



CITY OF LOVELAND
 ECONOMIC DEVELOPMENT OFFICE
 Civic Center • 500 East Third • Loveland, Colorado 80537
 (970) 962-2304 • FAX (970) 962-2900 • TDD (970) 962-2620

AGENDA ITEM: 1
MEETING DATE: 1/14/2014
TO: City Council
FROM: Economic Development Department
PRESENTER: Mike Scholl, Economic Development Manager

TITLE:

Review the Request For Expression of Interest (RFEI) by the Michaels Development Company for a Development Partnership/Exclusive Right-to-Negotiate with the City of Loveland Regarding the 3rd Street Project in Downtown Loveland

SUMMARY:

The Study Session will review the application by the Michaels Development Company for an exclusive right-to-negotiate with the City of Loveland for the 3rd Street Development Project. The purpose of the Study Session will be to review their qualifications and to consider a proposed Development Partnership/Exclusive Right-to-Negotiate. Staff is seeking direction from Council to bring the item back for formal consideration.

BACKGROUND:

The Michaels Development Company submitted a RFEI to the City to be the developer for the 3rd Street catalyst project as outlined in the City's approved Downtown Vision Book. Michaels is interested in developing a market rate, mixed-use project in Downtown Loveland.

The Michaels Development Company is the development arm of the Michaels Organization, which has been in existence since 1973. Michaels is owned by Michael J. Levitt, a real estate developer since 1967. The company has completed successful projects in 33 states. The Loveland project, if it were to go forward, would be the first in Colorado.

REVIEWED BY CITY MANAGER:

William A. Cabell

LIST OF ATTACHMENTS:

- A. Application/Request for Expression of Interest
- B. MDC - 40th Anniversary Brochure
- C. Council Memorandum
- D. Map

October 8, 2013

Mr. William D. Cahill, City Manager
City of Loveland
500 E. 3rd Street
Loveland, Colorado 80537

RE: Expression of Interest: South Catalytic Project

Dear Mr. Cahill:

On behalf of The Michaels Organization (TMO), I would like to express our excitement for the South Catalytic Project and our intent to partner with the City of Loveland to implement the vision set forth by the City's planning efforts to develop a transformative project. Below please find an overview of The Michaels Organization and a statement of our intentions related to the development of the 3rd Street Site. TMO has a long and successful history of Public Private Partnerships with cities across the country. In each instance, we commit ourselves to long-term local partnerships that enable large-scale community transformation. We welcome the opportunity to form such a partnership with the City of Loveland and combine our resources to catalyze additional development in your vibrant downtown core.

The Michaels Organization

The Michaels Development Company is the development entity housed within an umbrella of companies known as The Michaels Organization. TMO is dedicated to providing full-service development, management, service coordination, construction management, syndication, and lending to our partners.

The Michaels Development Company is an experienced real estate developer committed to creating sustainable new communities. We are a family-owned company that prides itself on establishing meaningful and lasting partnerships with city governments and other stakeholders in the communities in which we develop. At the same time, we are a national company that boasts unparalleled relationships with national lenders and investors and holds an impeccable record of performance around the country. We believe this combination of national strength and local relationships sets us apart as a leader in community redevelopment.

Our large-scale development efforts begin with a master plan, created through a collaborative process with City agencies, national and local consultants and local stakeholders. Our efforts have transformed communities as a result of our determination to meet the social, educational, health and safety of the local community in addition to housing needs.

Partnership

Michaels believes the South Catalytic Project is a tremendous opportunity to produce a transformational development that will ignite investment in downtown Loveland. Control of these key properties will enable a master planning process that will secure consensus, align interests, maximize the potential for true community transformation, and market downtown Loveland to potential investors. Michaels will create a true partnership with the City of Loveland and the local community to implement the revitalization of this area. Michaels is prepared to make a long-term commitment to the City of Loveland to be an active and transparent partner.

Master Planning and Design

Michaels will collaborate with RNL, a nationally recognized planning and architectural firm headquartered in Denver, the City of Loveland and local stakeholders to produce a development plan that implements the planning suggestions included in your Vision Book and Downtown Strategic Plan. Our proposal for the South Catalytic Project includes:

- Over 200 rental apartment units adding over 300 residents to the core of downtown Loveland
- A rooftop amenity complex for residential and office users
- Planned space for County offices
- Central parking to serve the residential, incubator office, County, and retail spaces that includes additional parking to serve 4th Street and other downtown businesses
- 15,000sf of flexible office space targeted for local startups and entrepreneurial endeavors
- 14,000sf of communal retail space showcasing local artisans in a culinary community model
- 1st run movie theater
- Streetscape and infrastructure improvements
- A 3rd street plaza allowing “spill over” of users into the community to create activity and vibrancy
- A showplace for sustainable development methodologies
- A commitment to providing opportunities for local businesses and community members

It is our intent to seek the least amount of public assistance possible in order to catalyze private investment and to create the largest possible economic development impact for the City of Loveland. We are excited for the opportunity to be a part of this transformational development opportunity and look forward to building a long-term partnership with the City of Loveland.

Sincerely,



Scott Puffer
 Vice President of Development
 The Michaels Development Company

RESPONSE FORM

CONTACT INFORMATION

Entity Name: The Michaels Development Company

Type of Organization: Owner, Developer, Manager of Residential and Mixed-Use Communities

State of Organization Headquartered in Marlton, New Jersey with regional offices across the country

Main Contact: Scott Puffer, VP Development

Address: 322 S Green Street #204

Chicago, IL 60607

Phone: 513-603-0074 Email: spuffer@themichaelsorg.com

MANAGEMENT AND FINANCIAL INFORMATION

Key investors (any investor with more than 15 percent share of ownership, whether individual or other entity). Also, please identify principals who have management control.

Name	Address	Phone
99% General Partner	---	The Michaels Development Holding Company, LLC *

3 East Stow Road – Suite 100, Marlton, NJ 08053 (856) 596-0500

1% Limited Partner --- Patricia Levitt, 3 East Stow Rd., Suite 100, Marlton, NJ 08053 – (856) 596-0500

* NOTE: Michael J. Levitt (same contact info) is the sole member of this entity


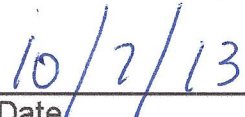
REFERENCES

List three references who may give information about the ability of the Responder to complete the proposed development

Name	Address	Phone
<hr/>		
Mayor Dana Redd,	City of Camden, 520 Market Street Camden, New Jersey	08101-5120, (856) 757-7200
<hr/>		
Lawrence Grisham,	Chicago Housing Bureau DHED, 121 N. LaSalle Street, Chicago, IL	60602, (312) 744-9475
<hr/>		
Darrell Clarke,	Council President, City of Philadelphia, City Hall, Philadelphia, PA	19107-3290, (215) 686-3442
<hr/>		

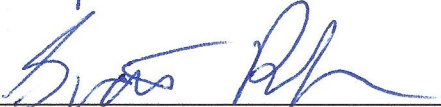
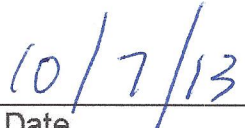
CONSENT TO CREDIT REPORTS

I hereby consent to allow for a credit check/report to be obtained on the principals and firm responding:

	
Signature	Date

CERTIFICATIONS (please initial to the left and sign at bottom)

SM I certify that all information included in this response is true and correct.

	
Signature	Date

South Catalytic Project

Development Proposal

The Michaels Development Company (MDC) is a member of a family of companies within the Michaels Organization (TMO). TMO is a recognized industry leader in community revitalization with 40 years of experience developing over 50,000 units in 34 states. We are particularly proud of our successful track record of Public-Private Partnerships across the country. Success for TMO however, is not defined by how many units we produce, rather it is defined by our ability to combine national resources with strong local partnerships that enable real community transformation. We are thrilled for the opportunity to be a part of the City of Loveland’s revitalization efforts and applaud the City for the foundation established with the Vision Book and Strategic Planning efforts.

Proposed Program

The South Catalytic Project will herald in an exciting transformation for the City of Loveland. The project will include high-quality residential options along with new, exciting, and proven retail and office business models that will attract and retain urban dwellers of all ages who want to experience a high-quality of living in a creative and supportive downtown setting.



Block 3 (3rd St. North)

- Residential
- Flex Office
- Flex Retail
- Structured Parking

Block 2 (2nd and 3rd St)

- Residential
- Structured Parking

Block 1 (1st and 2nd St)

- County Office
- Potential Retail

THE MICHAELS ORGANIZATION

Residential

- Our initial market research suggests there is a market for at least 200 rental apartment units in downtown Loveland. Our plan provides room for over 300 units based on market conditions in a potential second phase to include additional residential based on demand.
- The units will be a mix of studio, one-bedroom, and 2-bedroom units that include both walk-up and corridor-loaded building types. A complete market study will be utilized to examine the appropriate unit mix.

Office

- The plan could include 15,000 square feet of privately managed flexible incubator office space for local startups and entrepreneurial endeavors. This business model provides low-cost space and supportive services for entrepreneurs and startups. The space is relatively inexpensive to build and requires very little upfit as it is a communal office space. There are numerous models for flexible communal office space such as Co-Motion in Boulder and Galvanize in Denver.
- As downtown becomes recognized as a supportive and creative place for small businesses, entrepreneurs will be attracted to locate downtown. We believe that this initial investment will help create an entrepreneurial culture in downtown Loveland that will increase demand for existing underutilized commercial space in downtown Loveland.



Retail/Entertainment

- The plan could also include a first run movie theater with the support of the City. We recognize that the City has been making efforts to attract a theater operator. The opportunity to bring a theater as an anchor tenant for downtown would be a positive addition.
- The plan includes 14,000 square feet of communal retail space showcasing local artisans in a culinary community model. This model exists in small towns such as Napa, CA (Oxbow Public Market) and in Denver at the Source. This communal retail space model attracts local food and beverage businesses that do not have the resources to lease and upfit a standalone retail space while providing a supportive environment for new culinary experiences.
- This retail model will complement the existing retail establishments and draw additional patrons from the areas surrounding downtown Loveland.

We encourage the City of Loveland and other stakeholders to visit Galvanize, a co-working office space as well as the Source a communal culinary space. Both are located in Denver, Colorado and our team can coordinate tours of both for City staff and other stakeholders.

THE MICHAELS ORGANIZATION

Amenities

- Proximity, security, and walkability in an urban setting are the primary amenities for the residents and office users in this location. We have also included a rooftop amenity complex for both the residents and office tenants to utilize. In addition, we believe 3rd street can be designed to create an informal plaza and gathering place for “spill over” from the retail, office, and residential uses.

County Offices

- A County office building including 44,000 square feet of space along with potential retail on the first floor.
- We understand the County will have to procure for development of this site, however, it is our intent to include the County Office space and parking in the master planning efforts so we can produce the most successful program for the South Catalytic Project.

Centralized Parking

- Our proposal includes centralized structured parking including up to 500 spaces to serve residents, office users, retail patrons, and the County office spaces. The plan also includes addition spaces to serve 4th Street and downtown Loveland business patrons.

Commitment to Sustainability and Community

- The South Catalytic project will be a showplace for sustainable development methodologies. In addition to the physical improvements, the project will demonstrate a commitment to providing opportunities for local businesses and community members.



THE MICHAELS ORGANIZATION

Proposed Structure and Financial Participation

We have outlined a potential structure and model for financial participation that minimizes the direct public subsidy necessary and provides income opportunities for the City of Loveland.

Michaels Ownership

Michaels will own and manage the residential along with any ancillary spaces necessary for the residential including the amenity spaces and management offices. Based on construction costs and market rents, we anticipate that a gap will exist. As a result, the residential components will need support from the City that can be structured similar to recent projects including assemblage assistance, re-zoning, fee waivers, reduced land costs, public infrastructure and improvements.

Based on our national relationships with banks and investors, we expect to secure terms that will minimize this gap. In addition, Michaels has significant expertise in utilizing federal and state funding tools to fill financing gaps. Michaels will work with the City to minimize this gap while producing a high-quality urban environment for residents, office users, and retail patrons.

City Participation

We believe the City could be an owner of the centralized structure parking. By owning the parking, the City will have an asset that can produce revenue from office and residential parking leases. In addition, the City will receive additional dedicated and shared parking opportunities to serve downtown businesses. We would also seek the City’s partnership to identify potential tenants for the flex office, flex retail and the movie theater.

Master Developer

Michaels can serve as Master Developer for all uses (including or excluding County offices) and provide development and construction services on a fee basis for the non-residential uses. Michaels proposes to own and manage the residential components of the South Catalytic Project.

The following table illustrates the approximate investment and ownership structure for each use.

	City-Owned	County-Owned	Michaels-Owned	Other Private - Owned	Description
Residential			31,000,000+		200+ units owned and managed by Michaels.
Flex Office				1,950,000	15,000 sf owned by private tenant or movie theater
Flex Retail				1,820,000	14,000 sf owned by private tenant or movie theater
Parking	7,200,000				400+ spaces of centralized structured parking owned by Loveland as an income-producing asset.
County Office		6,864,000			44,000 sf County Offices

Urban Mixed-Use Portfolio

Westhaven Park, Chicago IL



- Master Developer of large-scale housing redevelopment
- Part of 5 phases of development with 764 units
- 50% market rate including homeownership
- First floor neighborhood retail/commercial
- Construction completed in August 2006
- Private loans, private equity, TIF, HOPE VI, and LIHTC

Urban Mixed-Use Portfolio

Janie's Garden, Sarasota FL

- \$150 million Revitalization
- Historic area near college
- First floor neighborhood retail/commercial
- TOD on new Light Rail station
- LEED-Certified
- Winner of a 2012 Best in American Living Award for "Best Neighborhood Design"
- Multiple Phases of Redevelopment. Final phase under construction.
- Affordable and Market Rate



Urban Mixed-Use Portfolio

Baxter Park, Newark NJ



- Reconnects historic neighborhood with urban core
- Modern, sustainable, mixed-income, mixed-use
- \$32 million total development cost
- First floor neighborhood retail/commercial
- 180 mixed-income apartments
- HUD, LIHTC, FHLB, Stimulus, and Local Funds



Urban Mixed-Use Portfolio

159 First, Cambridge MA



- \$37 million total project cost
- Off-campus housing for MIT and Harvard faculty
- Complete by August 2014
- 115 units with underground parking
- First floor retail, restaurant
- Market rate with limited "workforce" housing



PROFESSIONAL SERVICES

Architecture
Construction Management

CLIENT

Steele Street Associates, Inc.
Denver, Colorado

PROJECT SIZE

72,000 sf

CONSTRUCTION COST

\$9.9 million

CHAMBERLIN HEIGHTS

DENVER, COLORADO

This project is a new 72,000-square-foot, four-story, 56-unit condominium, townhome and retail mixed-use project located on the corner of Steele and Colfax streets in the Uptown neighborhood of Denver. This brick-and-stucco building is a 3-story wood frame project over a parking podium that is fronted by about 7,000 sf of retail. The residential portion was designed as two 24-unit buildings plus eight townhome buildings in order to better transition in to an adjacent single family neighborhood. Average unit size is a bit large at about 1,000 sf and 2-bedroom, typical.

RNL

**PROFESSIONAL SERVICES**

Architecture

CLIENTDakota Lofts, LLC
Denver, Colorado**PROJECT SIZE**

119,000 sf

CONSTRUCTION COST

\$9.9 million

DAKOTA LOFTS

DENVER, COLORADO

Dakota Lofts, located at 15th and Central streets in the Highlands neighborhood of Denver, is a five-story, mixed-use project comprised of 60 residential lofts, covered structured parking and prime commercial space for retail use. The architectural concept was designed to create a structure that simultaneously acts as a gateway to the Highlands neighborhood while introducing a prominent architectural feature visible from Interstate 25. The three-sided building, urban and contemporary in form, ties in with the area where some of Denver's most architecturally diverse buildings exist. A two-story brick base ties into the historic context of the neighborhood and provides for a traditional street feel, while the large set back on the upper three floors provides an emphasis for the brick tower that anchors the corner.

Opportunity. Purpose. Heart.



2013
40th
Anniversary

Together
we've built communities
for 40 years





The reason we're so successful is the people, the relationships, and because we do what we say we're going to do.

--John J. O'Donnell, President, The Michaels Organization



THE MICHAELS ORGANIZATION: 40 YEARS OF HOUSING EXCELLENCE

1973
Michaels Development Company and Interstate Realty Management are founded

1974
Continental Mortgage is launched, an FHA-approved mortgage finance company



1989
Interstate Realty Management establishes resident social services

1996
Michaels wins its first HOPE VI

1991
Michaels is first affordable housing company to offer scholarships to residents

2004
Michaels Military Housing is launched with first assignment: Fort Leavenworth, Kansas

1999
Michaels begins syndicating its own tax credits



2010
Michaels is named NAHB Multifamily Development Firm of the Year

Michaels begins developing Student Housing

2006
Michaels starts full-service construction company

2012
University Student Living is launched
IRM is named NAHB Property Management Co. of the Year

Michael J. Levitt is named to the Affordable Housing Hall of Fame

2013
Michaels forms strategic partnership with Better Tomorrows, a non-profit first incubated as IRM's social services department
Michaels: 8 companies, 100,000 residents



PROUD OF OUR PAST. PREPARED FOR OUR FUTURE.

Forty years ago, Michael J. Levitt entered the housing business with one simple idea: "Build Trust."

Forty years later, the organization that bears his name remains committed to "doing what we say we're going to do."

We are proud of the culture that Michael gave us, one that embraces innovation, financial stewardship, and the entrepreneurial spirit. We are proud of the relationships we've built with our partners, our investors, our residents, and the communities where we own and manage.

We are proud of our current generation of leaders who are committed to Michael's core values.

We say thank you to all our friends, our partners, our investors, and our residents for their trust. Thanks also to our team—our "Michaels family," whose hard work has given us 40 years of excellence.

We look forward to the next 40 years!



Michael Levitt
Founder and CEO,
The Michaels
Organization

- Michaels Development Company
- Interstate Realty Management
- Michaels Military Housing
- Michaels Management Services
- Prestige Affordable Housing Equity Partners
- Prestige Building Company
- Continental Mortgage Corp.
- University Student Living





CITY OF LOVELAND
ECONOMIC DEVELOPMENT OFFICE
Civic Center • 500 East Third • Loveland, Colorado 80537
(970) 962-2304 • FAX (970) 962-2900 • TDD (970) 962-2620

MEMORANDUM

To: Loveland City Council
From: Mike Scholl, Economic Development Department
Date: December 16, 2013
RE: Request for Expressions of Interest/The Michaels Development Company

Background:

The Michaels Development Company, a national developer based out of Marlton, New Jersey with regional offices in 14 states, submitted a *Request for Expressions of Interest* (RFEI) to the City to be the development partner for the 3rd Street Catalyst project outlined in the approved Downtown Vision Book. The pages are included at the end of this memorandum for your review.

Council has a study session with representatives from the Michaels Development Company scheduled for *Tuesday, January 14, 2014*. The purpose of the study session will be to review their qualifications and to consider a proposed Development Partnership/Exclusive Right to Negotiate. Representatives will be in town beginning on Monday, January 13 and will be available to meet informally with Councilors beforehand. Staff will follow up with meeting times and locations.

The Michaels Development Company:

The Michaels Development Company is the development arm of the Michaels Organization, which has been in existence since 1973. Michaels, is owned by Michael J. Levitt, who has been doing real estate development since 1967. The company has completed successful projects in 33 states. The Loveland project, if it were to go forward, would be the first in Colorado.

The Michaels Organization companies include:

- Continental Mortgage Corp.
 - Michaels Development Company
 - Michaels Military Housing
 - Interstate Realty Management
 - Prestige Affordable Housing Equity Partners
 - Prestige Building Co.
 - University Student Living
-

The website for the Michaels Development Company is: <http://themichaelsorg.com/mdc>

While the company has done extensive work in affordable housing, this proposed partnership with the City of Loveland is for a market rate, mixed use project. Michaels has a long history developing affordable housing, but over the last five years they have been diversifying their portfolio with more mixed-income, market rate, and mixed-use projects. Michaels has partnered with Cities to create catalytic development opportunities that include all types of developments and the company has access to a wide range of financing sources.

Here are a couple examples:

- Legends South, Chicago, Illinois - <http://www.legendssouth.com/>
- Baxter Park, Newark, NJ - <http://baxterpark.irmmanagement.com/contact>
- Interstate Reality Management - <http://www.irmmanagement.com/apartments>

Staff has reviewed the application and called the references in Chicago, Illinois, Newark, New Jersey and Camden, New Jersey. The references provided a positive response to the company indicating among other things that they work well with communities and have a great track record of successful projects.

The Michaels Organization lists the following as its Mission, Vision and Core Values:

Opportunity. Purpose. Heart.

Our Mission is to create high-quality and well-managed housing that enhances the lives of our residents and enriches communities.

Our Vision is to excel everywhere we go and in everything we do.

Our Core Values:

- Build Trust
- Value Relationships
- Never Give Up
- Do What We Say We're Going To Do
- Give Back

Partnership Agreement/Process/Next Steps:

Staff is currently working with the Michael Development Company on a draft of the Exclusive Right to Negotiate/Development Partnership (ERN). At the Study Session, Staff intends to ask for direction to bring the ERN back to Council at a regular meeting for formal consideration.

The ERN will be split into two phases. (1) The first six months would be used to develop the scope of the project along with an estimate of the public contribution. The scope will likely include the proposed County facility in Downtown Loveland. (2) The second phase of the ERN would result in the negotiation

of the Development and Disposition Agreement for consideration by Council. Michaels has indicated that they would like to have the scope and an agreement negotiated by the end of 2014.

The project scope will likely include the proposed Larimer County facility in Downtown Loveland.

Vision Book



The site is comprised of six parcels that include a City owned surface parking lot. Three of the parcels were recently purchased by the City to support the revitalization effort. In addition, 3rd Street between Lincoln and Cleveland is available for inclusion in any development project.



*South Catalyst Project: 3rd Street Site
Mixed Uses: Residential, Commercial, Office, Retail*

Site is ~1.85 acres

Planned Development: Mixed Use, Multi-Story (4-5 floors: possibly articulated)

Estimated Project Size:

160,000 SF Mixed-use Structure + 360 to 365 structured parking spaces (contained interior)

60,000 to 65,000 SF of Office/Employment

95,000 to 100,000 SF of Residential

Aerial view looking southeast @ 3rd Street and Cleveland Ave. (South Site)

Create multi-story buildings and internal parking structures. Partial closing of 3rd Street creates an attractive, welcoming "aloeve" and improves density opportunities.



The Michaels Organization

Michaels is in the business of building trust and building relationships. Our success is deeply rooted in our ability to effectively collaborate. From residents to community leaders, to local businesses, to public officials and our housing partners, we work to build consensus.

We engage all stakeholders to understand their needs and envision solutions. Out of this visioning, we have produced master development plans that have reshaped entire neighborhoods and, most importantly, have gained support from all participants.

Additionally, our financial stewardship, strong balance sheet, excellent relationships, and ability to syndicate our own tax credits and to recapitalize and preserve our own assets provide our investors with comfort that The Michaels Organization can craft deals that competitively suit their needs.

Above all, our residents are always our first priority, and we are committed to creating and maintaining exceptional communities that stand the test of time.

ABOUT US

Building Communities Together



The reason we're so successful is the people, the relationships and because we do what we say we're going to do.

John O'Donnell,
President,
The Michaels
Organization

Current as of May 2013

The Michaels Organization
3 East Stow Road, Suite 100
P.O. Box 994
Marlton, NJ 08053
856-596-3008

www.TheMichaelsOrg.com

The Michaels Organization

The Michaels Family of Companies

Michaels Development Company is the number one affordable housing developer in the nation, having overseen \$3 billion in development and substantial rehabilitation since 1973.

Interstate Realty Management, AMO™, provides expert property and asset management services to the Michaels portfolio and acts as a fee-manager for other private and public sector owners.

Michaels Military Housing is a unique leader in military housing privatization, enjoying success as the owner, developer, asset manager, community manager, maintenance manager, and renovation contractor—for family housing on military installations for the U.S. Department of Defense.

Michaels Management Services provides best-in-class community management services to Michaels Military Housing. The company's current portfolio includes both Army bases and U.S. Air Force bases, where they are managing over 8100 on-post homes valued at \$1.9 million.

Prestige Affordable Housing Equity Partners facilitates Michaels' participation in the federal Low Income Housing Tax Credit program, assuring competitive pricing and long-term value for investors.

Continental Mortgage Corp., an FHA-approved mortgagee, structures funding transactions for Michaels' developments and acquisitions, and arranges favorable refinance transactions that ensure the continued preservation and re-capitalization of affordable housing.

Prestige Building Company is a full-service general contractor and construction management company serving Michaels and other housing owners and developers.

University Student Living is a comprehensive student housing company, University Student Living is breaking new ground for opportunities to develop, construct, acquire, and manage on-campus and near-campus housing.

ABOUT US

Dedicated
to Housing
Excellence

The Michaels Organization

Current as of August 2012

Michaels Development Company
3 East Stow Road, Suite 100
P.O. Box 994
Marlton, NJ 08053
856-596-3008

www.TheMichaelsOrg.com

Capabilities

The Michaels Organization maintains its leadership position in the industry through proven success in all aspects of housing development, from conception through construction, finance, ownership and operations.

ABOUT US

Dedicated
to Housing
Excellence



The Michaels Organization

Current as of August 2012

The Michaels Organization
3 East Stow Road, Suite 100
P.O. Box 994
Marlton, NJ 08053
856-596-3008

www.TheMichaelsOrg.com

The Michaels Organization Development Awards



The Towers at Kuhio Park

ABOUT US

Awards & Industry Recognition

The Michaels Organization strives to exceed expectations every day and to create value for all of our stakeholders—from our residents to our investors to the communities where we own and management property. We are proud that our efforts are continually recognized by some of the industry’s most prestigious associations, groups, and awards programs. We celebrate this recognition by continually working to raise the bar in everything we do.

- 2013 Vanguard Award for Major Rehabilitation Category, The Towers of Kuhio Park, Honolulu, Hawaii, presented by The National Affordable Housing Management Association
- 2013 Build Hawaii Awards of Merit (renovation/remodeling ~ more than \$15 million category) The Towers at Kuhio Park, Honolulu, Hawaii
- 2013 Charles L. Edson Tax Credit Award of Excellence Honorable Mention, Metropolitan Development, Baxter Park, Newark, NJ
- 2013 Charles L. Edson Tax Credit Award of Excellence Honorable Mention Public Housing Revitalization, The Towers at Kuhio Park, Honolulu, HI
- 2013 NAIOP Hawaii Renovation Project of Year, Commercial, The Towers at Kuhio Park, Honolulu, HI
- 2013 Affordable Housing Tax Credit Coalition Lifetime Achievement Award, **Robert Greer, President Emeritus**, Michaels Development Company
- Affordable Housing Hall of Fame—**Michael J. Levitt, CEO**, The Michaels Organization, 2012
- National Housing & Rehabilitation Association, 2012 Chairman’s Award, **Robert Greer, President**, Michaels Development Company in recognition of lifetime achievement in the affordable housing industry.

Current as of May 2013

The Michaels Organization
3 East Stow Road, Suite 100
P.O. Box 994
Marlton, NJ 08053
856-596-3008

www.TheMichaelsOrg.com

The Michaels Organization

The Michaels Organization Management Awards

The Michaels Organization strives to exceed expectations every day and to create value for all of our stakeholders—from our residents to our investors to the communities where we own and management property. We are proud that our efforts are continually recognized by some of the industry’s most prestigious associations, groups, and awards programs. We celebrate this recognition by continually working to raise the bar in everything we do.

ABOUT US

Awards & Industry Recognition

- National Association of Home Builders 2012 Property Management Firm of the Year, Interstate Realty Management Company
- National Association of Home Builders 2012 Property Manager of the Year, Amanda Weeks, CPM, Community Manager, Fort Benning, GA., Michaels Management Services
- National Association of Home Builders 2012 Finalist, Regional Property Manager of the Year, Stacey Loucks, Community Manager, Ft. Huachuca and Yuma Proving Grounds, Michaels Management Services
- Professional Housing Management Association 2012 Outstanding Housing Management Team, Mountain Vista Communities, Ft. Huachuca, Michaels Management Services
- U.S. Army’s “Unsung Hero” Award 2012, Heather Plummer, CPM, Senior Vice President, Michaels Management Services
- U.S. Army’s “Unsung Hero” Award 2012, Terry Beets, Maintenance Supervisor, Ft. Leavenworth, Michaels Management Services
- National Association of Home Builders 2011 Finalist, Property Management Company of the Year, Michaels Management Services
- Pennsylvania Housing Finance Agency 2011 Excellence in Property Management Awards: Rolling Hill; Regency Park; Coal Township Elderly; Bangor Elderly; Easton Senior Citizens; Park Spring; Mahanoy Elderly; Woodview Village, all Interstate Realty Management
- Mayor’s 2011 Community Pillars Award For Corporate Leadership, Diane Young Johnson, Social Services Coordinator, McGuire Gardens, Interstate Realty Management
- National Affordable Housing Management Association 2011 Community of Quality National Award Winner, Woods Edge Apartments, Columbia, SC, Interstate Realty Management
- Southeastern Affordable Housing Management Association 2010 Excellence in Management Award, Guam Basurto-Dyde, Site Manager, Abbey Lane Apartments, Winter Haven, Florida, Interstate Realty Management
- National Affordable Housing Management Association 2010 Community of Quality National Award Winner, Exemplary Family Development, Park Spring Apartments, Spring City, PA, Interstate Realty Management
- Neighborhood Networks Special Award 2009, Michael Levitt, Chief Executive Officer, The Michaels Organization
- National Affordable Housing Management Association Top 100 #1 Ranking, 2007 & 2008, Interstate Realty Management Company
- Neighborhood Networks 2009 Special Award, Montgomery Townhouses, Philadelphia, PA, Interstate Realty Management
- Neighborhood Networks 2008 Model Center Classification Award, Garrison Woods, Strafford, VA, Interstate Realty Management
- National Affordable Housing Management Association 2008 Community of Quality National Award Winner Turnaround Property, Park Spring Apartments, Spring City, PA, Interstate Realty Management
- National Affordable Housing Management Association 2008 Community of Quality National Award Winner, Bangor Elderly, Bangor, PA, Interstate Realty Management

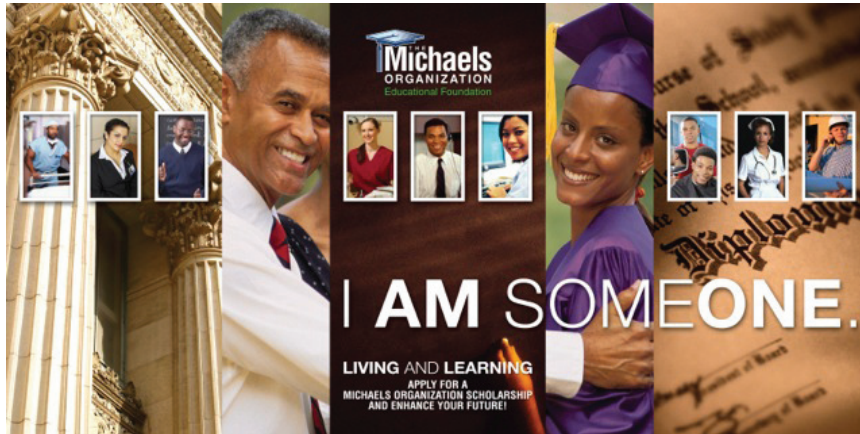
Current as of October 2012

The Michaels Organization
3 East Stow Road, Suite 100
P.O. Box 994
Marlton, NJ 08053
856-596-3008

www.TheMichaelsOrg.com

The Michaels Organization

The Michaels Organization Educational Foundation



ABOUT US

Committed to
Giving Back

Our founder and CEO, Michael J. Levitt has embedded in our corporate culture a deep commitment to “giving back.” Foremost in this effort is enhancing educational opportunities for our residents. In 1991, Michaels became the first company in the industry to create a scholarship program for residents of affordable housing. Today, any resident who lives in Michaels-owned or managed housing is eligible to apply, including military personnel and their families who live on military posts where Michaels is developing and managing the family housing.

Scholarship recipients receive grants ranging from \$500 to \$3,500, which can be used toward educational expenses at any accredited college, university, or vocational training school in the nation. Scholarships are awarded annually, and students may reapply each year of their education for continuing grants.

Throughout its history, scholarships from The Michaels Organization Educational Foundation have helped many high achieving, but economically disadvantaged students achieve their dreams of higher education, including many non-traditional and older students, many of whom never had a chance earlier in life to go to college or vocational school. The scholarships have made it possible for them to earn their degrees, advance their careers, and improve the economic circumstances for themselves and their families.

Foundation funds are raised through the financial support of corporations, companies, families, private trusts and individuals known throughout the Michaels business network. Michael Levitt and his wife Pat Levitt contribute \$2 for every dollar raised by the Foundation.

To date, more than \$3.1 million in grants have been awarded, benefitting more than 1,500 students.

Current as of December 2012

The Michaels Organization
3 East Stow Road, Suite 100
P.O. Box 994
Marlton, NJ 08053
856-596-3008

www.TheMichaelsOrg.com

The Michaels Organization

The Michaels Organization Management Awards

- National Affordable Housing Management Association 2008 Community of Quality National Award Winner, Easton Senior Citizen Housing, Easton, PA, Interstate Realty Management
- National Affordable Housing Management Association 2008 Community of Quality National Award Winner, Little Lehigh Manor, Allentown, PA, Interstate Realty Management
- National Affordable Housing Management Association 2008 Community of Quality National Award Winner, Strawberry Patch Village, Whitehall, PA, Interstate Realty Management
- National Affordable Housing Management Association 2008 Community of Quality National Award Winner, Timberland Apartments, Williamsport, PA, Interstate Realty Management
- U.S. Department of Housing and Urban Development 2008 Top Performing Multifamily Property, Wildwood House, Interstate Realty Management
- National Affordable Housing Management Association 2007 Community of Quality National Award Winner, Zephyr Apartments, Whitehall, PA, Interstate Realty Management
- National Affordable Housing Management Association 2007 Community of Quality National Award Winner, Park Springs Apartments, Spring City, PA, Interstate Realty Management
- National Affordable Housing Management Association 2007 Community of Quality National Award Winner, Stonecroft Apartments, Hagerstown, MD, Interstate Realty Management
- National Affordable Housing Management Association 2007 Community of Quality National Award Winner, Village Park Apartments, Scranton, PA, Interstate Realty Management
- National Affordable Housing Management Association 2007 Community of Quality National Award Winner, Williamsport Elderly Housing, Williamsport, PA, Interstate Realty Management
- Tulsa Apartment Association 2006 Zenith Award Best Affordable Housing, Country Club Gardens, Tulsa, OK, Interstate Realty Management
- U.S. Department of Housing and Urban Development 2006 Top Performing Multifamily Property, Jane Lew Apartments, Interstate Realty Management
- U.S. Department of Housing and Urban Development 2006 Top Performing Multifamily Property, Valley Green Apartments, Interstate Realty Management
- U.S. Department of Housing and Urban Development 2006 Top Performing Multifamily Property, Wildwood House, Interstate Realty Management
- U.S. Department of Housing and Urban Development 2005 Top Performing Multifamily Property, Jane Lew Apartments, Interstate Realty Management
- NJ Governors Award of Excellence in Housing 2004, Rita Wiley, Social Services Coordinator, Rowan Towers, Trenton, NJ, Interstate Realty Management
- Neighborhood Networks 2005 "Champion for Change" Award, Interstate Realty Management

ABOUT US

Awards & Industry Recognition

The Michaels Organization

Current as of October 2012

The Michaels Organization
3 East Stow Road, Suite 100
P.O. Box 994
Marlton, NJ 08053
856-596-3008

www.TheMichaelsOrg.com

The Michaels Organization Development Awards

- 2012 Multifamily Executive of Year, **Robert Greer, President**, Michaels Development Company
- 2012 Charles L. Edson Tax Credit Award of Excellence Honorable Mention, Public Housing Revitalization, Janie's Garden Phase 2, Sarasota, Florida
- 2012 - Merit Award, Built Category, American Institute of Architects (Philadelphia Chapter), Rutgers Camden Graduate Student Housing
- 2011 Best in American Living Awards for Best Neighborhood Design, Janie's Garden Phase 2, Sarasota, Florida
- Multifamily Executive Magazine's 2011 Project of the Year, Mixed-Income, Savoy Square at Legends South, Chicago
- Multifamily Executive Magazine's 2011 Young Leaders Award, **Karyntha Cadogan, Development Officer**, The Michaels Development Company
- NAHB's 2010 Multifamily Development Firm of the Year Pillars of the Industry Award—Michaels Development Company
- Affordable Housing Hall of Fame—**Robert Greer, President**, Michaels Development Company
- Affordable Housing Finance Magazine's Top Affordable Housing Developer, #1 ranking, 2006-2011
- Affordable Housing Finance Magazine's Top Affordable Housing Owner, #1 ranking, 2006-2013
- Philadelphia Inquirer's Top Places to Work Award 2010
- 2010 NAHRO National Award of Excellence, Barbara Place, Jersey City, NJ
- 2010 NH&RA Judges Award for A Historic Renovation Using Tax Credit, Spring Garden Community Revitalization Phase 2, Philadelphia.
- NJ Future 2010 Smart Growth Award: Lafayette Gardens Hope VI, Jersey City, NJ
- Preservation Alliance of the City of Philadelphia 2010 Preservation Award: Spring Gardens Community Revitalization Phase One
- NJ Business of the Year Award 2009
- Charles L. Edson Tax Credit Award of Excellence 2008 for Public Housing Revitalization: Belmont Estates, Tampa, Florida
- Charles L. Edson Tax Credit Award of Excellence 2008 "Go Zone Housing Category" New Desire Phase I, New Orleans
- 2008 Mayor's Green Building Awards: Pacific Court & Woodward Terrace, both in Jersey City, NJ
- NJ Governor's Award for Excellence 2006 (given in recognition of Michaels' diligence in working with neighbors to design a well-accepted development): Pacific Court, Jersey City, NJ
- The City of Chicago's Outstanding For-Profit Neighborhood Real Estate Project 2006: Westhaven Park, Chicago
- 2005 Multifamily Executive Award for Project of the Year (Mixed Income): Westhaven Park, Chicago
- Mayor's Award for Historic Preservation (2004): Wardman Court, Washington, DC

ABOUT US

Awards & Industry Recognition

The Michaels Organization

Current as of May 2013

The Michaels Organization
3 East Stow Road, Suite 100
P.O. Box 994
Marlton, NJ 08053
856-596-3008

www.TheMichaelsOrg.com

The Michaels Organization

As founder of The Michaels Organization, Michael J. Levitt has created a family of companies dedicated to excellence in affordable, mixed-finance, military, and student housing.

His leadership informs both our vision to be the most trusted, cost effective, and innovative housing provider in the nation and our mission to create high-quality and well-managed housing that enhances the lives of our residents and enriches communities.

In 1973, Mr. Levitt founded both the Michaels Development Company and Interstate Realty Management. Today, Michaels Development is one of the nation's top-ranked private sector owners of affordable housing, and most active affordable housing developers in the country.

Interstate Realty Management Company is among the top 1 percent of property management companies to earn the Accredited Management Organization designation and is nationally acclaimed for its best practices in supportive services. Additionally, Interstate is HUD's most active Neighborhood Networks partner.

In 2012, Michael J. Levitt was named to the Affordable Housing Hall of Fame.

Other companies within The Michaels Organization include Michaels Military Housing, Michaels Management Services, University Student Living, Prestige Affordable Housing Equity Partners, LLC, Continental Mortgage Corp., and Prestige Building Companies. Our full service capabilities include development, construction, property and asset management, mortgage finance, and tax credit syndication.

Within The Michaels Organization, Mr. Levitt has created a culture that embraces innovation, trust, financial stewardship, long-term responsible ownership, and the entrepreneurial spirit. He has tapped experienced professionals from the private and public sector to serve as his executive leadership team, and is engaged in mentoring a new generation of developers who are committed to our core values. His team is empowered to drive business opportunities, make decisions, and innovate the way in which we do business.

The Michaels Organization is also committed to giving back to the communities where we work. In 1991, Michael J. Levitt established the first program in the affordable housing industry to provide educational scholarships to its residents. All private contributions to the educational foundation are matched two-for-one by Michael Levitt and his wife Patricia Levitt.



Michael J. Levitt
CHAIRMAN OF THE BOARD AND CHIEF EXECUTIVE OFFICER

The Michaels Organization

The Michaels Organization

Current as of August 2012

The Michaels Organization
3 East Stow Road, Suite 100
P.O. Box 994
Marlton, NJ 08053
856-596-3008

www.TheMichaelsOrg.com

The Michaels Organization

President John J. O'Donnell leads the day-to-day operations of The Michaels Organization, a family of eight integrated but independent companies dedicated to excellence in affordable, mixed-income, military and student housing. The Michaels Organization's capabilities include all aspects of housing development, construction, property and asset management, tax credit syndication and mortgage financing.

Under his strategic direction, The Michaels Organization has more than doubled in size and grown its portfolio by more than 100 properties across the country. In addition, Mr. O'Donnell has led the company into new lines of business, including military and student housing.

The Michaels Organization's founder and CEO, Michael J. Levitt named Mr. O'Donnell President in January 2013, after serving as the organization's Chief Operating Officer since 1998. Prior to be named COO, Mr. O'Donnell had served in a number of increasingly responsible positions within the organization, including Chief Financial Officer. The Executives who head up each individual company within The Michaels Organization report directly to Mr. O'Donnell.

Before joining The Michaels Organization in 1988, Mr. O'Donnell was a credit analyst in the commercial banking industry. He holds a Bachelor of Science in Finance and Information Systems and a Master's degree in Financial Management from St. Joseph's University in Philadelphia. In 2011, Mr. O'Donnell was named a Chief Operating Officer of the Year in the Mid-Atlantic Region by Smart CXO Magazine. The award recognizes the distinguished achievements of management executives in the Greater Philadelphia region whose creative management, vision, leadership philosophies, innovative strategizing, and undeniable work ethic have powered their companies forward.



John J. O'Donnell

PRESIDENT

*The Michaels
Organization*

Current as of January 2013

The Michaels Organization
3 East Stow Road, Suite 100
P.O. Box 994
Marlton, NJ 08053
856-596-3008

www.TheMichaelsOrg.com

The Michaels Organization

The Michaels Organization

As Chief Financial Officer, Joseph F. Purcell serves as an integral member of the executive leadership team of The Michaels Organization, with lead oversight for The Organization's financial operations. In addition, Mr. Purcell also serves as President of Continental Mortgage Corp., an FHA mortgage company, which structures funding transactions for Michaels' developments and acquisitions, and arranges refinancing that ensures the continued preservation and re-capitalization of affordable housing.

Until 2013, Mr. Purcell also served as president of Michaels' tax credit syndication company, President Affordable Housing Equity Partners, which under his leadership grew from doing private placements to being a national syndication platform, financing more than 10,000 units.

Prior to joining The Michaels Organization, Mr. Purcell was a Manager for the public accounting and consulting firm of Asher & Company, Ltd. in Philadelphia, Pennsylvania, where he was employed for 11 years. Mr. Purcell worked as a consultant in the Affordable Housing Department where his responsibilities included conducting audits, carryover allocations, cost certifications and tax preparation for tax credit partnerships.

Mr. Purcell is a member of the American Institute of Certified Public Accountants, the Pennsylvania Institute of Certified Public Accountants (former member of Committee for State and Local Government), the Pennsylvania Low-Income Housing Coalition and, in addition, serves as a Board Member for the 1260 Development Corporation, Board Member for the Burlington County Catholic Basketball League, Board Member of the St. Charles Borromeo (Cinnaminson, N.J.) CYO Basketball Program and is a member and former Treasurer of the Preservation Alliance for Greater Philadelphia.

He has received a Bachelor of Business Administration in Accounting from Temple University and is a licensed Certified Public Accountant in New Jersey and Pennsylvania. In 2010, Mr. Purcell was named one of the "Top Ten CFOs" in the Mid-Atlantic Region by Smart CXO Magazine and in 2011 was named the "CFO of the Year" by NJBiz, New Jersey's leading business publication.



Joseph F. Purcell

CHIEF FINANCIAL
OFFICER

*The Michaels
Organization*

PRESIDENT

*Continental
Mortgage
Corporation*

Current as of September 2013

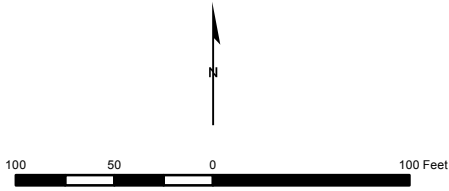
The Michaels Organization
3 East Stow Road, Suite 100
P.O. Box 994
Marlton, NJ 08053
856-596-3008

www.TheMichaelsOrg.com

The Michaels Organization



- Potential County Building
- City Owned
- Potential Development
- Potential Additional Development



NOTE: All calculations were made using best available data and should be considered approximate.

Date: 1/3/2014





CITY OF LOVELAND
BUDGET OFFICE

Civic Center • 500 East Third • Loveland, Colorado 80537
(970) 962-2329 • FAX (970) 962-2901 • TDD (970) 962-2620

AGENDA ITEM: 2
MEETING DATE: 1/14/2014
TO: City Council
FROM: Brent Worthington, Finance Department
PRESENTER: John Hartman, Budget Officer

TITLE:

Discussion of Priority Based Budgeting to be Incorporated into the 2015 Budget Process

SUMMARY:

The Center for Priority Based Budgeting will facilitate the discussion, which will include a brief overview, timeline for the process, and discussion of the City's Result Map.

BACKGROUND:

This Study Session item will consist of a presentation from the Center for Priority Based Budgeting.

This is the kickoff meeting to begin Priority Based Budgeting. At the April 23, 2013 Study Session, the Center provided a policy based presentation on the value of the process and a "30,000 foot view" of the process leading to the end result. This presentation led to Council directing staff to go forward with Priority Based Budgeting for the 2015 Budget. This session will provide Council with a specific view of how each of the steps will be implemented for a thorough understanding of the effort involved and the timeline of the process. We will also be discussing the definition of "results" and "values and goals" as these are different concepts and need to be applied in different ways. The Priority Based Budgeting Process is based on results, where "values and goals" are a means towards defining and achieving results.

Following this Study Session, at the January 21, 2014 Regular meeting, the Center will facilitate a discussion with Council to develop the results expected from the programs the City provides. These results will be the basis for the process that all programs will be scored against.

Please review the PowerPoint presentation that was included in the April 23, 2013 Study Session using the following link, and if possible review the tape for the session to prepare for this discussion: <http://www.cityofloveland.org/index.aspx?page=20&recordid=51154>

REVIEWED BY CITY MANAGER:

William D. Cabill

LIST OF ATTACHMENTS:

1. Presentation
2. Summary of Results by Community



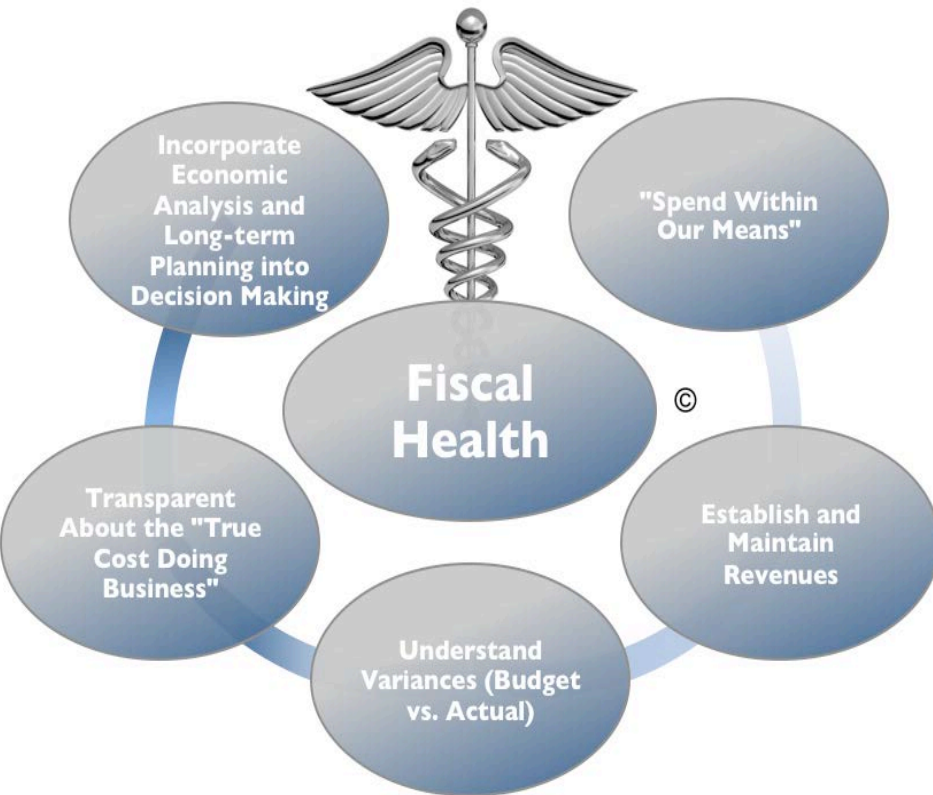
Orientation to PRIORITY BASED BUDGETING and RESULTS IDENTIFICATION

*City of Loveland, Colorado
Jon Johnson & Chris Fabian
January 14, 2014*

Achieving Fiscal Health & Wellness

2 Strategic Initiatives

Fiscal Health



Long-term Fiscal Wellness



STEPS to SUCCESS – Priority Based Budgeting

1. Determine Results

- Accurate prioritization of programs, reflecting the organization's stated objectives, depends on the comprehensive identification of the *Results* it is in business to achieve

2. Clarify Result Definitions

- Precision in prioritization depends on the articulation of the cause and effect relationship between a program and a *Result*
- Using clearly defined "**Result Maps**", detailing the factors that influence the way *Results* are achieved, the organization can minimize subjectivity in the process of linking programs with its *Results*

3. Identify Programs and Services

- Comparing individual programs and services as opposed to comparing departments that provide those services allows for better prioritization

4. Value Programs Based on Results

- With the right *Results* that are clearly defined, the organization can more accurately "value" a program relative to its influence on achieving *Results*

5. Allocate Resources Based on Priorities

- Using "**Resource Alignment Diagnostic Tool**"

Strategic Questions

1. *What are we in “business” to do?*



What are “Results”

- *High-level and over-arching reasons the organization exists in the eyes of the community*
- *Remain consistent and unchanged over time*
- *Comprehensive*
- *Distinguished from (i.e. “Results” are not...)*
 - Vision or Mission Statements
 - Organizational Values
 - **How** we want to achieve our results
 - “**Marketing**” statements
 - Look and feel of the community
 - Specific short-term, projects, goals or initiatives

Step 1: Determine Results

City of Grand Island, Nebraska

Stewardship of the Environment

Safe Community

*Strategic, Sustainable and Maintained
Development*

Mobility Options

- Used to Differentiate Programs Offered to the Community
- Not All Programs Achieve these Results
- Programs that Achieve Many Results, with a High Degree of Influence, Achieve Highly in Prioritization (demonstrate high degree of relevance)

Community Results

Efficient Services

Transparent Services

- Every Program Should Achieve these Results (though potentially, not every program does)
- Not Used to Differentiate the Relevance of Programs in Prioritization

Quality Service Results

Financial Stewardship

High-quality Workforce

Regulatory Compliance

- Used to Differentiate Programs Designed to Support Governance

Governance Results

SUMMARY of RESULTS by COMMUNITY

CHANDLER, AZ	QUEEN CREEK, AZ	SACRAMENTO, CA	BOULDER, CO	WHEAT RIDGE, CO
Safe Community	Safe Community	Safe Community	Safe Community	Safe Community
Healthy and Attractive Community	Preservation of a Healthy, Sustainable Environment	Healthy, Sustainable Environment	Healthy Environment and Community	Healthy, Attractive and Well-Maintained Community
Leisure, Culture and Education	Partnering for Community Benefit	Leisure, Cultural and Social Opportunities	Inclusive and Socially Thriving Community	Desirable, Diverse and Connected Neighborhoods
Sustainable Economic Health	Economic Development	Youth Opportunities and Education	Economically Vital Community	Effective Transportation and Mobility Options
Effective Transportation	Managed Land Use and Development	Economic Vitality	Accessible and Connected Community	Economic Vitality
Good Governance	Community Involvement and Identify	Reliable Infrastructure and Effective Mobility	Governance	Good Governance
	Effective and Sustainable Infrastructure	Efficient Government (Governance)		
	Good Governance			

Step 2: Clarify Result Definitions

Result Maps

City of Boulder, CO Results



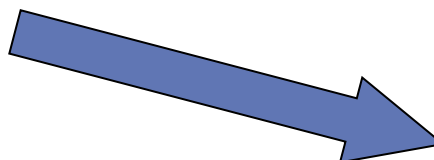
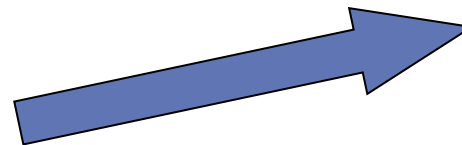
❖ Accessible & Connected Community

❖ Economically Vital Community

❖ Healthy Environment & Community

❖ Inclusive & Socially Thriving Community

❖ Safe Community



Defining Results Result Mapping Exercise



Creating Result Maps

CITY of SPRINGFIELD, OREGON

Result: ENCOURAGE ECONOMIC DEVELOPMENT through COMMUNITY PARTNERSHIPS

If the CITY of SPRINGFIELD _____, then it will have successfully achieved the result of providing ENCOURAGE ECONOMIC DEVELOPMENT through COMMUNITY PARTNERSHIPS

Markets itself as a safe, attractive, thriving and desirable place to live and work; promoting its location, amenities and livability

Enables and encourages opportunities for local businesses to be successful

Works collaboratively to attract, recruit and retain a well-balanced mix of viable businesses that enhance and diversify the City's economy and provide residents with services that meet their day-to-day needs

Visible presence in the region to push our value	City seen as an attractive place to work and:
New methods of marketing Springfield are being used to draw in people (best place to retire, etc.)	Healthy community
Explore new methods of marketing Springfield to draw more people to the area	High quality of life
Develop ED website	Neighborhoods that show pride of ownership
Increase economic development outreach and promotions	Pedestrian friendly (2)
Identify values that make area attractive to employees /employers and promote them with a visible regional presence (2)	Police bike patrol keeps police more in touch with citizens (2)
Develops a brand for attracting certain types of commercial activities (e.g. health industry supplies)	Police presence- safety/perception of safety
Springfield as a "destination" attractive, vibrant, active	Open banner program



Offers and supports a variety of safe activities and facilities that provide for the physical health and social well-being of the community

Fosters a feeling of personal safety throughout the community by establishing a visible, accessible presence that proactively provides for prevention, intervention, safety education, and community involvement

Provides for the protection and sustainability of the environment through regulatory compliance, planning and effective stormwater management

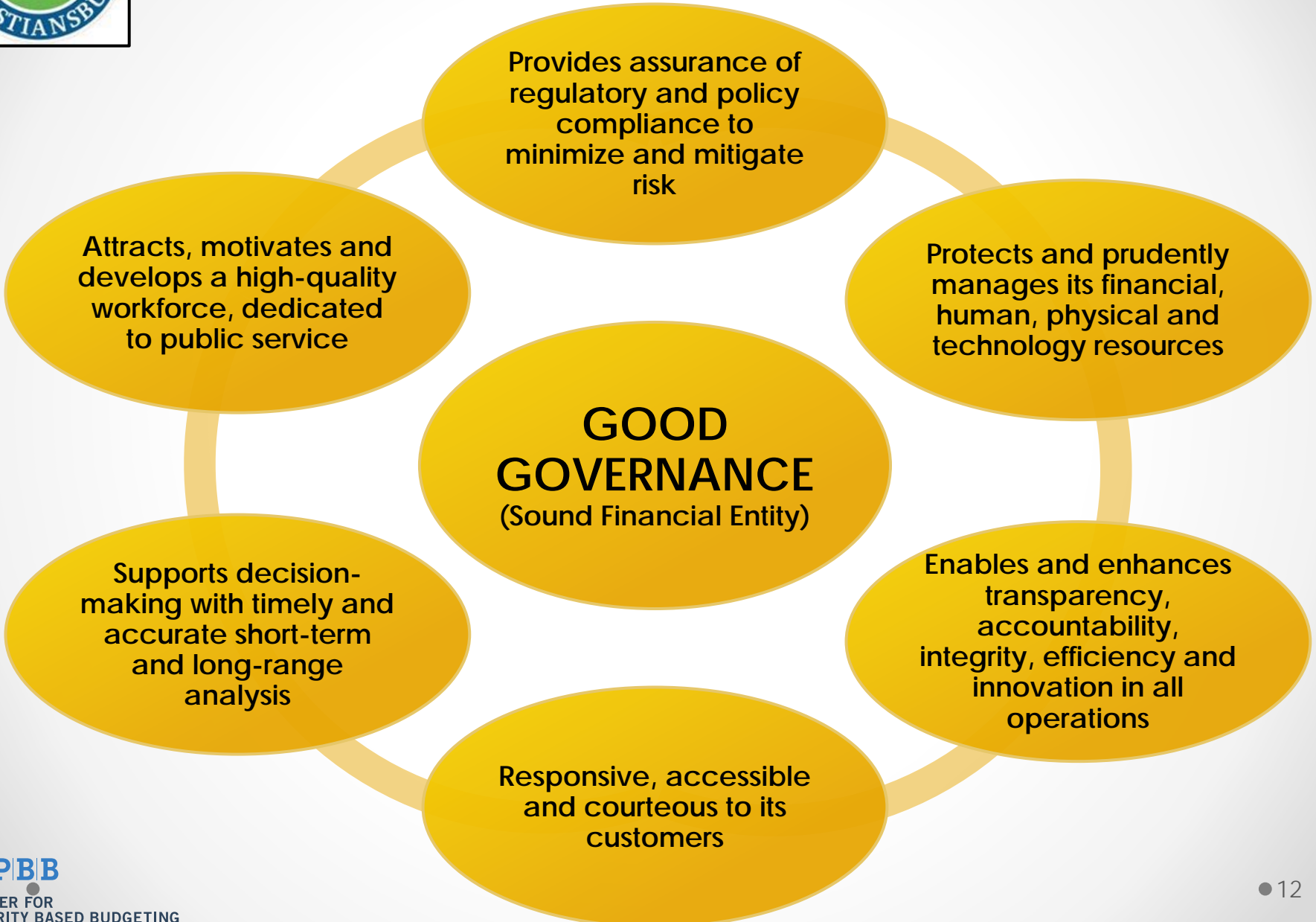
SAFE COMMUNITY

Provides for a safe transportation network that is well-maintained, accessible, enhances traffic flow and offers safe mobility to motorists, cyclists and pedestrians alike

Offers protection, enforces the law and is well-prepared to promptly and effectively respond to emergencies and calls for service

Creates a secure, well-regulated, well-maintained community that is healthy, clean, well-lit and visually attractive

The Town of Christiansburg, Virginia



Provides assurance of regulatory and policy compliance to minimize and mitigate risk

Protects and prudently manages its financial, human, physical and technology resources

GOOD GOVERNANCE
(Sound Financial Entity)

Enables and enhances transparency, accountability, integrity, efficiency and innovation in all operations

Responsive, accessible and courteous to its customers

Attracts, motivates and develops a high-quality workforce, dedicated to public service

Supports decision-making with timely and accurate short-term and long-range analysis

Strategic Questions

1. *What are we in “business” to do?*
2. ***What exactly do we do?***



Identify "Programs" within Departments/ Divisions

- Departments develop their own "program" inventories
- Comprehensive list of "what we do"
- Comparing relative value of programs, not relative value of departments
- **Goldilocks & the Three Bears:** Not too big, not too small, just right!
 - TOO BIG = Departments/Divisions
 - TOO SMALL = Tasks
 - JUST RIGHT = Measure relative size based on costs/people associated with program to more discretely demonstrate how resources are used

CITY OF BOULDER, COLORADO

Department Program Inventory

Monday, July 26, 2010

Directions: For all of the programs and services in your department, identify the program name. When completed, please e-mail the Program Inventory back to Jim Reesor



Fund No.	Department Providing Program	Program Name
010	Community Planning & Sustainability	General Business Assistance
010	Community Planning & Sustainability	Business Retention and Expansion
010	Community Planning & Sustainability	Business Incentive Programs
010	Community Planning & Sustainability	Business Partnerships and Sponsorships
140	Community Planning & Sustainability	Energy Decarbonization
140	Community Planning & Sustainability	Green Job Creation
140	Community Planning & Sustainability	Climate Adaptation Planning
112	Community Planning & Sustainability	Comprehensive Planning
112	Community Planning & Sustainability	Intergovernmental Relations
112	Community Planning & Sustainability	Historic Preservation
112	Community Planning & Sustainability	Ecological Planning

City of Boulder, Colorado

Strategic Questions

1. *What are we in “business” to do?*
2. *What exactly do we do?*
3. **How do we figure out what is “core” OR What is of the highest importance?**



Step 4: Score Programs against Results & Attributes

City of Boulder's Results

- Accessible & Connected Community
- Economically Vital Community
- Healthy Environment & Community
- Inclusive & Socially Thriving Community
- Safe Community

Basic Program Attributes

- Mandated to Provide the Program
- Reliance on the City to Provide the Program
- Cost Recovery of the Program
- Change in Demand for the Program
- Portion of Community Served by the Program
- *And/or any other criteria that is relevant to your community*

Simple Scoring Scale – “Degree” of Relevance to a Result

4 = Program has an essential or critical role in achieving Result

3 = Program has a strong influence on achieving Result

2 = Program has some degree of influence on achieving Result

1 = Program has minimal (but some) influence on achieving Result

0 = Program has no influence on achieving Result

*“High Degree”
of Relevance*

*“Lower Degree” of
Relevance (still a
clear connection)*

*No Clear
Connection*



Basic Program Attributes: Mandated to Provide Program

- *Programs that are mandated by another level of government (i.e. federal, state or county) will receive a higher score for this attribute compared to programs that are mandated solely by the City or have no mandate whatsoever.*
- The grading criterion established to score programs, on a 0 to 4 scale is as follows:
 - 4 = Required by Federal, State or County legislation
 - 3 = Required by Charter or incorporation documents **OR** to comply with regulatory agency standards
 - 2 = Required by Code, ordinance, resolution or policy **OR** to fulfill executed franchise or contractual agreement
 - 1 = Recommended by national professional organization to meet published standards, other best practice
 - 0 = No requirement or mandate exists

Basic Program Attributes:

Reliance on City to Provide Program

- Programs for which residents, businesses and visitors can look only to the City to obtain the service will receive a higher score for this attribute compared to programs that may be similarly obtained from another intergovernmental agency or a private business.
- The grading criterion established to score programs, on a 0 to 4 scale is as follows:
 - 4 = City is the sole provider of the program and there are **no** other public or private entities that provide this type of service
 - 3 = City is currently the sole provider of the program but there are other public or private entities that could be contracted to provide a similar service
 - 2 = Program is only offered by another governmental, non-profit or civic agency
 - 1 = Program is offered by other private businesses but none are located within the City limits
 - 0 = Program is offered by other private businesses located within the City limits

Basic Program Attributes:

Change in Demand for Program

- Programs demonstrating an increase in demand or utilization will receive a higher score for this attribute compared to programs that show no growth in demand for the program. Programs demonstrating a decrease in demand or utilization will actually receive a negative score for this attribute.
- The grading criterion established to score programs, on a -4 to 4 scale is as follows:
 - 4 = Program experiencing a **SUBSTANTIAL** increase in demand of 25% or more
 - 3 = Program experiencing a **SIGNIFICANT** increase in demand of 15% to 24%
 - 2 = Program experiencing a **MODEST** increase in demand of 5% to 14%
 - 1 = Program experiencing a **MINIMAL** increase in demand of 1% to 4%
 - 0 = Program experiencing **NO** change in demand
 - -1 = Program experiencing a **MINIMAL** decrease in demand of 1% to 4%
 - -2 = Program experiencing a **MODEST** decrease in demand of 5% to 14%
 - -3 = Program experiencing a **SIGNIFICANT** decrease in demand of 15% to 24%
 - -4 = Program experiencing a **SUBSTANTIAL** decrease in demand of 25% or more

Basic Program Attributes: Cost Recovery of Program

- Programs that demonstrate the ability to “pay for themselves” through user fees, intergovernmental grants or other user-based charges for services will receive a higher score for this attribute compared to programs that generate limited or no funding to cover their cost.
- The grading criterion established to score programs, on a 0 to 4 scale is as follows:
 - 4 = Fees generated cover 75% to 100% of the cost to provide the program
 - 3 = Fees generated cover 50% to 74% of the cost to provide the program
 - 2 = Fees generated cover 25% to 49% of the cost to provide the program
 - 1 = Fees generated cover 1% to 24% of the cost to provide the program
 - 0 = No fees are generated that cover the cost to provide the program

Basic Program Attributes:

Portion of Community Served by Program

- Programs that benefit or serve a larger segment of the City's residents, businesses and/or visitors will receive a higher score for this attribute compared to programs that benefit or serve only a small segment of these populations.
- The grading criterion established to score programs, on a 0 to 4 scale is as follows:
 - **4** = Program benefits/serves the **ENTIRE** community (100%)
 - **3** = Program benefits/serves a **SUBSTANTIAL** portion of the community (at least 75%)
 - **2** = Program benefits/serves a **SIGNIFICANT** portion of the community (at least 50%)
 - **1** = Program benefits/serves **SOME** portion of the community (at least 10%)
 - **0** = Program benefits/serves only a **SMALL** portion of the community (less than 10%)

Identify “Value” of Program Based on their Influence on Results

Individual Department Program Scorecard
 Thursday, January 28, 2010

Directions: For all the programs in your department, please rate how these programs score in the four Basic Attributes and they influence the City’s ability to achieve its Priority Results. When completed, please email the Program Scorecard back to mariah.dabel@sanjoseca.gov



Evaluation Criteria

Basic Program Attributes				Priority Results				
Mandated to Provide Program	Cost Recovery of Program	Change in Demand for Service	Reliance on City to Provide Service	Safe City	Prosperous Economy	Green, Sustainable City	Attractive, Vibrant Community	Reliable, Well-Maintained Infrastructure
0-4 Scale (4=State/Federal Mandate; 2=Charter; 1=Ordinance/Resolution; 0=No Mandate)	0-4 Scale based on Percentage (4=75-100%; 3=50-74%; 2=25-49%; 1=1-24%)	-4 to 4 Scale ('-4=demand significantly decreasing; 4=demand significantly increasing')	0 to 4 Scale (4=Only City can provide service; 2=Only public entities can provide service; 0=other entities can provide service)	On a scale of 0 to 4 points, 0 = program has no influence on achieving the Result; 1 = program has some influence, though minimal; 2 = program influences the Result; 3 = program has a strong influence on the Result; 4 = program is essential to achieving the Results				

Department	Program	Enter Score Below	Enter Score Below	Enter Score Below	Enter Score Below	Enter Score Below	Enter Score Below	Enter Score Below	Enter Score Below	Enter Score Below
Office of Economic Development	Business Attraction/Expansion Assistance	4	2	4	4	2	4	3	2	0
Office of Economic Development	International Business Relations/Sister City	0	1	2	2	0	2	1	1	0
Office of Economic Development	Economic Strategy, Policy and Analysis	1	2	4	2	0	3	3	2	0
Office of Economic Development	Downtown Management	1	2	4	4	3	2	0	3	4
Office of Economic Development	Arts / Festival Grants and Assistance	1	1	3	0	1	3	1	4	1
Office of Economic Development	K-12 Arts Education	0	0	2	0	1	2	0	4	0
Office of Economic Development	Cultural Planning, Policy and Initiatives / Arts	1	0	2	4	1	3	1	4	1
Office of Economic Development	Public Art Project Management	1	1	2	0	1	2	2	4	3
Office of Economic Development	Public Art Master Plan Implementation and	1	1	3	0	1	2	1	4	2

Strategic Questions

1. *What are we in “business” to do?*
2. *What exactly do we do?*
3. *How do we figure out what is “core” OR What is of the highest importance?*
4. **How do we know we are successful?**



Peer Review (Quality Control) Process

City of Boulder, CO

Program Prioritization

Peer Review of Departmental Program Scoring

Community Result: ECONOMICALLY VITAL COMMUNITY



Each department has scored its programs using a two-step process: (1) determine the relevance of a program in respect to the Priority Result and (2) determine the influence of the program. Programs were scored within a range of between "0" and "4". For details on the scoring, please refer to the departmental scoring instructions in your packet. As part of the validation process, which departments scored with a "3" or "4." The task of the Peer Review team is to review the information provided regarding these programs within the context of the Priority Result definition.

1. review the program descriptions and determine whether you agree with the departmental score based on how well the program aligns with the Priority Result (does the program achieve what it sets out to do?);
2. request additional information to understand the departmental score, if necessary; and
3. after receiving additional information and discussion, recommend a different score to the City Manager, if necessary.

The following Programs are Listed in Order of Score, From High to Low, Relative to this Result

DEPARTMENT OFFERING PROGRAM	Division	PROGRAM NAME	PROGRAM DESCRIPTION	Program Number	Program Notes	Dept. Score	Agree with Dept. Score? (Yes/No)	Need More Information? (Yes/No)	Notes for Review Team Member	Revised Score
Community Planning & Sustainability	Economic Vitality	Economic Vitality Program & Sponsorships	Wide range of assistance to new & existing, small & large businesses; retention/expansion critical to the city's economic health and revenues (sales & use taxes/permit fees); sponsorships supports services to small and independent businesses.	29		4				4
Community Planning & Sustainability	LEAD	City Organization Sustainability	New City Sustainability Plan; Economically vital=could not ask the same of businesses in the community if we as a city organization are not doing our part; Safesranked for environmental health.	39		4				4
DUHMD/PS	04	Downtown & Community Improvements-streetscape	Mall Infrastructure improvements and FFR replacement for items such as PopJet fountain, weeping rock, benches, etc	49		4				4
Fire	Fire Safety	Inspections/Code Enforcement	Provides inspection and enforcement services to ensure existing buildings and new construction meet fire and safety code requirements prescribed in the Boulder Revised Code.	76		4				4
Open Space & Mountain Parks	Land & Visitor Services	Trail Program Maintenance and Construction	<p>Desc: Annual maintenance of existing trail system. New trail construction and large scale maintenance projects to make existing trails more sustainable</p> <p>Mandated: Charter Section 176c & 176h Provide for passive recreation such as hiking, equestrians and biking</p> <p>Change: As surrounding communities continue to grow, more people visit the OSMP trail system. Reliance: The City would not allow a private citizen to construct a new trail on public land nor would we expect the private citizen to pay for it.</p> <p>Access: OSMP constructs and maintains ADA accessible trails, this is a unique opportunity for mobility impaired people to recreate outside. OSMP also plans, constructs and maintains a trail infrastructure system that provides an opportunity to bring people closer.</p> <p>Econ: The opportunity to recreate on OSMP, via the trail system, is essential to the economic vitality</p>	168		4				4

Strategic Questions

1. *What are we in "business" to do?*
2. *What exactly do we do?*
3. *How do we figure out what is "core" OR What is of the highest importance?*
4. *How do we know we are successful?*
5. **How do we ask "better" questions that lead to "better" decisions about "what we do" and "why we do it"?**

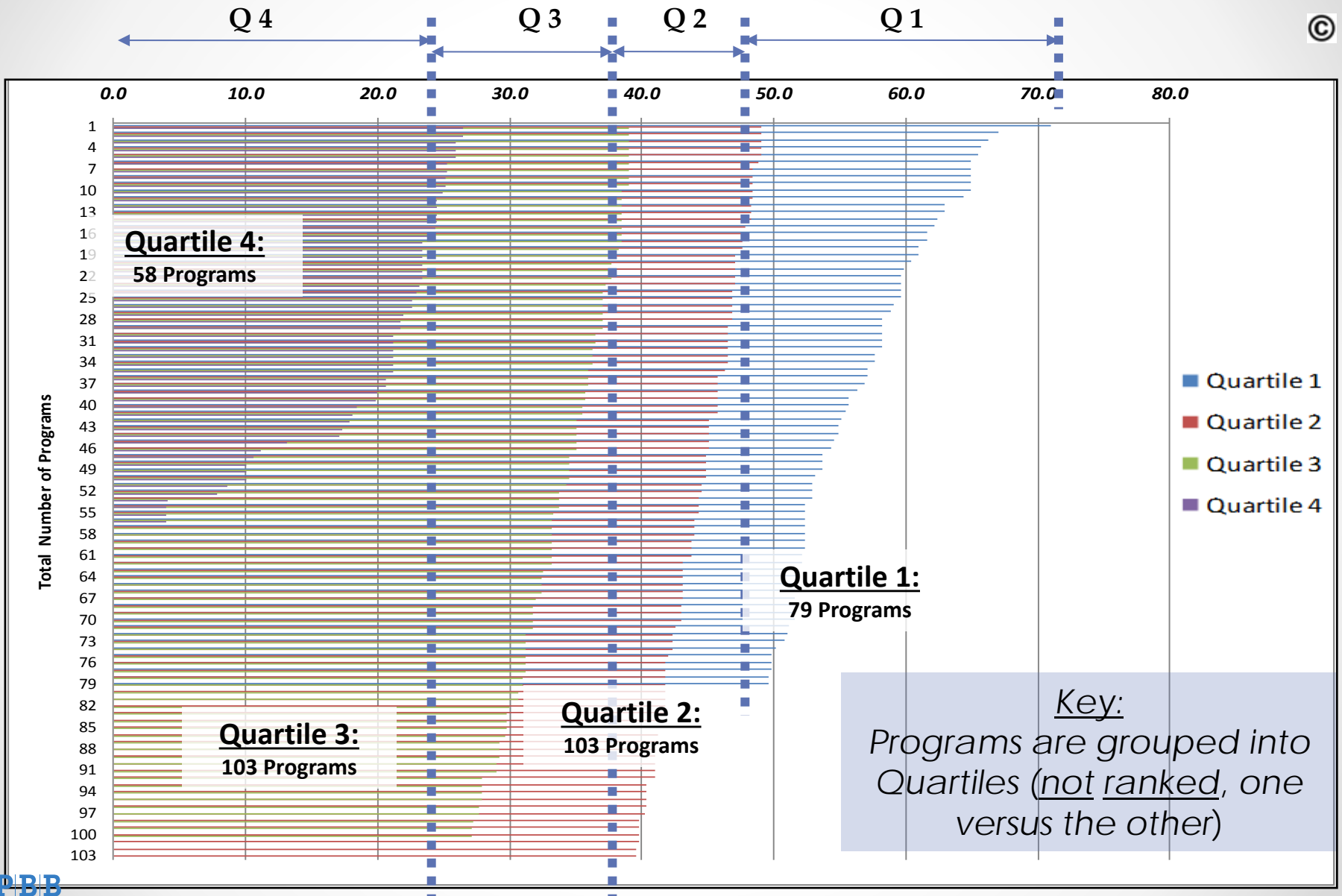


"Looking Through the "New Lens"



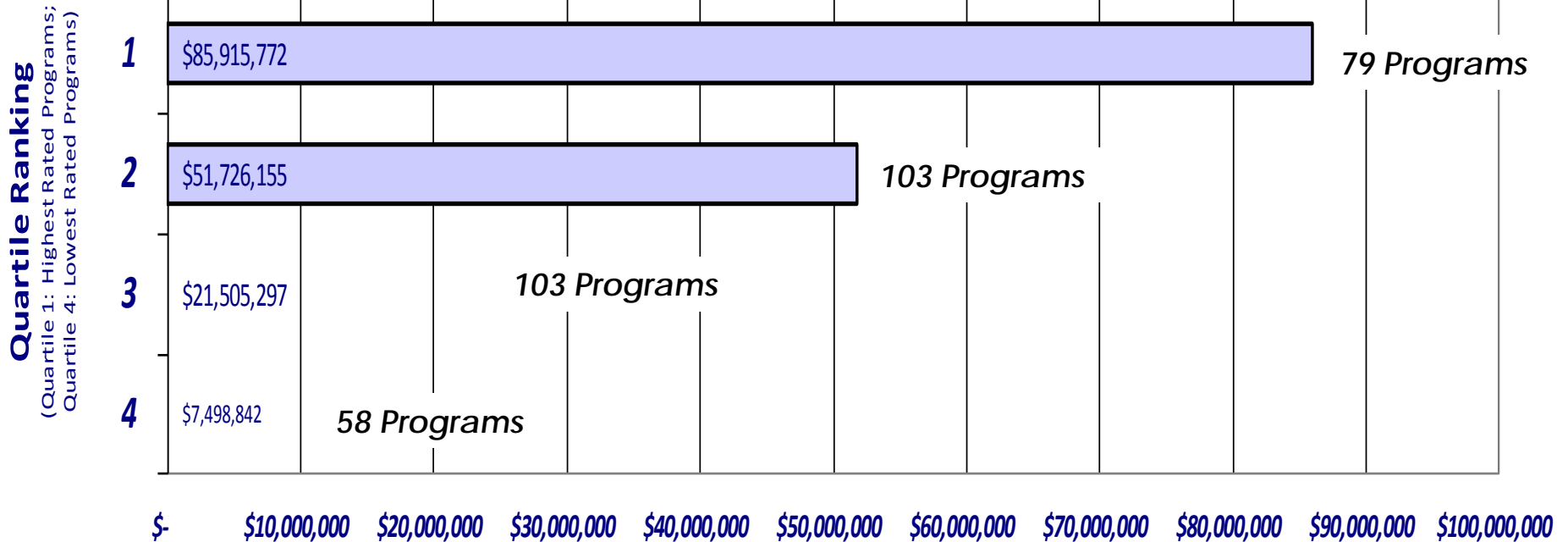
- Which programs are of the highest priority in terms of achieving what is expected by the community?
 - *And which are of lesser importance?*
- Which programs are truly mandated for us to provide
 - *And how much does it cost to provide them?*
- Which programs are offered because they are "self-imposed" ?
- Which programs are offered for which there are no other service providers?
- Are there programs might lend themselves to public/private partnerships?

Defining Quartile Groupings



Step 5: Allocate Resources Based on Prioritization

Prioritization Array: Combined City-wide Programs



City of Boulder, Colorado

"Resource Alignment Diagnostic Tool"

City of Boulder, CO

Program Type:
(All Programs, Governance, Community-oriented)

Prioritization Perspective:
(City-wide, Fund, Funds)

Choose Department:
(All Departments, Specific)

Funding Source:
(Est. Budget, Gen Gov Revenue, Program Revenues)



Community-Oriented Programs

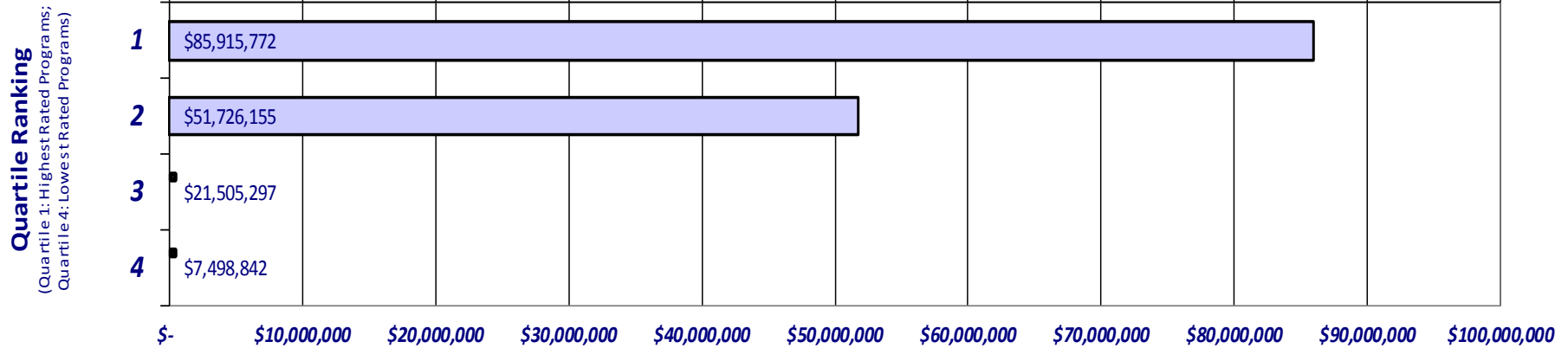
City-wide

All Departments

Total Estimated Budget

October 30, 2012

Priority Based Budgeting: Spending Array Perspectives



Quartile Ranking	2011 Budget	2012-13 Proposed Budget	Increase (Reduce) %	Impact	2012-13 Target Budget	Programs in Arr
Qrt 1	\$0	\$85,915,772	0.00%	\$0	\$85,915,772	88
Qrt 2	\$0	\$51,726,155	0.00%	\$0	\$51,726,155	116
Qrt 3	\$0	\$21,505,297	0.00%	\$0	\$21,505,297	110
Qrt 4	\$0	\$7,498,842	0.00%	\$0	\$7,498,842	54
TOTALS	\$0	\$166,646,067	0.00%	\$0	\$166,646,067	368



Focus on
**“RESULTS
IDENTIFICATION”**



“A vibrant community – surrounded by natural beauty – where you belong!”



- Loveland is a community that is characterized by **welcoming neighborhoods** with **diverse housing opportunities** that create a sense of **individual belonging**.
- Loveland is a community that **embraces the heritage and natural beauty of the region** and values its strategic location.
- Loveland is a **well-planned and environmentally sensitive** community where all **citizens are safe, secure** and have **equal access to services and amenities**, including **recreational and cultural activities**.
- Loveland is a community with an **integrated system of technology, utility and transportation networks** that supports a **vital economy**; and that **coordinates with the plans of other regional governmental entities**.
- Loveland is a community that is a continuously developing **partnership of citizens, business, health and educational communities**; with a **stable and diverse economic base** that offers ample **employment and business opportunities** to all.
- Loveland is a community that encourages **active public involvement** and is responsive to the **health and human services needs** of its citizens.

"Results" in PBB Communities

Summary of Results by Community

BLUE ASH, OH	CINCINNATI, OH	SPRINGFIELD, OR	LEHIGH COUNTY, PA	PLANO, TX
Safe Community	Safe Community	Safe Community	Safe Community	Safe, Large City
Attractive and Well-Maintained Community	Sustainable Built and Natural Environment	Economic Development and Revitalization	Quality Recreation, Leisure and Lifestyle Opportunities	Great Neighborhoods - First Choice to Live
Quality and Diverse Leisure-time Activities	Inclusive, Thriving and livable Community	Effective Mobility and Reliable, Well-Maintained Infrastructure	Healthy Nurturing & Socially Responsible Environment	Strong Local Economy
Quality and Desirable Neighborhoods	Commerce and Jobs	Environmental Quality and Community Livability	Economic Health & Vitality	Exciting Urban Centers - Destination for Residents and Guests
Strong and Vibrant Economic Environment	Well-Planned and Developed Infrastructure	Inclusive, Diverse and Desirable Place to Live and Work	Quality Infrastructure & Transportation Systems	Financially Strong City with Service Excellence
Connected, Accessible and Reliable Transportation Network	Efficient and Effective Basic Services	Managed, Well-Planned Growth	Managed, Well-Planned Growth	Partnering for Community Benefits
Governance	Leadership and Financial Stewardship (Governance)	Good Governance	Good Governance	Good Governance



Focus on
**“RESULTS
IDENTIFICATION”**

Summary of Results by Community

EDMONTON, AB	CHANDLER, AZ	GOODYEAR, AZ	QUEEN CREEK, AZ	FAIRFIELD, CA
Improved Livability	Safe Community	Sense of Community	Safe Community	Safe Community
Preservation of a Sustainable Environment	Healthy and Attractive Community	Economic Vitality	Preservation of a Healthy, Sustainable Environment	Quality, Family-Oriented Community
Transformed Urban Form	Leisure, Culture and Education	Safe Community	Partnering for Community Benefit	Prosperous Local Economy
Diverse Economy	Sustainable Economic Health	Effective Mobility and Reliable, Well-Maintained Infrastructure	Economic Development	Reliable, Well-Maintained Infrastructure
Effective Mobility	Effective Transportation	Quality of Life	Managed Land Use and Development	Good Governance
Financial Sustainability (Good Governance)	Good Governance	Fiscal Resource Management (Governance)	Community Involvement and Identify	
			Effective and Sustainable Infrastructure	
			Good Governance	

Summary of Results by Community

MISSION VIEJO, CA	MONTEREY, CA	PLACENTIA, CA	SACRAMENTO, CA	SALINAS, CA
Public Safety and Emergency Preparedness	Safety of the Community	Safe Community	Safe Community	Safe, Livable Community
Preserving and Enhancing the Beauty of the Community	Ensure Adequate Water Supply	Pleasant Place to Live, Work and Play	Healthy, Sustainable Environment	Effective Mobility and Excellent Infrastructure
Community Building	Preserve, Promote, Maintain Historic, Cultural and Environmental Assets	Vibrant and Revitalized Economy	Leisure, Cultural and Social Opportunities	Healthy, Vibrant, Sustainable and Green Community
Economic Development	Improve Quality of Life - Health, Education and Well-being	Quality, Regulated Growth and Development	Youth Opportunities and Education	Family-Oriented Community with Diverse Recreational, Cultural, Educational and Leisure Opportunities
Traffic Flow and Infrastructure Improvements	Ensure Economic Vitality	Effective Transportation and Mobility	Economic Vitality	Economic Diversity and Prosperity
Improving Public Relations and Communication	Provide Multi-Modal Transportation Systems	Governance	Reliable Infrastructure and Effective Mobility	Good Governance
Good Governance	Governance		Efficient Government (Governance)	
			Good Governance	

Summary of Results by Community

SAN JOSE, CA	SEASIDE, CA	TEMPLE CITY, CA	WALNUT CREEK, CA	BOULDER, CO
Safe City	Safe Environment for Residents and Visitors	Citizen Education and Communication	Safe Community	Safe Community
Green, Sustainable City	Attractive Environment	Sustainable Infrastructure	Stewardship of the Natural and Built Environment	Healthy Environment and Community
Vibrant, Attractive Community	Cultural and Recreational Opportunities	Public Health and Safety	Cultural, Recreation and Learning Opportunities	Inclusive and Socially Thriving Community
Prosperous Economy	Family Oriented Community	Quality of Life	Economic Vitality	Economically Vital Community
Reliable, Well-Maintained Infrastructure	Prosperous and Fiscally Sound	Economic Development & Redevelopment	Effective Transportation and Mobility Options	Accessible and Connected Community
High Performing, Transparent Government (Governance)	Governance	Good Governance	Governance	Governance

Summary of Results by Community

FORT COLLINS, CO	JEFFERSON COUNTY, CO	LONGMONT, CO	WHEAT RIDGE, CO	DELRAY BEACH, FL
Safe Community	Safe Communities	Community Safety	Safe Community	World Class Beach
Environmental Health	Predictable Growth and Development	Environmental Health	Healthy, Attractive and Well-Maintained Community	Abundant Recreational and Cultural Opportunities
Culture, Parks and Recreation	Effective Mobility Options	Cultural, Learning, Recreation and HS Opportunities	Desirable, Diverse and Connected Neighborhoods	Community of Quality Neighborhoods and Schools
Neighborhood Livability	Quality Customer Service	Neighborhood Quality	Effective Transportation and Mobility Options	Diverse Local Economy
Economic Health	Fiscally Responsible Government	Economic Health	Economic Vitality	Vibrant Downtown
Transportation	Governance	Governance	Good Governance	Community Where People Embrace Cultural Diversity
High Performing Government (Governance)				Good Governance (Sound Financial Entity)

Summary of Results by Community

LAKELAND, FL	PASCO COUNTY, FL	POST FALLS, ID	ROSWELL, GA	SHAWNEE, KS
Quality of Life	Public Safety	Safe Community	ACCESS TO CULTURAL, HISTORICAL, RECREATIONAL and LEISURE OPPORTUNITIES	Quality Cultural, Recreational, and Leisure Opportunities
Economic Opportunity	Environmental Protection	Well-Planned and Livable Community	COMMUNITY EDUCATION, WELLNESS and LIFE-LONG LEARNING	Attractive, Healthy and Well-Maintained Community
Growth Management	Jobs and Economic Growth	Quality Educational, Recreational and Lifestyle Opportunities	ECONOMIC DEVELOPMENT and VITALITY	Economic Growth and Vitality
Fiscal Management	Growth Management	Sense of Community	(a) SAFE and SECURE ENVIRONMENT	Safe Community
Communication	Transportation	Economic and Business Vitality	SUSTAINABLE INFRASTRUCTURE and COMMUNITY RESOURCES	Environmentally Sustainable and Well-Planned Community
Governance	Customer Service Levels	Good Governance	(a) WELL-DESIGNED, LIVABLE COMMUNITY with STRONG NEIGHBORHOODS	Effective Mobility and Reliable Infrastructure
	Financial Sustainability		GOOD GOVERNANCE	Governance
	Governance			

Summary of Results by Community

BILLINGS, MT	GRAND ISLAND, NE	DOUGLAS COUNTY, NV	CARY, NC	SAN JUAN COUNTY, NM
Safe Community	Safe Community	Safe Community	Safe Community	Safe and Secure Community
Preservation of Community Resources	Stewardship of the Environment	Preservation of the Natural Environment, Resources and Cultural Heritage	Quality Cultural, Recreational & Leisure Opportunities	Comprehensive, Orderly and Well-Planned Growth and Development
Leisure, Cultural and Learning Opportunities	Quality of Life	Economic Vitality	Economic Vitality & Development	Quality Recreational, Cultural Social and Leisure Opportunities
Involved, Engaged and United Community	Strategic, Sustainable and Maintained Development	Managed Growth and Development	Attractive, Well-Planned & Livable Community	Healthy, Sustainable Community and Environment
Sustainable Economic Development	Governance	Reliable, Well-Maintained Infrastructure	Effective Transportation & Mobility	Sustainable Economic Health, Growth and Vitality
Comprehensive, Orderly Growth and Development		Governance	Reliable, Sustainable Infrastructure	Desirable, Quality and Attractive Place to Live and Work
Effective and Connected Transportation Systems			Good Governance	Effective Mobility and Reliable, Well-Maintained, Well-Managed Infrastructure
Honest, Responsive Government (Governance)				Governance

Summary of Results by Community

BLUE ASH, OH	CINCINNATI, OH	SPRINGFIELD, OR	LEHIGH COUNTY, PA	PLANO, TX
Safe Community	Safe Community	Safe Community	Safe Community	Safe, Large City
Attractive and Well-Maintained Community	Sustainable Built and Natural Environment	Economic Development and Revitalization	Quality Recreation, Leisure and Lifestyle Opportunities	Great Neighborhoods - First Choice to Live
Quality and Diverse Leisure-time Activities	Inclusive, Thriving and livable Community	Effective Mobility and Reliable, Well-Maintained Infrastructure	Healthy Nurturing & Socially Responsible Environment	Strong Local Economy
Quality and Desirable Neighborhoods	Commerce and Jobs	Environmental Quality and Community Livability	Economic Health & Vitality	Exciting Urban Centers - Destination for Residents and Guests
Strong and Vibrant Economic Environment	Well-Planned and Developed Infrastructure	Inclusive, Diverse and Desirable Place to Live and Work	Quality Infrastructure & Transportation Systems	Financially Strong City with Service Excellence
Connected, Accessible and Reliable Transportation Network	Efficient and Effective Basic Services	Managed, Well-Planned Growth	Managed, Well-Planned Growth	Partnering for Community Benefits
Governance	Leadership and Financial Stewardship (Governance)	Good Governance	Good Governance	Good Governance

Summary of Results by Community

CHESAPEAKE, VA	CHRISTIANSBURG, VA	GREEN RIVER, WY		
Safe Community	Clean, Healthy, Safe Place to Live	Family Community		
Ecological Stewardship	Green, Well-Planned Community	Attractive City		
Healthy, Nurturing and Secure Community	Recreational, Cultural and Entertainment Mecca	Great Choices for Recreation		
Economic Vitality	Everybody's Hometown with Well-Informed and Engaged Citizens	Preferred Residential Neighborhoods		
Quality Infrastructure and Transportation Systems	Retail, Commerce and Tourist Destination	Active Downtown and Riverfront		
Good Governance	Interconnected Community	Well-planned City		
	Good Governance (Sound Financial Entity)	Governance		



CITY OF LOVELAND
CITY MANAGER'S OFFICE

Civic Center • 500 East Third • Loveland, Colorado 80537
(970) 962-2303 • FAX (970) 962-2900 • TDD (970) 962-2620

AGENDA ITEM: 3
MEETING DATE: 1/14/2014
TO: City Council
FROM: William D. Cahill, City Manager
PRESENTER: Bill Cahill, City Manager

TITLE:

Review of Possible Topics for the City Council Workshop on January 25, 2014

SUMMARY:

The City Council will hold its Annual Planning Workshop on January 25, 2014, at Group Publishing in Loveland. This annual event is intended for the Council to set major goals and priorities for the coming year.

Council members have submitted possible topics for discussion at this year's Workshop. Staff members have added to that list with additional items carried over from last year which are still relevant, and other new initiatives of which staff is aware.

The list of possible topics is included as Attachment 1. At the Study Session, Councilors will be asked to prioritize these items for discussion on the day of the Workshop. This will allow focusing the Workshop on the topics of greatest interest to the Council. However, even the lower priority topics will be preserved in the written records of the Workshop proceedings.

REVIEWED BY CITY MANAGER:

LIST OF ATTACHMENTS:

1. Listing of Topics to be Prioritized

Topics Listing for City Council Consideration Loveland City Council Annual Planning Workshop, 2014

These are grouped for convenience into broad categories. They are not listed in any order of priority.

Flood Recovery

Continue recovery from The Flood of 2013. Continue reconstruction of damaged or destroyed infrastructure, with careful attention to cost control and cost recovery. Monitor the finances and economics of recovery.

Redevelop the Railroad Avenue area, including Fairgrounds Park, Fire Training Center, and Natural Areas. Railroad Avenue, significant parts of south Fairgrounds Park, and part of the Fire Training Center have not yet been rebuilt after the flood. There may be opportunities for realignment of properties and access, as well as acquisition of property for natural areas, so that the result is better than before the flood. In addition, there are other reaches of the River that the River Team have identified, including Hwy 287 and the reach by Morey Natural Area/Mariana Butte Golf Course which will take a lot of work following plan design.

Public Safety

Develop the Public Safety Training Facility for Implementation. Continue the Police Regional Training Facility planning with partners, including Fort Collins. Consider inclusion of some fire-related features.

Develop and Implement an Improved Building Abatement Policy. City policy for building abatement should balance property rights with public safety. The policy also should include options for funding abatement if private parties do not advance the costs.

Economic Vitality and Development

Retool Development Permitting, Including a "One-Stop" Center. With the Service Center Phase 3 project, space in the FAB will be available, opening the opportunity for better clustering of development review and permitting functions. The administrative structure and authority of development processing and permitting will also be re-evaluated.

Create a durable and robust organizational structure for downtown development. The current structure is the Loveland Downtown Team, which was originally envisioned as a short-term "ad-hoc" group. The City Council has directed staff to develop a possible new long-term structure, considering governance and funding (whether URA, DDA, BID or others.)

Initiate major development projects for downtown in 2014. These include the Third Street catalyst project, assistance with the County Administrative Building, possibly a Fourth Street project, and beginning a phase of streetscaping using the HIP Streets concept.

Complete the Comprehensive Plan Update. The Comprehensive Plan is scheduled for major update and a consultant has been retained. Council participation and direction is important to a successful conclusion.

Complete the Highway 287 business development plan. Complete the plan for the Highway 287 corridor to guide its development and improve the quality of development along the length of the corridor. This involves Development Services, Economic Development, Public Works, Water & Power, and other City staff.

Highway 402 Corridor: Extension of Larimer County overlay zone for Loveland IGA. Following agreement between Johnstown and Loveland on the GMA boundary and overlap area, the next step is for Larimer County to extend the Loveland IGA Overlay Zoning District to cover the southeast portion of the Loveland GMA. This would allow implementation of our existing IGA with Larimer County in this critical growth area for Loveland and give Loveland some level of control over new development along the 402 Corridor. Involvement at the level of elected officials will be needed.

Complete the Airport area economic development strategy. There are significant land holdings and development opportunities surrounding the Airport, which need to be aggressively pursued. The Cities of Loveland and Fort Collins have begun a strategy process with very important private business participation, which will bring forth new ideas for consideration.

Develop strategies to restore the Pulliam Building. Initial conceptual studies have been done to restore the Pulliam Building, and repurpose it to a multiple-use auditorium. Total project cost is currently estimated at about \$3 million, and project proponents have developed a draft business plan intended to reduce reliance upon the City's General Fund for operational costs. Community fund raising is proceeding but not yet fully in gear. The project could also be planned to proceed in phases.

Infrastructure Quality

Develop a leadership position for Loveland in regional transportation issues. Transportation is vital to the continued planned development of northern Colorado.

Highway 402 – State to City Transition Talks. In 2008, the City and CDOT completed an environmental assessment to lay out the long-term transportation plan for 402. This identifies all future right-of-way needs and access control plan. CDOT has also programmed funds for acquisition of ROW for the plan. Staff have had exploratory discussion with CDOT for Loveland to eventually take this section of roadway over from CDOT, and remove it from the state highway system. A RAMP application was filed for this project in 2013 but was unsuccessful.

Quality of Life

Review City sponsorship and levels of involvement in community special events. With the demise of Engaging Loveland, the City's roles and responsibilities in community events should be examined. The possibility of other partners stepping up their roles in community events should be considered.

Increase City activity in purchasing Open Lands. Loveland has accumulated a significant balance in its Open Space Fund (approximately \$12 million balance shown in the 2013 Budget). More actively plan and purchase Open Lands with these funds. In addition, focus on open lands that will be open to the public, and take actions to open existing open lands areas to the public if appropriate.

Complete the City's recreational hike/bike trail, and consider additions to the recreational trail network. The City has made substantial progress in its hike/bike trail encircling the City, but there are still gaps to fill. Consider developing a "networked" plan for recreational trails, building on the primary recreational trail around Loveland, and adding connectors to the central part of the City.

Adopt a City environmental sustainability plan in 2014. Focus the City's efforts as appropriate and adopt a sustainability plan. In 2008, staff began developing a draft plan to bring forward to Council for consideration on the topic of environmental sustainability; the Council has previously reviewed a draft sustainability plan in 2011 at a Study Session. The City is already doing many things but has not adopted a formal policy statement. The plan is built around already existing concepts in existing City plans, and then combines that with a strategy to identify the City's role in guiding and supporting sound environmental decision-making.

Financial and Administrative

Incorporate Priority-Based Budgeting into the City's budget process. The City has contracted with the Center for Priority-Based Budgeting to assist in moving the City to PBB in 2014. This will require substantial Council and staff time from January through May 2014.

Complete the Redevelopment of the Capital Expansion Fee System. Capital expansion costs are recovered from new development, while annual operating taxes, fees, and charges are responsible for ongoing operating and maintenance expenses, as well as capital replacement (depreciation) costs and capital betterment costs resulting from service improvements. Only growth-related expenses are included in the CEF fees. The City will complete master plans in the areas of facilities, information technology, and parks and recreation in early 2014. These will provide the foundation for redeveloping CEFs to be based on plans, rather than the "buy-in" model used until now.

Governance

Review Boards and Commissions. The City revised its Boards and Commissions Handbook in 2013, making minor adjustments. Review the needs for boards and commissions, the effectiveness and use of the Council liaison system, qualifications for members, and methods of board and commission member selection.