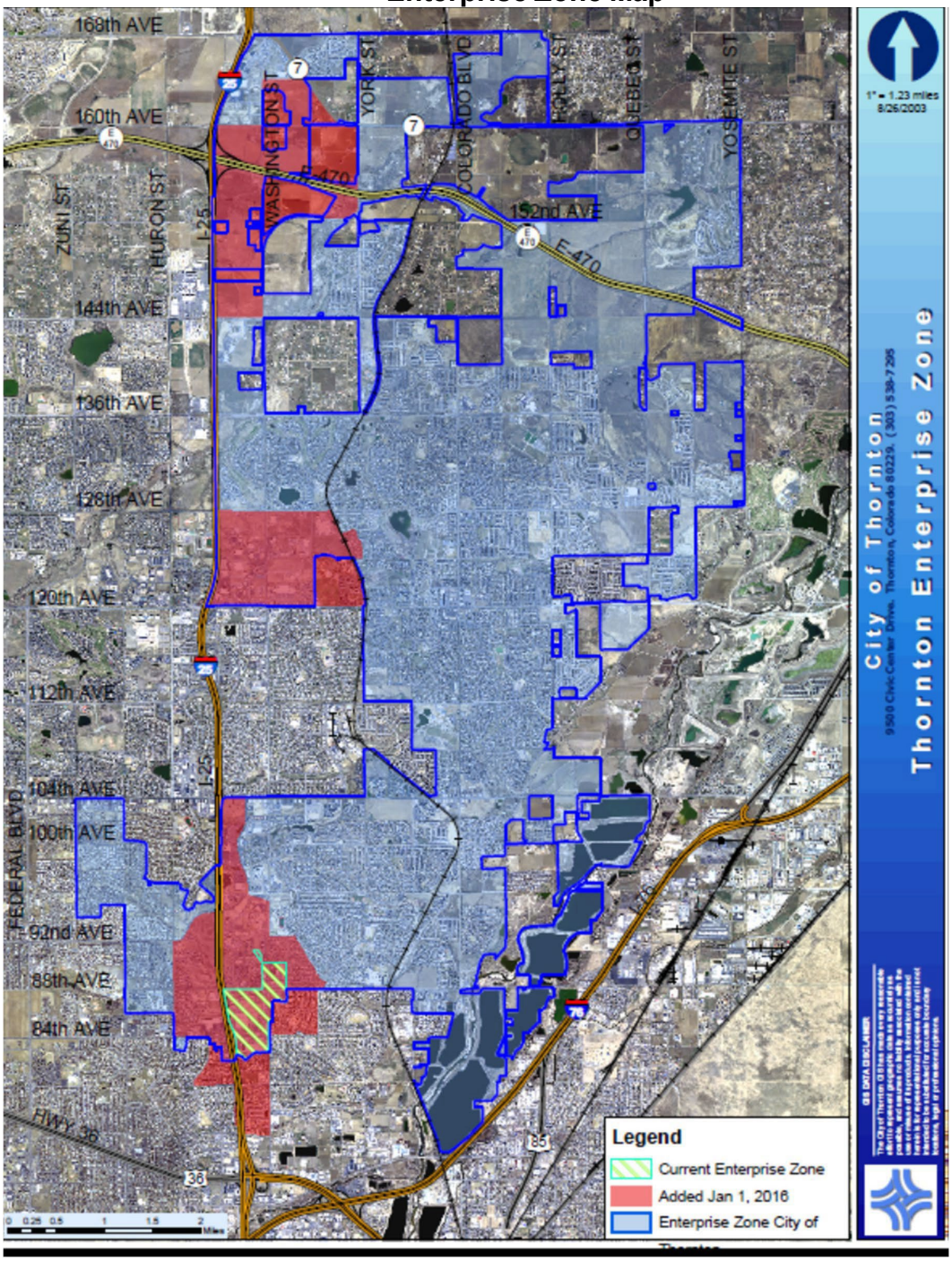
Exhibit A

Business Assistance Tools

Type	Example
Rebate of fees and taxes	• Sales Tax Rebate • Use Tax Rebate • Property Tax Rebate • Permit Fees Rebate
Direct Subsidy	City may provide a direct subsidy.
Public Improvements	City may install selected public improvements to assist in development
Land Value	City may "buy-down" the cost of the land to adjust to current market value
Special Districts	City may authorize the creation of taxing districts such as: Metropolitan District, General Improvement District, Special Improvement District
Securing of other revenues sources	City may assist in securing revenues from: Adams County incentives, Enterprise Zone Funding, Federal Tax Credits, Tax Increment District, etc.
Analysis, data and reports	City may hire third party consultants to gather data, provide analysis and produce reports
Expedited Development Review Process	City may approve Administrative Review for Projects of Economic Significance

Policy Number: 8.8
Legislative History: CD 2007-083

Enterprise Zone Map



City Council Policy

Primary Employer Assistance Guidelines

Policy Number: 8.9
Legislative History: CD 2014-105

1. Purpose
   The purpose of this policy is to provide guidance to businesses by setting forth the City's priorities and expectations for considering incentive packages for primary employers. This policy also provides guidance to City staff in evaluating and developing business assistance packages/agreements for primary employers on behalf of the City.

2. Policy
   2.1 A written agreement is required and no agreement is final without formal action by City Council. All written agreements shall include a provision in which the business agrees to meet or exceed the City of Thornton's current development standards. Incentive agreements are entirely discretionary and will be considered on a case-by-case basis by the City Council. Previously approved agreements do not establish a precedent for subsequent agreements.
   2.2 Priorities. Priorities for primary employer incentive packages shall be based on the outcomes the City Council has set to achieve as reflected in their goals and policies, the City of Thornton Comprehensive Plan, various Master Plans and other related policy statements to grow the local economy and provide quality job opportunities for Thornton residents, by: (a) assisting existing primary employers that are expanding existing facilities and increasing the number of jobs, or increasing wage levels; (b) attracting new businesses that create new, higher paying jobs in Thornton; (c) attracting specific industries that the City determines are needed to provide industrial diversity; (d) encouraging redevelopment of existing properties; and (e) assisting eligible companies in commencing their operations in an expedited manner.

   2.3 Eligibility Threshold. To be eligible for a primary employer incentive package, companies shall sell the majority of their goods and services outside the north metro region (including all of Adams County and parts of Jefferson, Boulder, Broomfield and Denver Counties). In addition, they must add at least 10 full time jobs whose average wage is at least 5% above the average County wage. The company will be required to provide documentation on the number of jobs and the average wage levels of the Thornton operation before initial incentive payment is made.

   2.4 Scope. This policy shall be used to evaluate any and all primary employer incentive packages. For purposes of this policy, a primary employer incentive

   package may be considered on an individual business basis and/or larger project basis.

   2.5 Policy.

      2.5.1 Term of Incentive Agreements. Incentive agreements shall generally be limited to a five-year period, although a period of more than five years may be considered on a case-by-case basis. The agreement and all provisions will be terminated if the business ceases operations, moves out of Thornton or is not in compliance with terms of the incentive

agreement or City ordinances. Incentive agreements shall only be assigned with the written consent of the City Council.

2.5.2 Performance Based. All incentive agreements shall be performance based. Performance based means that before any monies are disbursed; the business shall meet or exceed the specific performance measures identified in the Incentive Agreement. Specific performance measures may include: (a) meeting the requirements of the eligibility threshold for jobs and wages; (b) requiring new revenues generated by the business to equal or exceed the total dollar amount of the incentive provided during the period of the incentive agreement by rebate or refund; (c) requiring any rebate or refund to come from the revenues actually generated by that business; or (d) requiring the completion of significant development review process milestones such as successful completion and issuance of a development permit, building permit or certificate of occupancy.

2.5.3 Local Hiring. The incentive agreement will include a provision encouraging businesses receiving incentives to use a good faith effort to hire Thornton residents and to advertise the location of the business in Thornton.

2.5.4 Incentive Tools. The following incentive tools may be considered to reduce development costs associated with the new or expanding business:

- rebate of permit fees
- rebate of a portion of new use taxes generated by the business
- rebate of any use taxes owed on existing equipment moved into the City
- rebate of use taxes paid on a new, expanded or refurbished facility
- rebate of the City's real property taxes paid on a new or expanded facility
- rebate of the City's business personal property taxes paid on new equipment
- direct subsidy to a new or expanding primary employer, given it creates at least 75 new jobs and pays 125% of the Adams County average wage
- direct subsidy for public infrastructure costs if the City determines the improvements are required in the City's Comprehensive Plan or a Master Plan for infrastructure development and if the project meets the criteria of adding at least 100 jobs at 150% of the Adams County average wage
- creation of special taxing districts including a Metropolitan District, General or Special Improvement District

Rebate of property taxes within an enterprise zone shall be limited as provided by State Statute. The manner and timing of rebates shall be specified in the agreement and shall be tied to the issuance of the Certificate of Occupancy for the new or expanded business, unless otherwise specified.

Rebate of sales and use taxes will only be considered for new taxes generated by the business. Unless special circumstances dictate, such rebate will be limited to 50% of the new sales and use taxes generated. The City will not rebate existing sales and use taxes generated by a business.

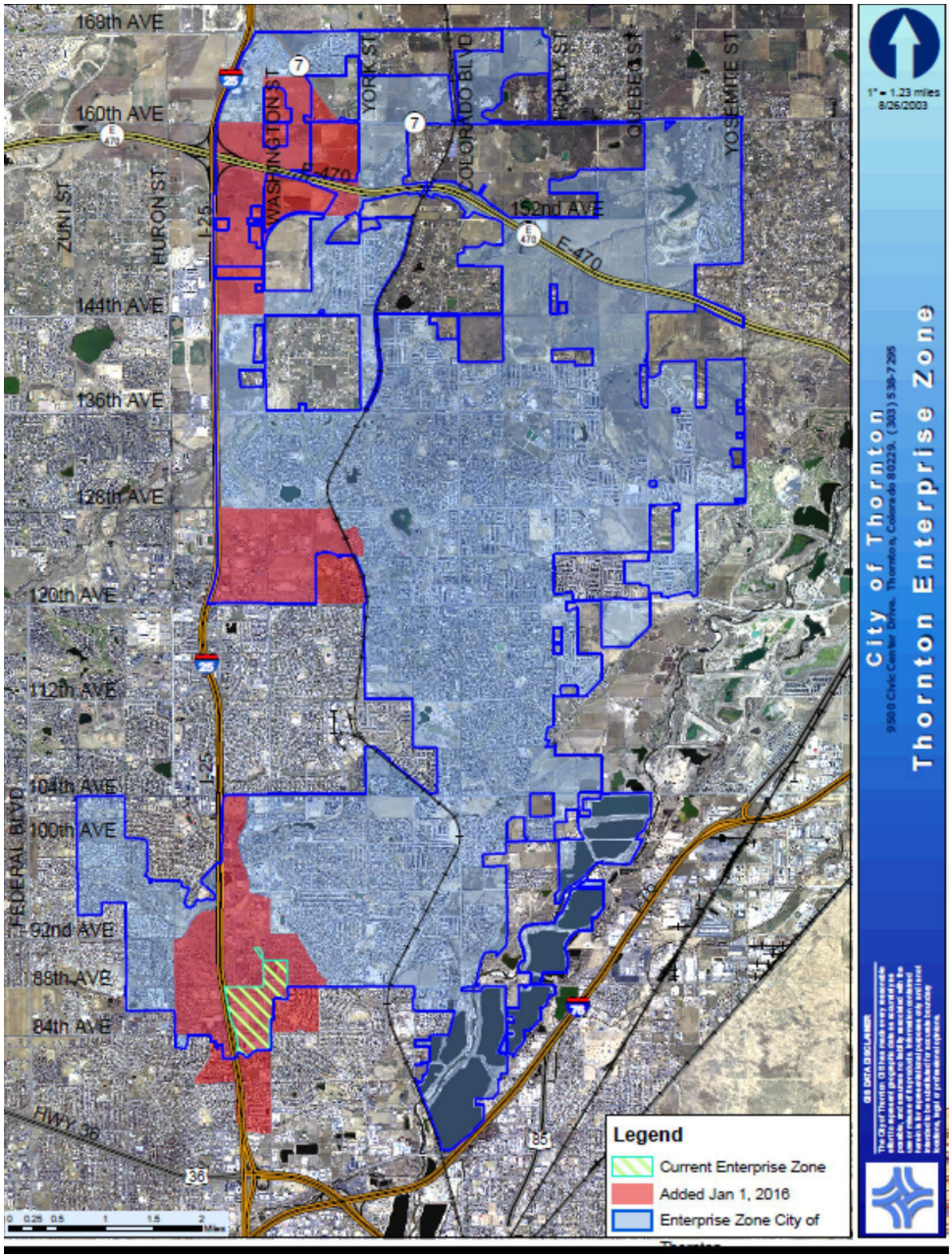
2.6 Thornton Development Authority. The Thornton Development Authority has developed an Economic Development Incentive Program to provide direct financial assistance to upgrade buildings and grounds of existing businesses located within the Thornton Urban Renewal boundary.

2.7 Consideration for Other Assistance. In determining its incentive package, the City will give consideration to other assistance which may be granted by other entities such as the State of Colorado, Adams County, and School Districts, Xcel Energy, United Power or other private sources.

2.8 Enterprise Zones. The City has one enterprise zone within the corporate boundaries: the **1990 Enterprise Zone,** amended in 1996 and may be further amended by the State of Colorado, located between 88th Avenue and 83rd Avenue, including the North Valley Tech Center property, the Northland Shopping Center and the Thornton Shopping Center. A map of the enterprise zone is attached. Enterprise zones provide a number of State tax credit programs to qualified businesses located within the zone.

Policy Number: 8.9
Legislative History: CD 2014-105

Enterprise Zone Map



Policy Number: 8.9
Legislative History: CD 2014-105

2.9 Annual Appropriations. All Incentive Agreements shall be subject to annual appropriations by City Council as required in the Colorado Constitution and the City Charter.

City Council Policy

Annexation

Policy Number: 9.1
Legislative History: CD 1988-176

1. Purpose

   The purpose of this policy is to provide guidance with respect to formulating annexation strategies designed to implement the objectives of the City of Thornton Comprehensive Plan, City of Thornton Water and Wastewater Facilities Master Plan, and the intergovernmental agreements the City has with the cities of Westminster, Commerce City, and Brighton and Adams County.

2. Policy

   a. The City shall annex property in a strategic and planned manner. Measures shall be developed to protect the City's planned growth area, including the execution of intergovernmental agreements, acquisition of critical rights-of-way, and timely inclusion of enclaves into the City limits. Appropriate growth management practices shall be developed to provide a balance between capital expenditures and revenue generation associated with property development.
   b. The City shall consider innovative approaches to annexation and the provision of infrastructure and services. Incentives related to the timing of capital improvement construction and reimbursement of infrastructure costs shall be considered, and targeted to areas prime for development. Other incentives shall only be considered as a means of encouraging annexation as necessary to achieve strategic objectives.
   c. The City shall require annexation as a condition of providing utility service. Utility service contracts shall be offered as an incentive to annex property, and, where practical, land shall be annexed and planned prior to receiving utility service. Existing service contracts shall be negotiated or permitted to expire as necessary to encourage annexation and conformance to City land use controls.
   d. The policies contained herein are general in nature and other information as City Council deems appropriate may be considered in the exercise of City Council's legislative or quasi-judicial discretion. The policies shall vest no right in any individual or entity either relating to the annexation of land into the City or to City provisions of services to such annexed areas.

City Council Policy

Community Projects – Criteria for Designating and Locating on City Property

Policy Number: 10.1
Legislative History: CD 2007-095

1. Purpose
   The purpose of this policy is to establish criteria for consideration of designating community projects as important community projects when such projects are intended to be located on City property and dedicated to and maintained by the City.

2. Policy

   a. In order for City Council to consider designating a community project as an important community project, it must meet the following:
      - The City Council has determined that the public art, veterans' memorial, other memorial, or community project promotes the City's long range goals and public welfare.
      - The design of the public art has been reviewed and approved by the Thornton Arts, Sciences and humanities Commission and the City Council has authorized the public art to be located on City property subject to approval by the City Manager that the location for the public art meets the Master Plan for the site. The City Council may revoke its authorization at any time.
      - The City Council has authorized the memorial or community project to be located on City property subject to the City Manager determining that the location for the memorial or project meets the Master Plan for the site. The City Council may revoke its authorization at any time.
      - The fundraising will be conducted through a non-profit entity.

   b. Upon a community project receiving designation as an important community project by City Council, the non-profit entity may have access to City events and facilities, at no cost, to conduct fundraising and provide information materials at City facilities as space and opportunities are available, in the City's sole discretion, only for the approved community project.

   c. Subsequent to receiving such designation, the non-profit entity leading the community project fundraising effort shall agree as follows:

      - The public art, memorial or community project shall be dedicated to the City upon completion.
      - The City Manager or designee shall approve the design and materials of the public art, memorials or community project related to maintenance and repair in writing before award of a construction contract to commence the work.
      - The appropriate permits shall be obtained from the City prior to any construction or installation of the public art, memorials or community project on City property including provision of required insurance.

- The City Manager is authorized to sign an agreement as it pertains to the responsibilities between the City and the non-profit entity leading the community project.

City Council Policy

Capital Improvement Projects Funded by the City

Policy Number: 10.2
Legislative History: CD 2007-097

1. Purpose

   The purpose of this policy is to establish the requirements for public participation, architectural design and landscape requirements for capital improvement projects funded by the City. Capital improvement projects are not subject to the processes and requirements of the Thornton City Code pertaining to development.

2. Policy

   a. The City Manager or his designee shall include a public participation and input element to provide residents and/or businesses that may be impacted by the City capital improvement project prior to or as a part of the design phase to discuss the project and their concerns and suggestions. The City will also advise them of the final project scope and design as well as the schedule for completion of the improvements.

   b. The architectural design and landscape requirements for capital improvement projects shall be approved by City Council.

   c. Capital improvement projects for infrastructure (streets, bridges, drainage, water and sewer lines, etc.) shall meet the generally accepted engineering design guidelines and design standards appropriate for the project.

   d. Capital improvement projects shall meet all other provisions of the City Code.

City Council Policy

Gifts, Property Donations, and Temporary Loans of Personal Property to the City

Policy Number: 10.3
Legislative History: CD 1995-184

1. Purpose.
   The purpose of this policy is to establish a procedure for the City to accept Gifts, Property Donations and Temporary Loans from Donors.

2. Policy:

   2.1 This Council policy applies to all Gifts, Property Donations, or Temporary Loans that are offered by a Donor to the City.

   2.2 Definitions:

   "**Donor**" means an individual, business or other entity that wishes to make a Gift, Donation or Loan to the City of Thornton.
   "**Gift"** means any item of personal property, whatever kind or nature, including money and negotiable instruments.
   "Property Donation" or "**Donation**" means the grant to the City of any real property.
   "**Temporary Loan**" or "**Loan**" means a temporary transfer of possession of an item of personal property to the City for a limited and specific period of time.

   2.3 Criteria for Acceptance of a Gift, Donation, or Loan. All Gifts, Property Donations and Temporary Loans may be accepted by the City so long as the following criteria as applicable, are met:

   2.3.1 The Gift, Donation or Loan is given without an obligation on the part of the City to accept such Gift, Property Donation, or Temporary Loan in exchange for any compensation, service, promise, concession, or consent.
   2.3.2 The Donor shall establish to the City's satisfaction that it is the sole owner and has the authority to give the Gift, Property Donation, or Temporary Loan.
   2.3.3 Gifts, Property Donations, or Temporary Loans can be maintained by the City without the necessity of the City acquiring any unusual or specialized equipment, expending additional costs, or engaging in any burdensome activity, including extraordinary maintenance in which the City would not normally engage. The City may waive this criterion.
   2.3.4 The City shall not be required, as a condition of acceptance of a Temporary Loan, to obtain insurance. The Donor shall be required to release the City from any liability associated with the City's possession and use of a Temporary Loan.
   2.3.5 Monetary Gifts shall be made by direct deposit to an account designated by the City or by negotiable instrument that can be immediately deposited by the City and cannot include any type of limiting or restrictive endorsement, unless such endorsement has been accepted by the City.

2.3.6 Property Donations shall be free from all liens, encumbrances, reservations, liabilities, or deficiencies of any kind except those permitted by the City. Before a determination is made to accept a Property Donation, a title commitment will be obtained at the cost of the City. In addition, environmental assessments may be conducted at the direction and cost of the City and the findings must be acceptable to the City and cannot have any restrictions as to use associated with such real property, unless such use restrictions are accepted by the City. At closing the City shall pay the title policy premium.

2.4 Procedure for Acceptance. When a Donor desires to make a Gift, Property Donation, or Temporary Loan to the City:

2.4.1 The Donor must complete and execute an Agreement for Acceptance form, or other appropriate form, prepared by the City. The Agreement for Acceptance or other form must identify the Gift, Donation, or Loan and must clearly demonstrate compliance with the Section 2.3 Acceptance Criteria.

2.4.2 The City Manager or the Executive Director of the department that will make use of a Gift, Donation or Loan shall evaluate whether the Gift Donation or Loan fits within the Acceptance Criteria and whether acceptance of the Gift, Donation or Loan is in the best interests of the City.

2.4.3 If the Gift, Donation or Loan fits within the criteria, the City Manager is authorized to approve the Gift, Donation, or Loan or may forward to City Council the Gift, Donation, or Loan for consideration.

2.5 Procedures Upon Acceptance. Once a proposed Gift, Donation, or Loan has been approved by City Council or the City Manager, the following procedures will be followed:

2.5.1 When appropriate, a copy of the Agreement for Acceptance or other appropriate form shall be forwarded to the Finance Department for coordination regarding delivery to the City and to arrange for all associated costs of delivery.

2.5.2 A copy of the Agreement for Acceptance or other appropriate form shall be forwarded to all other appropriate departments to coordinate installation and to make arrangements for existing facilities to incorporate such Gift, Donation, or Loan as necessary. In the case of a Donation, the asset shall be added to the inventory of real property as required by City policy.

2.5.3 A copy of the Agreement for Acceptance, or other appropriate form, shall be forwarded to the City Attorney's office for review and preparation of any and all appropriate transfer documents deemed necessary for negotiation, execution, and/or transfer of title for Gifts, or Donations or Loans.

2.5.4 Coordination for acceptance, integration, and/or transfer of title to all Gifts, Donations or Loans shall be coordinated as necessary by the City department designated by the City Manager.

2.6 General.

2.6.1 The City shall become the owner of all Gifts, Donations or Loans to use or dispose of as the City deems appropriate. However, any identifying or memorial language may be considered by the City Council at the time of acceptance.

2.6.2 Gifts, Donations and Loans shall be accepted for the benefit of the City and used for public purposes only.

2.6.3 Loans shall be used only in accordance with the specific requirements contained in the Agreement for Acceptance.

2.6.4 If the City discovers, following acceptance of a Gift, Property Donation, or Temporary Loan of personal property, that the item or real property does not comply with the requirements of this Council Policy, the City has the authority to take whatever steps are necessary to address such non-compliance, including but not limited to retaining, returning or otherwise disposing of the item.

Policy Number: 10.3
Legislative History: CD 1995-184

AGREEMENT FOR ACCEPTANCE OF LOANS OF PERSONAL PROPERTY TO THE CITY OF THORNTON

FOR _____

Lender: _____
Address: _____
City: _____ State: ____ Zip:_____

Phone: _____

In accordance with the Conditions Governing Loans listed on the reverse side, the item(s) listed below are loaned to the City of Thornton for use in _____for the period _____ to _____.

Item	Description	I.D. or Serial No.

Special Conditions (if any):

If necessary, please attach any additional information which identifies or describes the condition of the item(s).

Having read, understood, and agreed to the Conditions Governing Loans, and having the authority to make this Loan, I, _____ agree to loan the item(s) listed herein to the City of Thornton.

STATE OF COLORADO)
)ss.
COUNTY OF ADAMS)

Subscribed and sworn to before me this _____ day of _____ by _____

WITNESS my hand and official seal.

My commission expires:
NOTARY PUBLIC

ACCEPTED BY: _____ _____
City of Thornton Month/Day/Year

Policy Number: 10.3
Legislative History: CD 1995-184

Conditions Governing Loans of items for Exhibit

Ownership and Authority of loaned item(s). The Lender represents to be the lawful and sole owner of the loaned item(s).

Indemnification. The Lender shall hold the City of Thornton ("the City") and its agents, officers and employees harmless and defend against any and all claims which may be asserted by any who claims any right, title or interest in the loaned item(s).

Care and condition.

1. The City shall only use the loaned item(s).
2. No alteration, restoration or repair will be undertaken without the written consent of the Lender.
3. The Lender certifies that the item(s) loaned are in working condition. The Lender agrees to inform the City of any defects or weaknesses in the loaned item(s).

Transportation and packing.

1. Costs of transportation and packing will be borne by the ☐ Lender ☐ City (check one). The method of transportation and packing must be approved by both the Lender and the City.
2. The Lender will assure that said item(s) are adequately and securely packed for the type of shipment agreed upon, including any special instructions for packing and unpacking. Item(s) will be returned packed in the same or similar materials as received unless otherwise specified by the Lender.

Insurance and release of liability. The City is not responsible for obtaining insurance for the loaned item(s). By signing this Agreement the Donor(s) hereby release(s) the City and its officers and agents from any and all liability in the event the loaned item is damaged while in the City's possession.

Return of loans. Loaned items will be returned to the Lender within a reasonable time after the _____. Unless directed in writing, the City will release loaned items only to the Lender. If the Lender fails to make provisions for return of the item(s), the City reserves the right to, within 60 days after the termination of the loan period, ship the item(s) C.O.D. to the Lender's home or place of business. Upon return of the loaned item(s) the Lender shall sign a receipt indicating the return of the item(s).

Governmental immunity not waived. By entering into this Agreement the City does not in any way waive any of the rights, immunities or protections afforded by the Colorado Immunity Act, C.R.S. 24-10-101, et seq., as it is amended from time to time.

Venue. This Agreement shall be governed by the laws of the State of Colorado, and any legal action concerning the provisions hereof shall be brought in the County of Adams, State of Colorado.

The loaned item(s) were returned to the Lender:
___by mail or ___ in person on _____ by _____ _____.
(Name and Title)

_____
(Signature of Lender, if item(s) returned in person)

Policy Number: 10.3
Legislative History: CD 1995-184

Gift to the City of Thornton

I, _____, hereby voluntarily and unconditionally give to the City of Thornton ("the City") the item(s) listed below for the City's use. I understand that by making this Gift I will transfer all my rights in the item(s) to the City, and that the City may use and dispose of the item(s) as it deems proper. I certify that I am the sole lawful owner of the Gift(s) and that I have the sole authority to make this Gift to the City. I understand that making this Gift to the City is irrevocable.

Description of Gifted item(s)	ID or Serial No.

_____ _____
Donor's Signature Date

Address:

City: _____ State: _____ Zip: _____

Phone: _____

STATE OF COLORADO)
) ss.
COUNTY OF ADAMS)

Subscribed and sworn to before me this ____ day of _____, by _____.

WITNESS my hand and official seal.
My commission expires:

_____
NOTARY PUBLIC

City Council Policy

Naming of City Facilities and Honorary Street Name Designations

Policy Number: 10.4
Legislative History: CD 2001-094

1. Purpose
   The purpose of this policy is to establish the guidelines for naming of parks, parks and recreation facilities, and other City sites or facilities ("City Facility") and to establish the guidelines for the honorary street name designations alternatives to honor individuals and organizations who have made significant contributions to the community.

2. Policy

   2.1 Naming of City Facilities.

   a. The first priority for naming a City Facility shall be given to a name that is based of its geographical location, historic significance, or geologic features.

   b. The second priority for naming a City Facility shall be given to the name of a person(s) who has made a large financial contribution or contributed many years of service to the City. All names must meet one of the following classifications:

   - Donors (individuals or organizations) who contribute a significant portion of the total cost of the land and/or cost of development of neighborhood or larger parks; or
   - National war heroes or in memory of all service men and women in the community; or
   - National civilian heroes or persons such as great scientists, Presidents; or
   - City Council and other persons who contribute service of over twenty years to the community; or
   - Historical places, events, and names; or
   - Significant geographical or geological areas and feature names or;
   - Civic, fraternal, veterans and other organizations; or
   - Any other criteria deemed appropriate by City Council in the naming of a City Facility.

   c. When a new facility requires a name, the City Manager shall submit a suggested suitable name to the City Council who shall make the final selection of names for all City Facilities.

d. Parks, whose names are based on geographical location or geologic features, may be renamed at the discretion of City Council.

e. City Facilities named after a person(s) shall include a monument that provides information about the person(s) and why the facility was named after the person(s).

f. The City Council must approve any change in the name of a City Facility.

2.2 Renaming a Street Segment.

a. Segments of streets that have no addressed houses, businesses, or structures situated on the street segment may be renamed in honor of a specific veteran who had resided in Thornton and lost their life in the military at a time of war or military conflict in which the United States is involved or an individual who made a significant contribution to the community. The street segment proposed to be renamed should start and stop at a logical street intersection.

b. A request to rename a street shall be submitted to the City Manager for review for compliance with the criteria noted above and City Code and submitted to City Council for consideration. Any formal action on the request shall be by resolution of City Council.

2.3 Honorary Street Name Designations

a. A secondary sign separate from the street directional sign may be requested to honor a specific veteran who had resided in Thornton and lost their life in the military at a time of war or military conflict in which the United States is involved or an individual who made a significant contribution to the community.

b. The honorary street designation signage may be installed above or below an existing street name.

c. The City shall fabricate and install the signs. The signs shall be designed in a manner that clearly designates them as honorary through color and/or shape.

d. Honorary street name designations shall sunset in 10 years. The City reserves the right to remove the signs at any time.

e. An honorary street designation does not replace the official street name or cause the need to re-address the street.

f. A request for a street name designation shall be submitted to the City Manager for review for compliance with the criteria noted above and the City Code and submitted to City Council for consideration. Any formal action on the request shall be by resolution of City Council.

2.4 Honorary Stand-Alone Signs.

a. An individual or organization may request a separate, stand-alone sign to be placed in the City right-of-way to honor a specific veteran who had resided in Thornton and lost their life in the military at a time of war or military conflict in which the United States is involved or an individual who made a significant contribution to the community.

b. A request for an honorary sign shall be submitted to the City Manager for review for compliance with the above criteria; to ensure that there is adequate right-of-way to accommodate such sign; and that the proposed stand-alone sign meets City requirements. If approved by City Council, the applicant shall be responsible for paying the cost of the sign and installation.

c. Authorization for the stand-alone sign shall sunset in 10 years. The City reserves the right to remove the stand-alone sign at any time.

d. The City Council may cause to have a stand-alone sign erected at its discretion.

City Council Policy

Public Input and Transparency in Construction of New Public Buildings

Policy Number: 10.5
Legislative History: CD 2012-196[1]

1. Purpose
   The purpose of this policy is to set forth the public input process that City Council may initiate when a decision is made to proceed with the planning, programming, design, siting and construction of a new building to be utilized or programmed for public use.

2. Policy

   a. Scope. The planning, programming, design, siting and construction of a new building[2] to be utilized or programmed for public use occurs on an infrequent basis. When it does occur, it is a significant public event and one which garners significant budgetary attention as well. The City Council is the focal point for decision-making regarding these projects from start to finish. Historically, the Council has utilized a variety of processes to ensure that decisions are made in a public forum and to enhance public input, which adds credibility to the entire process. This policy sets forth the public input process that City Council may initiate when a decision is made to proceed with the planning, programming, design, siting and construction of a new building to be utilized or programmed for public use.

   In addition, the City's Charter includes a provision relating to the development of the career service pay plan that essentially requires that people working for the City be treated fairly and receive proper benefits that are commensurate for the area. The City Council, by practice and policy, extended this concept to cover all employees and believes that extending this concept to firms hired by the City to build new buildings reflects the values of this community and the organization. This policy establishes a process that may be enacted by City

[1] Ordinance No. 3227/CD 2012-200 amending City Code Section 26, division 7, Construction Contracts to add additional factors to be considered in construction procurement for contracts exceeding $500,000 and construction services exceeding $25,000.

[2] For purposes of this policy, a "building" is defined as a structure that is primarily designed to accommodate the use by the public for activities such as recreation, arts and culture, senior services, or public meetings, including fire stations with public meeting facilities.

Council that is intended to ensure that the contractors selected to participate in the procurement process have policies and practices in place relating to personnel procurement, workforce development and training, and benefit programs that are within the market range for the current local labor market. This process, the "Prequalification Procurement Process", is over and above the requirements set forth in the City's Purchasing Ordinance.

2.2 Planning for a New Public Building. In order to assist the City Council in making decisions with regard to the planning, programming, design, and siting of a new public building planned to be utilized by or programmed for public use, the City Council may impanel a Citizen Advisory Task Force. The composition of the Citizen Advisory Task Force (CATF) may be comprised of community members, representatives from organizations whose members would likely be served by the new building, members of the community located near the proposed new public building, and other members as determined by City Council.

If a CATF is impaneled, the City Council will provide a "charge" which includes, but is not limited to, the following:

- The general scope and purpose of the new building.
- The role and responsibilities of the CATF as it relates to developing a recommendation(s) for the City Council.
- The role and responsibilities of the CATF as it relates to gathering public input regarding programming, design and location of the building.
- Any limitations (budgetary or otherwise) or constraints that the CATF needs to work within.
- A specific timeframe and end date by which the CATF is to make a recommendation(s) to City Council; and
- Any other information pertinent to the CATF's work effort.

3.9 Prequalification Procurement Process. If the City Council makes a decision to move forward with the construction of the new building, the City Council may also choose to enact the prequalification procurement process which is in addition to the process provided in the City's Purchasing Ordinance. This prequalification procurement process is intended to ensure that the contractors selected to participate in the request for proposals process have policies and practices in place relating to personnel procurement, workforce development and training, and benefit programs that are within the local market range for this area. This review is accomplished through the Citizen Advisory Task Force on Contractor Workforce who are impaneled to review the responses of the contractors to each of the Prequalification Criteria and make a determination that the companies' practices and policies are within the current local labor market.

2.3.1 The **Citizen Advisory Task Force on Contractor Workforce** shall be comprised of six citizens appointed by the City Council along with the City Manager or the City Manager's appointee. The role of this Task Force is to review each contractor's response to the Prequalification Criteria and make a determination that the company's practices and policies are within the current local labor market. The City Manager or appointee will provide the Task Force with data as to the range of prevailing practices of the current local labor market which may be obtained through a variety of resources such as the U.S. Department of Labor and Mountain States Employers Council or other resources

that can be used to determine prevailing practices in the local labor market. The Task Force may also collect information with respect to the experience of the contractor's proposed work force, the training provided, certifications held, and the source that the contractor would rely on to obtain workers during the project to deal with turnover.

The Task Force will provide a list to the City Council of the companies whose practices and policies meet or exceed the practices and policies of the current local labor market as indicated by the data collected through the process identified above. The list shall not include any prioritization or ranking. The City Council will review the list and determine which companies meet this Prequalification Criteria. Those companies meeting this criteria may move forward through the City's established process. Companies moving forward will be subject to the screening criteria set forth in the Purchasing Ordinance.

The Citizen Advisory Task Force on Contractor Workforce will utilize the **Project Specific Charge and Evaluation Criteria** to evaluate the responses of the contractor to the Prequalification Criteria. The project specific charge and evaluation criteria provides guidance to the Citizen Advisory Task Force on Contractor Workforce as to what is important to the community at the time of the actual project (example: there may be a desire to evaluate respondents higher who have a large workforce living in Thornton or those who have a strong on-the-job training program).

2.3.2 The **Prequalification Criteria** are as follows:

a. Personnel Procurement.
- How will craft personnel be recruited for this Project?
- How will the contractor assure that trained, skilled persons are assigned to this Project and maintained throughout this Project as attrition occurs?
- The number of personnel assigned to this Project residing in Thornton, Denver-metro area, State-wide, out-of-State.

b. Workforce Development and Training
- Percentage of work on the Project that is typically self-performed.
- Describe the contractor's on-the-job and classroom training of employees assigned to the Project.
- List any applicable certifications related to the performance of the employees' job-duties as it relates to this Project.
- Describe the training program; accreditations and/or certifications available through the program; completion statistics.

c. Benefit programs
- Describe the type, cost (employee/employer) and coverage of benefit programs (i.e. health, retirement, pension, other) provided to employees.

2.4 Short-List and Award of the Contract. After City Council has determined which companies meet the Prequalification Criteria, those companies may move forward through the normal process identified in the Purchasing Ordinance. The list of the companies meeting all the requirements will be provided to City Council and a short list developed of those companies who will be asked to respond to a request for proposal. Upon receipt of the requests for proposal from the short listed companies, the City Council may schedule interviews and

presentations by the companies. The City Council shall select the company that will be awarded the contract.

2.5 Policy Exclusions. This policy does not apply to the following:

a. Projects outside the corporate limits of the City of Thornton, unless funded entirely by the City.
b. Maintenance, storage, or utility projects.
c. The Prequalification Process may be waived for projects funded partially or wholly by government grants or other entities whose regulations and laws may be in conflict with the provisions of this policy.

City Council Policy

Residential Speeding Control Program - Guidelines for Establishing iWatch Speed Awareness Neighborhood Program

Policy Number: 10.6
Legislative History: CD 2011-040

1. Purpose

   The purpose of this policy is to outline a two-pronged approach to address residential speeding. This policy relies on involving residents in neighborhoods to help address the speeding problems in their area through partnering with the City and also outlines the resources that City staff will utilize to address residential speeding.

2. Policy

   2.1 Overall policy statement. City Council and staff are committed to reducing residential speeding in Thornton neighborhoods in order to enhance safety and ensure a healthy environment for all citizens. To accomplish this, the City will partner with citizens to involve them in implementing neighborhood solutions, utilize a variety of traffic calming technologies as needed, and provide timely and accountable evaluation of solutions.

   The reality is the problem of speeding can likely best be addressed by the people directly affected by its impact—local citizens. Since most speeding in neighborhoods is a direct result of the driving behavior of its residents, the best way to slow traffic down is for citizens to take responsibility for the driving behavior within their neighborhood.
   In reviewing the 2004 Residential Speeding Control Program and Policy, the City has determined that additional citizen involvement, flexibility, and resources are important to reducing speeding and increasing safety in neighborhoods. Also in the review it was evident the petition process is ineffective in implementing speed reduction measures; therefore, this policy does not use the petition process.

   2.2 Neighborhood Involvement.

      2.2.1 Receiving a Speeding Concern. Upon receipt of a request to address speeding concerns in residential neighborhoods, the Infrastructure Department will conduct an initial evaluation to obtain a better understanding of the frequency, time of day, nature and extent of the problem. At the same time staff will typically set up a neighborhood meeting to discuss with the neighborhood and citizens the evaluation findings and facilitate discussions to determine possible solutions.

      2.2.2 Neighborhood Meetings. Recognizing that resident and neighborhood involvement can be very effective, this policy places significant emphasis on involving citizens in neighborhood meetings and a speed awareness neighborhood program. The concept is to engage citizens in enhancing their neighborhoods by combining their own passion and commitment with the expertise of City staff and the appropriate use of speed reduction tools to improve the safety of Thornton neighborhoods.

Neighborhood meetings will be facilitated by the City with the purpose to open communication and begin a partnering process with the neighborhood. The meeting will include information on the speed awareness program and the traffic study results, discussion of ideas and options to address speeding concerns, and partnering to implement solutions based on this policy. It is the desire of the City to encourage an on-going partnering relationship that may involve additional neighborhood-wide and smaller scale meetings.

2.3 Speed Awareness Neighborhood Program. The purpose of Speed Awareness Neighborhoods is to provide enhanced resource availability and speed enforcement through partnering between citizens and City staff. This includes, but is not limited to, the provision of publication-ready materials, presentations, signs, and training on the collection of pertinent information in order to report alleged speeders. The desired result of neighborhoods participating in this program is that drivers are more aware of the need to obey traffic laws and drive responsibly in neighborhoods.

To become designated a Speed Awareness Neighborhood, **the following criteria must be met:**

a. Fifty percent participation of neighborhood residents indicated by a signed pledge card that they will limit their speed and obey traffic laws.
b. Neighborhood citizens willing to report alleged speeders and provide pertinent information to the Police Department.
c. Designated contact(s) to coordinate neighborhood information distribution.
d. Brochures delivered by involved neighbors to each residence in the neighborhood.
e. Agree to provide speed reduction reminders in the neighborhoods' communications.

The Speed Awareness Neighborhood program asks citizens to make a personal commitment to reduce speeds and to encourage neighbors to do the same. Additionally, residents will raise awareness of the need to drive the speed limit by distributing brochures and posting yard signs. Signs are to be posted in residential yards only, and are not allowed to block sidewalks or driveways, nor be posted in public rights-of-way.

The City will also utilize City information outlets such as the *City Voice*, Cable 8, bus shelter ads, and the City's website to promote the Speed Awareness Neighborhood program **messages on an ongoing basis. Outside media, including school newspapers and newsletters, Home Owner Associations publications and web sites may be utilized as well.**

Neighborhoods not choosing to participate in the Speed Awareness Neighborhood designation will still have City resources used to curtail speeding based on need.

2.4 Definition of a Neighborhood for the iWatch Program. A neighborhood is typically defined using subdivision boundaries. However, there may be instances where the layout of the subdivision, geographical features, or the size of the subdivision may not be beneficial in defining a neighborhood. The city may use the following criteria in defining a neighborhood if the use of the subdivision boundaries is determined at the City's sole discretion to not be beneficial.

a. Subdivision Layout. If the subdivision layout is such that distinct smaller separate roadway networks exist, the smaller roadway networks may be used to define smaller iWatch neighborhoods within the subdivision.
b. Geographical Boundaries. If the subdivision is divided by a geographical feature such as drainage way, field, pond, lake, trail, or landscaped area, the geographical feature may be used as a boundary in defining smaller iWatch neighborhoods within the subdivision.

c. Size of Subdivision. If the City determines at its sole discretion that it is beneficial to divide larger subdivisions into smaller neighborhoods and there are no distinct smaller separate roadway networks or geographical features that can be used to create smaller iWatch neighborhoods, the boundaries of the smaller iWatch neighborhoods may then be defined by collector streets or higher volume streets within the subdivision. If there are convenient alternate routes through the smaller iWatch neighborhoods that bypass a street used as a boundary, the City and the neighborhoods immediately adjacent to the boundary street will work jointly together in addressing the boundary street. If there are no convenient alternate routes through the smaller iWatch neighborhoods that bypass a street used as a boundary, the homes immediately adjacent to the boundary street will work jointly together in addressing the boundary street. If there are no convenient alternate routes through the smaller iWatch neighborhoods that bypass a street used as a boundary, the homes along the boundary street may be used to define a smaller iWatch neighborhood.

2.5 Use of City Resources. The City will implement lower cost solutions first, before installing more expensive solutions such as traffic calming devices. A follow up study of the lower cost solutions implemented will be completed in six months to evaluate the effectiveness of the solution. Possible low costs solutions based on the nature of the speeding include, but are not limited to:

a. Extra Patrol**.** If one or more citizens report a specific and frequent traffic situation where residents in a neighborhood consistently speed or run a stop sign, then the Police Department will use its best efforts to schedule an extra patrol of the area.

b. Visit by a Police Officer. If the traffic volume is low and the speeder is known to the neighborhood citizens, a police officer may visit the home of the offending speeder to remind them to obey the speed limit. If pertinent information is recorded under the Speed Awareness Neighborhood Program, a police officer may contact the reporting party or the owner of the vehicle, if known, to obtain additional information.

c. Directed Patrol. If the traffic study indicates speeding, the Police may conduct a directed patrol in which a Traffic Unit is assigned to patrol a specific area. The activity is tracked and a report prepared on the number
of summonses written and amount of time spent at the problem area. Normally, Traffic Engineering and the Police Department determine that the problem can be substantially mitigated by Traffic Unit enforcement activity.

d. Portable Speed Monitoring Signs. Portable speed monitoring signs may be set out for seven days on different sections of streets within neighborhoods at the direction of the Traffic Engineer.

2.6 Areas Where Speeding Is a Consistent Problem. There are geographic locations within the City where the measures described above may be temporarily effective while in place, but which fail to permanently solve the speeding problem. This may be due to the presence of a physical characteristic such as a downhill slope that may induce people to speed, or an operational problem with the way the road is used by the motorist. Traffic calming devices will be considered for these areas if the site continues to be a speeding area after six months or there have been three speed-related crashes in three years. The Traffic Engineering Division will submit project(s) for funding consideration as part of the annual budget process to install traffic calming devices which include, but are not limited to:

a. Permanent Speed Monitoring Signs**.** These devices are similar to the portable speed monitoring signs but installed on the street permanently.

b. Speed Cushions**.** These devices allow a fire truck wheel base to straddle the raised portions which normal vehicle wheel bases cannot straddle. The device physically slows traffic. These devices can be manufactured devices and installed in the street or built-in place.

c. Speed Tables**.** These devices are raised roadway surface sections that allow traffic to traverse the device in the street at the speed limit but excessive speeds are reduced. These devices can be manufactured devices and installed in the street or built-in place.

d. Raised Pedestrian Crosswalks**.** These devices are used at trail or sidewalk crossings and are similar to Speed Tables.

e. Pedestrian Activated Signs**.** These devices are used at trail or sidewalk crossings and can be solar or electrically powered. A yellow flashing beacon is activated when a pedestrian pushes a button to warn drivers of a pedestrian present.

f. Curb Extensions**.** These devices narrow the street.

2.7 Privately-funded Traffic Calming Devices. In established neighborhoods, privately-funded traffic calming devices may be installed as part of a partnering solution through the City in accordance with City standards and specifications. If private funds are used, they must be received by the City in advance of authorizing the work on the traffic calming device. The City reserves the right to approve or deny a privately-funded traffic calming device request at its sole discretion.

2.8 New Developments**.** New developments will be required to install street traffic calming as a component of the construction of new residential streets in accordance with adopted City Council policy.

Attachment A

EXPENSE REIMBURSEMENT POLICY

Legislative History: Ordinance 3572

1.0 Purpose:

1.0 To identify the conditions, limits and procedural matters under which travel, training, subsistence, and other business costs in the process of conducting official City business. Such attendance and reimbursement of expenses is authorized in accordance with the guidelines and procedures outlined herein. For purposes of this policy, "Councilmember" means the Mayor or any member of City Council.

2.0 Scope:

2.1

2.0 Councilmembers may incur expenses related to memberships to organizations and to attend training programs, conferences, NLC Steering Committee conferences, professional meetings and other costs in the process of conducting official City business. Membership dues and travel expenses for all Councilmembers will be budgeted as part of the annual budget process.

Councilmembers shall be authorized to take up to three (3) City-reimbursed out-of-state trips and one (1) in-state overnight(s) trip that is located farther than a twenty-five (25) mile radius of the City in a calendar year to attend conferences or training relevant to their role on the Council. Any travel at the City's expense beyond these authorized trips at a cost greater than $2,000 in a calendar year shall require majority support of City Council. This policy does not allow for any travel outside of the United States of America without majority support of the City Council.

Sponsored travel, where all costs are covered by a third party, will not count against the per year limit. The Washington DC Lobbying trip, Council Retreat, and other City initiated travel will not count against the per year limit.

Councilmembers will inform the City Council in advance of travel out-of-state to attend training programs, conferences, and events where the Councilmember is representing the City. Such attendance and reimbursement of expenses is authorized in accordance with the guidelines and procedures outlined herein.

2.2 Councilmembers shall receive general consensus of City Council before joining and volunteering to serve on committees or subcommittees of membership organizations beyond the Colorado Municipal League and National League of Cities. Similarly, general consensus of City Councill shall be received when a Councilmember will volunteer as an officer for a committee or subcommittee of a membership organization.

3.0 Policy:

3.1 General Guidelines: It is the policy of the City to reimburse Councilmembers on an actual expense basis for all reasonable expenses incurred while on authorized City business. Only

expenses incurred by Councilmembers in the conduct of City business are eligible for reimbursement under this policy. Unless otherwise authorized by City Council, attendance at a national conference held the last quarter of the year by term-limited, out-going Councilmembers will not be reimbursed by the City.

3.2 Expense Advances: An expense advance may be secured by submitting an expense advance request to the Finance Director or designee. The amount requested should be a minimum of $50. Such advances should not be paid more than one (1) month prior to the first day of travel. An expense report indicating how advanced funds were spent must be submitted no later than 60 days following the incurrence of the expense.

Any outstanding expense advances not cleared within 60 days may be deducted from the Councilmember's next paycheck(s) and the amount included as taxable wages to the Councilmember pursuant to IRS regulations as is appropriate.

3.3 Allowable Expenses: Reasonable expenses incurred while conducting City business shall be reimbursed as authorized in the following classifications:

TYPE OF EXPENSE	REIMBURSEMENT LIMITED TO	OTHER INFORMATION
3.3.1 Air Travel	Economy Round-Trip Fare with assigned seats for flights available for the desired date and time when reservation is made plus bag fee not to exceed two bags. First-Class Fare not reimbursable unless authorized by City Council. Seating upgrades for extra leg room and priority boarding, unless needed to accommodate a medical condition, shall be at the expense of the Councilmember.	Alternative routes for personal business are permitted. However, any difference between the total travel cost and the cost for City business travel will be paid by the individual.
3.3.2 Bus, Rail – Instead of Air Travel	Reimbursement not to exceed Lowest Round-Trip Fare available at the time the reservation is made.	Alternative routes for personal business are permitted. However, any difference between the total travel cost and the cost for City business travel will be paid by the individual.

3.3.3 Auto Rental	Actual Cost will be covered for minimum nights required to attend the function, including one night before and one night after any event.	Alternative routes for personal business are permitted. However, any additional miles not related to City business must be reimbursed by the individual.
3.3.4 Parking	Actual Cost	

TYPE OF EXPENSE	REIMBURSEMENT LIMITED TO	OTHER INFORMATION
3.3.5 Private Car – Instead of Air Travel	Rate per mile as established yearly by the Finance Director based on IRS standard mileage rate; reimbursement not to exceed round-trip airfare at the time the reservation is made.	Documentation of actual miles driven required. Alternative routes for personal business are permitted. However, any additional miles not related to City business must be reimbursed by the individual.
3.3.6 Private Car –Travel outside of 25 mile radius of City	Over most direct route; rate per mile as established yearly by the Finance Director based on IRS standard mileage rate from personal residence to destination and back as per MapQuest or other equivalent program.	
3.3.7 Taxi or Shuttle	Actual Cost plus reasonable tip.	
3.3.8 Lodging	Actual double-occupancy (one or two-beds) rate for minimum nights required to attend the function, including one night before and one night after any event.	Staying beyond the time required to attend the function will be paid by individual unless stay over results in significant airfare savings to the City, as demonstrated in writing by the Councilmember.

TYPE OF EXPENSE	REIMBURSEMENT LIMITED TO	OTHER INFORMATION
3.3.9 Meal Expenses – Related to conventions, training, conferences, and seminars requiring an overnight stay*.	Per diem for Meals and Incidental Expense as established by the General Services Administration for the destination City ~~except for Washington D.C. which shall be provided in the annual stipened memo~~. Per diem is available for the minimum number of days required to attend the event, including travel hours. Per diem amount includes meals, room service, taxes and tips for persons who provide services, and incidental expenses for tips to porters, baggage carriers, and hotel staff. Per diem does not include taxicab fares, laundry expenses. Per diem will be provided for each breakfast, lunch, and dinner unless they are paid for separately by the City or are meals that are part of a basic registration fee. Per diem will not be reduced for complimentary meals provided by the hotel the Councilmember is staying at or as part of the event.	City will pay for banquet meals for a Councilmember's spouse or adult live-in companion at CML, NLC, and US Conference of Mayors that are part of the listed program. Per diem above IRS established "high-low substantiation method" will be included in taxable wages each year. *The NLC, US Conference of Mayors, or CML conference held in Metropolitan Denver is excepted.
3.3.10 Tips for Baggage Handling, Valet, Doormen & Bellhops	Reasonable tips and gratuities shall be reimbursed.	Amounts will be included in taxable wages each year as required by the IRS.
3.3.11 Registration Fees	Actual Cost for Councilmember only. **Exception**: spouse or adult live-in companion registration for the CML Annual Conference	
3.3.12 Miscellaneous	Actual cost	Business related description required. Miscellaneous includes access to internet/WIFI while traveling.
3.3.13		

TYPE OF EXPENSE	REIMBURSEMENT LIMITED TO	OTHER INFORMATION
Business Meals: Business meeting at breakfast, lunch or dinner.	Actual cost to conduct City business plus tip not to exceed $2.00 over 20% of the cost of the meal, unless there is a specific restaurant gratuity charge.	Specify individual(s) met with, nature or purpose of meeting; business meals with constituents are not reimbursable. Itemized meal receipts for actual expenses must be included with the expense report or purchasing card statement.
3.3.14 Regularly scheduled dinner meetings; awards or recognition banquets, ceremonial events or meetings where a Councilmember is representing the City for which there is a charge to attend.	Actual cost for Councilmember(s) and actual cost for a guest reimbursed where it is common for guests to attend.	Examples include, but are not limited to: MetroNorth Chamber Banquet, DRCOG Awards Banquet, ADCOG July and December Meetings, and annual school district recognition galas. Sponsorship of tables for fund raising events requires City Council approval.
3.3.15 Subject to Council Policy on Informal Ward Meetings Hosted by a Councilmember, expenses associated with informal ward meetings hosted by a Councilmember	Each Councilmember shall be provided an allowance of up to $200 each per calendar year for reimbursement of, or payment of expenses by city-issued p-card, associated with hosting informal meetings.	Allowable expenses: facility rental, printing of fliers/meeting notice, beverages and donuts/cookies/snacks provided at the informal meeting. City issued p-cards may be used to purchase these items. Expenditures will be tracked so that a notification may be provided to the member prior to reaching $200. Balances are not transferable and lapse at the end of the calendar year. Expenditures exceeding $200 shall be reimbursed by the Councilmember.

3.4 Receipts: Except for meals covered by per diem, receipts are required to document all expenses. If a receipt was lost or not available, a written statement affirming the reimbursement amount requested and explaining why a receipt was not available, signed by the Councilmember, shall accompany the expense report (see Exhibit A).

3.5 Prohibited Reimbursable Expenses: Reimbursement for the purchase of personal items including toiletries, etc., expenses associated with recreation (such as tennis and golf play and tournaments) gifts, and alcoholic beverages are specifically prohibited. Expenses for

spouses, guests or family members are not reimbursable, unless specifically identified in this Policy.

3.6 Expense Reports/Approval: Expense reports may be submitted monthly, but no less than quarterly. Each expense report must be approved as to compliance with this policy by the City Manager or designee prior to submittal to the Finance Director for processing. All expense reports may be reviewed by an external auditor on an annual basis.

3.7 Other Reimbursable Expenses: In the event a Councilmember has an accounts receivable billing outstanding for 60 days, the City may deduct the amount owing from the Councilmember's next paycheck(s). Examples of items that may show up as an accounts receivable billing are airline tickets for family members, family member's non-reimbursable meal expenses, recreational fees for various conferences, and copying/supplies/voter lists.

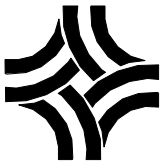
3.8 Stipends: The City will provide the Mayor and Councilmembers a one-time stipend to purchase a laptop, netbook, or tablet of their choice at the beginning of the term in which elected to office or upon appointment to fill a vacancy. The City will also provide the Mayor and Councilmembers a monthly stipend for business use of personal automobiles which will be adjusted annually based on the IRS mileage rates. The City will also provide the Mayor and Councilmembers a monthly stipend for cell phone and service which will be reviewed annually by the Office of Management and Budget. The amount of such stipends shall be provided in the annual stipend memo.

3.9 Use of City Purchasing Cards. The City will provide the Mayor and Councilmembers a Purchasing card to be used to pay for City-related expenses as provided herein (except meals covered by per diem). The use of the City Purchasing card for personal cash advances is specifically prohibited. Councilmembers shall be responsible for reviewing each monthly statement and for acknowledging that all charges appearing on the statement were made in accordance with the provisions of this policy. Use of the City Purchasing card for personal charges is not authorized except where personal and City travel and entertainment charges would be unreasonably difficult to separate. This type of combination charge may be transacted with a Purchasing card if the personal portion is reimbursed to the City via an Expense Report. Purchasing card billing statements may be reviewed by an external auditor on an annual basis. Councilmembers shall report the loss of their Purchasing Card immediately.

3.10 Exceptions to this policy may be approved by City Council.

3.11 The City Manager is authorized to develop and amend forms and procedures to implement this policy.

EXHIBIT A



CITY OF THORNTON

PURCHASING CARD/EXPENSE REPORT
MISSING RECEIPT

Please type or print legibly.

I, _____ have either misplaced or did not receive an Expense Report/Credit Card receipt(s). This form is submitted in lieu of the original receipt(s).

Please list each expense/purchase separately.

Date	Amount	Description	Supplier (if applicable)

I certify that the amounts shown above were expended for official City of Thornton business.

_____ _____

Employee/Council Signature Date

_____ _____

Supervisor Signature for Employees Required Date

Attachment B

City Council Policy
Rules of Order and Procedure

1. Purpose

The purpose of this Council Policy is to establish Rules of Order and Procedures for the conduct of City Council meetings. The intent of this policy is to assist Council in streamlining its meetings to allow more time to focus on substantive issues facing the City.

2. Scope

This policy applies to all regular meetings of the Thornton City Council.

3. Policy

City Council has the authority to establish Rules of Order and Procedures for conducting business at its regular meetings.

4. General Rules

(a) An agenda shall be prepared for each regular City Council meeting containing the specific items of business to be transacted and the order thereof. The agenda shall be available to Councilmembers not later than the Friday preceding the meeting and shall be made available to the public as soon thereafter as practicable.

(b) A majority of the members of the Council may, by vote, either request or compel the attendance of its members and other City officers at any meeting of the Council. Any member of the Council or other officer who, when notified of such a request for attendance, fails to attend such meeting for reasons other than illness, vacation, work, absence from the City, the Councilmember is attending a meeting as a representative of the City or as approved at Council's discretion shall be deemed guilty of misconduct in office unless excused by the Council.

(c) A majority of the members of the Council in office at the time shall be a quorum for the transaction of business at all Council meetings, but, in the absence of a quorum, a lesser number may adjourn any meeting to a later time or date, and, in the absence of all members, the Clerk may adjourn any meeting for not longer than one week.

(d) The presiding officer shall enforce orderly conduct at meetings, and any member of the Council or other officer whose conduct is not in an orderly manner at any meeting shall be deemed guilty of misconduct in office.

(e) A Councilmember once recognized shall not be interrupted when speaking unless called to order by the presiding officer or unless a point of order or personal privilege is raised by another Councilmember or unless the speaker chooses to yield to a question by another Councilmember. If a Councilmember, while speaking, is called to order, the Councilmember shall cease speaking until the question of order is determined, and, if determined to be in order, the Councilmember may proceed. Members of the City staff, after recognition by the presiding officer, shall hold the floor until completion of their remarks or until recognition is withdrawn by the presiding officer.

(f) The presiding officer shall determine all points of order, subject to the right of any Councilmember to request a full Council ruling.

(g) A member of the Council who wishes to terminate discussion of a motion may call for the question in accordance with the Roberts Rules of Order, newly revised and as amended from time to time, except as set forth herein.

(h) Legislative matters.

(1) Resolutions require one reading and become effective immediately after passage. Resolutions are initiated to make appointments, expressions of the City Council's intent or its opinion on matters not actually within its control, approvals of specific transactions such as purchases and agreements (except some transactions which must be done by ordinance); to establish positions of the Council on matters of concern; to deal with special administrative or temporary matters as opposed to general rules of conduct; to acknowledge accomplishments or contributions; and for a variety of other lawful purposes which require formal action but not the enactment of laws.

a. A resolution is required under any circumstance where it is desirable that the action be formally recorded in the office of the City Clerk for future reference.

b. A resolution may be presented verbally in motion form, together with instructions for written preparation. Upon execution of such resolution, it shall become an official action of the Council.

c. Any Councilmember may request that a specific resolution, acknowledging accomplishments or contributions, be placed on a regular meeting agenda under "audience participation" for the purpose of gaining special recognition or additional publicity.

(2) Acts of the Council which are required to be by ordinance, and the procedure for passage, posting and publication of ordinances, including emergency ordinances, shall be as provided in the Charter.

a. The name of the Councilmember introducing each ordinance shall be appended to and made a part of the ordinance. Ordinances shall be numbered in the numerical order in which they are passed.

b. An exact legible copy must be submitted to the City Clerk in writing at the time the ordinance is introduced.

(3) Motions are the formal statement of a proposal or question to the Council for consideration and action. A motion is generally not to be considered as a legislative action of the Council but is in the nature of direction or instruction; however, a motion will generally suffice unless a resolution is specifically called for by law or unless there is some reason for desiring the particular action formalized by separate instrument.

(4) Proclamations are used ceremonially for the purpose of recognizing accomplishments, honoring individuals or groups or setting a designated period for a special event or to declare a symbolic occasion. Proclamations are the prerogative of the Mayor and do not require Council action.

(i) Resolutions and motions shall pass by the affirmative vote of a majority of the members of Council present, provided a quorum exists. Should any Councilmember being present refuse to vote on any measure, the Councilmember's vote shall be recorded in the affirmative, but no such vote shall be recorded if the Councilmember refuses to vote because of a conflict of interest.

(j) A vote upon all ordinances and resolutions shall be taken by a "yes" or "no" vote and entered upon the records, except that, where the vote is unanimous, it shall only be necessary to state that the vote was unanimous. All abstentions shall also be recorded and the reason for the abstention recorded, if given. Abstentions by reason of conflict of interest shall be sufficient.

(k) In all roll call votes at any given meeting, the names of the members of the Council shall be called in alphabetical order, and the name to be called first shall be advanced one position alphabetically in each successive roll call vote.

(l) The rules of procedure and order of business shall be strictly adhered to unless temporarily suspended by a two-thirds vote of the members present.

(m) The rules contained in the latest revised edition of Robert's Rules of Order, Newly Revised, shall govern the meeting in all cases to which they are applicable and in which they are not inconsistent with the Rules of Order and Procedures adopted by this division. The City Attorney or acting City Attorney shall be the designated parliamentarian.

(n) Minutes of each meeting shall be kept in the English language by the Clerk and shall be signed by the presiding officer and Clerk of the meeting.

(o) The minutes shall not be a verbatim transcript of the proceedings. The recordings of all proceedings shall be retained pursuant to State Statute. The purpose of the minutes shall be to record the City Council's transactions rather than its deliberations; therefore, debates, arguments and discussion among the City Council shall not be included. Specific direction to staff shall be included in the minutes when such direction may affect the outcome of a decision to be made by the City Council. Informational items, such as upcoming meetings and events, brought up by the City Council need not be included in the minutes, provided that the information has previously been conveyed to them through normal communication or correspondence channels. The City Clerk shall include the following in the action minutes of each regular or special meeting:

(1) The name: "Meeting of the City Council of Thornton, Colorado."

(2) The kind of meeting (regular, special).

(3) The place and date of the meeting.

(4) The officer presiding.

(5) The decision in each point of order arising.

(6) A complete record of the City Council's actions, which will, in most instances, be a motion reflecting the decision taken by the Council.

(7) The time and place of reassembling, unless it is the regular meeting time and place.

(8) The signature of the City Clerk and the Mayor at the time the minutes are approved.

(9) A statement of whether previous minutes were approved.

(10) All motions made and seconded and subject matter of reports given and disposition of such.

(11) A record of the results of each vote taken shall be recorded as provided in the Charter and this Code.

(12) Minutes shall reflect the general topic of the discussion at an executive session.

(p) Participation by the Mayor and Councilmembers in regular and special meetings of City Council, Council updates and planning sessions shall be conducted in-person at City Hall. However, if extenuating circumstances do not permit in-person attendance, the Mayor and Councilmembers may participate virtually by electronic or telephonic means ("Electronic Participation") on an infrequent or occasional basis. In such instances, the Mayor or Councilmember shall endeavor to provide the City Clerk notice of intent to utilize Electronic Participation twenty-four hours in advance of a public meeting, if possible. For purposes of this policy, "infrequent or occasional" shall mean no more than four different meeting dates within one calendar year. Should electronic participation be required for reasons protected by state or federal law, that required accommodation shall take precedence over this rule.

(1) The Mayor or Councilmember using Electronic Participation shall maintain a good connection such that they are able to hear the proceedings and are able to be heard when speaking during the proceedings.

(2) In-person attendance by the Mayor and Councilmembers shall be subject to City Council Rules of Order and Procedure 4(b).

(3) The Mayor or a Councilmember utilizing Electronic Participation may vote and participate in all legislative matters, including votes to go into executive session. When the Mayor or Councilmembers are using Electronic Participation, all votes shall be conducted by roll call.

(4) The Mayor and Councilmembers using Electronic Participation to listen to a quasi-judicial public hearing do not count for purposes of establishing a quorum and may not participate or vote. However, the Mayor and Councilmembers may maintain the electronic connection and monitor and listen to the hearing.

(5) The Mayor and Councilmembers may only attend executive sessions in person and may not use Electronic Participation.

(6) If the City Manager, in consultation with the Mayor, determines that meeting in person is not practical or prudent because of a health, weather or other emergency affecting the City, the regularly scheduled meeting may be conducted entirely as a remote meeting or cancelled. If the decision is to conduct a fully remote meeting, the City Manager shall provide notice to the Council and the public as soon as such decision is made, but no later than three (3) hours before the time the meeting is scheduled to begin. In the event of a fully remote meeting, all Councilmembers may participate and vote in legislative and quasi-judicial matters and participate in Executive Sessions. All votes in a fully remote meeting shall be by roll call. If the meeting is cancelled, the items will be rescheduled to another meeting.

5. <u>Order of business</u>.

(a) At the beginning of each regular City Council meeting, the Mayor, Mayor Pro Tem or acting Mayor shall call the members to order. Following the pledge of allegiance, moment of silence, and land acknowledgment, the City Clerk shall call the roll, note the absences and announce whether a quorum is present. In the event that a quorum is present, the City Council shall then proceed to the business before it. Business shall be conducted in the following order except that City Council, may by motion, suspend the order of the agenda during a meeting:

(1) Call to Order

(2) Pledge of Allegiance

(3) Moment of Silence

(4) Land Acknowledgement

(5) Roll Call of Council

(6) Approval of the Agenda

(7) Presentations

(8) Audience Participation

(9) Public Hearings

(10) Council Comments/Communications

(11) Staff Reports

(12) Consent calendar

(13) Action Items

(14) Adjournment

6. Regular meeting procedures.

(a) If a motion, resolution or ordinance is passed or defeated by Council action, it may be reconsidered by motion from a member who was on the prevailing side no later than the next regular meeting.

(b) Members of the public wishing to be heard under "audience participation" on any subject which does not appear earlier on the agenda as a public hearing are requested to sign up on the register located in the lobby or Council chamber, or through the remote conference platform. Speaking time will be limited to three minutes per individual with a one-hour limit on that segment of the agenda, provided, however, that the Council, by a majority vote of the members present, may increase an individual speaker's speaking time by a prescribed amount above the three-minute to accommodate unique or exceptional circumstances. Any motion to increase speaking time shall not be debatable. Groups of people brought together with a common interest are requested to choose a spokesperson and, at the discretion of the presiding officer, may be allowed additional time. In-person speakers will be heard first, followed by remote speakers registered before the end of the in-person comment segment. Residents of the City will be given preference in the order heard in each segment.

Audio/visual presentations of original content not subject to copyright protection are limited to an individual's three-minute speaking time and must be submitted to the City Clerk's office by 10:00 a.m. the Monday prior to the Council meeting.

(c) Council comments/communications will be limited to eight minutes per individual not including reports of a Councilmember's participation on outside Boards or Committees.

(d) Action items shall be referred to by their agenda item number. Council document numbers and ordinance numbers shall be assigned to each action item and ordinance, respectively, for recordkeeping and retrieval purposes.

(e) Consent calendar.

(1) A consent calendar shall be used for the expeditious handling of routine, non-controversial issues in order to provide more time for the deliberation of major agenda items which establish City policy and goals. Items to be placed on the consent calendar may include but are not limited to the following:

a. Personnel actions, such as the appointment of personnel as mandated by the Charter and approval of new positions.

b. Ordinances on first reading and ordinances on second reading, which have not been changed since first reading.

c. Approval of minutes.

d. Issues which the staff has been directed by the Council to prepare, such as items discussed during a manager's briefing.

e. Contracts which require City Council approval.

f. Annexation Petitions and Findings of Fact.

(2) At the request of Councilmember, an item shall be removed from the consent calendar and placed upon the regular agenda for debate at the end of the "Action Items" segment. A motion to approve the consent calendar shall not be debated and shall only be adopted by a unanimous vote of those Councilmembers present at the meeting. Prior to a vote being taken on the consent calendar, the City Clerk shall be called upon by the Mayor to read, by title, all ordinances for first and second reading which have been placed thereon.

(3) Minutes shall be removed from the consent calendar for corrections of a substantive nature.

(f) At the time the agenda is approved, items may be deleted, or additional action items may be added by a Councilmember, the City Manager or the City Attorney, to be placed at the end of the "Action Items" segment.

(g) Federal law, State Statutes, the Charter and this Code call for public hearings on various matters, such as the annual budget or requests for annexations and rezonings. The Council may also direct that a matter of significant interest be scheduled as a public hearing. Where the method of notice for a public hearing is not otherwise specified by law or by Council action, notice shall be given by posting once on the City website at least ten days prior to the hearing, or less than ten days for good cause shown. If the required notices are not provided based on an action of the applicant, the public hearing shall be opened and continued to the next City Council meeting that does not have another public hearing scheduled, unless City Council otherwise directs the City Manager. The purpose of a public hearing is for the City Council to receive input, both negative and positive, to help it in making a determination on a matter it is about to consider. The item is listed on the agenda under the title "public hearings," and the Council may or may not receive a verbal report and/or recommendation from staff, and interested parties and citizens are asked to comment either in support of or in opposition to the item at hand. Public hearings will be conducted, generally, in the following manner:

(1) In order to schedule the timing and length of public hearings for the convenience of the Council, the general public and interested parties, the first public hearing will begin at or before 7:30 p.m., or as soon thereafter as possible. This segment of the agenda will last no more than two hours.

(2) On land use issues, time limits for presentations are established at no more than 15 minutes for the applicants, or at the discretion of the Mayor may be allowed additional time. Presentations will be structured in accordance with procedures established by the City Development Department.

(3) Proponents and opponents who wish to speak shall be requested to sign up prior to the beginning of the meeting, on the register located in the lobby or Council chamber and limit their remarks to three minutes, provided, however, that the Council, by a majority vote of the members present, may increase an individual speaker’s speaking time by a prescribed amount above the three-minute to accommodate unique or exceptional circumstances. Any motion to increase speaking time shall not be debatable. Groups of citizens who wish to support or oppose a specific item will be requested to choose a spokesperson and, at the

discretion of the Mayor, may be allowed additional time to admit testimony on information over and above that already presented in their behalf. Speakers may be asked to be sworn in by the City Clerk if they wish to submit facts rather than opinions.

Audio/visual presentations must be submitted to the City Clerk's office by 10:00 a.m. the Monday prior to the Council meeting. However, the Mayor has discretion to permit a speaker to show an audio/visual presentation during a public hearing, without prior notice to the City Clerk's office, with proper assurances that the individual is not aware of the file having computer viruses. After the presentation during a public hearing, any councilmember has the right to move that the audio/visual presentation be stricken from the evidentiary record as irrelevant.

(4) Action may be taken on public hearing items after the public hearing has been closed or scheduled for action at the next Council meeting. If it is deemed desirable by the Council to continue a public hearing, it shall be continued to a date certain.

(5) At the conclusion of the public hearing on an application, the City Council may:

a. Continue the public hearing to a future meeting date for additional testimony;
b. Close the public hearing, and refer the application to a board or commission for review and recommendation;
c. Close the public hearing, and continue the ordinances or resolutions to a future meeting for action;
d. Close the public hearing, and request an executive session pursuant to state statute;
e. Close the public hearing, and take action on the ordinances or resolutions that relate to the application; or
f. Take any other lawful action.

(h) There shall be a speaker's timing system utilized to monitor the speaker's time under the audience participation portion of the agenda as well as interested parties and citizens testifying at public hearings. The City Clerk shall be responsible for selecting and operating the speaker's timing system.

Attachment C

City Council Policy

City Council Code of Conduct

1. Introduction

(a) The Home Rule Charter of the City of Thornton provides information on the more formal duties of Councilmembers, the Mayor, and the Mayor Pro Tem. The City's Code of Ethics Policy provides guidance related to conflicts of interest.

(b) This Code of Conduct is designed to describe the manner in which the Mayor and Councilmembers should treat one another, City staff, consultants, constituents, and others they come into contact with in representing the City of Thornton. It reflects the work of City Council in defining more clearly the behavior, manners, and courtesies that are suitable for various occasions. In concert with this document, City Council may wish to consider policy changes and clarifications designed to make public meetings and the process of governance run more smoothly.

(c) The constant and consistent theme through all of the conduct guidelines is "respect." The Mayor and Councilmembers experience stress in making decisions that impact the lives of the community. At times, the impacts of the entire community must be weighed against the impact of only a few. Despite these pressures, elected officials are called upon to exhibit appropriate behavior at all times. Demonstrating respect for each individual through words and actions is the touchstone that can help guide the Mayor and Councilmembers to do the right thing in even the most difficult situations.

2. Overview

(a) General introduction.

(1) Members of Thornton City Council ("Members" or "Councilmembers" refers to the Mayor, the Mayor Pro Tem, and the Councilmembers as a whole) recognize their obligation to serve their constituents and the public in a conscientious and diligent manner understanding that as leaders of the community, they are held to a higher standard of behavior and conduct.

(2) Members recognize that ethics and integrity are at the core of public confidence in government and in the political process; that elected

officials are expected to perform their duties in office and arrange their private affairs in a manner that promotes public confidence, avoids the improper use of influence of their office and conflicts of interests, both apparent and real. They recognize the need to uphold both the letter and the spirit of the law including policies adopted by Council.

(3) This Code of Conduct ensures that Members of Council share a common basis and understanding for acceptable conduct of Members of Council, in concert with and beyond the minimum standards of behavior set out in the existing legislative framework. This Code of Conduct is consistent with the principles of transparent and accountable government and reflective of the City's core values.

(4) The Council is committed to treating all individuals fairly and without discrimination and to creating a welcoming community for all residents.

(b) Applicability and review.

This Code of Conduct applies to all Members of Council. As a living document, the Code of Conduct will be brought forward for review at the end of each term of Council, when relevant legislation is amended, and at other times when appropriate to ensure that it remains current and continues to be a useful guide to Members of Council.

(c) Pledge.

In serving on City Council, all Members pledge as follows:

(1) I understand that as a City representative, I am entrusted with protecting and preserving the integrity of the government of the City.

(2) I will honor this trust by:

a. Upholding the City of Thornton Code of Ethics and this Code of Conduct;

b. Putting the public interest first;

c. Conducting myself at all times in a manner that brings credit to the City;

d. Serving with integrity, impartiality and transparency;

e. Fostering an ethical culture;

f. Taking no action that will result in, and avoiding the appearance of, personal gain or conflict of interest;

g. I will communicate openly and civilly, listening to all views, seeking common ground as a starting point, and being respectful even in areas of disagreement.

3. Types of Conduct

(a) Council Conduct with One Another in Public Meetings

Councils are composed of individuals with a wide variety of backgrounds, personalities, values, opinions, and goals. Despite this diversity, all have chosen to serve in public office in order to preserve and protect the present and the future of the community. In all cases, this common goal should be acknowledged even as Council may "agree to disagree" on contentious issues.

(1) Practice civility, professionalism, and decorum in discussions and debate.

Difficult questions, tough challenges to a particular point of view, and criticism of ideas and information are legitimate elements of a free democracy in action. This does not allow, however, the Mayor or Councilmembers to make belligerent, personal, impertinent, slanderous, threatening, abusive, or disparaging comments, including statements by spoken word or audio or visual materials. No shouting or physical actions that could be construed as threatening will be tolerated. The Mayor and Councilmembers should conduct themselves in a professional manner at all times, including dress. Business casual is expected for formal business meetings.

(2) Honor the role of the Presiding Officer in maintaining order.

It is the responsibility of the Mayor (or the Mayor Pro Tem in the Mayor's absence or other Councilmember in the absence of both) to keep the comments of Councilmembers on track during public meetings. Councilmembers should treat each other with respect and honor efforts by the Mayor to focus discussion on current agenda items. If there is disagreement about the agenda or the Mayor's actions, those objections should be voiced politely and with reason, following procedures outlined in parliamentary procedure (per Robert's Rules of Order).

(3) Avoid personal comments.

The Council must address all discussion to the Presiding Officer, maintain a courteous tone, and avoid injecting a personal note into the debate. In addition, discussion must not attack or make suggestions as to the motives of other members. No inflammatory language, including statements by spoken word or audio or visual materials, should be used and a member may not criticize a prior action of the group.

(4) Demonstrate effective problem-solving approaches.

Councilmembers have a public stage to show how individuals with disparate points of view can find common ground and seek a compromise that benefits the community as a whole. It is important that discussions on issues be relative to the topic at hand to allow adequate time to fully discuss scheduled issues.

(5) Attend meetings regularly.

Councilmembers have made a commitment to attend meetings and partake in discussions. Therefore, it is important that Councilmembers be present at meetings, punctual, and that meetings start on time. Should a Member need to miss a meeting, the Member should notify the City Manager as soon as reasonably possible, and the City Manager shall notify the entire Council. After a Member misses more than four meetings in a row, including regular, special, and planning sessions, they may be subject to formal public censure by the Council. Notwithstanding the foregoing, any Member whose absence from a meeting is due to the Member's own or an immediate family member's serious health condition, as defined in the Family and Medical Leave Act, shall be deemed excused from the meeting.

(b) Council Conduct with City Staff.

Governance of a City relies on the cooperative efforts of elected officials, who set policy, and City staff, who implement and administer the Council's policies. Therefore, every effort should be made to be cooperative and show mutual respect for the contributions made by each individual for the good of the community.

(1) Treat all staff as professionals.

Clear, honest communication that respects the abilities, experience, and dignity of each individual is expected. Poor behavior towards staff is not acceptable. Councilmembers should always speak with staff in a respectful, polite, and professional manner. Councilmembers should not raise their voice, be rude, or curse at staff members. This includes phone and electronic communications.

(2) Limit contact to specific City staff.

Questions of City staff and/or requests for additional background information should be directed to the City Manager, City Attorney, or Department Heads. The City Manager should be copied on or informed of any request. Requests for follow-up or directions to staff should be made only through the City Manager or the City Attorney when appropriate. When in doubt about what staff contact is appropriate, Councilmembers should ask the City Manager for direction. Materials supplied to a Councilmember in response to a request will be made available to all members of the Council so that all have equal access to information.

(3) Do not solicit political support from staff.

Councilmembers should not solicit any type of political support (financial contributions, display of posters or lawn signs, name on support list, etc.) from City staff. City staff may, as private citizens with constitutional rights, support political candidates but all such activities must be done away from the workplace.

(c) Council Conduct with the Public.

(1) Public meetings.

Making the public feel welcome is an important part of the democratic process. No signs of partiality, prejudice, or disrespect should be evident on the part of individual Councilmembers toward an individual participating in a public forum. Every effort should be made to be fair and impartial in listening to public testimony.

a. Be welcoming to speakers and treat them with care and gentleness.

Speaking in front of Council can be a difficult experience for some people. Some issues the Council undertakes may affect people's daily lives and homes. Some decisions are emotional. The way that Council treats people during audience participation and public hearings can do a lot to make them relax or to push their emotions to a higher level of intensity. In general, it is best not to respond at all to public comments. However, the Presiding Officer may provide brief factual information, if appropriate. The Presiding Officer must not under any circumstances enter into back-and-forth exchanges with the public.

b. Be fair and equitable to all speakers.

Subject to the time limits on audience participation and public hearings as provided in Section 6(b) and (g)(1), respectively, of City Council's Rules of Order and Procedures, no speaker will be turned away unless a speaker exhibits inappropriate behavior.

c. Give the appearance of active listening.

It is disconcerting to speakers to have Councilmembers not look at them when they are speaking. It is fine to look down at documents or to make notes, but reading for a long period of time gazing around the room gives the appearance of disinterest. Be aware of facial expressions, especially those that could be interpreted as "smirking," disbelief, anger, or boredom.

d. Ask for clarification, but avoid debate and argument with the public.

Only the Presiding Officer—not other Councilmembers—can interrupt a speaker during a presentation. However, a Councilmember can ask the Presiding Officer for a point of order if the speaker is off the topic or exhibiting behavior or language the Councilmember finds disturbing. If speakers become flustered or defensive by Council questions, it is the responsibility of the Presiding Officer to calm and focus the speaker and to maintain the order and decorum of the meeting. Questions by Councilmembers to members of the public testifying should seek to clarify or expand information. It is never appropriate to belligerently challenge or belittle the speaker. Councilmembers' personal opinions or inclinations about upcoming votes should not be revealed until after the public hearing is closed.

e. No personal attacks of any kind, under any circumstance.

Councilmembers should be aware that their body language and tone of voice, as well as the words or audio or visual materials they use, can appear to be intimidating or aggressive.

f. Follow parliamentary procedure in conducting public

meetings.

The City Attorney serves as advisory parliamentarian for the City and is available to answer questions or interpret situations according to parliamentary procedures. Final rulings on parliamentary procedure are made by the Presiding Officer, subject to the appeal of the full Council.

(2) Unofficial Settings

a. Make no promises on behalf of the Council.

Councilmembers will frequently be asked to explain a Council action or to give their opinion about an issue as they meet and talk with constituents in the community. It is appropriate to give a brief overview of City policy and to refer to City staff for further information. It is inappropriate to overtly or implicitly promise Council action, or to promise City staff will do something specific (fix a pothole, remove a library book, plant new flowers in the median, etc.).

b. Make no personal comments about other Councilmembers.

It is acceptable to publicly disagree about an issue, but it is unacceptable to make derogatory comments about other Councilmembers, their opinions and actions. This includes posting on social media. Statements should remain factual without opinion on the motives of Councilmembers.

c. Remember the sense of community.

Councilmembers are constantly being observed by the community every day that they serve in office. Their behaviors and comments serve as models for proper deportment in the City of Thornton. Honesty and respect for the dignity of each individual should be reflected in every word and action taken by Council Members, 24 hours a day, seven days a week. It is a serious and continuous responsibility.

(d) Council Conduct with Other Public Agencies

(1) Be clear about representing the City or personal interests.

If a Councilmember appears before another governmental agency or organization to give a statement on an issue, the Councilmember

must clearly state if his or her statement reflects personal opinion or is the official stance of the City and whether this is the majority or minority opinion of the Council. Even if the Councilmember is representing his or her own personal opinions, remember that this still may reflect upon the City as an organization. If the Councilmember is representing the City, the Councilmember must support and advocate the official City position on an issue, not a personal viewpoint. If the Councilmember is representing another organization whose position is different from the City, the Councilmember should withdraw from voting on the issue if it significantly impacts or is detrimental to the City's interest. Councilmembers should be clear about which organizations they represent and inform the Mayor and Council of their involvement.

(2) Correspondence should also be equally clear about representation.

City letterhead may be used when the Councilmember is representing the City and the City's official position. A copy of official correspondence should be given to the City Clerk to be filed as part of the permanent public record. It is best that City letterhead not be used for correspondence of Councilmembers representing a personal point of view, or a dissenting point of view from an official Council position.

(e) Council Conduct with Boards and Commissions

The City has established several Boards and Commissions as a means of gathering more community input. Citizens who serve on Boards and Commissions become more involved in government and serve as advisors to the City Council. They are a valuable resource to the City's leadership and should be treated with appreciation and respect.

(1) If attending a Board or Commission meeting, be careful to only express personal opinions.

Councilmembers may attend any Board or Commission meeting, which are always open to any member of the public. However, if the Board or Commission is conducting a public hearing, the Councilmember shall remove themselves from the proceedings. Councilmembers should be sensitive to the way their participation – especially if it is on behalf of an individual, business or developer – could be viewed as unfairly affecting the process. Any public comments by a Councilmember at a Board or Commission meeting should be clearly made as individual opinion and not a representation of the feelings of the entire City Council. Also, a

Councilmember's presence may affect the conduct of the Board or Commission and limit their role and function.

(2) Limit contact with Board and Commission members.

It is inappropriate for a Councilmember to contact a Board or Commission member to lobby on behalf of an individual, business, or developer. Councilmembers should contact staff in order to clarify a position taken by the Board or Commission.

(3) Remember that Boards and Commissions serve the community, not individual Councilmembers.

The City Council appoints individuals to serve on Boards and Commissions, and it is the responsibility of Boards and Commissions to follow policy established by the Council. But Board and Commission members do not report to individual Councilmembers, nor should Councilmembers feel they have the power or right to threaten Board and Commission members with removal if they disagree about an issue. Appointment and re-appointment to a Board or Commission should be based on such criteria as expertise, ability to work with staff and the public, and commitment to fulfilling official duties. A Board or Commission appointment should not be used as a political "reward."

(4) Be respectful of diverse opinions.

A primary role of Boards and Commissions is to represent many points of view in the community and to provide the Council with advice based on a full spectrum of concerns and perspectives. Councilmembers must be fair and respectful of all citizens serving on Boards and Commissions.

(5) Keep political support away from public forums.

Board and Commission members may offer political support to a Councilmember, but not in a public forum while conducting official duties. Conversely, Councilmembers may support Board and Commission members who are running for office, but not in an official forum in their capacity as a Councilmember

(f) Council Conduct with the Media.

Councilmembers may be contacted by the media for background and quotes.

(1) The best advice for dealing with the media is to never go "off the record."

Most members of the media represent the highest levels of journalistic integrity and ethics, and can be trusted to keep their word. But one bad experience can be catastrophic. Words that are not said cannot be quoted.

(2) The Mayor is the official spokesperson for the representative on City position.

Pursuant to City Charter Section 4.4(a), the Mayor is the designated representative of the Council to present and speak on the official City position. If an individual Councilmember is contacted by the media, the Councilmember is free to talk with the media, but should be clear about whether their comments represent the official City position or a personal viewpoint. It is recommended to let the City Manager know of the inquiry.

(3) Choose words carefully and cautiously.

Comments taken out of context can cause problems. Be especially cautious about humor, sardonic asides, sarcasm, or word play. It is never appropriate to use personal slurs or swear words when talking with the media.

4. Violations of Code of Conduct

(a) Members who do not follow proper conduct may be formally censured by the Council.

(b) Any Member may interrupt discussion or debate to allege another Member violated this Code of Conduct. The Council may, upon motion and by two-thirds vote of the Members present, sustain the alleged violation. Before the vote takes places, the Member alleged to have committed the violation shall have the opportunity to respond to the allegation, and may choose to speak last. If Council sustains the same violation two or more times during the same meeting, or Council sustained the same violation at a previous meeting, Council may, by motion adopted by a majority vote of the Members present, sanction the offending Member by issuing a verbal censure that shall be entered upon the record of the meeting. For intentional and repeated violations of this Code of Conduct, Council may by resolution issue a written censure.