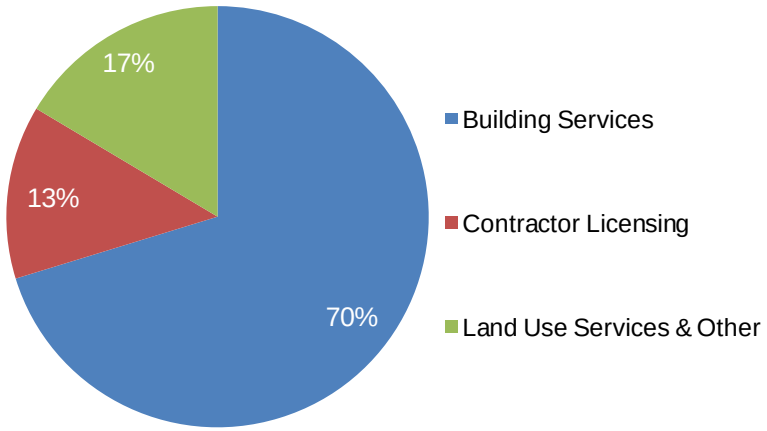
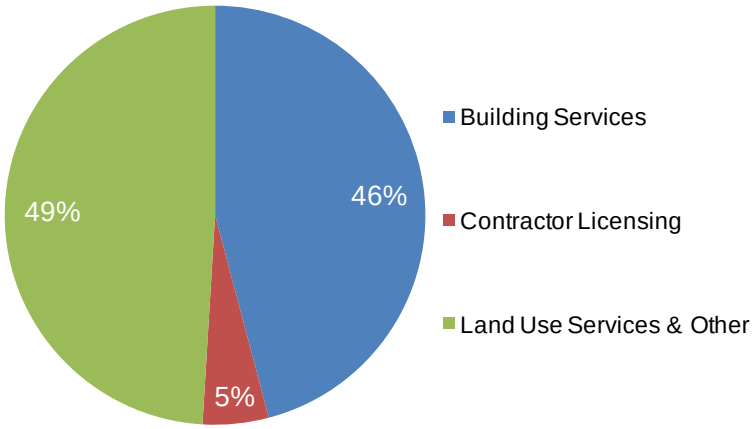
LAND USE

Land Use Services works to enforce the City's regulations and implement the City's vision in order to maintain and enhance the community's quality of life. It is comprised of five divisions that, when combined, create a one-stop shop for all new land development and redevelopment. In carrying out their duties, the Land Use Services staff's utmost priority is the protection of the public's health, safety and welfare.

2011 Revenues



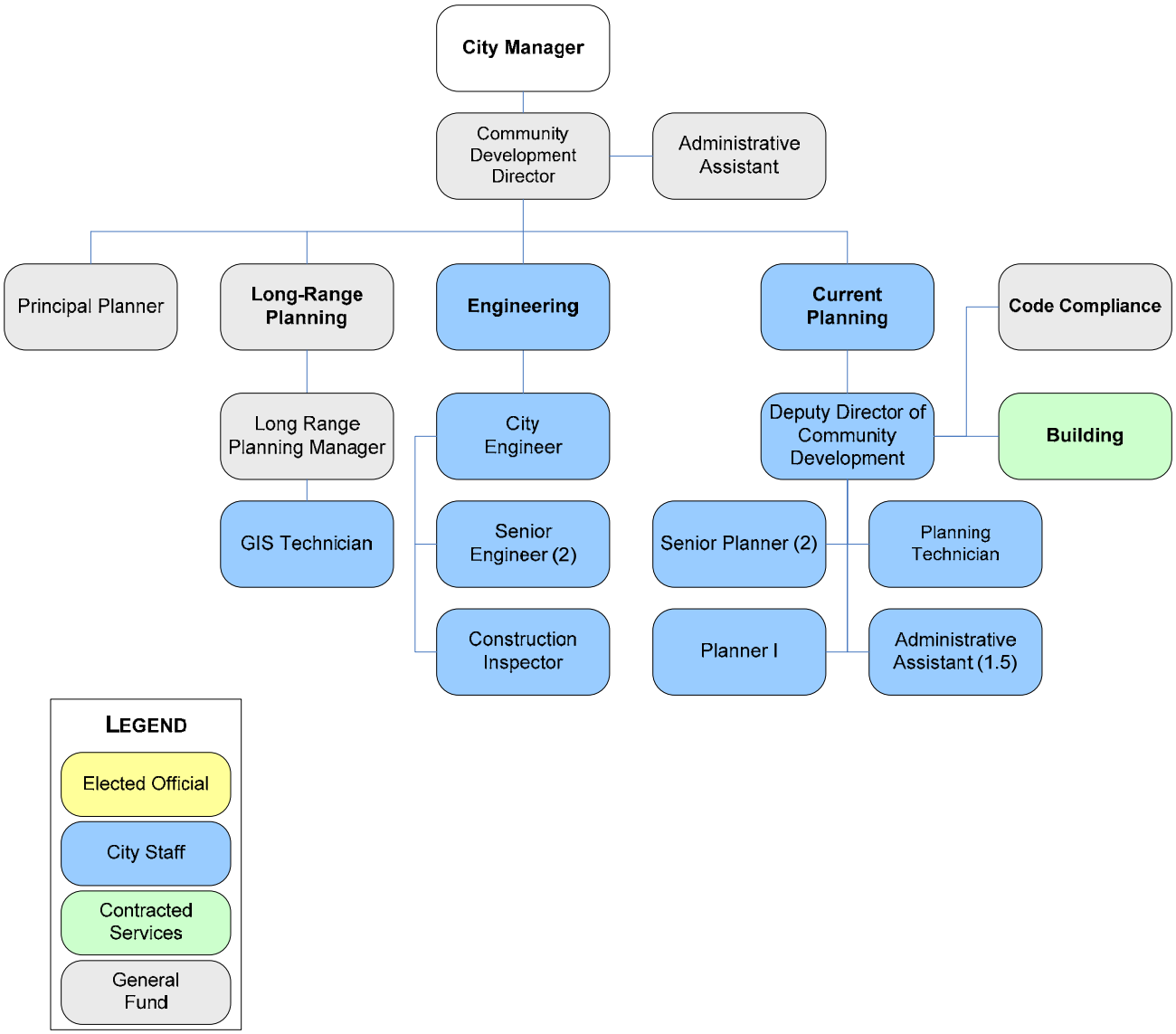
2011 Expenses



Total Adopted Budget by Category

	2009 Actual	2010 Adopted	2010 Revised	2011 Adopted	2010 Adopted/ 2011 Adopted $ Chg	% Chg
Personnel Services	$ 920,439	$ 951,934	$ 963,749	$ 964,528	$ 12,594	1.3%
Contracted Services	2,120,221	1,716,566	1,959,666	1,549,175	(167,391)	-9.8%
Other Services & Supplies	116,486	164,995	137,989	143,989	(21,006)	-12.7%
TOTAL	**$ 3,157,146**	**$ 2,833,495**	**$ 3,061,404**	**$ 2,657,692**	**$ (175,803)**	**-6.2%**

LAND USE



Staff and Contracted Resources Summary

	2009 Actual FTE	2010 Revised FTE	2011 Adopted FTE	2010 / 2011 Difference
Current Planning	6.50	6.50	6.50	-
Engineering	4.00	4.00	4.00	-
GIS Services	1.00	1.00	1.00	-
Building	9.00	9.00	11.00	2.00
TOTAL	**20.50**	**20.50**	**22.50**	**2.00**

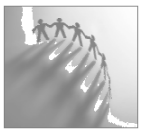
Overview: The Current Planning Division is responsible for development review, zoning information, building permits, planning review, variance applications and sign and fence permit issuance. In addition, Current Planning also supports the Planning and Zoning Commission, as well as the Board of Adjustment.

2010 Accomplishments:

City Services	• Maintained high level of accountability and productivity by consistently meeting all performance measurements. • Drafted Building Services RFP and created a public cost comparison In-House proposal. • Updated the City's Web site and the LDC Web site. • Initiated the multi-year Official City Zoning Map project to implement the LDC. • Met development review times & performance measures. • Managed the new Land Development Code (LDC) to a successful adoption by the City Council and facilitated the on-going discussion on Deferred Code Items. • Monitored citizen and customer expectations and satisfaction through customer service surveys. • In conjunction with the Building Division, initiated "Rapid Review Thursday" (RRT) to meet growing needs of citizens and customers. • Facilitated numerous neighborhood meetings and open houses as well as four Breakfasts with P&D.
Community Quality of Life / Citizen Engagement	• Supported Neighborhoods by attending at least two HOA/CenCON meetings and City Council District meetings as requested; held two additional open houses for the LDC to educate the public about the new LDC; attended multiple HOA meetings to discuss the Zoning Map update. • Led effort to create a new Customer Service Training Manual with the Customer Service Committee.
Economic Health	• Maintained a lean, transparent, responsive, and fiscally responsible division by tracking and meeting performance measurements, improving business processes, performing customer service surveys, and operating within budget. • Led the effort to draft the Building Services RFP and a public cost comparison In-House proposal to ensure the City Council had accurate comparison between in-house and outsourced options. • Implemented the Innoprise tracking system and accepted the first submittal for paperless review. • Rapid Review Thursdays improved responsiveness (turnaround times) on fence and sign permits. • Improved requirement for neighborhood meetings through a written policy and incorporated this approach in the new Land Development Code. This increased responsiveness to citizens on development applications.
Environment	• Implemented paperless review of land use applications, reducing the amount of paper expended and vehicle miles traveled. • Developed new landscape standards that are in-line with promoting water conservation and mixed-use zoning districts.

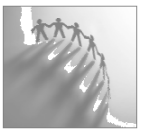
Performance Measurements:	2007 Actual	2008 Actual	2009 Actual	2010 Estimated	2011 Projected
Number of LDC Amendments Processed	3	5	5	2	5
Percent of Prepared Amendments Adopted	100%	100%	0%	100%	100%
Number of Contiguous Acres Annexed	49.2	35	261	107	0
Average Number of Days to Process Annexation	63	35	38	40	0
Number of Fence Permits Received	150	129	202	173	175
Number of Fence Permits Issued	150	129	202	162	165
Average Number of Days to Complete Fence Permits	5	4	2.2	2.3	2.3
Number of Sign Permits Requested	126	129	141	154	155
Number of Sign Permits Issued	122	121	141	150	150
Average Number of Days to Complete Sign Permits	7	4	2.5	3.5	3
Number of Variance Applications Received	22	14	5	11	10
Number of Variances Heard by Board of Adjustment (BOA)	22	14	4	11	10
Percent of Variances Approved by BOA	86%	92%	100%	91%	90%
Number of P&Z Commission Meetings Facilitated	21	20	19	16	16
Number of Applications Presented to P&Z Commission	40	28	24	25	25
Number of Applications Presented to City Council	47	32	39	35	35

2011 Goals and Objectives:

 City Services	• Maintain high level of accountability and productivity by consistently meeting all performance measurements. • Implement the new Land Development Code (LDC) and present the Deferred Code Items to City Council for final action. • Update the Lighting standards and incorporate into the LDC. • Update the City's Web site and manage the multi-year Official City Zoning Map project to implement the LDC. • Continue to monitor satisfaction through customer service surveys. • Further efforts to keep citizens and other stakeholders informed about development and other projects by facilitating community meetings.
 **Community Quality of Life / Citizen Engagement**	• Support neighborhoods by providing residents with relevant and useful information about Current Planning services by attending at least two HOA/CenCON meetings and City Council District meetings as requested. • Attend multiple HOA meetings to discuss the Zoning Map update. • Facilitate and participate in City-sponsored customer service workshops.
 Economic Health	• Maintain a lean, transparent, responsive, and fiscally responsible division by tracking and meeting performance measurements, improving business processes, performing customer service surveys, and operating within budget. • Continue to implement business processes that make doing business with the City as simple, efficient, and responsive as possible. • Increase the number and/or percent of applications received through Rapid Review Thursdays over 2010.
 Environment	• Monitor current and future ordinances for environmentally sound practices. • Update the lighting standards. • Increase the number of paperless submittals. • Continue to update and enhance planning and zoning information on the City's Web site.

Overview: The Engineering Division is responsible for coordinating development review of land use applications with the Current Planning Division, the review and approval of site civil construction documents, and providing general municipal civil engineering services to the City. The Engineering Division oversees and issues Right-of-Way permits associated with land use case applications and inspects construction of new development. In conjunction with the Southeast Metro Stormwater Authority (SEMSWA), the division is responsible for inspection and acceptance of new public improvements associated with land use cases. The division is also responsible for the coordination of the Capital Improvement Fund, administering and chairing the Capital Improvement Committee and the preparation of the City's 5 and 10 Year Capital Improvement Program.

2010 Accomplishments:

 City Services	• Maintained high level of accountability and productivity by consistently meeting performance measurements. • Implemented a new 75% inspection service to minimize deficiencies at end of construction and mobile technology (laptop and printer) for the construction inspector. • Advanced a well-planned city by overseeing an update to the City's floodplain regulations in the LDC to ensure safety of life and property as well as compliance with Federal law. • Promoted “life-cycle design” standards by updating the Infrastructure Design and Specifications Manual to ensure the City is using and requiring best practices for the design and construction of its infrastructure. • Provided information to the City Council on the City's Sight Distance Triangle regulations to better address traffic concerns in neighborhoods. • Updated information about the Engineering Division on the City’s website. • Initiated update to the City’s Comprehensive Plan by completing Phase IA of the City's Transportation Master Plan. • Participated in several SEMSWA CIP projects and developed working relationships with staff at ACWWA, East Cherry Creek Valley and Southgate Water and Sanitation District. • Monitored citizen and customer expectations and satisfaction by performing customer service surveys.
 **Community Quality of Life / Citizen Engagement**	• Supported the Open Space Manager on the Civic Center Park project by performing plan review of construction drawings and developing the bid package. • Provided project management and review for the Tagawa Access Road, Broncos Parkway Trailhead, Cherry Creek Trail, and Open Space on-street bike lane projects. • Hosted 4 public meetings / open houses for 2010 Transportation Master Plan and also participated in Breakfast with P&D meetings.
 Economic Health	• Maintained a lean, transparent, responsive, and fiscally responsible division by tracking and meeting performance measurements, improving business processes, performing customer service surveys, and operating within budget. • Improved business processes to make doing business simple, efficient and responsive. • Implemented the Innoprise tracking system and accepted the first submittal for paperless review in conjunction with the Current Planning Division. • Implemented mobile inspections and reporting for engineering inspections. • Provided plan review and facilitated engineering permitting process for the construction of IKEA. Assisted IKEA coordination with SEMSWA and other agencies to ensure timely resolution to issues. • Presented information to the City Council on a possible Neighborhood Perimeter Beautification Program. • Completed an update of the City's 5 and 10 Year Capital Improvement Program. • Completed Phase IA of the Transportation Master Plan.

2010 Accomplishments (Cont.):

Environment	• Implemented paperless review of land use and engineering applications. • Managed the Civic Center energy audit project. • Provided project management, design, and inspection for the 2010 Open Space on-street bike lane project.

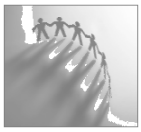
Performance Measurements:	**2007 Actual**	**2008 Actual**	**2009 Actual**	**2010 Estimated**	**2011 Projected**
Number of Right-of-Way (ROW) Permits Issued	17	85	45	75	80
Average Number of Days to Issue each ROW Permit	1	1	1	1	1
Number of Construction Drawings (CDs) Received	24	30	16	14	15

2011 Goals and Objectives:

City Services	• Consistently meet all performance measurements. • Seek adoption and implementation of the Infrastructure Design and Specifications Manual to ensure the City is using and requiring best practices for the design and construction of its infrastructure • Maintain current information about the Engineering Division on City's website. • Continue to monitor expectations and satisfaction through customer service surveys. • Update the City's Comprehensive Plan by completing the next phase(s) of the City's Transportation Master Plan. • Provide support on SEMSWA CIP projects and strengthen working relationships with staff at water and sanitation districts that serve the City.
Community Quality of Life / Citizen Engagement	• Provide project management and inspection for the construction of the Civic Center Park, Phase I project and on-street bike lanes. • Provide a community workshop on the new 2010 Infrastructure Design and Specification Manual. • Attend one City sponsored customer service training session.
Health	• Maintain a lean, transparent, responsive, and fiscally responsible division by tracking and meeting performance measurements, improving business processes, performing customer service surveys, and operating within budget. • Provide support for annexation opportunities. • Implement mobile computerized inspection and reporting for the Engineering development inspection process. • Complete the next phase of the Transportation Master Plan. • Maintain and update the 5 and 10 Year Capital Improvement Program.
Environment	• Monitor current and future ordinances for environmentally sound practices. • Increase the number of paperless submittals. • Assist in achieving LEED certification for the operations of the Civic Center and implementing recommendations from the energy audit. • Continue to provide inspection and management of on-street bike lane projects. • Complete the next phase of the Transportation Master Plan.

Overview: The Building Division is responsible for ensuring the life safety of all persons in the City of Centennial related to the construction of all commercial and residential structures, through enforcing compliance of the adopted International Codes. This is achieved by completing plans examination of submitted plans and conducting necessary inspections to assure compliance with all City of Centennial building codes and ordinances.

2010 Accomplishments:

City Services	• Maintained a high level of accountability and productivity by consistently meeting all performance measurements. • Monitored citizen and customer expectations and satisfaction by performing customer service surveys. Results and suggestions are tracked to identify opportunities for business process improvements • Initiated "Rapid Review Thursday" (RRT) to meet the growing needs of citizens and customers. RRT provides over the counter plan review for small projects. • Initiated and completed a review of the 2009 IBC and comparison of the 2006 IBC.
 **Community Quality of Life / Citizen Engagement**	• Supported neighborhoods by providing residents with relevant and useful information about Building Services through two community workshops on how to build decks and finish basements. • Maintained strong working relationships with all three fire protection providers serving the City through monthly meetings and emergency responses. • Worked to coordinate with South Metro on the construction of the IKEA store.
Economic Health	• Maintained a lean, transparent, responsive, and fiscally responsible division by tracking and meeting performance measurements, improving business processes, performing customer service surveys, and operating within budget. • Improved business processes to make doing business simple, efficient, and responsive. • Implemented the Innoprise tracking system and accepted the first submittal for paperless review. • Provided plan review and facilitated building permitting for the construction of IKEA.
Environment	• Updated and enhanced building information (applications, handouts, fees and relevant information) provided on the City's Web site, such that customers and citizens obtain public information from home and office rather than travel to Civic Center.

Performance Measurements:	**2007 Actual**	**2008 Actual**	**2009 Actual**	**2010 Estimated**	**2011 Projected**
Number of Inspections	9,564	13,187	13,060	14,000	13,000
Number of Failed Inspections	3,115	1,831	2,890	2,100	2,500
Total Number of Permits Issued	4,327	4,101	7,592	6,500	6,500
Valuation of Permits	$135,765,755	$182,010,531	$114,189,269	$125,000,000	$110,000,000
Number of New Single-family Permits Issued	111	60	23	33	20
Number of Single-family COs	262	177	19	25	30
Number of Residential Addition/ Remodel Permits Issued	516	452	458	458	500

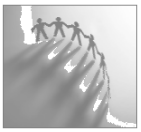
Performance Measurements (Cont.):	2007 Actual	2008 Actual	2009 Actual	2010 Estimated	2011 Projected
Number of New Commercial Projects Permitted	21	27	16	16	10
Number of Commercial Addition/Remodel Permits Issued	205	207	282	225	225
Number of Plan Reviews Performed	952	982	997	1000	950
Total Revenue (fees)	$2,268,272	$2,283,384	$2,150,991	$1,900,000	$1,800,000

2011 Goals and Objectives:

City Services	• Maintain high level of accountability and productivity by consistently meeting all performance measurements. • Continue to monitor citizen and customer expectations and satisfaction through customer service surveys. Implement process improvements based upon customer suggestions. • Seek City Council adoption and implementation of the 2009 IBC.
Community Quality of Life / Citizen Engagement	• Support neighborhoods by providing residents with relevant and useful information about Building Services by facilitating community workshops as well as attending HOA, CenCON, or City Council District meetings as requested or required • Attend one City sponsored customer service training program. • Maintain strong working relationships with all three fire protection providers serving the City through monthly meetings and emergency responses. • Enhance coordination with South Metro on the construction of IKEA store to ensure a timely opening.
Economic Health	• Maintain a lean, transparent, responsive, and fiscally responsible division by tracking and meeting performance measurements, improving business processes, performing customer service surveys, and operating within budget. • Oversee the new contract for the Building Division, specifically the implementation of new services and improved performance measures within the approved budget. • Continue to implement business processes that make doing business with the City as simple, efficient and as responsive as possible. • Make available paperless submittals. • Increase the number and/or percent of permits received through Rapid Review Thursdays over 2010. • Maintain new performance measurements for permits. • Integrate contractor licensing. • Implement technology for inspections to provide better customer service and explore on-line submittals. • Implement the Home Improvement Program (HIP) by end of year. • Continue to provide responsive building inspections and general support for the timely grand opening of IKEA.
Environment	• Enhance customer access to Building Services via Web interface; implement paperless plan review/submittals and mobile technology for inspections; continue to update and enhance building information (applications, handouts, fees and relevant information) on the City's Web site.

Overview: The Contractor Licensing Division is responsible for issuing contractor licenses to ensure contractors and subcontractors are insured and meet minimum qualifications to perform work within the City. The Division administers the City's Use Tax ordinance and collections related to land development, fence and sign permits, building permits and engineering permits. Lastly, it administers the City's transit shelter and bus bench program to ensure proper placement and maintenance of shelters throughout the City.

2010 Accomplishments:

 City Services	• Inventoried bus benches at end of year to ensure removal of ad-based benches to make room for new non-ad based benches next year, which will provide more user friendly facilities for pedestrians. • Maintained high level of accountability and productivity by consistently meeting all performance measurements. • Monitored citizen and customer expectations and satisfaction by performing customer service surveys. Results and suggestions are tracked to identify opportunities for business process improvements.
 **Community Quality of Life / Citizen Engagement**	• Monitored 246 bus benches and 88 bus shelters to ensure that they are safe and well maintained for the convenience of our residents and workers.
 Economic Health	• Maintained a lean, transparent, responsive, and fiscally responsible division by tracking and meeting performance measurements, improving business processes, performing customer service surveys, and operating within budget. • Improved business processes to make doing business as simple, efficient and as responsive. • Implemented the Innoprise tracking system and Innoprise for contractor licensing. • Accepted the first submittal for paperless review. • Contributed to the transition from ad-based to non-ad-based bus benches.
 Environment	• Update and enhance contractor licensing information (applications, handouts, fees and relevant information) on the City's Web site, such that customers and citizens obtain public information from home and office rather than travel to Civic Center. • Enhance customer access to contractor licensing information via Web interface. • Implement paperless submittals and mobile technology for inspections.

Performance Measurements:	**2007 Actual**	**2008 Actual**	**2009 Actual**	**2010 Estimated**	**2011 Projected**
Licenses Issued	3,190	3,572	3,683	3,400	3,000
License Fees Collected	$234,960	$255,610	$250,478	$248,000	$210,000
Number of Customer Contacts by Phone	3,362	4,230	3,395	4,200	4,000
Number of Violations	4	1	6	0	0
Number of Shelter Permits	95	94	91	88	88
Number of Bus Benches	359	342	248	246	39
Revenues	$113,550	$111,750	$104,900	$100,300	$88,000

Performance Measurements (Cont.):	**2007 Actual**	**2008 Actual**	**2009 Actual**	**2010 Estimated**	**2011 Projected**
Number of inspections	2	2	2	2	2
Number of Complaints by type	2	4	3	6	5
Number of shelters/benches removed	18	0	97	5	207
Number of permit revocations due to violation	0	0	0	0	0

2011 Goals and Objectives:

City Services	• Improve the pedestrian experience at higher volume bus bench stops by installing concrete pads that provide ADA accessibility and new non-ad based bus benches. • Consistently meet all performance measurements. • Monitor citizen and customer expectations and satisfaction by performing customer service surveys. • Advance new Contractor Licensing regulations to spread registration across the year and provide penalty for contractors caught doing work in the City without license and proper insurance coverage.
Community Quality of Life / Citizen Engagement	• Ensure transit shelters and benches are properly maintained, contributing to attractive streetscapes throughout the City. • Ensure transit shelters and benches are safe for the traveling community, including removal of snow and ice. • Attend one City sponsored customer service training program.
Economic Health	• Maintain a lean, transparent, responsive, and fiscally responsible division by tracking and meeting performance measurements, improving business processes, performing customer service surveys, and operating within budget. • Continue to implement business processes that make doing business with the City as simple, efficient and as responsive as possible. • Enhance access to City services online and increase customer convenience through potential online filing and payment.
Environment	• Enhance access to City services online and increased customer convenience through potential online filing and payment in coordination with the Finance Department, thereby reducing customers' need to drive to the Civic Center.

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