



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: 6/24/2014
TO: City Council
FROM: Marcie Erion, Economic Development Department
PRESENTER: Don Fraley, Tharp Cabinet Corporation

TITLE:
 Incentive Request –Tharp Cabinet Corporation

SUMMARY:

This is an initial discussion of an incentive request on behalf of Tharp Cabinet Corporation to waive City of Loveland fees and taxes associated with an expansion of their current facility. The City of Loveland is being asked to waive up to, but not to exceed \$100,000, of fees and taxes based on final fee calculations provided at the time of building permit issuance. The funds to backfill the Capital Expansion Fees and System Impact Fees will come out of the Economic Development Incentive Fund, contingent upon City Council approval. Based on the current fee estimate, the fee waivers amount to \$40,000 with the backfill of Capital Expansion Fees and System Impact Fees in the amount of \$60,000. These figures may change based on final building plan submittal.

BACKGROUND:

Tharp Cabinet Corporation is requesting fee and tax waivers, up to, but not to exceed \$100,000, associated with their fifth expansion within the City of Loveland. Founded 42 years ago, Tharp Cabinet Corporation, under the current ownership of Don and Kayleen Fraley, has grown to be the largest volume custom cabinet manufacturer in Colorado and Wyoming. Since 2008, they have invested over \$2.4 million in capital equipment, facility expansions and renovations. With an increase in sales in the double digits the last several years, they anticipate a growth of full time employees from 96 to 145, and revenue growth from \$12.2 to 18.6 million over the next five years. The proposed expansion is projected to cost \$1.5 million, bringing the total investment to nearly \$4 million. The construction materials and capital expenditures will be made primarily in Colorado, with an anticipated \$5 million in operating expenses in direct support of local companies and vendors.

The incentive request is less than 3% of Tharp Cabinet Corporation's total investment in the business and the community. The Economic Impact Analysis run by Chief Financial Advisor, Alan Krcmarik, yielded a net return of the investment of \$130,000, through property, use and sales taxes within five years.

Support for this incentive is consistent with the City of Loveland Economic Development Strategic Plan:

Goal #3- "Make the Right Investment Easy to Come, Stay and Grow."

Action- "Continue the use of the City of Loveland Incentive Policy."

Action- "Develop a Business Retention Plan."

REVIEWED BY CITY MANAGER:



LIST OF ATTACHMENTS:

1. Project Checklist
2. Letter of Request from Tharp Cabinet Corporation
3. Tharp Cabinet Corporation Executive Summary

City of Loveland Economic Development Policy Project Checklist			June 13-2014
Tharp Cabinet Corporation		Incentive Type:	Fee Waivers
Requirement	Meets (y/n)	Date	Details
Met with the Economic Development Manager	Y	May 8, 2014	
Letter of Intent/Request Received	Y	May 29, 2014	
Economic Impact Analysis Data Submitted	Y	May 8, 2014	
Impact Analysis shows Positive Net New Revenue	Y	May 15, 2014	
Pays 80% of Employee Health Ins. Premium	Y	May 8, 2014	
Offers Group Health Ins. Coverage to Dependents	Y	May 8, 2014	
Performance Agreement	n/a		
Minimum investment of \$500,000	Y	May 8, 2014	\$1.5 million
Net New Jobs to Loveland	Y	May 8, 2104	50
Project Budget Submitted	Y	May 8, 2014	\$1.5 million
Study Session		June 24, 2014	
Council Meeting and Approval		August 5, 2014	
Average Annual Wages Company wide	Meets (y/n)	Details	
110% of Larimer County Ave Annual Wage	Y	June 16, 2014	Based on the newly released State QCEW data for 2013
120% of Larimer County Ave Annual Wage	n/a		\$48, 167
130% of Larimer County Ave Annual Wage	n/a		
140% of Larimer County Ave Annual Wage	n/a		
150% or > Larimer County Ave Annual Wage	n/a		
Encouraged but not required	Meets (y/n)	Details	
Located in an Enterprise Zone	Y		1140 N. Denver Avenue
Located in Downtown Loveland			
Reuse of an existing vacant facility			
Clean Energy Company			
Health Care			
Aerospace/Aviation			
Bio-Science			
Arts/Sculpture Related			
Rocky Mountain Innovation Intiative Client			
Proposed Incentive		Not to exceed \$100,000	



Mr. Bill Cahill
 Loveland City Manager
 500 East Third Street
 Loveland, Co. 80537

May 28, 2014

Dear Bill,

Founded 42 years ago, Tharp Cabinet Corporation has grown to be the largest volume custom cabinet manufacturer in Colorado and Wyoming. The company produces custom kitchen and bath cabinets, built-ins, wall beds, entertainment centers, closets and garage storage systems. From our state-of-the-art manufacturing plant and factory showroom, located in Loveland, CO the company serves builders, regional homebuilders, urban and resort condominium developers, various commercial clients and retail customers throughout Colorado and Wyoming using a factory direct distribution model.

Since 2008, my wife and I (Kayleen and Don Fraley- Tharp owners) have invested over \$2.4 million in new manufacturing systems, equipment, engineering and scheduling software, and expanded, reconfigured and remodeled segments of the facility to improve production flow and efficiency throughout the plant. The final investment in the five year expansion plan will be made mid 2014 for a 15,500 sq ft, \$1.5M finished inventory warehouse.

Fraley Holding Company LLC is requesting that the City of Loveland wave/reimburse up to \$100,000 in city fees, waiting on final figures, in support of the company's 42 year relationship with the City of Loveland, and its continued market share and tax base growth. This expansion will allow the company to increase its employee base from 96 to 145 full time employees and revenues from \$12.2M to 20M over the next five years (2014-2019). Attached find the executive summary which documents the investments made and our projections moving forward.

Thank you for your consideration of our request for reimbursement and support of Tharp's efforts to increase manufacturing capacities, revenues, employees, and tax base.

Regards,

Don Fraley
 President
 Tharp Cabinet Corp.

Kayleen Fraley
 Chief Financial Officer
 Tharp Cabinet Corp.



Tharp Cabinet Corporation

- Executive Summary -

City of Loveland

Loveland, Co.

May 12, 2014

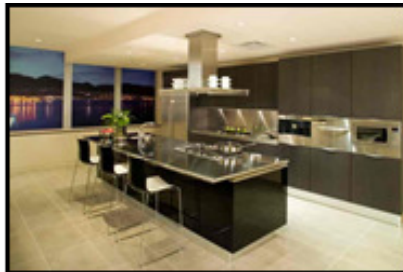
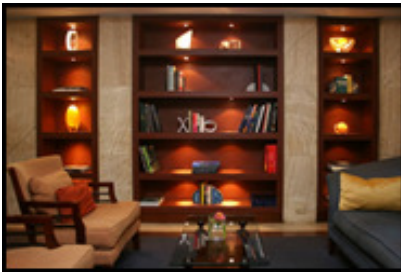
Objective:

Since 2008, the Company's owners have invested over \$2.4 million (see below) in new manufacturing systems and equipment, engineering and scheduling software, and reconfiguring and remodeling segments of the facility to improve production flow and efficiency throughout the plant. The final investment in the five year expansion plan will be made mid 2014 for a 15,500 sq ft, \$1.5M finished inventory warehouse.

Fralely Holding Company LLC is requesting that the City of Loveland wave/reimburse the \$100,000 in city fees in support of the companies 42 year relationship with the city of Loveland, and its continued market share and tax base growth. This expansions will allow the company to increase its employee base from 96 to 135 full time employees and revenues from 12.2M to 18.6M over the next five years (2014-2019). The following is an overview of the company, recent investments, and detail budgets for the new addition.

Company Overview:

Founded 42 years ago, Tharp Cabinet Corporation has grown to be the largest volume custom cabinet manufacture in Colorado and Wyoming. The company produces custom kitchen and bath cabinets, built-ins, wall beds, entertainment centers, closets and garage storage systems; all of which can be ordered in 12 hardwoods, 28 door styles, and 21 finishes.



Given the Company's advanced manufacturing technologies and vertically integrated production facility, it is able to produce built-to-order/built-to-fit custom framed cabinets in 22 days (approximately half the time of other full custom manufacturers) at mass volume production levels and prices at or below stock cabinetry. As part of its one-stop customer solution, the Company also offers a cabinet re-facing and refinishing program as well as delivery, installation, and cabinet repair services.

From its state-of-the-art manufacturing plant and factory showroom, located in Loveland, Co. the Company serves builders (regional homebuilders, urban and resort condominium developers, and various commercial clients) and retail customers (residential remodeling contractors and private homeowners) throughout Colorado and Wyoming using a factory direct distribution model.

**Support of Loveland Community:**

Tharp currently employ 116 full-time employees, and are adding to our roster weekly. Of our full-time employees, 47 show their full-time residence in Loveland, or 40.5% and we have averaged 14 additional employees per pay period from a local, Loveland-based staffing company, Resource, MFG over the past 17

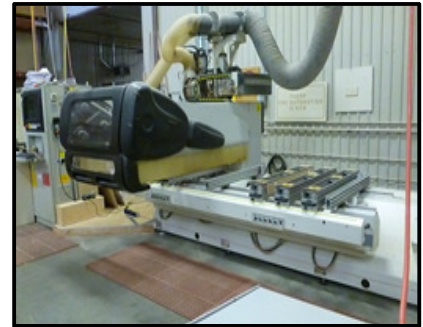
months. Our relationship with this staffing agency dates back to April 2010, with count of temporary employees as high as 22 in the past.

Our sales tax collections for the City of Loveland were nearly \$14,000 in 2013, up to \$22,000 in 2012 and nearly \$12,000 in 2011. Year-to-date, we are projecting an annual tax collection base of \$11,500.

Five Year Investment Plan Reviewed:

In 2008 following the major building sector down turn, Tharp Cabinet Corp. committed to a five year, \$3.6M investment plan. Since late 2008 over \$2.2M has been invested to the Loveland, Colorado facility. The following is a recap of the fiscal facility and equipment investments made to date:

- **Milling Department:** In 2008, Tharp spent \$815,000 purchasing equipment and making improvements to 9,000 square feet of existing storage space that was converted into a rough milling department. Today the Company mills all of its own hardwoods in-house vs. purchasing completed products from off-site, non-Loveland suppliers.
- **European Frameless Cabinets:** In 2009, Tharp streamlined its operations by consolidating its two automated panel saws and edge banding equipment, while simultaneously reorganizing raw material in the expanded panel processing department. Tharp also purchased two CNC machining centers, which allowed the Company to produce European frameless cabinetry in-house for the first time. This new capacity was key to allow Tharp to enter this new market segment.
- **Air Makeup System:** A new 30,000 CFM, 1M BTU heated air make up system was installed in 2009 to accommodate for the expansion of the finish department. The heated air makeup system insures that a positive and heated air pressure can be maintained to minimize dust and improve finishes.
- **Drawer Department:** Tharp made another significant 2009 investment in an in-house drawer department capable of manufacturing wood dovetail drawer boxes. Prior to this investments these products were purchased out of state.
- **Centralized Bag House / Environmental Initiatives:** In an effort to better service the expanded panel processing department and properly position it for a future door department, in 2010, Tharp installed a 50 HP, pulse jet central bag house and connected the new system, via duct work, to four of the plant departments
- **Engineering Office:** In order to handle the expanded number of production engineers and to streamline the movement of information, the company built a new engineering / manufacturing management office in 2011
- **Doors Department:** in 2011 Tharp leased a 6,000 square foot building to house a new door manufacturing facility, which became operational in Nov. 2011. Prior to this investment in the Loveland facility, Tharp purchased \$1.6M a year in cabinet doors purchased and shipped in from California. Today, Tharp manufactures 4,000 doors per month. .
- **Finishing Department:** Tharp's finishing department stains, seals, and adds top coat to approximately 1,300 cabinet components per month, In 2013, Tharp invested in a flat-line finish technology system that utilizes four automated computer controlled spray guns and motorized in and out feed conveyors to spray sander sealer, primers, paints, and pre-catalyzed lacquer top coat. We paid nearly \$4000 in use tax to the City on this piece of equipment alone.



Tharp Finished Warehouse Expansion - Budget

	DESCRIPTION OF WORK	P.S.F.	% COST	TOTAL
	BUILDING F.S.F.	15,500		
10000	CIVIL, DESIGN, STRUCTUAL ENGINEERING			\$27,500
10000	BANK LOAN, Estimates, ORGANIZATION			\$12,850
10000	CITY OF LOVELAND PERMITS AND FEES			\$100,000
10000	LAND / BUILDING SITE			\$145,750
10000	BUILDING / SITE PREP / CIVIL			\$37,500
	DESCRIPTION OF WORK	P.S.F.	% COST	TOTAL
10000	GENERAL CONDITIONS - Interior Design, Site Labor, Clean up, Eng.	\$5.77	7.44%	\$89,415
20000	EXISTING CONDITIONS/SITWORK	\$2.02	2.60%	\$31,250
30000	CONCRETE	\$7.29	9.40%	\$112,985
40000	ASPHALT PAVING	\$2.36	3.05%	\$36,650
50000	MASONRY	\$0.57	0.73%	\$8,760
60000	METALS: Structural beams, chimney cap, railing	\$1.33	1.71%	\$20,575
70000	CARPENTRY - FRAMING AND FINISH WORK	\$2.89	3.72%	\$44,750
80000	THERMAL & MOISTURE PROTECTION	\$0.42	0.54%	\$6,500
90000	Metal Building / Erection	\$26.64	34.34%	\$412,915
100000	OPENINGS	\$2.57	3.31%	\$39,850
140000	FINISHES	\$2.35	3.04%	\$36,500
150000	SPECIALTIES	\$0.31	0.39%	\$4,735
160000	CONVEYING / Elevator EQUIPMENT	\$3.65	4.70%	\$56,500
170000	MECHANICAL	\$5.51	7.11%	\$85,452
180000	ELECTRICAL SYSTEMS	\$5.96	7.68%	\$92,406
190000	ALLOWANCES	\$1.58	2.04%	\$24,500
200000	CONTRACTORS OVERHEAD & PROFIT	\$2.73	3.52%	\$42,350
210000	SUBTOTAL DIRECT JOB COST	\$76.36	98.42%	\$1,183,593
	LIABILITY AND BUILDERS RISK INSURANCE		0.80%	\$6,500
	CONTRACTORS CONTINGENCY		1.00%	\$12,500
	PROJECTED CONSTRUCTION BUDGET	\$77.59	100.00%	\$1,202,593
	Estimated Building Cost (material, delivery, erection)	\$77.59	total sf 15,500	
	TOTAL PROJECT COST:	\$98.46	sq. ft.	\$1,526,193

D. Fraley: May 12, 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: 6/24/2014
TO: City Council
FROM: Brent Worthington, Finance Department
PRESENTER: John Hartman, Budget Officer

TITLE:

Discussion of Preliminary Analysis from the Priority Based Budgeting (PBB) Model

SUMMARY:

Staff will present some preliminary analysis from the PBB model for discussion and Council direction on further analysis.

BACKGROUND:

The PBB model that resulted from the data collection phase of the PBB process allows for analysis of over 700 programs the City provides. The model includes data that is important for both managerial decisions and policy decisions. The attribute areas are primarily managerial in nature, providing data on strength of mandate, cost recovery, program demand, size of the City population using the service, and reliance on the City to provide the program. The result areas provide information on how the City programs meet the policy requirements of Council; and how each program has a direct impact on achieving certain results.

Staff will provide some preliminary analysis for discussion and look to Council for direction on further analysis.

REVIEWED BY CITY MANAGER:**LIST OF ATTACHMENTS:**

1. Staff Report
 2. PowerPoint Presentation
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CITY OF LOVELAND
BUDGET DIVISION

Civic Center • 500 East Third • Loveland, Colorado 80537
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TO: City Council
THROUGH Bill Cahill, City Manager
 Brent Worthington, Finance Director
FROM: John Hartman, Budget Officer
DATE: June 17, 2014
RE: PBB Preliminary Analysis for June 24 Study Session

Overview

The Priority Based Budgeting (PBB) Model allows for analysis of over 700 programs the City provides in relationship to the Council identified results and the attributes that inform us on why we provide the programs. In general, it appears the City has done well in how resources are allocated. Sixty eight percent (68%) of the total operating budget is allocated to Quartile 1 programs, those that have the most direct influence on achieving the identified results. Another 18% is allocated to Quartile 2 programs. Together, 86% of the budget is allocated to the two highest quartile programs consisting of 375 or 53% of the total number of programs; which indicates we are allocating our resources to the most important programs.

The model divided all City programs into two broad categories; Community Programs, those programs that provide service directly to the citizens, and Governance Programs, those that provide services internal to the organization.

- Within the Community Program group consisting of 529 total programs, 89% of the budget is allocated to the Quartile 1 and Quartile 2 programs. The number of programs in these quartiles is 277 or 52% of the total number of programs.
- Within the Governance Program group consisting of 173 programs, 63% of the budget is allocated to Quartile 1 and Quartile 2 programs for 98 programs or 56% of the total number of programs.

The model can also be used to look at specific criteria. Some of the questions that could be posed are below:

- Are there programs that achieve more than one result?
- What programs have an increasing demand?
- How many programs recover all or most of their cost?
- What programs do we have to provide because of mandates from other governments or from a City Charter provision?
- Are there programs that score very high in one result area and are essential to achieving this result, but low in others resulting in a low total score?

For this initial analysis we have looked at two of these questions.

Key Programs

There are some key programs in both the Community Program Group and the Governance Program Group. These are programs that scored high in most result areas. Based on the goals from past Council Planning Sessions of Safety, Infrastructure, Economic Development and Quality of Life there appear to be four Community Result areas that match closely with these goals. These are:

- Safe and Secure
- Effective Mobility and Reliable Infrastructure
- Prosperous and Vibrant Economic Environment, and
- Quality and Diverse Cultural, Recreational, Life-Long Learning and Leisure Opportunities

If we look at the Community Program set for all programs that scored a 2 or higher in each of these areas, this would give an indication that funds allocated to these programs achieve multiple goals, in effect giving the City more “bang for the buck”. These are the programs that we should ensure are adequately funded and continue to have the most success in achieving the City Results. In this set there are 89 programs with a budget of \$81.6 million. Eighty two of the programs are Quartile 1 programs, 5 are quartile 2 programs and 2 are designated as fixed costs. The programs are within 6 different City Departments. (See Attachment 1 for the program list)

Within the Governance group, three of the result areas that could be used to indicate the Key programs are:

- Protects, Manages, Optimizes and invests in its Financial, Human, Physical and Technology Resources
- Ensures Sound Fiscal Policy and Enables Trust and Transparency by Ensuring, Accountability, Efficiency, Flexibility, Innovation and Excellence in all Operations, and
- Support Decision-Making with Timely and Accurate Short-Term and Long-Range Analysis that Enhances Vision and Planning.

The Governance Program set for all programs that scored a 2 or higher in each of these areas includes 24 programs with a budget of \$3.3 million. Seventeen of the programs are Quartile 1 programs and 7 are Quartile 2 programs. The programs are within 4 different departments. (See attachment 2 for the program list)

High Demand

Another indicator to use is the change in demand for a program. Programs that are experiencing demand growth may require additional resources to continue the program at the same service level. For all City programs (both Community and Governance), there are a total of 132 programs that scored a 3 or 4 in this area, with a budget of \$18.3 million. Forty of the programs are in Quartile 1 programs, 48 in Quartile 2, 35 in Quartile 3, 7 in Quartile 4 and two fixed cost programs. The Programs in Quartile 1 and 2 may be the first places to go for adding resources since these programs have more influence on achieving the City Results. This program set includes almost all City Departments. (See attachment 3 for the program list for Quartile 1 and 2 Programs.)

Low Scoring Programs

The Model can also be used to identify programs, those in the 3rd and 4th Quartiles that need further inquiry as to why they are programs the City provides, but do not have a strong influence on achieving the City results. The quick answer would be these are not needed since they do not have a direct influence on the Result Areas. However other factors may change the thinking. One method is to look at how these programs scored in the attributes section of the model. The Attributes include:

- Mandated to Provide the Program – a high score indicates the program is required by the State or Federal governments or by our charter.
- Reliance on the City to Provide the Program – a high score indicates there are few if any partners or private organizations who could provide this service if the City did not
- Cost Recovery of Program – a high score indicates fees pay for all or a significant portion of the program costs.
- Portion of the Community Served by the Program – a high score indicates there is a large group of stakeholders in the program.
- Change in Demand for the Program – High demand growth indicates more people are using the program.

If programs score highly in two or more of these attributes, this could be a reason to continue the program and depending on demand, increase resources.

Quartile 4 Analysis

For the Community Program group there are 71 programs with a budget of \$3.6 million in the 4th Quartile. (See Attachment 4 for a matrix) Ten of these programs have a high mandate:

Community Programs Q4 Mandate by State, Fed, or Charter

Department	Program Name	Program Number	Quartile Group	Total Estimated Budget
City Clerk and Court Administration	Trial to Court Jury Management	179	4	27,234
City Clerk and Court Administration	Open Records Requests	181	4	20,340
Development Services	Affordable Housing Grant Process	484	4	25,874
Development Services	CDBG Recipient Monitoring	485	4	24,203
Development Services	Federal Reporting	490	4	28,469
Parks and Recreation	Cemetery Administration, Record Keeping and Sales	17	4	118,947
Police	Police Reports	150	4	825,742
Police	National Incident Based Reporting System	155	4	102,494
Public Works	Safety inspection coordination/management	290	4	10,390
Public Works	ARFF Coordination & Training	291	4	24,221
Total Budget				1,207,915
Total Programs				10

Seven Programs have a high cost recovery:

Community Q4 High Cost Recovery

Cultural Services	Gift Shop Services	572	4	4,000
Development Services	CDBG Recipient Monitoring	485	4	24,203
Development Services	Federal Reporting	490	4	28,469
Development Services	Homeless Programs	491	4	32,477
Library	Monthly Computer and eReader Courses	242	4	18,831
Parks and Recreation	Cemetery Administration, Record Keeping and Sales	17	4	118,947
Parks and Recreation	Food And Beverage Concessions	41	4	16,535
Total Budget				243,462
Total Programs				7

Five programs have had strong Growth in Demand.

Community Programs Q4- Strong Growth in Demand

City Manager	Departmental Support - Public Information	600	4	41,665
Development Services	Fee Adjustments	453	4	35,353
Development Services	Community Consultation	488	4	21,235
Development Services	Homeless Programs	491	4	32,477
Development Services	Human Service Grant Recipient Monitoring	493	4	27,931
Total Budget				158,661
Total Programs				5

Eleven programs serve a large portion of the community:

Community Q4 High Portion of Community Served

Department	Program Name	Program Number	Quartile Group	Total Estimated Budget
City Clerk and Court Administration	Policy and Procedural development	177	4	20,634
City Clerk and Court Administration	Trial to Court Jury Management	179	4	27,234
City Manager	Scheduled Publications	597	4	53,042
City Manager	Departmental Support - Public Information	600	4	41,665
City Manager	Annual Citizen Survey	601	4	7,522
Development Services	Fee Adjustments	453	4	35,353
Development Services	Statistical Reporting	460	4	31,673
Library	Processing new materials	252	4	61,337
Police	Traffic Enforcement Grant Administration	132	4	38,573
Police	Police Reports	150	4	825,742
Police	Operations Work Load Analysis	153	4	7,367
Total Budget				1,150,143
Total Programs				11

Of these 71 total programs in the 4th Quartile, 17 programs scored highly in at least 2 of the attribute areas, 34 programs scored high in just one attribute area and 20 programs scored low in all attribute areas. The programs that scored low in all areas are shown below:

Community Programs Q4 - Programs That Scored Low Attributes

Department	Program Name	Program Number	Total Estimated Budget
Cultural Services	Grant Management	543	10,053
Cultural Services	Donor Solicitation	544	15,557
Cultural Services	Vendor Solicitation	545	2,374
Cultural Services	Shared Alliance for Youth Membership	549	2,374
Development Services	Public Inquiries	459	64,890
Development Services	Human Service Agency Activities	492	21,920
Development Services	Loveland Honors Awards	495	20,982
Development Services	Nonprofit Information Distribution	496	19,404
Executive/Legal	Court Security	188	7,256
Library	Mending and Collection Preservation	196	35,891
Library	AV Production	236	26,459
Library	Individual Technology Training Appointments	241	24,453
Library	Wireless Network Management	243	21,779
Library	City-wide Technical Support	244	26,975
Police	Citizens Police Academy	123	8,564
Police	Police Chaplain Program	124	11,350
Police	Psychological Services	125	55,980
Police	Explorer Post	140	162,299
Public Works	Marketing	296	34,397
Water and Power	Northern Colorado Energy Star Homes	401	20,133
Total Budget			593,091
Total Programs			20

In the Governance program set there are 28 programs with a budget of \$3.2 million in the 4th Quartile. (See Attachment 5 for a matrix.) Three programs have a high Mandate.

Governing Q4 Mandate by State, Federal or Charter

Department	Program Name	Program Number	Quartile Group	Total Estimated Budget
Human Resources	Risk Recordkeeping	9083	4	20,376
Human Resources	Environmental Recordkeeping	9096	4	12,113
Legal	Civil Litigation Representation (City and City staff)	9174	4	17,757
Total Budget				50,246
Total Programs				3

Two have High Cost Recovery:

Governing Q4 High Cost Recovery

Department	Program Name	Program Number	Quartile Group	Total Estimated Budget
Finance	Centerra Fee Collection Agreement	9120	4	111,909
Finance	Tax Enforcement - Seizures & Liens	9122	4	56,437
Total Budget				168,346
Total Programs				2

Two have had strong Growth in Demand:

Governing Programs Q4 - Strong growth in Demand

Department	Program Name	Program Number	Quartile Group	Total Estimated Budget
Human Resources	Environmental Recordkeeping	9096	4	12,113
Information Technology	End User Training	9027	4	37,779
Total Budget				49,893
Total Programs				2

Eight programs serve a High Portion of the City Organization:

Governing Q4 Programs- High Portion of Community Served

Department	Program Name	Program Number	Quartile Group	Total Estimated Budget
Human Resources	Restitution/Subrogation/Reimbursement	9081	4	2,874
Human Resources	Loss Analysis	9090	4	18,123
Human Resources	Environmental Recordkeeping	9096	4	12,113
Human Resources	Human Resources Web/Intranet Maintenance	9102	4	8,126
Human Resources	Health Fair	9103	4	1,094
Legal	Civil Litigation Representation (City and City staff)	9174	4	17,757
Public Works	Furniture Management/Procurement/Warranty	9134	4	52,680
Public Works	Facilities Events/Rentals Management	9138	4	165,017
Total Budget				277,785
Total Programs				8

Of the 28 programs in the 4th Quartile, 9 scored highly in at least two attribute areas and another 12 scored high in one area and 7 programs scored low in all attribute areas. The programs that scored low in all areas are shown below:

Governing Programs Q4 - Programs That Score low in all Attributes

Department	Program Name	Program Number	Total Estimated Budget
Human Resources	Volunteer Program Management	9070	7,976
Human Resources	Snow Squad Program	9071	4,141
Human Resources	Medical Waste Disposal Program	9101	3,282
Public Works	Demolition Management/Coordination	9143	90,695
Public Works	Energy Management/Sustainability	9144	50,091
Public Works	Outsourced Fleet Contract Service	9153	328,024
Public Works	Fleet Shared Motor Pool	9154	197,004
Total Budget			681,215
Total Programs			7

Quartile 3 Analysis

Within Quartile 3 for Community Programs there are 179 programs. (See attachment 6 for matrix) Nine of these programs have a high mandate.

Community Programs Q3 - High Mandate

Department	Program Name	Program Number	Total Estimated Budget
City Clerk and Court Administration	Conduct of Elections and Campaign Management	172	99,917
City Clerk and Court Administration	Non Compliance case processing	178	78,817
City Clerk and Court Administration	Case processing	180	252,613
Development Services	Document Retention	463	30,333
Executive/Legal	Adjudication General Offenses	183	60,252
Police	Warrant Entry	148	111,816
Police	Property and Evidence Management	161	146,686
Police	Criminal Investigations	163	1,286,811
Police	Sex Offender Registration	165	102,161
Total Budget			2,169,405
Total Programs			9

Ten programs have a high cost recovery.

Community Programs Q3 High Cost Recovery

Department	Program Name	Program Number	Total Estimated Budget
Development Services	CDBG Regulations Management	486	26,033
Library	Channel 16 Broadcast	237	37,170
Loveland Fire Rescue Authority	Training/ Blue Card Command Center	99	18,286
Parks and Recreation	Adult Athletics Programs	38	291,834
Parks and Recreation	Barnes Batting Cages	39	31,581
Parks and Recreation	Senior Citizen Recreation Programs	54	132,182
Parks and Recreation	Chilson Recreation Center Front Line Operations	55	605,630
Parks and Recreation	Environmental Education, Volunteers and Public Outreach	92	24,704
Public Works	Dumpster and Rolloff Box Rentals	362	123,922
Public Works	Mosquito Control - Education & Outreach	373	13,666
Total Budget			1,305,006
Total Programs			10

Thirty one programs have shown a high growth in demand.

Community Programs Q3 Strong Growth in Demand

Department	Program Name	Program Number	Total Estimated Budget
City Clerk and Court Administration	Certification and Liens for Code Enforcement MC	174	20,581
City Clerk and Court Administration	Other Licenses and Taxes	175	19,790
City Manager	Maintain Electronic Media	598	53,042
City Manager	Media Relations	599	67,696
Cultural Services	Collection Registration	552	31,823
Cultural Services	History Exhibit Publications	557	9,857
Cultural Services	Cultural Services Website Management	574	10,862
Cultural Services	Sponsored Performances and Events.	584	78,229
Development Services	Building Code Enforcement/Work Without Permits	461	17,430
Development Services	Dead and Dangerous/Infected/Infested Tree Abatement	462	17,430
Development Services	Document Retention	463	30,333
Development Services	Enforcement- Downtown Programs	464	17,430
Development Services	Public Peace, Order and Morals	467	17,430
Development Services	Weed Abatement	470	38,398
Development Services	Zoning Code Enforcement	471	62,591
Development Services	Zoning Code Updates & Improvements	472	17,430
Economic Development	Business Relations/Customer Service	10	41,188
Library	Volunteer Coordination	190	35,439
Library	Adult Programming: Hobby and Recreation	193	14,709
Library	Cataloging	194	151,924
Library	Withdrawing Materials	195	22,992
Library	AskColorado Reference Staffing	202	19,108
Library	Arts & Culture Programming	216	60,402
Parks and Recreation	Chilson Recreation Center Front Line Operations	55	605,630
Public Works	Commercial Carrier Development	287	32,761
Water and Power	Larimer County Youth Conservation Corps	392	52,802
Water and Power	Energy Education Assistance Program	400	20,133
Water and Power	Garden in a Box	435	29,980
Water and Power	Slow the Flow	436	44,713
Water and Power	Larimer County Youth Conservation Corps	438	8,676
Water and Power	Energy Education Assistance Program	444	14,962
Total Budget			1,665,775
Total Programs			31

Fifty programs serve a large portion of the community. The program list is not shown due to the size of the list; please see the matrix in the Appendix.

Of the 179 programs in the 3rd Quartile, there are 60 programs, with a budget of \$5.9 million that scored high in two or more attribute areas. Another 79 programs with a budget of \$4.9 million, scored high in just one area. There are 40 programs that scored low in all attribute areas. However it is important to remember that Quartile 3 programs still have some influence on achieving the Community results. These programs are shown below:

Community Programs Q3 - Programs That Scored Low Attributes

Department	Program Name	Program Number	Total Estimated Budget
Cultural Services	Classroom Outreach	526	2,474
Cultural Services	Art Classes- Preschool Aged Children	530	7,027
Cultural Services	Art Classes- School Aged Children	531	17,216
Cultural Services	Art Classes- Adults	532	13,366
Cultural Services	Special Event- Halloween Family Fun Festival	536	8,710
Cultural Services	Special Event- Community Tree Lighting	537	5,374
Cultural Services	Cultural Programs- Art	538	17,804
Cultural Services	Cultural Programs- Special/Other	540	11,917
Cultural Services	Scholarship Program	541	2,374
Cultural Services	ArtSteps- Thompson School District Art Show	548	5,305
Cultural Services	Support Local Artists	562	8,755
Cultural Services	Gallery Sales	565	4,948
Cultural Services	Arts and Education Programs.	589	21,860
Cultural Services	School Tours and Educational Programs	590	2,607
Development Services	Public Information	458	59,810
Library	Adult Programming: Education	198	22,217
Library	Local History and Genealogical Collection and Se	201	65,195
Library	Reading Promotions	250	43,911
Library	Acquisitions	251	68,267
Loveland Fire Rescue Authority	Prevention/Car Seat Installations	111	25,962
Loveland Fire Rescue Authority	Prevention/Juvenile Firestarters	112	22,962
Parks and Recreation	Lake Loveland Swim Beach	34	48,607
Parks and Recreation	Adapted Recreation Programs	52	15,762
Parks and Recreation	Senior Citizen Recreation Programs	54	132,182
Police	Victim Witness Services	142	44,885
Police	Business/Home Security Program	158	27,352
Police	Cyber Crimes Investigation	164	136,760
Public Works	Snow & Ice Control	275	69,703
Public Works	Vegetation Control	277	71,489
Public Works	Fleet/Equipment Maintenance	278	62,254
Public Works	Resource Management	302	61,377
Public Works	ADMINISTRATIVE - Transportation Development	318	113,751
Public Works	Gravel Alley Grading & Cleanup	334	78,570
Public Works	Gravel Alley Reconstruction	335	105,576
Public Works	Alley Paving	336	70,693
Public Works	Minor Concrete Repairs	340	63,668
Public Works	Tree Trimming & Removal	345	115,537
Public Works	Street Equipment Maintenance & Repair	346	162,206
Public Works	Dumpster and Rolloff Box Rentals	362	123,922
Water and Power	Generation Operations and Maintenance	374	102,589
Total Budget			2,044,943
Total Programs			40

In the Governance program set there are 47 Quartile 3 programs with a budget of \$4.1 million.
(See Attachment 7 in the Appendix)

Thirteen programs have a high mandate.

Governing Programs Q3 High Mandate

Department	Program Name	Program Number	Total Estimated Budget
City Clerk and Court Administration	City Council and Boards and Commissions Support	9130	136,364
Finance	Payroll	9112	97,000
Human Resources	EEO4 Reporting	9052	1,842
Human Resources	Benefits - Retirements & Terminations	9056	34,816
Human Resources	Human Resources Technology Management, Records Management	9073	14,600
Human Resources	HIPAA Compliance	9075	1,078
Human Resources	Workers' Comp Procurement	9077	14,368
Human Resources	Environmental Permitting	9094	14,783
Human Resources	Migratory Bird Treaty Act & Endangered Species Compliance	9095	9,342
Human Resources	Environmental Training	9097	10,677
Human Resources	Hazardous Waste Management	9098	10,436
Human Resources	State, Federal Inspections, Notifications	9100	6,673
Public Works	Building Interior Design	9132	65,369
Total Budget			417,348
Total Programs			13

Three programs have a high cost recovery.

Governing Q3 High Cost Recovery

Department	Program Name	Program Number	Total Estimated Budget
Finance	Tax Auditing	9119	198,457
Finance	General Tax Administration	9123	82,823
Finance	Tax Delinquency Collections	9124	67,370
Total Budget			348,650
Total Programs			3

Two have had strong growth in demand.

Governing Q3 Strong Demand Growth

Department	Program Name	Program Number	Quartile Group	Total Estimated Budget
Information Technology	Network Administration (LAN/Wireless)	9030	3	79,170
Information Technology	Storage Administration	9040	3	23,891
Total Budget				103,061
Total Programs				2

Twenty three programs serve a large portion of the organization.

Governing High Portion of Community Served

Department	Program Name	Program Number	Quartile Group	Total Estimated Budget
City Clerk and Court Administration	City Council and Boards and Commissions Support	9130	3	136,364
Finance	Purchasing Card Management	9110	3	74,474
Finance	Payroll	9112	3	97,000
Finance	Grant Administration	9113	3	53,457
Finance	Accounts Payable	9114	3	131,209
Human Resources	Benefits-Employee Clinic and Wellness	9054	3	37,512
Human Resources	Benefits - Retirements & Terminations	9056	3	34,816
Human Resources	Employee Appreciation & Recognition	9063	3	25,419
Human Resources	HIPAA Compliance	9075	3	1,078
Human Resources	Property -Casualty Insurance	9076	3	31,532
Human Resources	Property/Liability Claim Management	9078	3	31,665
Human Resources	Safety Program Administration	9089	3	33,096
Information Technology	Development Review Business System Management and Support	9004	3	258,861
Information Technology	Network Administration (LAN/Wireless)	9030	3	79,170
Information Technology	Network Project Management	9031	3	75,559
Information Technology	SharePoint/Extranet Administration	9039	3	31,854
Information Technology	Storage Administration	9040	3	23,891
Information Technology	Telecom Support Services (phones and voice mail)	9048	3	79,583
Public Works	Building Interior Design	9132	3	65,369
Public Works	Housekeeping/Custodial Management	9139	3	720,749
Public Works	Snow Removal	9141	3	89,671
Public Works	Security Alarm Monitoring	9146	3	18,554
Public Works	Real Estate/Rental Property Management	9150	3	65,304
Total Budget				2,196,187
Total Programs				23

Of the 47 programs in Quartile 3, twenty of these score high in two or more attributes, 17 scored high in at least one attribute, and 10 programs scored low in all attributes. Again it is important to remember that Quartile 3 programs have some influence in achieving the Governing Results. These are shown below:

Governing Programs Q3 - Programs That Score low in all Attributes

Department	Program Name	Program Number	Total Estimated Budget
Finance	Special District Management	9117	53,009
Finance	Utility Billing	9126	818,223
Finance	Business Occupation (Liquor) - Collections	9175	37,289
Information Technology	COTS Application Support	9022	68,963
Public Works	Computer Aided Design/ Building Information Management	9133	23,220
Public Works	Space Planning/Move Management	9136	105,252
Public Works	Mail Services	9140	85,832
Public Works	Security - Security Systems Administration/Key Management	9147	51,751
Public Works	Customer/Community Relations	9148	121,747
Public Works	Fleet Strategic Planning	9151	102,844
Total Budget			1,468,130
Total Programs			10

Conclusion

The Model includes a large amount of data. It does not provide answers, but does raise questions for discussion. Viewed in total the City does a good job of allocating its resources towards the highest priority programs. There are some tweaks that can be made, but many variables that are within the Model must be taken into consideration before decisions can be made. A full analysis is a long term project, but will help the City better align its budget and determine programs to be provided by the City. Staff recommends Council direct the Model back to Staff and to the Citizens Finance Advisory Commission for further analysis and recommendations on changes to the program set for the future.

Appendix

Attachment 1 Community Results Key Programs

**Key Community Programs - Scored 2 or higher across the Four Result Areas
Defined by Council Goals at past Council Planning Sessions of Safety, Infrastructure, Economic Development and
Quality of Life**

Department	Program Name	Program Number	Quartile Group	Total Estimated Budget
City Manager	Community Representation and Liaison	595	1	49,138
City Manager	Special Projects	596	1	104,304
Development Services	Building Permit Review	449	1	73,122
Development Services	Code Enforcement Support	450	1	21,949
Development Services	International Code Adoption	455	1	35,906
Development Services	Permit Application Processing	456	1	139,006
Development Services	Plan Review	457	1	92,116
Development Services	Comprehensive Plan Administration and Implementation	474	1	27,741
Development Services	Comprehensive Plan Development and Maintenance	475	1	312,697
Development Services	Strategic/Land Use Planning Project Management	481	1	204,940
Development Services	Application Processing	498	1	64,909
Development Services	Application Review	499	1	124,816
Development Services	Planning Support - City Council	501	1	42,535
Development Services	Code Administration & Updates	502	1	46,301
Development Services	Concept Review	503	1	81,993
Development Services	Land Records/Annexations & Subdivisions	506	1	21,875
Development Services	Land Records/Easements	507	1	29,722
Development Services	Lot Release	508	1	19,608
Development Services	Mapping/GIS Production	509	1	139,984
Development Services	Neighborhood Meetings	510	1	23,344
Development Services	Project Management	512	1	81,973
Loveland Fire Rescue Authority	Fire Suppression Response	96	1	257,892
Loveland Fire Rescue Authority	Other Emergency Response & Service Calls	97	1	2,143,470
Loveland Fire Rescue Authority	Special Operations/Specialized Rescue	103	1	750,352
Loveland Fire Rescue Authority	Special Operations/Hazmat	105	1	167,888
Loveland Fire Rescue Authority	Airport Rescue and Firefighting (ARFF)	107	1	224,773
Loveland Fire Rescue Authority	Wildland Firefighting	108	1	96,880
Loveland Fire Rescue Authority	Emergency Medical Service	109	1	3,388,264
Loveland Fire Rescue Authority	Permitting and Development Review/Development Review	116	1	132,030
Loveland Fire Rescue Authority	Emergency Management	117	1	118,324
Parks and Recreation	Parks Division Administration	21	1	572,999
Parks and Recreation	Parks Construction	22	1	332,936
Parks and Recreation	Recreation Trail Acquisition, Development, and Infrastructure	27	1	166,483
Public Works	Federal and State Funding Management	261	1	49,924
Public Works	Sustainability Planning and Oversight	262	1	725
Public Works	Fort Collins - Loveland Airport (FNL) Support	266	1	13,312
Public Works	Master Transportation Planning	307	1	85,791
Public Works	Development Review/Permitting - Streets & Street Improvement	315	1	195,100
Public Works	Building Permit Review/Permitting - Streets & Street Improvement	316	1	128,839
Public Works	Intergovernmental Coordination	317	1	46,718
Public Works	Signs, Signals and Markings Maintenance	319	1	1,544,597
Public Works	Transportation Safety and Capacity Project Planning, Engineering	320	1	78,337
Public Works	Traffic Operations Engineering Design Reviews and Construction	322	1	149,181
Public Works	Signal System and Intelligent Transportation System Operations	323	1	178,603
Public Works	Intergovernmental and Community Relations	325	1	33,475
Public Works	Development Review - Traffic Impact	327	1	34,204
Public Works	Downtown District Sweeping	348	1	102,535
Water and Power	Platte River Power Authority Purchased Power	375	1	46,112,508

Community Key programs continued:

Water and Power	Substation Operations and Maintenance	376	1	522,566
Water and Power	Overhead Line Operations and Maintenance	377	1	920,612
Water and Power	Underground Line Operations and Maintenance	378	1	478,315
Water and Power	Street Light Operations and Maintenance	379	1	456,150
Water and Power	Meter Operations and Maintenance	382	1	632,678
Water and Power	Inspection and Locating	383	1	265,681
Water and Power	Development Review - Electric Utilities	385	1	114,050
Water and Power	Utility information (GIS)	386	1	261,233
Water and Power	Dispatch Center	387	1	112,148
Water and Power	Wastewater Treatment	405	1	2,543,344
Water and Power	Solids Handling	406	1	710,397
Water and Power	Industrial Pretreatment	407	1	269,514
Water and Power	Water Quality and Laboratory Services	408	1	542,973
Water and Power	Wastewater Collection System Operation and Maintenance	409	1	1,023,450
Water and Power	Wastewater Collection System Inspection and Cleaning	410	1	986,988
Water and Power	Inspection and Locating of Existing Wastewater System	411	1	139,389
Water and Power	Development Review - Wastewater Systems	412	1	336,270
Water and Power	Utility information (GIS)	413	1	249,122
Water and Power	Wastewater Cooperative Efforts	418.1	1	1,417
Water and Power	Wastewater Cooperative Efforts	418.2	1	104,880
Water and Power	Water Rights Administration and Leasing	419	1	964,760
Water and Power	Water Resources Annual Assessments	420	1	1,757,229
Water and Power	Raw Water Storage Facilities Maintenance	421	1	150,376
Water and Power	Water Cooperative Efforts	422	1	156,603
Water and Power	Water Treatment Facilities Maintenance and Rehabilitation	423	1	614,366
Water and Power	Production of Potable Water	424	1	3,122,270
Water and Power	Water Quality and Laboratory Services	425	1	675,488
Water and Power	Water Distribution System Operations and Maintenance	426	1	2,039,264
Water and Power	Water Distribution System Leak Detection and Repair	427	1	182,442
Water and Power	Development Review - Water Services	429	1	380,142
Water and Power	Inspection and Locating - Water System	430	1	234,335
Water and Power	Water Meter Operation and Maintenance	431	1	897,545
Water and Power	Cross Connection Control	432	1	101,139
Water and Power	Utility information (GIS)	433	1	288,039
Public Works	City of Loveland Transit (COLT) Support	268	2	21,214
Public Works	Flood Training and Response	355	2	31,178
Water and Power	Efficiency Express	399	2	48,365
Water and Power	Shave the Peak	437	2	20,604
Water and Power	Efficiency Express	445	2	72,988
City Manager	FIXED COSTS - City Council Support	11001	F	134,712
City Manager	FIXED COSTS - Central Management and Administration	11002	F	221,789
Total Budget				81,630,148
Total Programs				89
Q1 Programs				82
Q2 Programs				5
Fixed Costs				2

Attachment 2 Governance Key Programs

Key Governing Programs

Define by scoring 2 or higher in Protect Manage, Optimize and Invest in city resources, Sound fiscal policy for trust and transparency, and support decision making with timely and accurate short and long term analysis

Department	Program Name	Program Number	Quartile Group	Total Estimated Budget
Finance	Balanced Budget Development	9104	1	164,714
Finance	Ten-Year General Fund Financial Planning	9106	1	54,614
Finance	Budget Administration	9107	1	86,555
Finance	General Accounting	9115	1	350,613
Finance	Financial Reporting	9116	1	336,295
Finance	Tax Collection	9121	1	65,240
Human Resources	Compensation - Delivery Systems	9049	1	24,313
Human Resources	Compensation - Classification, Market Analysis and Structure	9050	1	92,554
Human Resources	Compensation - Federal & State Compliance	9051	1	6,874
Human Resources	City Compliance	9053	1	64,224
Human Resources	Employment Recruitment & Selection	9061	1	182,990
Human Resources	Personnel Action Administration	9074	1	70,756
Information Technology	Database Application Development and Support	9003	1	14,780
Information Technology	Financial System Management and Support	9006	1	140,588
Information Technology	WAN Administration	9042	1	46,762
Information Technology	Server Hardware Maintenance and Support	9045	1	31,854
Public Works	Building Design/Construction/Renovation	9142	1	939,427
Finance	Ten-Year Capital Program Development	9105	2	97,705
Human Resources	Environmental Site Assessments	9092	2	17,350
Information Technology	Database and Reporting Services Management and Support	9002	2	98,504
Information Technology	Human Resources Business System Support	9015	2	94,802
Information Technology	Cloud/Web Administration	9043	2	23,891
Public Works	Master Planning	9135	2	19,133
Public Works	Capital Project Management	9149	2	278,108
Total Budget total Programs				3,302,645 24
Q1 Programs				17
Q2 Programs				7

**Attachment 3 All Programs with High Demand
Total Programs with High Increase in Demand**

Department	Program Name	Program Number	Quartile Group	Total Estimated Budget
City Clerk and Court Administration	Document Management and Public information	9131	1	101,562
Development Services	Code Enforcement Support	450	1	21,949
Development Services	Comprehensive Plan Administration and Implementation	474	1	27,741
Development Services	Comprehensive Plan Development and Maintenance	475	1	312,697
Economic Development	Downtown Redevelopment	3	1	237,710
Human Resources	Training/Employee Development	9069	1	5,500
Information Technology	Financial System Management and Support	9006	1	140,588
Information Technology	GIS Support - Computer Aided Dispatch	9014	1	14,093
Information Technology	Public Safety Time Management System Support	9018	1	27,908
Information Technology	Backup Administration	9021	1	32,435
Information Technology	File/Print Administration	9028	1	69,986
Information Technology	Security Administration	9037	1	39,818
Legal	Advise and Support City Council	9156	1	83,347
Legal	Advise and Support City Manager	9158	1	100,454
Legal	Advise and Support City Departments and Staff	9159	1	30,173
Legal	Advise and Support Water and Power Department	9162	1	74,220
Legal	Advise and support Police Department	9167	1	72,859
Legal	Advise and support Fire and Rescue Authority	9168	1	45,308
Legal	Advise and support Public Works Department	9169	1	84,185
Legal	Advise and support Parks & Recreation Department	9170	1	34,235
Legal	Advise and support Library	9171	1	15,041
Loveland Fire Rescue Authority	Business Inspections	114	1	224,168
Loveland Fire Rescue Authority	Permitting and Development Review/Fire Permitting	115	1	61,573
Loveland Fire Rescue Authority	Permitting and Development Review/Development Review	116	1	132,030
Parks and Recreation	Parks Construction	22	1	332,936
Parks and Recreation	Recreation Trail Acquisition, Development, and Infrastructure Maintenance	27	1	166,483
Parks and Recreation	Winona Swimming Pool Maintenance	31	1	44,690
Public Works	Signs, Signals and Markings Maintenance	319	1	1,544,597
Public Works	Signal System and Intelligent Transportation System Operations, Design, Construction, and Maintenance	323	1	178,603
Public Works	Pothole Repairs	333	1	73,271
Public Works	Snow & Ice Control on Roadways	341	1	663,243
Water and Power	Solids Handling	406	1	710,397
Water and Power	Wastewater Cooperative Efforts	418.1	1	1,417
Water and Power	Wastewater Cooperative Efforts	418.2	1	104,880
Water and Power	Water Rights Administration and Leasing	419	1	964,760
Water and Power	Water Resources Annual Assessments	420	1	1,757,229
Water and Power	Water Cooperative Efforts	422	1	156,603
Water and Power	Water Distribution System Operations and Maintenance	426	1	2,039,264

High Demand Programs continued

Water and Power	Water Distribution System Leak Detection and Repair	427	1	182,442
Water and Power	Cross Connection Control	432	1	101,139
Cultural Services	Collection Preservation	551	2	39,698
Cultural Services	Collection Publications	555	2	5,105
Cultural Services	Museum Operations and Administration	571	2	416,752
Development Services	Contractor Licensing	452	2	49,399
Development Services	Graffiti Abatement	465	2	17,430
Development Services	Property Maintenance & Dangerous Buildings	466	2	22,269
Development Services	Refuse and Rubbish Abatement	468	2	51,301
Development Services	Street, Sidewalks & Public Places	469	2	22,269
Economic Development	Business Retention/Expansion	1	2	212,818
Economic Development	Business Attraction	2	2	216,680
Economic Development	Destination Marketing	5	2	392,351
Economic Development	Visitor Center Operation	6	2	195,578
Economic Development	Entrepreneurship and Business Creation	9	2	186,466
Human Resources	ADA- Compliance	9086	2	15,743
Human Resources	Environmental Site Assessments	9092	2	17,350
Information Technology	Email/Calendaring Administration	9026	2	23,891
Information Technology	Portable Device/Specialized Device Support	9032	2	49,107
Information Technology	Remote Access Administration	9036	2	15,927
Information Technology	Server Administration	9038	2	47,781
Information Technology	Technology System Purchasing and Inventory	9041	2	87,695
Information Technology	Cloud/Web Administration	9043	2	23,891
Legal	Advise and Support Other Boards and Commissions	9157	2	32,216
Legal	Advise and Support City Clerk	9160	2	25,307
Legal	Advise and support Airport	9161	2	21,439
Legal	Advise and support Development Services Department	9163	2	77,548
Legal	Advise and support Economic Development Department	9164	2	70,034
Legal	Advise and support Human Resources Department	9165	2	26,237
Legal	Advise and support Finance Department	9166	2	111,376
Legal	Advise and support Information Technology Services Department	9172	2	18,240
Legal	Advise and support Cultural Services Department	9173	2	15,041
Library	Business Consultation, Outreach, and Programming	200	2	52,664
Library	Readers Advisory	203	2	37,479
Library	Teen Literacy Programs	254	2	24,800
Library	Teen Arts/Culture Programs	255	2	26,214
Library	Teen Technology Programs	256	2	21,971
Library	Middle School, High School, and Community Teen Outreach	258	2	25,268
Parks and Recreation	Winona Swimming Pool Operations	29	2	53,848
Parks and Recreation	Wellness/Fitness Recreation Programs	44	2	233,023

High Demand Programs continued

Parks and Recreation	Senior Center Wellness/Fitness	50	2	158,394
Parks and Recreation	Chilson Recreation Center Equipment Maintenance	57	2	190,153
Parks and Recreation	Chilson Recreation Center Facility Maintenance	58	2	872,115
Parks and Recreation	Chilson Recreation Center Pool Operations	59	2	473,184
Parks and Recreation	Chilson Recreation Center Pool Maintenance	61	2	102,265
Public Works	Flood Training and Response	355	2	31,178
Water and Power	Platte River Power Authority Demand-side Management Overage	398	2	14,401
Water and Power	Efficiency Express	399	2	48,365
Water and Power	Shave the Peak	437	2	20,604
Total Budget				15,904,401
Total Programs				87

Attachment 4 Community Program Quartile 4 Attribute Matrix

Community Programs Q4 - Matrix		Program Name	Program Number	Total Estimated Budget	High Mandate	High Cost Recovery	Large Portion of Community Served	High City Reliance	High Demand
City Clerk and Court Administration	Manage Food and Utility Sales Tax Rebate Program	176	163,376					X	
City Clerk and Court Administration	Policy and Procedural development	177	20,634			X		X	
City Clerk and Court Administration	Trial to Court Jury Management	179	27,234	X				X	
City Clerk and Court Administration	Open Records Requests	181	20,340	X				X	
City Manager	Scheduled Publications	597	53,042				X		
City Manager	Departmental Support - Public Information	600	41,665				X		X
City Manager	Annual Citizen Survey	601	7,522				X		
Cultural Services	Grant Management	543	10,053						
Cultural Services	Donor Solicitation	544	15,557						
Cultural Services	Vendor Solicitation	545	2,374						
Cultural Services	Shared Alliance for Youth Membership	549	2,374						
Cultural Services	Gift Shop Services	572	4,000		X				
Cultural Services	Cultural Services Publications	575	72,685					X	
Cultural Services	Theater Volunteer Program.	587	31,285					X	
Cultural Services	Technical System Management	591	16,325					X	
Development Services	Annual Board & Commissions Summit Event	447	21,174					X	
Development Services	Fee Adjustments	453	35,353				X	X	X
Development Services	Public Inquiries	459	64,890						
Development Services	Statistical Reporting	460	31,673			X			
Development Services	Affordable Housing Administration	483	21,614					X	
Development Services	Affordable Housing Grant Process	484	25,874	X				X	
Development Services	CDBG Recipient Monitoring	485	24,203	X				X	
Development Services	Affordable Housing Commission Support	487	22,679					X	
Development Services	Community Consultation	488	21,235					X	X
Development Services	Contract Management	489	26,481					X	
Development Services	Federal Reporting	490	28,469	X				X	
Development Services	Homeless Programs	491	32,477			X			
Development Services	Human Service Agency Activities	492	21,920						
Development Services	Human Service Grant Recipient Monitoring	493	27,931					X	X
Development Services	Loveland Honors Awards	495	20,982						
Development Services	Nonprofit Information Distribution	496	19,404						
Development Services	Policy Development	497	20,549					X	
Development Services	Planning Division Website Maintenance	518	18,454					X	
Executive/Legal	Policy and Procedural develop	185	18,572					X	
Executive/Legal	Revenue Management	186	8,496					X	
Executive/Legal	Court Security	188	7,256						
Executive/Legal	Staff management	189	7,497					X	
Library	Mending and Collection Preservation	196	35,891						

Attachment 4 continued

Library	Fine Collection and Past Due Accounts	222	58,934					X
Library	Magazine & Newspaper Control	225	35,728					X
Library	Holds/Prospector	226	55,018					X
Library	AV Production	236	26,459					
Library	Individual Technology Training Appointments	241	24,453					
Library	Monthly Computer and eReader Courses	242	18,831			X		
Library	Wireless Network Management	243	21,779					
Library	City-wide Technical Support	244	26,975					
Library	LTI Reference and Customer Service	245	116,024					X
Library	Processing new materials	252	61,337				X	
Parks and Recreation	Cemetery Administration, Record Keeping and Sales	17	118,947	X				X
Parks and Recreation	Food And Beverage Concessions	41	16,535			X		
Police	Citizens Police Academy	123	8,564					
Police	Police Chaplain Program	124	11,350					
Police	Psychological Services	125	55,980					
Police	Prisoner Transport Services	130	424,771					X
Police	Traffic Enforcement Grant Administration	132	38,573				X	
Police	Explorer Post	140	162,299					
Police	Police Reports	150	825,742	X				X
Police	Police Data Sharing	151	108,094					X
Police	Safety and Satisfaction Public Surveys	152	7,367					X
Police	Operations Work Load Analysis	153	7,367				X	
Police	National Incident Based Reporting System	155	102,494	X				X
Police	Volunteer Management	160	7,661					X
Public Works	General Aviation Coordination and Management	284	5,424					X
Public Works	Airport Marketing & Advertising	286	21,729					X
Public Works	Safety inspection coordination/management	290	10,390	X				X
Public Works	ARFF Coordination & Training	291	24,221	X				X
Public Works	Marketing	296	34,397					
Public Works	Fare Collection	300	56,046					X
Water and Power	Energy Star Clothes Washer Rebate Program	397	14,401					X
Water and Power	Northern Colorado Energy Star Homes	401	20,133					
Water and Power	Energy Star Clothes Washer Rebate Program	442	6,903					X
Total Budget			3,586,468					
Total Programs			71					

Attachment 5 Governance Programs Attribute Matrix

Department	Program Name	Program Number	Total Estimated Budget	High Mandate	High Cost Recovery	Large Portion of Community Served	High City Reliance	High Demand
Finance	Miscellaneous Accounts Receivable	9118	68,068				X	
Finance	Centerra Fee Collection Agreement	9120	111,909		X		X	
Finance	Tax Enforcement - Seizures & Liens	9122	56,437		X		X	
Finance	Utility Customer Service	9127	539,643				X	
Finance	Utility Shut-off	9128	316,110				X	
Finance	Utility Meter Reading	9129	560,594				X	
Human Resources	Infectious Disease Control Program	9059	4,777				X	
Human Resources	Yearly MVR Compliance	9068	2,071				X	
Human Resources	Volunteer Program Management	9070	7,976					
Human Resources	Snow Squad Program	9071	4,141					
Human Resources	Transitional Duty	9080	9,299				X	
Human Resources	Restitution/Subrogation/Reimbursement	9081	2,874			X	X	
Human Resources	Risk Recordkeeping	9083	20,376	X			X	
Human Resources	Safety Recognition Program	9088	9,913				X	
Human Resources	Loss Analysis	9090	18,123			X	X	
Human Resources	Environmental Recordkeeping	9096	12,113	X		X	X	X
Human Resources	Medical Waste Disposal Program	9101	3,282					
Human Resources	Human Resources Web/Intranet Maintenance	9102	8,126			X	X	
Human Resources	Health Fair	9103	1,094			X	X	
Information Technology	End User Training	9027	37,779					X
Legal	Civil Litigation Representation (City and City staff)	9174	17,757	X		X	X	
Public Works	Furniture Management/Procurement/Warranty	9134	52,680			X		
Public Works	Daily Operations/Customer Support	9137	452,716				X	
Public Works	Facilities Events/Rentals Management	9138	165,017			X		
Public Works	Demolition Management/Coordination	9143	90,695					
Public Works	Energy Management/Sustainability	9144	50,091					
Public Works	Outsourced Fleet Contract Service	9153	328,024					
Public Works	Fleet Shared Motor Pool	9154	197,004					
Total Budget			3,148,691					
Total Programs			28					

Attachment 6 Community Programs Quartile 3 Attribute Matrix

Department	Program Name	Program Number	Total Estimated Budget	High Mandate	High Cost Recovery	Large Portion of Community Served	High City Reliance	High Demand
City Clerk and Court Administration	Conduct of Elections and Campaign Management	172	99,917	X		X	X	
City Clerk and Court Administration	Certification and Liens for Code Enforcement MC	174	20,581	X		X	X	X
City Clerk and Court Administration	Other Licenses and Taxes	175	19,790			X	X	
City Clerk and Court Administration	Non Compliance case processing	178	78,817	X		X	X	
City Clerk and Court Administration	Case processing	180	252,613	X		X	X	
City Manager	Maintain Electronic Media	598	53,042			X	X	X
City Manager	Media Relations	599	67,696			X	X	X
Cultural Services	Outreach Trunk Rental	524	2,374				X	
Cultural Services	Lone Tree Schoolhouse Rental Program	525	2,374				X	
Cultural Services	Classroom Outreach	526	2,474					
Cultural Services	Tours of History Exhibits	527	4,017			X		
Cultural Services	Tours of Art Exhibits	528	4,017			X		
Cultural Services	Volunteer and Docent Program	529	18,424				X	
Cultural Services	Art Classes- Preschool Aged Children	530	7,027					
Cultural Services	Art Classes- School Aged Children	531	17,216					
Cultural Services	Art Classes- Adults	532	13,366					
Cultural Services	Lone Tree Summer School	533	4,710				X	
Cultural Services	Special Event- Lone Tree School Ice Cream Social	534	2,931				X	
Cultural Services	Special Event- Cherry Pie Celebration	535	9,441				X	
Cultural Services	Special Event- Halloween Family Fun Festival	536	8,710					
Cultural Services	Special Event- Community Tree Lighting	537	5,374					
Cultural Services	Cultural Programs- Art	538	17,804					
Cultural Services	Cultural Programs- Special/Other	540	11,917					
Cultural Services	Scholarship Program	541	2,374					
Cultural Services	Museum Class/Program Registration	542	15,578				X	
Cultural Services	Second Grade History Days	546	12,139				X	
Cultural Services	ArtSteps- Community Art Project	547	2,574				X	
Cultural Services	ArtSteps- Thompson School District Art Show	548	5,305					
Cultural Services	Collection Registration	552	31,823					X
Cultural Services	Collection Acquisition	553	9,497			X		
Cultural Services	Collections Outreach	554	4,748				X	
Cultural Services	History Exhibit Publications	557	9,857				X	X
Cultural Services	Public Arts Collection Administration	560	93,461				X	
Cultural Services	Support Local Artists	562	8,755					
Cultural Services	Gallery Sales	565	4,948					
Cultural Services	Interpretive Exhibit Component Development	568	21,126			X	X	
Cultural Services	Exhibit Installation and Fabrication	569	39,370				X	
Cultural Services	Cultural Services Website Management	574	10,862				X	X

Attachment 6 continued

Cultural Services	Cultural Services Online/Digital Marketing	576	11,236					X	
Cultural Services	Cultural Services Marketing and Public Relations	577	39,576					X	
Cultural Services	Cultural Event Creation and Support	579	29,993					X	
Cultural Services	Cocktails and Cinema Series	580	5,086					X	
Cultural Services	Museum Marketing & Promotion	581	60,058					X	
Cultural Services	Rialto Theater Center Marketing & Promotion	582	36,726					X	
Cultural Services	Sponsored Performances and Events.	584	78,229					X	
Cultural Services	Box Office Ticketing Services.	585	87,112					X	
Cultural Services	Rialto Theater Maintenance and Upgrades.	586	48,760					X	
Cultural Services	Arts and Education Programs	589	21,860						
Cultural Services	School Tours and Educational Programs	590	2,607						
Development Services	Development Services Website	448	26,304					X	
Development Services	Public Information	458	59,810						
Development Services	Building Code Enforcement/Work Without Permits	461	17,430				X		X
Development Services	Dead and Dangerous/Infected/Infested Tree Abatement	462	17,430				X		X
Development Services	Document Retention	463	30,333		X				X
Development Services	Enforcement- Downtown Programs	464	17,430				X		X
Development Services	Public Peace, Order and Morals	467	17,430				X		X
Development Services	Weed Abatement	470	38,398				X		X
Development Services	Zoning Code Enforcement	471	62,591				X		X
Development Services	Zoning Code Updates & Improvements	472	17,430				X		X
Development Services	Downtown Encroachments	476	17,424					X	
Development Services	Grant and Contract Management	478	23,772				X		X
Development Services	Historic Preservation Planning	479	36,315				X		X
Development Services	CDBG Regulations Management	486	26,033					X	
Development Services	Human Services Grant Process	494	31,279				X		X
Development Services	Customer Service - Current Planning Division	504	157,601					X	
Development Services	Development Review Coordination	505	34,904					X	
Development Services	Title 18 Committee	517	30,352					X	
Development Services	Zoning Board of Adjustment	519	27,402					X	
Development Services	Economic Indicators Dashboard	521	20,019				X		X
Development Services	Investment Program Reporting	522	31,646				X		X
Development Services	Pension Management Program	523	20,019					X	
Economic Development	Business Relations/Customer Service	10	41,188					X	X
Executive/Legal	Adjudication General Offenses	183	60,252		X				
Finance	Free Porch Light - Repairs	170	61,107					X	
Library	Volunteer Coordination	190	35,439						X
Library	Friends of the Library Liaison	191	18,933					X	
Library	Adult Programming: Hobby and Recreation	193	14,709					X	X
Library	Cataloging	194	151,924				X		X

Attachment 6 continued

Library	Withdrawing Materials	195	22,992				X	X
Library	Adult Programming: Education	198	22,217					
Library	Local History and Geneological Collection and Services	201	65,195					
Library	AskColorado Reference Staffing	202	19,108				X	X
Library	Homebound Delivery and Seniors Outreach	206	43,603				X	X
Library	Arts & Culture Programming	216	60,402					X
Library	Customer Service Desk	220	270,567				X	X
Library	iCreate Technology Lab	230	33,764				X	X
Library	WYSE Streaming Manager	231	62,263				X	X
Library	In-House Technical Support (patron)	233	53,983				X	X
Library	Channel 16 Broadcast	237	37,170				X	X
Library	Shelving, Shelf-Reading, and Collection Maintenance	247	144,143				X	X
Library	Library Webpage Maintenance	249	37,597				X	X
Library	Reading Promotions	250	43,911					
Library	Acquisitions	251	68,267					
Loveland Fire Rescue Authority	Station Operations	98	47,840				X	X
Loveland Fire Rescue Authority	Training/Blue Card Command Center	99	18,286		X		X	X
Loveland Fire Rescue Authority	Training/All Other Training	100	312,962				X	X
Loveland Fire Rescue Authority	Health and Safety/Wellness	102	25,520				X	X
Loveland Fire Rescue Authority	Prevention/Car Seat Installations	111	25,962					
Loveland Fire Rescue Authority	Prevention/Juvenile Firestarters	112	22,962					
Parks and Recreation	Public Information/Marketing/Promotions - Boards, Commissions, Committees & Public Input- Parks and Recreation	12	115,081				X	X
Parks and Recreation	Cemetery Grounds and Infrastructure Maintenance; Burials and Internments	15	104,938				X	X
Parks and Recreation	Park Equipment Maintenance	20	460,125				X	X
Parks and Recreation	Lake Loveland Swim Beach	34	48,607					
Parks and Recreation	Adult Athletics Programs	38	291,834		X		X	X
Parks and Recreation	Barnes Batting Cages	39	31,581		X		X	X
Parks and Recreation	Adapted Recreation Programs	52	15,762					
Parks and Recreation	Senior Citizen Recreation Programs	54	132,182		X			
Parks and Recreation	Chilson Recreation Center Front Line Operations	55	605,630		X		X	X
Parks and Recreation	Recreation Division Administration	64	388,760				X	X
Parks and Recreation	Environmental Education, Volunteers and Public Outreach	92	24,704		X			
Police	Internal Affairs	119	42,819				X	X
Police	Training Management	120	177,981				X	X
Police	CALEA National Accreditation	122	182,957				X	X
Police	K-9 Program	135	629,632				X	X
Police	Victim Witness Services	142	44,885					
Police	Mounted Patrol Unit	144	100,219				X	X
Police	Warrant Entry	148	111,816		X		X	X
Police	Crime Analysis	154	110,502				X	X

Attachment 6 continued

Police	Web-site management	156	16,255	X	X
Police	Safety Programs	157	27,352	X	X
Police	Business/Home Security Program	158	27,352		
Police	Property and Evidence Management	161	146,686	X	X
Police	Crime Scene Processing	162	51,444	X	X
Police	Criminal Investigations	163	1,286,811	X	X
Police	Cyber Crimes Investigation	164	136,760		X
Police	Sex Offender Registration	165	102,161	X	X
Police	Special Investigations (Northern Colorado Drug Task Force)	166	6,319	X	X
Police	Regional Crime Lab	168	162,417	X	X
Public Works	Community Relations	264	20,789		X
Public Works	Federal Aviation Administration Coordination	270	15,935		X
Public Works	Federal and State Funding Management	272	13,314		X
Public Works	Airport Real Estate and Commercial Operations Management	273	22,380		X
Public Works	Snow & Ice Control	275	69,703		
Public Works	Vegetation Control	277	71,489		
Public Works	Fleet/Equipment Maintenance	278	62,254		
Public Works	Airport Ownership Management and Coordination	279	79,077		X
Public Works	Colorado Department of Transportation Division of Aeronautics Coordination	280	9,278		X
Public Works	Noise Mitigation	282	7,890		X
Public Works	Economic Development - Aviation	283	9,752		X
Public Works	Charter Management	285	5,424		X
Public Works	Commercial Carrier Development	287	32,761		X
Public Works	Public and Stakeholder Outreach, Education and Engagement - Airport	288	9,489		X
Public Works	Transportation Security Administration Coordination and Regulatory Compliance	289	43,258		X
Public Works	Emergency Response Support	292	14,517		X
Public Works	Wildlife Mitigation	293	11,053		X
Public Works	American Disabilities Act (ADA) management	298	51,307		X
Public Works	Intergovernmental Relations / Regulatory Compliance	299	49,273		X
Public Works	Performance Measurement and Regulatory Reporting	301	67,919		X
Public Works	Resource Management	302	61,377		
Public Works	ADMINISTRATIVE - Transportation Development Review Division Administration	318	113,751		
Public Works	Gravel Alley Grading & Cleanup	334	78,570		
Public Works	Gravel Alley Reconstruction	335	105,576		
Public Works	Alley Paving	336	70,693		
Public Works	Minor Concrete Repairs	340	63,668		
Public Works	Tree Trimming & Removal	345	115,537		
Public Works	Street Equipment Maintenance & Repair	346	162,206		
Public Works	Dumpster and Roll-off Box Rentals	362	123,922		
Public Works	Public Outreach & Education	368	170,015	X	X

Attachment 6 continued

Public Works	Mosquito Control - Education & Outreach	373	13,666	X	X	X
Water and Power	Generation Operations and Maintenance	374	102,589			
Water and Power	Repair/Replace Porch Lights	380	65,435			X
Water and Power	Safety Education - Schools	381	214,186			X
Water and Power	GreenSwitch	389	20,110		X	X
Water and Power	Partnering with Power	390	14,401		X	X
Water and Power	Home Energy Reports	391	325,921			X
Water and Power	Larimer County Youth Conservation Corps	392	52,802			X
Water and Power	Home Energy Audit Program	393	284,711			X
Water and Power	General Conservation	395	43,092			X
Water and Power	Demand-side Management Marketing	396	103,928			X
Water and Power	Energy Education Assistance Program	400	20,133			X
Water and Power	Public Relations - Electric Utilities	403	76,298		X	X
Water and Power	Efficiency Works	404	15,695			X
Water and Power	Public Relations	417	19,018		X	X
Water and Power	Garden in a Box	435	29,980			X
Water and Power	Slow the Flow	436	44,713			X
Water and Power	Larimer County Youth Conservation Corps	438	8,676			X
Water and Power	Public Relations	440	52,796		X	X
Water and Power	Home Energy Audit Program	443	8,837		X	X
Water and Power	Energy Education Assistance Program	444	14,962			X
Total Budget			12,849,612			
Total Programs			179			

Attachment 7 Governance Program Quartile 3 Attribute Matrix

Department	Program Name	Program Number	Total Estimated Budget	High Mandate	High Cost Recovery	Large Portion of Community Served	High City Reliance	High Demand
City Clerk and Court Admin	City Council and Boards and Commissions Support	9130	136,364	X		X	X	
Finance	Purchasing Card Management	9110	74,474			X	X	
Finance	Payroll	9112	97,000	X		X	X	
Finance	Grant Administration	9113	53,457			X	X	
Finance	Accounts Payable	9114	131,209			X	X	
Finance	Special District Management	9117	53,009					
Finance	Tax Auditing	9119	198,457		X			
Finance	General Tax Administration	9123	82,823		X			
Finance	Tax Delinquency Collections	9124	67,370		X			
Finance	Utility Billing	9126	818,223					
Finance	Business Occupation (Liquor) - Collections	9175	37,289					
Human Resources	EEO4 Reporting	9052	1,842	X		X		
Human Resources	Benefits-Employee Clinic and Wellness	9054	37,512			X	X	
Human Resources	Benefits - Retirements & Terminations	9056	34,816	X		X	X	
Human Resources	Employee Appreciation & Recognition	9063	25,419			X	X	
Human Resources	Employee On & Off-Boarding	9064	10,964	X				
Human Resources	Human Resources Technology Management, Records Management	9073	14,600	X				
Human Resources	HIPAA Compliance	9075	1,078	X		X		
Human Resources	Property -Casualty Insurance	9076	31,532			X	X	
Human Resources	Workers' Comp Procurement	9077	14,368	X				
Human Resources	Property/Liability Claim Management	9078	31,665			X	X	
Human Resources	Safety - Training	9084	25,295	X				
Human Resources	Safety - Accident Investigation	9085	13,127				X	
Human Resources	Safety Program Administration	9089	33,096			X		
Human Resources	Environmental Permitting	9094	14,783	X		X		
Human Resources	Migratory Bird Treaty Act & Endangered Species Compliance	9095	9,342	X				
Human Resources	Environmental Training	9097	10,677	X				
Human Resources	Hazardous Waste Management	9098	10,436	X				
Human Resources	State, Federal Inspections, Notifications	9100	6,673	X				
Information Technology	Development Review Business System Management and Support	9004	258,861			X	X	
Information Technology	COTS Application Support	9022	68,963					
Information Technology	Network Administration (LAN/Wireless)	9030	79,170			X	X	X
Information Technology	Network Project Management	9031	75,559			X	X	
Information Technology	SharePoint/Extranet Administration	9039	31,854			X	X	
Information Technology	Storage Administration	9040	23,891			X	X	X
Information Technology	Telecom Support Services (phones and voice mail)	9048	79,583			X	X	
Public Works	Building Interior Design	9132	65,369	X		X	X	
Public Works	Computer Aided Design/ Building Information Management	9133	23,220					

Attachment 7 continued

Public Works	Space Planning/Move Management	9136	105,252					
Public Works	Housekeeping/Eustodial Management	9139	720,749			X		
Public Works	Mail Services	9140	85,832					
Public Works	Snow Removal	9141	89,671			X		
Public Works	Security Alarm Monitoring	9146	18,554			X		
Public Works	Security - Security Systems Administration/Key Management	9147	51,751					
Public Works	Customer/Community Relations	9148	121,747					
Public Works	Real Estate/Rental Property Management	9150	65,304			X		
Public Works	Fleet Strategic Planning	9151	102,844					
Total Budget			4,145,073					
Total Programs			47					



PBB Preliminary Analysis

John Hartman
Budget Officer

Presented
June 24, 2014

Overview

- The Model provides many ways to view programs
- Both a Policy Tool and a Management Tool
- Does Not Provide Answers
- Instead, it generates Questions for Discussion

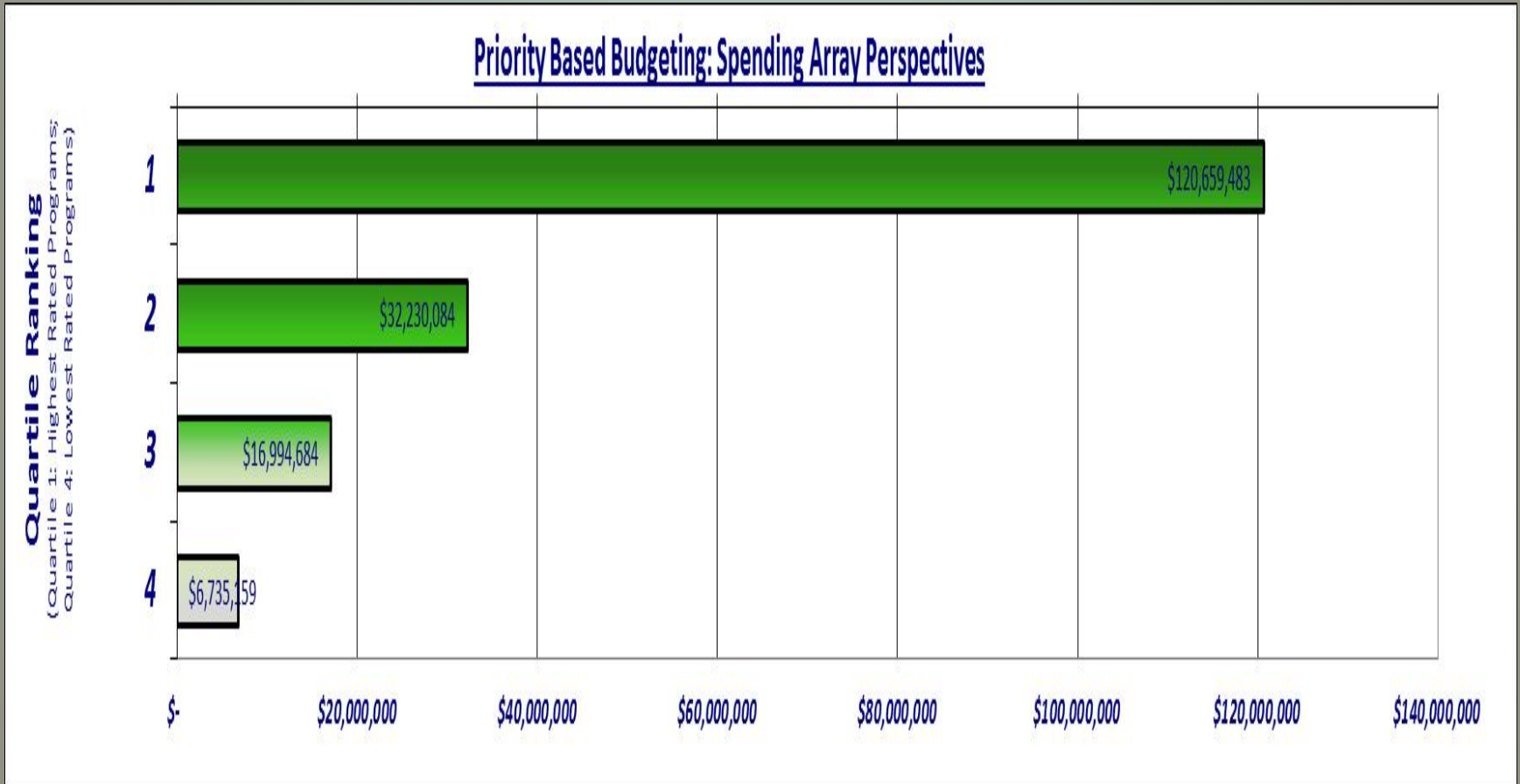
Overview

- Over 700 Programs provided by the City
 - 529 Total Community Programs
 - 173 Total Governance Programs

- 375 or 53% in the top two Quartiles
 - 68% of total budget allocated to Quartile 1 Programs
 - 18% allocated to Quartile 2 programs

- Combined – 86% of the Total Budget goes to the highest priority programs

Total City Budget Allocation



Overview

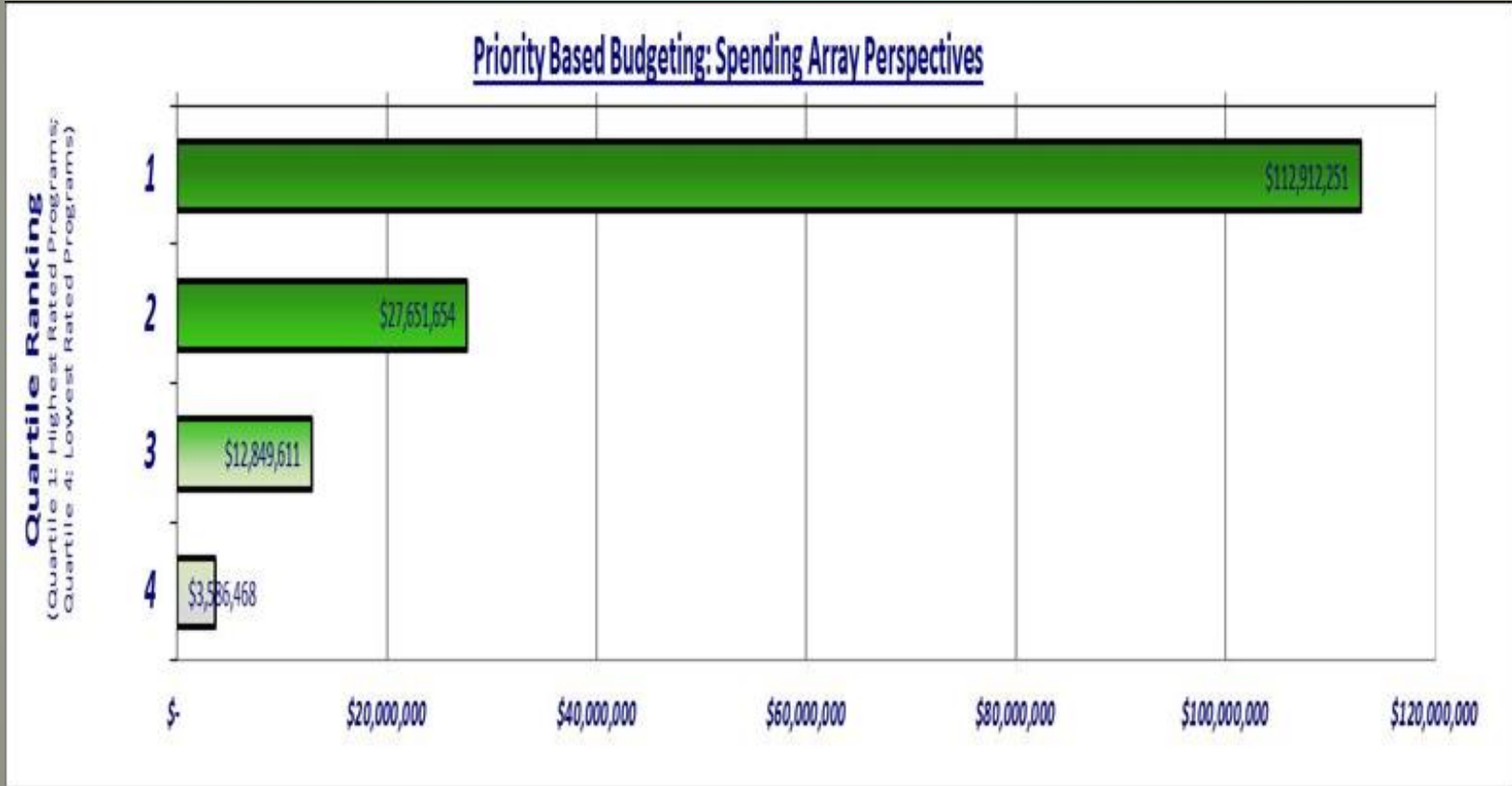
Quartiles 1 and 2 Programs

- Programs separated into two groups
 - Community Programs
 - Governance Programs

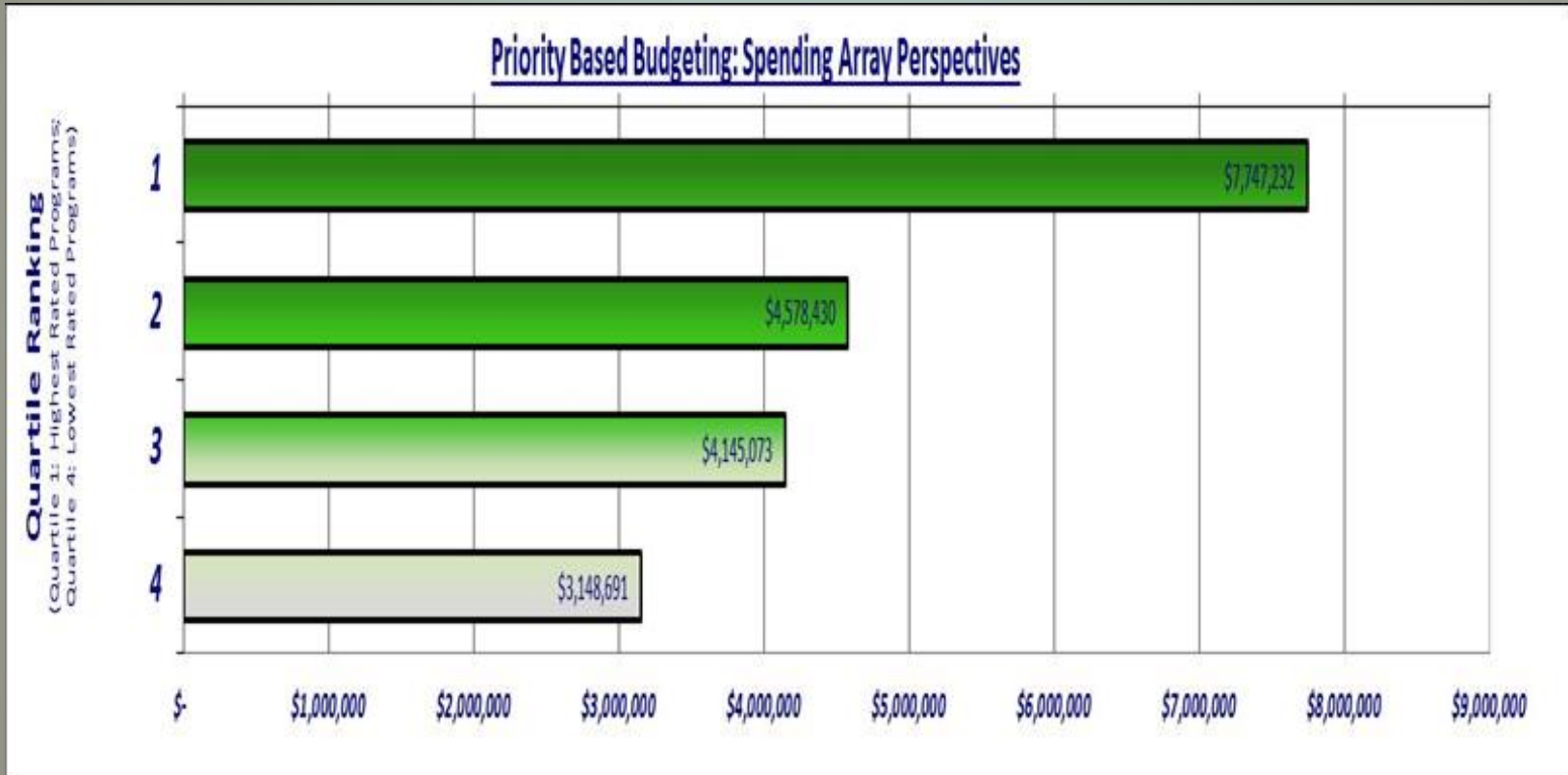
- 529 Community Programs
 - 89% of Budget
 - 52% of the Programs

- 173 Governance Programs
 - 63% of the Budget
 - 56% of the Programs

Community Programs Budget Allocation



Governance Programs Budget Allocation

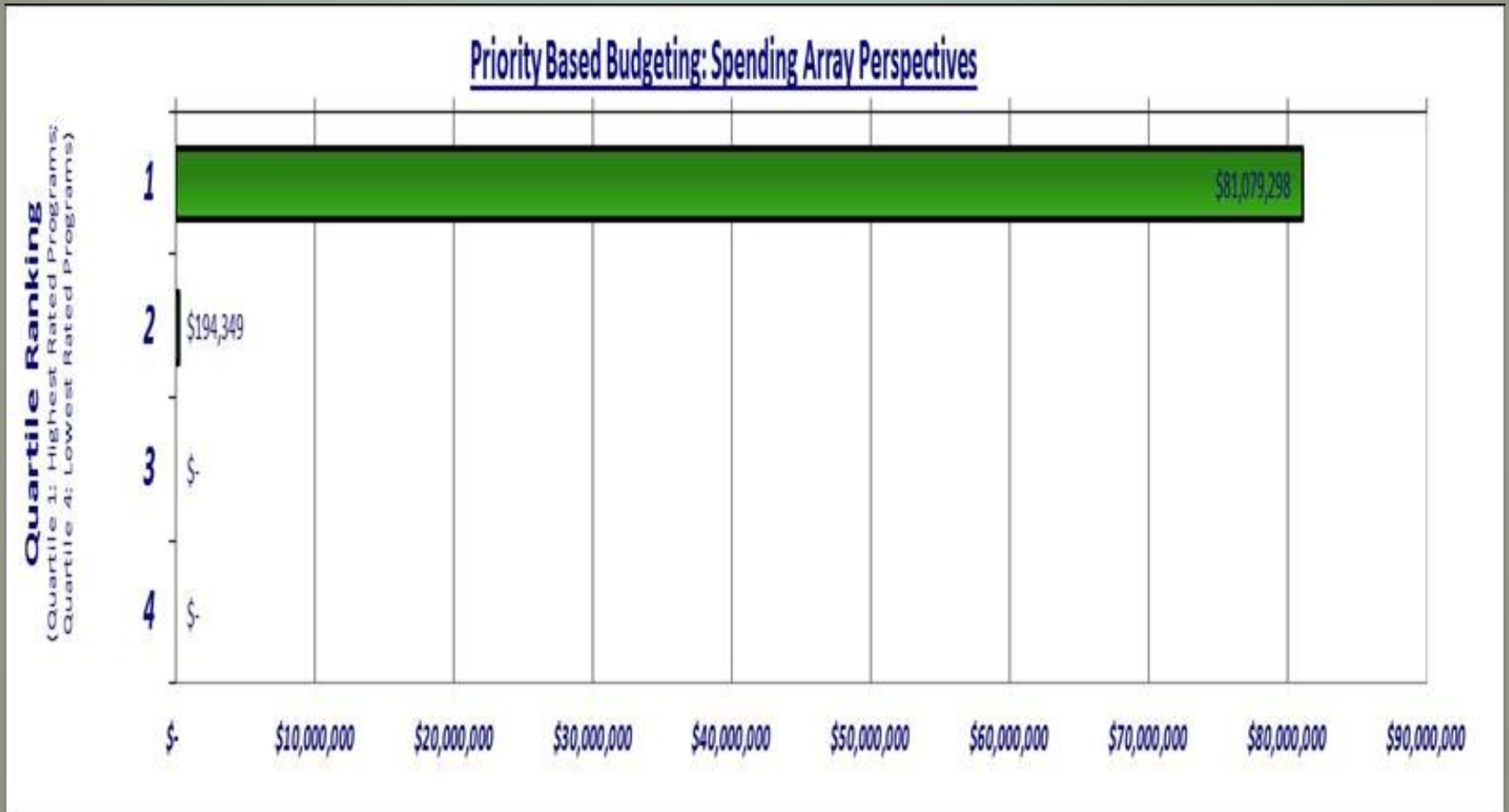


Key Community Programs

- All Scored High Across Four Results
 - Safe and Secure
 - Effective Mobility and Reliable Infrastructure
 - Prosperous and Vibrant Economic Environment
 - Quality and Diverse Cultural, Recreational and Life Long Learning and Leisure Opportunities

- 89 Programs, \$81.6 Budget
 - 82 Programs in Quartile 1
 - 5 Programs in Quartile 2

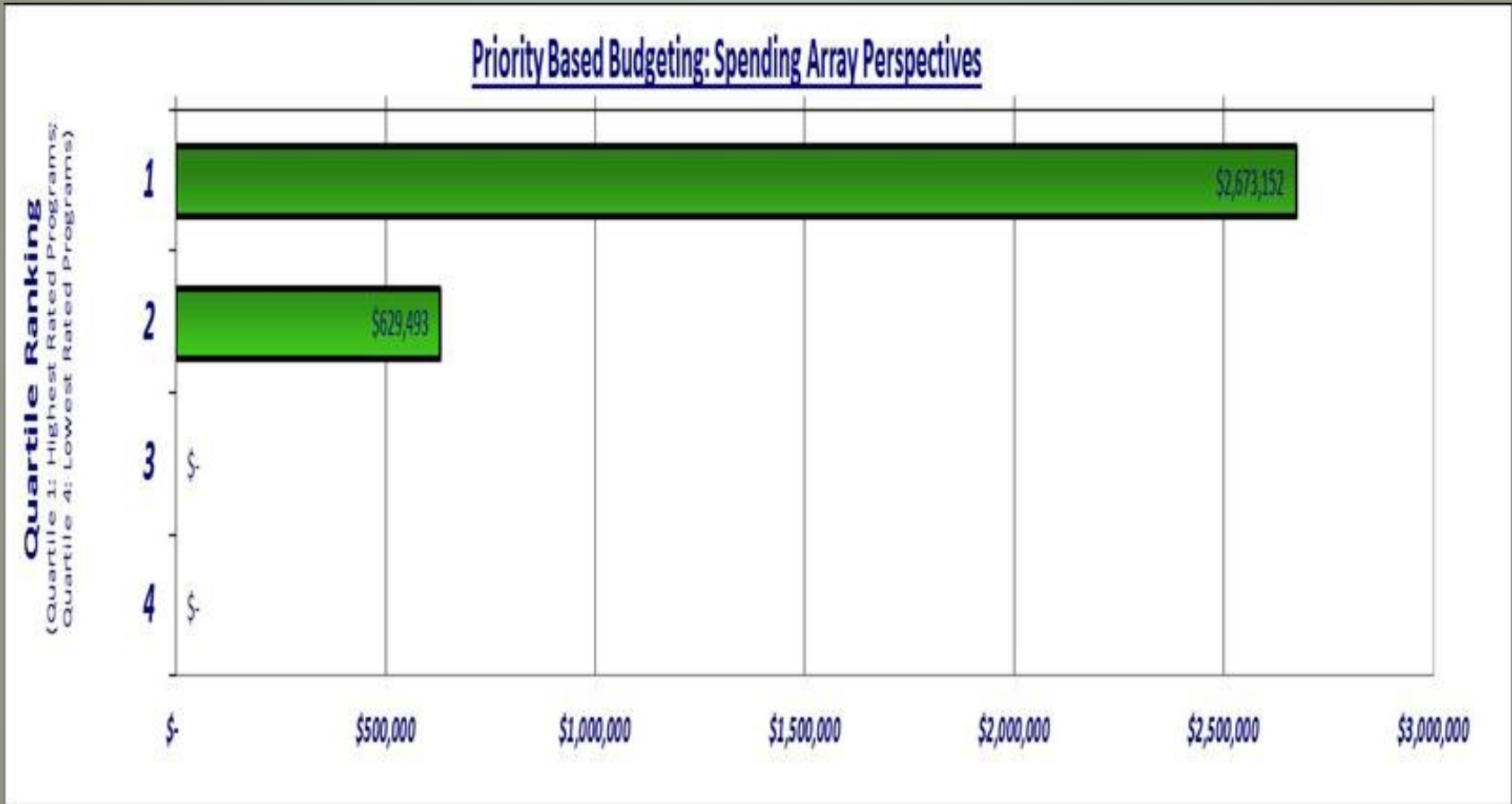
Key Community Programs



Key Governance Programs

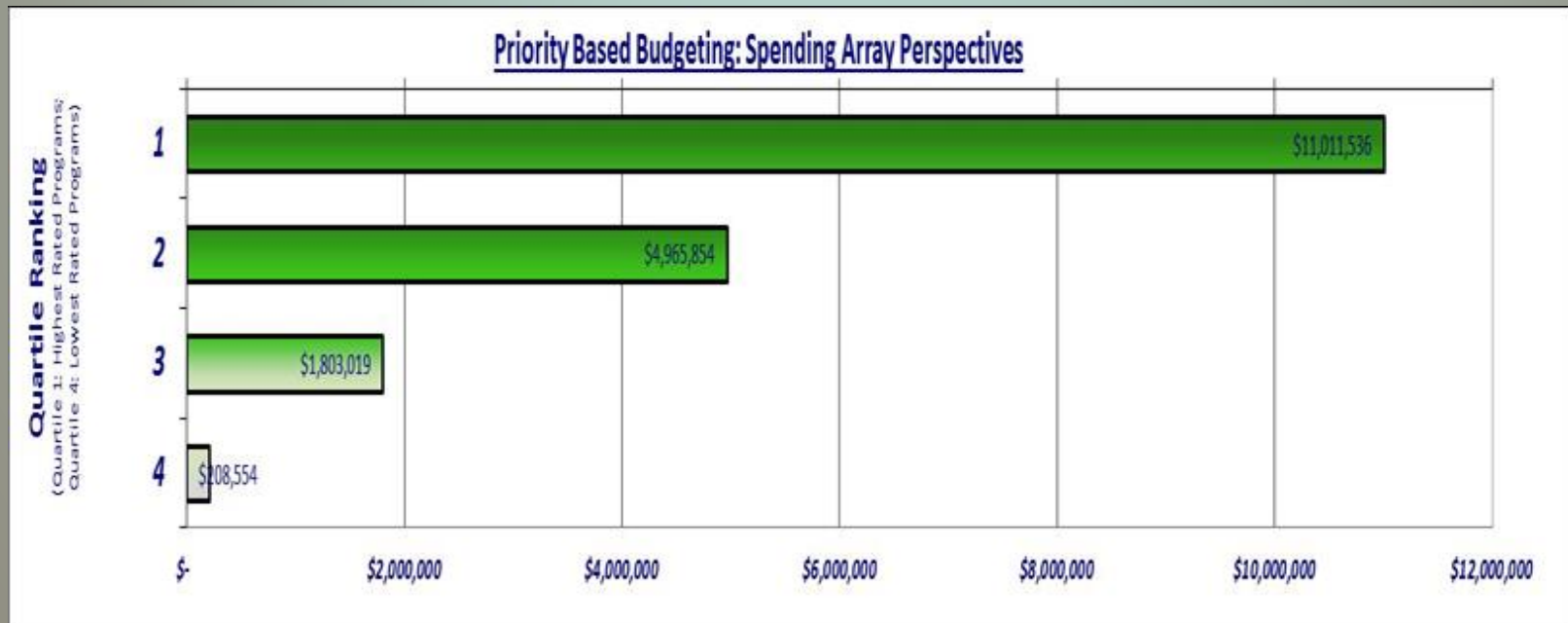
- All Score High Across 3 Result Areas
 - Protects, Manages, Optimizes, and Invests in its Financial, Human, Physical and Technology Resources
 - Ensures Sound Fiscal Policy and Enable Trust and Transparency by Ensuring Accountability, Efficiency, Flexibility, Innovation and Excellence in all Operations
 - Support Decision-Making with Timely and Accurate Short-Term and Long-Range Analysis that Enhances Vision and Planning
- 24 Programs, \$3.3 Million Budget
 - 17 Quartile 1 Programs
 - 7 Quartile 2 Programs

Key Governance Programs



Programs with High Demand

- These May Require More Resources to Maintain Service Levels
 - Total City - 132 Programs, \$18.3 million



Quartile 4 Community Program Analysis

- 71 programs, \$3.6 million Budget
 - 10 Programs - \$1.2 million Budget have a High Mandate
 - 7 Programs - \$243,000 Budget have High Cost Recovery
 - 5 Programs - \$159,000 Budget have a High Growth in Demand
 - 11 Programs - \$1.2 million Budget have High portion of Community Served

- 20 Programs - \$593,000 scored Low in all Attributes

Quartile 4 Governance Program Analysis

- 28 programs, \$3.2 million Budget
 - 3 Programs - \$50,000 Budget have a High Mandate
 - 2 Programs - \$168,000 Budget have High Cost Recovery
 - 2 Programs - \$50,000 Budget have a High Growth in Demand
 - 8 Programs - \$277,000 Budget have High Portion of Organization Served

- 7 Programs - \$681,000 score Low in all Attributes

Quartile 3 Community Program Analysis

- 179 Programs, \$12.8 million Budget
 - 9 Programs - \$2.2 million Budget have a High Mandate
 - 10 Programs - \$1.3 million Budget have High Cost Recovery
 - 31 Programs - \$1.7 million Budget have a High Growth in Demand
 - 50 Programs - \$5.32 million Budget have High Portion of Community Served

- 40 Programs - \$2.0 million Budget score low in all Attributes

- All Quartile 3 Programs have some influence in achieving Results

Quartile 3 Governance Program Analysis

- 47 Programs, \$4.1 million Budget
 - 13 Programs - \$417,000 Budget have a High Mandate
 - 3 Programs - \$349,000 million Budget have High Cost Recovery
 - 2 Programs - \$103,000 Budget have a High Growth in Demand
 - 23 Programs - \$2.2 million Budget have High Portion of the Organization Served

- 10 Programs - \$1.5 million score Low in all Attributes
- All Quartile 3 Programs have some influence in achieving Results

Conclusion

- The City is doing a good job of allocating resources to the most important programs.
- There are Areas for Improvement.
- Many programs important for the organization to function well do not have a apparent direct relationship to any Result areas so they score low.
- The Model opens the door to discussion, but does not provide definitive answers.

Direction

Staff is requesting the following direction from Council

- Direct the City Manager to use the results in the budget discussion with departments for the 2015 Budget.
- Direct that the Citizens Finance Advisory Commission use the results, develop analysis and ongoing recommendations for the 2015 and 2016 Budgets.



PBB Preliminary Analysis

Questions?

John Hartman
Budget Officer

Presented
June 24, 2014