#### AGENDA LOVELAND CITY COUNCIL STUDY SESSION TUESDAY, JUNE 24, 2014 CITY COUNCIL CHAMBERS 500 EAST THIRD STREET LOVELAND, COLORADO

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#### 6:30 P.M. STUDY SESSION - City Council Chambers STUDY SESSION AGENDA

1. <u>ECONOMIC DEVELOPMENT</u> (presenters: Marcie Erion & Don Fraley; 60 min) INCENTIVE REQUEST – THARP CABINET CORPORATION

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.

#### 2. FINANCE

(presenter: John Hartman; 60 min)

# DISCUSSION OF PRELIMINARY ANALYSIS FROM THE PRIORITY BASED BUDGETING (PBB) MODEL

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

#### ADJOURN





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

AGENDA ITEM: MEETING DATE: TO: FROM: PRESENTER: 1 6/24/2014 City Council Marcie Erion, Economic Development Department 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 <u>estimate</u>, 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:**

William Calul

## LIST OF ATTACHMENTS:

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

ity of Loveland Economic Development Policy Project Cheo harp Cabinet Corporation	klist	Incentive Type:	June 13-2014
Requirement	Meets (y/n)	Date	Details
Met with the Economic Development Manager	γ	May 8, 2014	Details
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	
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



P. 5

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 a15,500 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

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.

Fraley 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.



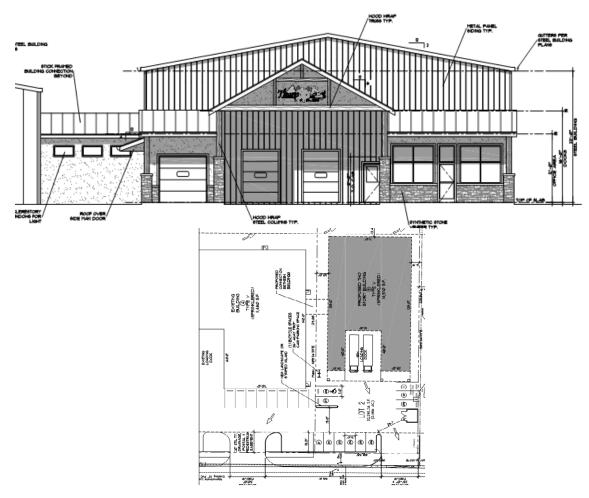
Investment	Year	Cost
Milling Department - added in-house	2008	\$815,000
Finishing Department - added air make up system	2009	\$49,000
Panel Department - added CNC point-to-point technology & frameless cabinet production	2009	\$198,000
Dovetail Drawer Department - added in-house	2009	\$64,500
Whole Plant - added central bag house / environmental improvements	2010	\$161,000
Engineering / Project Management - upgrade	2011	\$89,000
Door Department - added in-house	2011	\$496,000
Finishing Department - added automated flat line finish technology	2013	\$299,000
Total Investments		\$2,171,500

#### Finished Goods Warehouse project:

Tharp has secured a lease agreement to build a 15,500 square foot finished goods facility to be connected to the existing plant. This expansion to be completed in 2014 will triple the size of the completed inventory staging area which is used for consolidation of finished goods prior to delivery. When completed the expansion will allow the company to produce 295 custom cabinets per day (10-13 complete cabinet projects), or over 76,000 cabinets per year

Fraley Holding Company, LLC owns the property and has had several CRT meetings with the City of Loveland and fire department to address all set back, zoning, access, and fire rating issues. Below find the building elevation, site plan overview, and detail on the \$1.53M investment. This final investment will finish out Tharp's five year \$3.6M investment plan as outline with the city back in 2008 and detailed here-in.

The company is requesting that the City of Loveland wave/reimburse the \$100k in city and building fees for this project. Tharp Cabinet corporation is committed to increase employment from 96 employees (2013) to 135 employees by 2019 and sales revenues from \$12.2M to \$18.6M during this time period. As a point of reference, this \$100k city allowance represents less than 2.8% of Tharp's total investment.



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/SITEWORK	\$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
		\$ per sf	total sf	
	Estimated Building Cost (material, delivery, erection)	\$77.59	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: MEETING DATE: TO: FROM: PRESENTER: **2** 6/24/2014 City Council Brent Worthington, Finance Department 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:**

William Calul

#### LIST OF ATTACHMENTS:

- 1. Staff Report
- 2. PowerPoint Presentation

# **CITY OF LOVELAND**



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

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 3<sup>rd</sup> and 4<sup>th</sup> 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 4<sup>th</sup> Quartile. (See Attachment 4 for a matrix) Ten of these programs have a high mandate:

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

#### Community Programs Q4 Mandate by State, Fed, or Charter

Total Budget Total Programs 1,207,915 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
	ad strong Growth in Demand. 4- Strong Growth in Demand			
City Manager	Departmental Support - Public Information	600	4	
	Departmental Support - Fublic mornation	000	4	41,665
Development Services	Fee Adjustments	453	4	41,665 35,353
Development Services Development Services			-	
•	Fee Adjustments	453	4	35,353
Development Services	Fee Adjustments Community Consultation	453 488	4 4	35,353 21,235
Development Services Development Services	Fee Adjustments Community Consultation Homeless Programs	453 488 491	4 4 4	35,353 21,235 32,477
Development Services Development Services Development Services	Fee Adjustments Community Consultation Homeless Programs	453 488 491	4 4 4	35,353 21,235 32,477 27,931

Eleven programs serve a large portion of the community: Community Q4 High Portion of Community Served

				Total
		Program	Quartile	Estimated
Department	Program Name	Number	Group	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

1,150,143 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 i rograms Q4	- Hograms mat 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 Total Programs			593,091 20

#### Community Programs Q4 - Programs That Scored Low Attributes

In the Governance program set there are 28 programs with a budget of \$3.2 million in the 4<sup>th</sup> 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 Total Programs				50,246 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 Program	IS			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 Information Technology	Environmental Recordkeeping End User Training	9096 9027	4 4	12,113 37,779
Total Budget Total Programs				49,893 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/Bentals Management	9138	4	165,017
Total Budget				277,785

**Total Programs** 

8

Of the 28 programs in the 4<sup>th</sup> 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:

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 Total Programs			681,215 7

## Governing Programs Q4 - Programs That Score low in all Attributes

## 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

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# 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,

 Total Programs
 1

1,305,006 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 Abatemer	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 3<sup>rd</sup> 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:

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## Community Programs Q3 - Programs That Scored Low Attributes

Community Programs QS - Programs that Scored Low Attributes				
Department	Program Name	Program Number	Total Estimated	
	Classes and Outras als	526	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

**Total Programs** 

2,044,943 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 Total Programs			417,348 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 Total Programs			348,650 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 Information Technology	Network Administration (LAN/Wireless) Storage Administration	9030 9040	3 3	79,170 23,891
Total Budget Total Programs				103,061 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/@ustodial 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

**Total Programs** 

2,196,187

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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.

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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	-	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	510	1	81,973
Loveland Fire Rescue Authority	Fire Suppression Response	96	1	257,892
Loveland Fire Rescue Authority	Other Emergency Response & Service Calls	90 97	1	2,143,470
Loveland Fire Rescue Authority	Special Operations/Specialized Rescue	103	1	750,352
Loveland Fire Rescue Authority	Special Operations/Specialized Rescue	105	1	167,888
Loveland Fire Rescue Authority	Airport Rescue and Firefighting (ARFF)	105	1	224,773
Loveland Fire Rescue Authority	Wildland Firefighting	107	1	96,880
Loveland Fire Rescue Authority	Emergency Medical Service	108	1	3,388,264
Loveland Fire Rescue Authority	Permitting and Development Review/Development Review	116	1	132,030
Loveland Fire Rescue Authority	Emergency Management	110	1	118,324
Parks and Recreation	Parks Division Administration	21	1	572,999
Parks and Recreation	Parks Construction	21	1	372,999
Parks and Recreation			1	166,483
Public Works	Recreation Trail Acquisition, Development, and Infrastructure I Federal and State Funding Management	27	1	
Public Works	Sustainability Planning and Oversight	261	1	49,924 725
Public Works	Fort Collins - Loveland Airport (FNL) Support	262	1	13,312
		307	1	-
Public Works Public Works	Master Transportation Planning Development Review/Permitting - Streets & Street Improveme			85,791 195,100
	Building Permit Review/Permitting - Streets & Street Improvement		1	
Public Works	Intergovernmental Coordination		1	128,839
Public Works	Signs, Signals and Markings Maintenance	317	1	46,718
Public Works		319	1	1,544,597
Public Works	Transportation Safety and Capacity Project Planning, Engineerin		1	78,337
Public Works	Traffic Operations Engineering Design Reviews and Constructio	322	1	149,181
Public Works	Signal System and Intelligent Transportation System Operations		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 Total Programs

Q1 Programs Q2 Programs Fixed Costs 81,630,148

89

82

5

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	•	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

Q1 Programs Q2 Programs 3,302,645

24

17

7

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

Total Programs with High Increa	ase in Demand			
Department	Program Name	Program Number		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 Faiks & Recreation Department	9171	1	15,041
Loveland Fire Rescue Authority	Business Inspections	114	1	224,168
Loverand The Rescue Authority	Permitting and Development Review/Fire	114	1	224,100
Loveland Fire Rescue Authority	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 Signal System and Intelligent Transportation	319	1	1,544,597
Public Works	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
Le sel	Advise and support Development Services	0163	2	77 5 40
Legal	Department	9163	2	77,548
Le est	Advise and support Economic Development	0164	2	70.024
Legal	Department	9164	2	70,034
Logal		9165	2	26,237
Legal	Advise and support Human Resources Department	9105	Z	20,237
Legal	Advise and support Finance Department	9166	2	111,376
Legal	Advise and support Information Technology	9172	2	18,240
Lega	Services Department	5172	2	10,240
Legal	Advise and support Cultural Services Department	9173	2	15,041
Library		200	2	52,664
	Business Consultation, Outreach, and Programming			
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	258	2	25,268
	Outreach			
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 Total Programs 15,904,401

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

# Attachment 4 Community Program Quartile 4 Attribute Matrix

								1
Library	Fine Collection and Past Due Accounts	222	58,934				×	
Library	Magazine & Newspaper Control	225	35,728				×	
Library	Holds/Prospector	226	55,018				×	
Library	AV Production	236	26,459					
Library	Individual Technology Training Appointments	241	24,453					
Library	Monthly Computer and e Reader Courses	242	18,831		×			
Library	Wireless Network Management	243	21,779					
Library	City-wide Technical Support	244	26,975					
Library	LTI Reference and Customer Service	245	116,024				×	
Library	Processing new materials	252	61,337			×		
Parks and Recreation	Cemetery Administration, Record Keeping and Sales	17	118,947	×	×		×	
Parks and Recreation	Food And Beverage Concessions	41	16,535		×			
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				×	
Police	Traffic Enforcement Grant Administration	132	38,573			×	×	
Police	Explorer Post	140	162,299					
Police	Police Reports	150	825,742	×		×	×	
Police	Police Data Sharing	151	108,094				×	
Police	Safety and Satisfaction Public Surveys	152	7,367				×	
Police	Operations Work Load Analysis	153	7,367			×	×	
Police	National Incident Based Reporting System	155	102,494	×			×	
Police	Volunteer Management	160	7,661				×	
Public Works	General Aviation Coordination and Management	284	5,424				×	
Public Works	Airport Marketing & Advertising	286	21,729				×	
Public Works	Safety inspection coordination/management	290	10,390	×			×	
Public Works	ARFF Coordination & Training	291	24,221	×			×	
Public Works	Marketing	296	34,397					
Public Works	Fare Collection	300	56,046				×	
Water and Power	Energy Star Clothes Washer Rebate Program	397	14,401				×	
Water and Power	Northern Colorado Energy Star Homes	401	20,133				_	
Water and Power	Energy Star Clothes Washer Rebate Program	442	6,903				×	
Total Rudget			3 586 468					
Total Drograms			71					
IOTAI PTOBLATTIS			7/					

# Attachment 4 continued

Governing Q4 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				×	
Finance Finance	Centerra Fee Collection Agreement Tax Enforcement - Seizures & Liens	9120 9127	111,909 56.437		××		××	Tian
Finance		9127	539,643				: ×	
Finance	Utility Shut-off	9128	316,110				×	
Finance	Utility Meter Reading	9129	560,594				×	
Human Resources	Infectious Disease Control Program	9059	4,777				×	
Human Resources	Yearly MVR Compliance	9068	2,071				×	
Human Resources	Volunteer Program Management	9070	7,976					
Human Resources	Snow Squad Program	9071	4,141					
Human Resources	Transitional Duty	9080	9,299				×	
Human Resources	Restitution/Subrogation/Reimbursement	9081	2,874			×	×	
Human Resources	Risk Recordkeeping	9083	20,376	×			×	
Human Resources	Safety Recognition Program	9088	9,913				×	
Human Resources	Loss Analysis	0606	18,123			×	×	
Human Resources	Environmental Recordkeeping	9606	12,113	×		×	×	×
Human Resources	Medical Waste Disposal Program	9101	3,282					
Human Resources	Human Resources Web/Intranet Maintenance	9102	8,126			×	×	
Human Resources	Health Fair	9103	1,094			×	×	
Information Technology	End User Training	9027	37,779					×
Legal	Civil Litigation Representation (City and City staff)	9174	17,757	×		×	×	
Public Works	Furniture Management/Brocurement/Warranty	9134	52,680			×		
Public Works	Daily Operations/@ustomer Support	9137	452,716				×	
Public Works	Facilities Events/Bentals Management	9138	165,017			×		
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			2 1/19 601					
			100,041,0					
lotal Programs			87					

# Attachment 5 Governance Programs Attribute Matrix

Here the function the function of the function of the function the functionHere the function the function the function the functionInc the function the function the functionInc the function <th>Community Programs Q3 - Matrix</th> <th></th> <th></th> <th></th> <th></th> <th></th> <th></th> <th></th> <th></th>	Community Programs Q3 - Matrix								
ut Administration     Conduct of Elections and Campaign Management     172     99.91     X     X     X       tat Administration     Definition and Lares for Code Enforcement MC     174     23.561     X     X     X     X       tut Administration     Definition and Lares for Code Enforcement MC     179     35.81     X     X     X     X       tut Administration     Non Fuel Season     23     53.042     X     X     X     X       Markan Electronic Metia     23     23.74     X     X     X     X       Markan Electronic Metia     23     23.74     X     X     X       Doe Tree Schoolhouse Rental Frogram     23     23.74     X     X     X       Doe Tree Schoolhouse Rental Frogram     23     23.74     X     X     X       Doe Tree Schoolhouse Rental Frogram     23     23.74     X     X     X       Doe Tree Schoolhouse Rental Frogram     23     23.74     X     X     X       Doe Tree School Forten     23     23.74     X     X     X       Carse Preshound School Aged Children     23     23.74     X     X       Art Classes Froit And Forten     23     23.71     X     X       Cares Anner School Aged Childre	Department	Program Name	Program Number	Total Estimated Budget	High Mandate	High Cost Recovery	Large Portion of Community Served		High Demand
rt Administration ofter traditionand ulens for Code Enforcement MC     174     0.0581     X     X     X       rt Administration Onter dentine fleetronic wheeld     38     36.303     X     X     X     X       rt Administration Maintain Electronic wheeld     38     35.023     X     X     X     X       waintain Electronic wheeld     38     35.023     X     X     X     X       waintain Electronic wheeld     32     2.374     X     X     X       waintain Electronic wheeld     32     2.474     X     X     X       waintain Electronic wheeld     32     2.473     X     X     X       Outreach     Totris of Aft Ethibits     23     2.473     X     X       Outreach     Totris of Aft Ethibits     32     2.473     X     X       Outreach     Totris of Aft Ethibits     32     2.473     X     X       Outreach     Totris of Aft Ethibits     32     2.473     X     X       Aft Classes- School Age Children     33     17.263     X     X       Aft Classes- School Age Children     33     17.263     X     X       Aft Classes- School Age Children     33     17.263     X     X       Aft Classes- School	City Clerk and Court Administration	Conduct of Elections and Campaign Management	172	99,917	×		×	×	
ChronistrationChroni	City Clerk and Court Administration	Certification and Liens for Code Enforcement MC	174	20,581	×		×	×	×
ur Administration         Non Compilance case processing         178         78,817         X         X         X         X           ur Administration         Gase processing         33,002         75,603         X         X         X         X         X         X           Maintain Electronic/decising         33,002         75,603         X	City Clerk and Court Administration	Other Licenses and Taxes	175	19,790			×	×	
ut Administration         Gase processing         B0         23.5.6.13         X         X           Needia Relation(Media         59         57.06.1         X         X         X           Needia Relation(Media         52         57.06         X         X         X           Needia Relation(Media         52         2.774         X         X         X           Outreach Trunk Rental         52         2.774         X         X         X           Classroom Outreach         52         2.774         X         X         X           Classroom Outreach         52         2.774         X         X         X           Classroom Outreach         52         2.774         X         X         X           Vourteer and Docent Program         52         4.017         X         X         X           Art Classes- Shool Oxfeed Children         53         17.366         X         X         X           Art Classes- Aulis         Art Classes- Aulis         53         4.71         X         X           Art Classes- Aulis         Art Classes- Aulis         53         4.71         X         X           Special Event. Clonvertre Solutie Clebration         54	City Clerk and Court Administration	Non Compliance case processing	178	78,817	×		×	×	
Valuation lectronic Media5853.04XXMaintain lectronic Media5357.04XXUntrash Thrunk Rentai232.33XXOutrash Thrunk Rentai232.37XXOutrash Thrunk Rentai232.77XXDurs of Hat Exhibits232.77XXTous of Art Exhibits232.77XXTours of Hat Exhibits231.01XXTous of Art Exhibits231.72XXTous of Art Exhibits231.726XXArt Classes-Freston Aged Children531.726XXArt Classes-Erbool Aged Children531.726XXSpecial Event Lene Tree School Rectam Sciolal535.73XXSpecial Event Lone Tree School Aged Children531.726XXSpecial Event Lene Tree School Aged Children532.73XXSpecial Event Lone Tree School Aged Children532.73XXSpecial Event Lone Tree School Aged Children532.73XXSpecial Event Lone Tree School Aged Children532.73X	City Clerk and Court Administration	Case processing	180	252,613	×		×	×	
Media Relations         59         67,666         X         X           Outer free Scholhouse Rental Program         23,4         23,4         X         X           Inter Fee Scholhouse Rental Program         24         23,4         X         X           Inter Scholhouse Rental Program         26         2,74         X           Inter Scholhouse Rental Program         26         2,74         X           Inter Scholhouse Rental Program         26         4,017         X         X           Inter Scholhouse Rental Program         22         4,017         X         X           Inter School Aged Children         32         4,017         X         X           Art Classes-School Aged Children         33         17,216         X         X           Inter Classes-School Aged Children         33         4,710         X         X           Special Event. Hallowen Family Fun Festival         33         4,710         X         X           Special Event. Hallowen Family Fun Festival         33         4,710         X         X           Special Event. Hallowen Family Fun Festival         33         4,710         X         X           Special Event. Hallowen Family Fun Festival         33         4,710	City Manager	Maintain Electronic Media	598	53,042			×	×	×
Outreach Trunk Rental         53         2374         ×           Lowe Tree Schoolhouse Rental Program         52         2374         ×           Lowe Tree Schoolhouse Rental Program         52         207         207         ×           Tours of Mit Evilitis         52         4017         ×         ×           Tours of Mit Evilitis         52         1007         ×         ×           Tours of Mit Evilitis         52         1007         ×         ×           Voutunes and Dound Aged Children         52         12/216         ×         ×           Art Classes - School Aged Children         53         17/216         ×         ×           Art Classes - School Aged Children         53         17/216         ×         ×           Special Event - Lone Tree School Tee Ceam Social         53         4/11         ×         ×           Special Event - Lone Tree School Tee Ceam Social         53         1/12/16         ×         ×           Special Event - Lone Tree School Tee Ceam Social         53         1/12/16         ×         ×           Special Event - Lone Tree School Tee Ceam Social         53         1/12/16         ×         ×           Special Event - Lone Tree School Tee Ceam Social         53	City Manager	Media Relations	599	67,696			×	×	×
Ione Tree Schoolhouse Rental Program222.374XClassroon Outreach5262.473XClassroon Outreach5262.473XTours of Histou Khilsts5298.407XTours of Art Exhibits5298.407XTours of Art Exhibits5307.027XArt Classres- Freschool Red Children5317.027XArt Classres- Freschool Red Children53117.266XArt Classres- School Red Children53213.366XArt Classres- School Red Children53217.266XSpecial Event- Cheny Pie Celebration5339.411XSpecial Event- Cheny Pie Celebration5359.411XSpecial Event- Cheny Pie Celebration5359.411XSpecial Event- Cheny Pie Celebration5369.411XSpecial Event- Cheny Pie Celebration5369.412XSpecial Event-Cheny Pie Celebration53117.566XSpecial Event-Cheny Pie Celebration54617.917XSpecial Event-Cheny Pie Celebration <td< td=""><td>Cultural Services</td><td>Outreach Trunk Rental</td><td>524</td><td>2.374</td><td></td><td></td><td></td><td>×</td><td></td></td<>	Cultural Services	Outreach Trunk Rental	524	2.374				×	
Classroom Outreach         526         2,474         ×         ×           Tours of History Exhibits         523         4,077         ×         ×           Tours of History Exhibits         523         4,077         ×         ×           Yolunts er and Docisit         533         17,216         ×         ×           Art Classes- Activol Aged Children         533         17,216         ×         ×           Art Classes- Activol Aged Children         533         17,216         ×         ×           Art Classes- Activol Aged Children         533         17,216         ×         ×           Art Classes- Activol Aged Children         533         17,216         ×         ×           Art Classes- Activol Aged Children         533         17,216         ×         ×           Special Event - Lober Pie Calebration         533         9,411         ×         ×           Special Event - Community Tree Lighting         533         5,374         ×         ×           Special Event - Community Tree Lighting         533         5,374         ×         ×           Special Event - Community Tree Lighting         533         5,374         ×         ×           Special Event - Community Tree Lighting <td< td=""><td>Cultural Services</td><td>Lone Tree Schoolhouse Rental Program</td><td>525</td><td>2,374</td><td></td><td></td><td></td><td>×</td><td></td></td<>	Cultural Services	Lone Tree Schoolhouse Rental Program	525	2,374				×	
Tours of History Exhibits         52         4,017         X           Yours of History Exhibits         530         4,017         X           Yours of Art Exhibits         530         3,017         X           Art Classes - Preschool Aged Children         531         17,216         X           Art Classes - School Aged Children         531         17,216         X           Art Classes - School Aged Children         531         17,216         X           Art Classes - School Aged Children         533         2,931         X           Art Classes - School Aged Children         533         2,931         X         X           Special Event- Loner Tree School Ce Cream Social         533         2,931         X         X           Special Event- Hallowere Family furne feature         533         2,931         X         X           Special Event- Hallowere Family furne feature         533         2,931         X         X           Special Event- Hallowere Family furne feature         533         2,931         X         X           Special Event- Community Tree Lighting         533         2,931         X         X         X           Special Event- Community Tree Lighting         533         2,931         X         X <td>Cultural Services</td> <td>Classroom Outreach</td> <td>526</td> <td>2,474</td> <td></td> <td></td> <td></td> <td></td> <td></td>	Cultural Services	Classroom Outreach	526	2,474					
Tours of Art Exhibits         228         4017         X           Noturteer and Docent Program         530         7,027         X           Art Classes - Freection Aged Children         531         17,216         X           Art Classes - Stool Aged Children         533         4,710         X           Art Classes - Stool Aged Children         533         4,710         X           Art Classes - Stool Aged Children         533         4,710         X           Special Event- Cherny Pre-School Aged Children         533         4,710         X           Special Event- Cherny Pre-School Aged Children         533         4,710         X           Special Event- Halloween Family Fun Festival         533         4,710         X           Special Event- Cherny Pre-School Aged Children         533         7,801         X           Special Event- Halloween Family Fun Festival         533         7,801         X           Special Event- Community Tree Lighting         533         7,801         X         X           Cultural Programs Special/Other         540         1,917         X         X           Cultural Programs Special/Other         540         1,917         X         X           Cultural Programs Special/Other         540 <td>Cultural Services</td> <td>Tours of History Exhibits</td> <td>527</td> <td>4,017</td> <td></td> <td></td> <td>×</td> <td></td> <td></td>	Cultural Services	Tours of History Exhibits	527	4,017			×		
Volunteer and Docent Program         22         18,424         X           Art Classes - Preschool Aged Children         530         7,027         X         X           Art Classes - Aduits         532         13,366         X         X           Special Event - Lone Tree School Lee Cream Social         533         2,331         X         X           Special Event - Lone Tree School Lee Cream Social         533         2,331         X         X           Special Event - Lone Tree School Clee Cream Social         533         2,331         X         X           Cultural Programs - Art         Cultural Program Feighting         537         5,374         X         X           Scholarship Program Feighting         537         5,374         2,331         X         X           Cultural Programs - Art         Cultural Program Feighting         537         5,374         X         X           Scholarship Program Feighting         543         2,331         2,331         X <t< td=""><td>Cultural Services</td><td>Tours of Art Exhibits</td><td>528</td><td>4,017</td><td></td><td></td><td>×</td><td></td><td></td></t<>	Cultural Services	Tours of Art Exhibits	528	4,017			×		
Art Classes - Preschool Aged Children         530         7,021         >>>>>>>>>>>>>>>>>>>>>>>>>>>>	Cultural Services	Volunteer and Docent Program	529	18,424				×	
Art Classes- School Aged Children         531         17,216         >	Cultural Services	Art Classes- Preschool Aged Children	530	7,027					
Art Classes- Adults       532       13,366            Lone Tree Summer School       533       4,710       ×       ×         Special Event- Lone Tree School Lecrean Social       533       4,710       ×       ×         Special Event- Halloween Family Fun Festival       536       8,710       ×       ×         Special Event- Halloween Family Fun Festival       537       5,374       ×       ×         Special Event- Halloween Family Fun Festival       536       8,710       ×       ×       ×         Special Event- Halloween Family Fun Festival       537       5,374       ×       ×       ×       ×         Cultural Programs- Sectal/Other       53       17,804       ×<	Cultural Services	Art Classes- School Aged Children	531	17,216					
Ione Tree Summer School         533         4,710         X           Special Event: Lone Tree School Ice Cream Social         534         2,931         X           Special Event: Lone Tree School Ice Cream Social         535         5,744         X           Special Event: Community Tree Lighting         537         5,374         X           Special Event: Community Tree Lighting         537         5,374         X           Special Event: Community Tree Lighting         537         5,374         X         X           Cultural Programs- Art         533         17,804         X         X         X           Cultural Programs- Special/Other         533         17,804         X         X         X           Kultural Programs- Special/Other         540         1,1917         X         X         X           Kultural Programs- Special/Other         540         1,1917         X         X         X           Kultural Programs- Special/Other         541         2,374         X         X         X           ArtSteps- Community Art Project         547         2,574         X         X         X           ArtSteps- Thompson School District Art Show         543         2,535         X         X         X <td>Cultural Services</td> <td>Art Classes- Adults</td> <td>532</td> <td>13,366</td> <td></td> <td></td> <td></td> <td></td> <td></td>	Cultural Services	Art Classes- Adults	532	13,366					
Special Event- Lone Tree School Lec Cream Social332,931×Special Event- Cherry Pie Celebration5359,441×Special Event- Channuity Tree Lighting5375,373×Special Event- Channuity Tree Lighting5375,373××Special Event- Channuity Tree Lighting5375,373××Special Event- Channuity Tree Lighting5375,373××Special Event- Channuity Tree Lighting5375,373××Cultural Programs- Special/Other54011,917××Scool Grade History Days5412,373×××Museum Class/Program Registration5422,578×××Museum Class/Program Registration5412,374×××Museum Class/Program Registration5422,578×××Museum Class/Program Registration5432,578×××Museum Class/Program Registration5432,578×××Museum Class/Program Registration5432,578×××Museum Class/Program Registration5432,578××××Collection Acquisition5433,497××××Collection Acquisition5539,497××××Disport Local Artistic5639,497××××Support Local Artistic5633,478× <td< td=""><td>Cultural Services</td><td>Lone Tree Summer School</td><td>533</td><td>4,710</td><td></td><td></td><td></td><td>×</td><td></td></td<>	Cultural Services	Lone Tree Summer School	533	4,710				×	
Special Event. Cherry Pie Celebration         35         9.441         X           Special Event. Halloween Family Fun Festival         536         8,710         Y         Y           Special Event. Halloween Family Fun Festival         537         5,374         Y         Y         Y           Special Event. Community Tree Lighting         537         5,374         Y         Y         Y           Cultural Programs. Art         540         11,917         Stolarship Program         Stolarship Program         Y         Y           Cultural Programs. Second Grade History Days         541         2,374         Y         Y         Y           ArtSteps. Community Art Project         542         15,578         Y         Y         Y           ArtSteps. Tomposon School District Art Show         542         2,574         Y         Y         Y           ArtSteps. Tomposon School District Art Show         54         2,374         Y         Y         Y           Collection Registration         553         9,497         Y         Y         Y         Y           ArtSteps. Tomposon School District Art Show         553         9,497         Y         Y         Y           Collection Registration         553         9,497	Cultural Services	Special Event- Lone Tree School Ice Cream Social	534	2,931				×	
Special Event- Halloween Family Fun Festival         536         8,710	Cultural Services	Special Event- Cherry Pie Celebration	535	9,441				×	
Special Event- Community Tree Lighting         537         5,374         0         1           Cultural Programs- Art         538         17,804         0         1         1         1           Cultural Programs- Art         538         17,804         0         1         1         1         1           Cultural Programs- Art         540         2,374         0         1         <	Cultural Services	Special Event- Halloween Family Fun Festival	536	8,710					
Cultural Programs-Art         538         17,804         I         I           Cultural Programs-Special/Other         540         11,917         I         I           Scholarship Program         Scholarship Program         540         11,917         I         I           Koholarship Program         Registration         541         2,374         I         I           AntSteps Community Art Project         546         12,139         I         I           ArtSteps Thompson School District Art Show         543         5,305         I         I           ArtSteps Thompson School District Art Show         536         9,497         I         I           Collection Acquisition         553         9,497         I         I         I           Collection Acquisitions         553         9,497         I         I         I           Support Local Artists         560         9,497         I         I         I         I           Support Local Artists         563         9,497         I         I         I         I           Support Local Artists         563         9,497         I         I         I         I           Support Local Artists         563	Cultural Services	Special Event- Community Tree Lighting	537	5,374					
Cultural Programs- Special/Other54011,91700Scholarship ProgramScholarship Program5412,37400000Scholarship ProgramSacud Gade History Days54612,1390000000Museum Class/Program Registration5425,57802,57400 <td>Cultural Services</td> <td>Cultural Programs- Art</td> <td>538</td> <td>17,804</td> <td></td> <td></td> <td></td> <td></td> <td></td>	Cultural Services	Cultural Programs- Art	538	17,804					
Scholarship Program         541         2,374             Museum Class/Program Registration         54         15,758	Cultural Services	Cultural Programs- Special/Other	540	11,917					
Museum Class/Program Registration54215,578×Second Grade History Days54612,139×Second Grade History Days5472,574×ArtSteps- Community Art Project5472,574×ArtSteps- Thompson School District Art Show5485,305×Orlection Registration55231,823×Collection Acquisition5539,497×Collection Soutreach5539,497×Collection Soutreach5539,497×Distory Exhibit Publications5609,461×Support Local Artists5628,755×Support Local Artists5628,755×Gallery Sales5634,948×Interpretive Exhibit Component Development5634,948Exhibit Installation and Fabrication5634,948Exhibit Installation and Fabrication5634,948Cultural Services Website Management579,370Cultural Services Mestion57 <td< td=""><td>Cultural Services</td><td>Scholarship Program</td><td>541</td><td>2,374</td><td></td><td></td><td></td><td></td><td></td></td<>	Cultural Services	Scholarship Program	541	2,374					
Second Grade History Days5461,139XArtSteps- Community Art Project5472,574XArtSteps- Thompson School District Art Show5485,305XArtSteps- Thompson School District Art Show5485,305XCollection Registration55231,823XCollection Acquisition5539,497XCollection Soutreach5539,497XListory Exhibit Publications5539,467XDublic Arts Collection Administration56093,461XSupport Local Artists5628,755XGallery Sales5634,948XInterpretive Exhibit Component Development5634,948YCultural Services Website Management54110,862XCultural Services Website Management54310,862XCultural Services Website Management54410,862XCultural Services Website Manag	Cultural Services	Museum Class/Program Registration	542	15,578				×	
ArtSteps- Community Art Project5472,574×ArtSteps- Thompson School District Art Show5485,305×ArtSteps- Thompson School District Art Show549××Collection Registration5539,497×Collection Soutreach5539,497×Collections Outreach5539,497×Story Exhibit Publications5544,748×Public Arts Collection Administration5609,461×Support Local Artists5628,755×Gallery Sales5631,948×Interpretive Exhibit Component Development5632,126×Exhibit Installation and Fabrication56933,370×Cultural Services Website Management51410,862×	Cultural Services	Second Grade History Days	546	12,139				×	
ArtSteps-Thompson School District Art Show5485,3055,3055,3055,305Collection Registration55231,8235,497XCollection Soutreach5539,497XXCollection Outreach5539,497XXIfstory Exhibit Publications5544,748XXDublic Artists5579,857XXReport Local Artists5609,461XXSupport Local Artists5654,948XXInterpretive Exhibit Component Development5662,126XXInterpretive Exhibit Component Development5693,330XXCultural Services Website Management57410,862XX	Cultural Services	ArtSteps- Community Art Project	547	2,574				×	
Collection Registration55231,823xCollection Acquisition5539,497xCollections Outreach5539,497xIstory Exhibit Publications5544,748xPublic Arts Collection Administration56093,461xSupport Local Artists5628,755xGallery Sales5654,948xInterpretive Exhibit Component Development5682,126xExhibit Installation and Fabrication56939,370xCultural Services Website Management57410,862x	Cultural Services	ArtSteps- Thompson School District Art Show	548	5,305					
Collection Acquisition5539,497×Collections Outreach5544,748×Collections Outreach5579,857×History Exhibit Publications5779,857×Public Arts Collection Administration56093,461×Support Local Artists5628,7554,948×Interpretive Exhibit Component Development5634,948××Interpretive Exhibit Component Development56321,126××Exhibit Installation and Fabrication56339,370××Cultural Services Website Management57410,862××	Cultural Services	Collection Registration	552	31,823					×
Collections Outreach5544,748×History Exhibit Publications5579,857×History Exhibit Publications5579,3461×Public Arts Collection Administration56093,461×Support Local Artists5628,755×Gallery Sales5634,948×Interpretive Exhibit Component Development56821,126×Exhibit Installation and Fabrication56939,370×Cultural Services Website Management57410,862×	Cultural Services	Collection Acquisition	553	9,497			×		
History Exhibit Publications5579,857XPublic Arts Collection Administration56093,461XSupport Local Artists5628,755XGallery Sales5628,7554,948XInterpretive Exhibit Component Development56821,126XXExhibit Installation and Fabrication56939,370XXCultural Services Website Management57410,862XX	Cultural Services	Collections Outreach	554	4,748				×	
Public Arts Collection Administration       560       93,461         Support Local Artists       562       8,755         Support Local Artists       565       4,948         Interpretive Exhibit Component Development       568       21,126       X         Exhibit Installation and Fabrication       569       39,370       X         Cultural Services Website Management       574       10,862       X	Cultural Services	History Exhibit Publications	557	9,857				×	×
Support Local Artists5628,7558Gallery Sales5654,948Interpretive Exhibit Component Development56821,126XExhibit Installation and Fabrication56939,370XCultural Services Website Management57410,862X	Cultural Services	Public Arts Collection Administration	560	93,461				×	
Gallery Sales     565     4,948       Interpretive Exhibit Component Development     568     21,126     X       Exhibit Installation and Fabrication     569     39,370     X       Cultural Services Website Management     574     10,862	Cultural Services	Support Local Artists	562	8,755					
Interpretive Exhibit Component Development 568 21,126 X Exhibit Installation and Fabrication 569 39,370 Cultural Services Website Management 574 10,862	Cultural Services	Gallery Sales	565	4,948					
Exhibit Installation and Fabrication         569         39,370           Cultural Services Website Management         574         10,862	Cultural Services	Interpretive Exhibit Component Development	568	21,126			×	×	
Cultural Services Website Management 574 10,862	Cultural Services	Exhibit Installation and Fabrication	569	39,370				×	
	Cultural Services	Cultural Services Website Management	574	10,862				×	×

# Attachment 6 Community Programs Quartile 3 Attribute Matrix

			14 000			;	
		<b>م/</b> ح	11,230			~	
Cultural Services		577	39,576			×	
Cultural Services	Cultural Event Creation and Support	579	29,993			×	
Cultural Services	Cocktails and Cinema Series	580	5,086			×	
Cultural Services	Museum Marketing & Promotion	581	60,058			×	
Cultural Services	Rialto Theater Center Marketing & Promotion	582	36,726			×	
Cultural Services	Sponsored Performances and Events.	584	78,229				×
Cultural Services	Box Office Ticketing Services.	585	87,112			×	
Cultural Services	Rialto Theater Maintenance and Upgrades.	586	48,760			×	
Cultural Services	Arts and Education Programs	589	21,860				
Cultural Services	School Tours and Educational Programs	590	2,607				
<b>Development Services</b>	Development Services Website	448	26,304			×	
Development Services	Public Information	458	59,810				
Development Services	Building Code Enforcement/Work Without Permits	461	17,430		×		×
	Dead and Dangerous/Infected/Infested Tree	A67	17 /30		>		~
Development Services	Abatement	404	001/17		<		<
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		×		×
<b>Development Services</b>	Downtown Encroachments	476	17,424			×	
Development Services	Grant and Contract Management	478	23,772		×	×	Ĩ
Development Services	Historic Preservation Planning	479	36,315		×	×	
<b>Development Services</b>	CDBG Regulations Management	486	26,033			×	
Development Services	Human Services Grant Process	494	31,279		×	×	
<b>Development Services</b>	Customer Service - Current Planning Division	504	157,601			×	
<b>Development Services</b>	Development Review Coordination	505	34,904			×	
<b>Development Services</b>	Title 18 Committee	517	30,352			×	
<b>Development Services</b>	Zoning Board of Adjustment	519	27,402			×	
Development Services	Economic Indicators Dashboard	521	20,019		×	×	
Development Services	Investment Program Reporting	522	31,646		×	×	
Development Services	Pension Management Program	523	20,019			×	
Economic Development	Business Relations/Customer Service	10	41,188			×	×
Executive/Legal	Adjudication General Offenses	183	60,252	×	×		
Finance	Free Porch Light - Repairs	170	61,107			×	
Library	Volunteer Coordination	190	35,439				×
Library	Friends of the Library Liaison	191	18,933			×	
Library	Adult Programming: Hobby and Recreation	193	14,709				×
Library	Cataloging	194	151,924		×	×	×

# Attachment 6 continued

Libraryddult Programming: EducationLibraryLocal History and Genealogical Collection and ServicesLibraryAskColorado Reference StaffingLibraryAskColorado Reference StaffingLibraryAskColorado Reference StaffingLibraryHomebound Delivery and Genealogical Collection and ServicesLibraryLibraryLibraryCustomer Fervice DeskLibraryCustomer Fervice DeskLibraryCustomer Fervice DeskLibraryCustomer Fervice DeskLibraryCustomer Fervice DeskLibraryCustomer Fervice DeskLibraryChannel 16 BroadcastLibraryChannel 16 BroadcastLibraryCustomer Fervice DeskLibraryShelving Shelf-Reading and Collection MaintenanceLibraryCustomer Fervice DeskLibraryShelving Shelf-Reading and Collection MaintenanceLibraryStation OperationsLibraryStation OperationsLibraryCononand Connend Connend ConnendLibraryCononand CenterLibraryCononand CenterLibraryConnend Fire Rescue AuthorityLibraryPrevention/NeinersLibraryCustomation/Source and PublicLibraryConnend Fire RescueLibraryConnend Fire RescueLibraryPrevention/NeinersLibraryCustomationsLibraryCustomationsLibraryLibraryLibraryCustomationLibraryCustomationLibra	ming: Education nd Genealogical Collection and eference Staffing elivery and Seniors Outreach Programming ice Desk ice Desk g Manager ig Manager adcast -Reading and Collection Maintenance	198 201 202 206 216 216 220 230 231 231	22,217 65,195 19,108 43,603			
nd Fire Rescue Authority nd Recreation nd Recreation	nd Genealogical Collection and eference Staffing elivery and Seniors Outreach Programming rec Desk ice Desk ice Desk ice Support (patron) adcast	201 202 206 206 216 220 230 231	65,195 19,108 43 603			
nd Fire Rescue Authority nd Recreation nd Recreation	eference Staffing elivery and Seniors Outreach Programming ice Desk logy Lab g Manager ical Support (patron) adcast	202 206 216 220 230 231	19,108 43.603			
nd Fire Rescue Authority nd Recreation nd Recreation	elivery and Seniors Outreach Programming ice Desk alogy Lab g Manager aical Support (patron) adcast	206 216 220 230 231	43,603		×	×
nd Fire Rescue Authority nd Recreation nd Recreation	Programming ice Desk alogy Lab g Manager aical Support (patron) adcast	216 220 230 231	0000 (0H		×	
nd Fire Rescue Authority nd Recreation nd Recreation	ice Desk Jogy Lab g Manager aical Support (patron) adcast -Reading, and Collection Maintenance	220 230 231	60,402			×
nd Fire Rescue Authority nd Recreation nd Recreation	ology Lab g Manager nical Support (patron) adcast -Reading, and Collection Maintenance	230 231	270,567		×	
nd Fire Rescue Authority nd Recreation nd Recreation	g Manager nical Support (patron) adcast -Reading, and Collection Maintenance	231	33.764		×	
nd Fire Rescue Authority nd Recreation nd Recreation	o more that on the second s		62, 263		×	
nd Fire Rescue Authority nd Recreation nd Recreation	adcast -Reading, and Collection Maintenance	CCL	E2 002		: >	
nd Fire Rescue Authority nd Recreation nd Recreation	adcast -Reading and Collection Maintenance	200	20,303		< :	
nd Fire Rescue Authority nd Recreation nd Recreation	-Reading, and Collection Maintenance	237	37,170		×	
nd Fire Rescue Authority nd Recreation nd Recreation		247	144,143		×	
nd Fire Rescue Authority nd Recreation nd Recreation					;	
nd Fire Rescue Authority nd Recreation nd Recreation	ge Maintenance	249	37,597		×	
nd Fire Rescue Authority nd Recreation nd Recreation	otions	250	43,911			
nd Fire Rescue Authority nd Recreation nd Recreati		251	68,267			
nd Fire Rescue Authority nd Fire Rescue Authority nd Fire Rescue Authority nd Fire Rescue Authority nd Recreation nd Recreation	ions	98	47.840		×	
nd Fire Rescue Authority nd Fire Rescue Authority nd Fire Rescue Authority nd Fire Rescue Authority nd Recreation nd Recreation	Card Command Center	66	18.286	×	×	
Ind Fire Rescue Authority and Fire Rescue Authority and Fire Rescue Authority and Recreation and Recreation	hos Tenining	001			: >	
nd Fire Rescue Authority and Fire Rescue Authority and Recreation and Recreation and Recreation and Recreation and Recreation and Recreation and Recreation and Recreation and Recreation and Recreation			205,202		< >	
nd Fire Rescue Authority and Fire Rescue Authority and Recreation and Recreation and Recreation and Recreation and Recreation and Recreation and Recreation and Recreation and Recreation	ety/ wellness	107	25,220		×	
nd Fire Rescue Authority and Recreation and Recreation and Recreation and Recreation and Recreation and Recreation and Recreation and Recreation and Recreation	r Seat Installations	111	25,962			
nd Recreation nd Recreation nd Recreation nd Recreation nd Recreation nd Recreation nd Recreation nd Recreation nd Recreation	venile Firestarters	112	22,962			
ind Recreation ind Recreation ind Recreation ind Recreation ind Recreation ind Recreation ind Recreation ind Recreation	tion/Marketing/Promotions - Boards,					
nd Recreation and Recreation and Recreation and Recreation and Recreation and Recreation and Recreation and Recreation	Committees & Public Input- Parks and	12	115,081	×	×	
nd Recreation and Recreation and Recreation and Recreation and Recreation and Recreation and Recreation and Recreation and Recreation						
nd Recreation and Recreation and Recreation and Recreation and Recreation and Recreation and Recreation and Recreation and Recreation	unds and Infrastructure Maintenance:					
Ind Recreation Ind Recreation Ind Recreation Ind Recreation Ind Recreation Ind Recreation Ind Recreation	ernments	15	104,938		×	
ind Recreation and Recreation and Recreation and Recreation and Recreation and Recreation and Recreation	ut Maintenance	00	460 125		×	
ind Recreation and Recreation and Recreation and Recreation and Recreation and Recreation and Recreation					<	
nd Recreation Ind Recreation Ind Recreation Ind Recreation Ind Recreation Ind Recreation	Swim Beach	34	48,607		_	
nd Recreation Ind Recreation Ind Recreation Ind Recreation Ind Recreation	: Programs	38	291,834	×	×	
nd Recreation ind Recreation ind Recreation ind Recreation ind Recreation	Cages	39	31,581	×	×	
ind Recreation ind Recreation ind Recreation ind Recreation	ation Programs	52	15,762			
ind Recreation Ind Recreation Ind Recreation	Recreation Programs	54	132,182	×		
ind Recreation Ind Recreation	tion Center Front Line Operations	55	605,630	×	×	×
nd Recreation	ision Administration	64	388,760		×	
ind Recreation	Education. Volunteers and Public					
		92	24,704	×		
		110	010 07	>	>	
			42,017	< >	< >	
		חקר	10E///T	< :	< :	
	l Accreditation	122	182,957	×	×	
		135	629,632	×	×	
	s Services	142	44,885			
Police Mounted Patrol Unit	ol Unit	144	100,219		×	
Police Warrant Entry		148	111,816 X	×	×	
Police Crime Analysis		154	110,502	×	×	

#### Attachment 6 continued

Police	Web-site management	156 157	16,255 37 253		× >	>	
Police	Ducinocs / Homo Socurity Drown	150	200,12		<	<	
FUILCE	pusiliess/ notifie security Program	OCT	76617				
Police	Property and Evidence Management	161	146,686	×	×	×	
Police	Crime Scene Processing	162	51,444		×	×	
Police	Criminal Investigations	163	1,286,811	×	×	×	
Police	Cyber Crimes Investigation	164	136,760			×	
Police	Sex Offender Registration	165	102,161	×	×	×	
Police	Special Investigations (Northern Colorado Drug Task	166	6.319		×	×	
	Force)	0			<	<	
Police	Regional Crime Lab	168	162,417		×	×	
Public Works	Community Relations	264	20,789			×	
Public Works	Federal Aviation Administration Coordination	270	15,935			×	
Public Works	Federal and State Funding Management	272	13,314			×	
Public Works	Airport Real Estate and Commercial Operations	773	77 380			×	
	Management	0	000144			<	
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			×	
Public Works	Colorado Department of Transportation Division of	280	9.278			×	
	Aeronautics Coordination					:	
Public Works	Noise Mitigation	282	7,890			×	
Public Works	Economic Development - Aviation	283	9,752			×	
Public Works	Charter Management	285	5,424			×	
Public Works	Commercial Carrier Development	287	32,761			×××	
Builtie Mierlee	Public and Stakeholder Outreach, Education and	000	007.0			>	
Public works	Engagement - Airport	997	9,489			<	
Public Works	Transportation Security Administration Coordination	289	43.258			×	
	and Regulatory Compliance	0				¢	
Public Works	Emergency Response Support	292	14,517			×	
Public Works	Wildlife Mitigation	293	11,053			×	
Public Works	American Disabilities Act (ADA) management	298	51,307			×	
Public Works	Intergovernmental Relations / Regulatory					;	
	Compliance	667	49,273			×	
Public Works	Performance Measurement and Regulatory Reporting	301	67,919			×	
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 Rolloff Box Rentals	362	123,922				
Public Works	Public Outreach & Education	368	170,015		×	×	

#### Attachment 6 continued

Dublic Morbs	Mecanita Control - Education 8. Outraach	272	13 666	>	>	>	
				<	<	<	
Water and Power	Generation Operations and Maintenance	374	102,589				
Water and Power	Repair/Replace Porch Lights	380	65,435			×	
Water and Power	Safety Education - Schools	381	214,186			×	
Water and Power	GreenSwitch	389	20,110		×	×	
Water and Power	Partnering with Power	390	14,401		×	×	
Water and Power	Home Energy Reports	391	325,921			×	
Water and Power	Larimer County Youth Conservation Corps	392	52,802			×	×
Water and Power	Home Energy Audit Program	393	284,711			×	
Water and Power	General Conservation	395	43,092			×	
Water and Power	Demand-side Management Marketing	396	103,928			×	
Water and Power	Energy Education Assistance Program	400	20,133			×	×
Water and Power	Public Relations - Electric Utilities	403	76,298		×	×	
Water and Power	Efficiency Works	404	15,695			×	
Water and Power	Public Relations	417	19,018		×	×	×
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	Public Relations	440	52,796		×	×	
Water and Power	Home Energy Audit Program	443	8,837		×	×	
Water and Power	Energy Education Assistance Program	444	14,962			×	×
Total Budget			12,849,612				
Total Programs			179				

#### Attachment 6 continued

Program Name         Program Value         Program Value         Total         High	Governing Q3 Matrix								
mil City Council and Boards and Commissions Support         9130         136,364         X           Pyrofil         9110         74,041         74,041           Pyrofil         9113         53,457         X           Pyrofil         9113         131,020         X           Sectorist Explanagement         9113         53,457         X           Explanation Collections         9126         813,223         X           Ultity Billing         813,753         52,823         X           Business Comport Collections         9126         93,333         X           Business Comport Collections         9126         37,329         X           Business Comport Collections         9126         93,333         X         X           Business Comport Administration         9126         93,343         X         X           Business Comport Administration         9126         93,433         X         X           Employee Cinict and Weliness         9056         34,816 <th>Department</th> <th>Program Name</th> <th>Program Number</th> <th>Total Estimated Budget</th> <th>High Mandate</th> <th></th> <th>Large Portion of Community Served</th> <th>High City Reliance</th> <th>High Demand</th>	Department	Program Name	Program Number	Total Estimated Budget	High Mandate		Large Portion of Community Served	High City Reliance	High Demand
Purchasing Card Management         9110         7,4/4           Purchasing Card Management         9112         9,000         ×           Favorall         Grant Matinistration         9113         53,457         ×           Grant Matinistration         9113         53,457         ×         ×           Special District Management         9113         53,457         ×         ×           Special District Management         9113         53,457         ×         ×           Tax Audinistration         9113         93,457         ×         ×           Tax Audinistration         9123         9123         82,823         ×         ×           Centeal Tax Administration         9124         9123         9123         9123         ×         ×           Centeal Tax Administration         9123         9123         9123         9123         ×         ×           Utility Billing         Resources Technology Management, Records Management         9073         1,4500         ×         ×           Employee Clone for OR OF	City Clerk and Court Admi	in City Council and Boards and Commissions Support	9130	136,364	×		×	×	
PayrolByrolY.M.PayrolFayrol911297,000XAccounts Payels911353,457XXAccounts Payels9114131,209XXTax Administration9113911393,009XXTax Delinquency Collections912483,230XXTax Delinquency Collections912481,3203XXBarlits - Relinquency Collections912581,323XXEEO4 Reporting912481,3233XXXBarlits - Reployee Clinic and Wellness90233,351XXBenefits - Reployee Clinic and Wellness90243,351XXBenefits - Reployee Clinic and Wellness90243,351XXBenefits - Reployee On & Of-Boarding90243,352XXHIPA Compliant90243,3521,056XXHIPA Compliant90253,355XXXProperty - Casulty Insurance90731,056XXProperty - Casulty Insurance90731,056XXProperty - Casulty Insurance90731,4738XXProperty - Casu	Finance	Purchasing Card Management	9110	74,474			×	×	
Cart Administration911333,457Special District Management911433,00533,457Special District Management911433,00038,457×Tax Auditing911333,005911333,005×Tax Definition (Injury)Tax Auditing911333,005××Tax Definition (Injury)Collections912338,457××Tax Definition (Injury)Collections912338,323××Utility BillingBisness Occupation (Injury)912634,316××Benefits- Retirements & Terminations905337,533×××Enolloyee Appreciation & Recognition905437,513×××Enolloyee Appreciation & Recognition905437,513×××HPAA Compliance90751,076××××HPAA Compliance90751,076××××Morkes' Casion Management, Records Management90751,076×××Morkes' Casion Recognition90751,076××××Morkes' Casion Recognition90751,378××××Morkes' Casion Recognition90751,378××××Setery Program Administration90751,378××××Setery Program Administration90751,378×××××Setery Prog	Finance	Payroll	9112	97,000	×		×	×	
Accounts Payable9114311.205Special District Management911753.009×Tax Auditing911993.457×Tax Auditing911283.023×Tax Auditing9126818.023×Tax Delinquency Collections9126818.023×Utility Billing9136818.023×Usiness Occupation (Liquor) - Collections9136818.023×Usiness Occupation (Liquor) - Collections9136818.023×Unity Billing9136818.023××Benefits - Retirements & Terminotons905531.323×Benefits - Retirements & Terminotons905634.316×ECO4 Reporting905414.054××Benefits - Retirements & Terminotons905531.322×Benefits - Retirements & Terminotons907514.078×ECO4 Reporting905634.315××ECO4 Reporting905634.315××Benefits - Retirements & Terminos905531.325×Endovore Appreciation & Recognition907514.078×Endovore Complexent907514.078××HPAA Compliance907531.325××Property - Casualty Insurance907531.325××Property - Casualty Insurance907531.325××Safety - Training54fety - Training×××Safety - Tra	Finance	Grant Administration	9113	53,457			×	×	
Special District Management11/153,009NTax Management112467,370XTax Management9119198,457XGeneral Tax Administration912467,370XCenteral Tax Administration912467,370XUtility Billing82,823XXBusiness Occupation (Liquor) - Collections912537,512XBenefits-Employee Clinic and Wellness905437,512XBenefits-Employee Clinic and Wellness905534,816XBenefits- Retirements & Terminations905634,816XEnployee On & Off-Boarding906410,964XHuman Resources Technology Management, Records Management907314,600XProperty/Lability Claim Management, Records Management907331,532XProperty/Lability Claim Management907331,535XProperty/Lability Claim Management907331,535XSafety Program Administration909413,736XSafety Program Administration909533,096XSafety Program Administration9095909414,738XSafety Program Administration9095909533,096XSafety Program Administration909590959,33XSafety Program Administration90959,34XSafety Program Administration90959,34XSafety Program Administration90959,34XS	Finance	Accounts Payable	9114	131,209			×	×	
Tax Auditing9119138.457XGeneral Tax Administration912382.823XTax Administration912482.823XTax Delinquency Collections9125818.223XUtilty Biling9126818.223XXUtilty Biling9126818.223XXBenefits-Employee Chinc and Wellness905534.816XBenefits-Employee Chinc and Wellness905434.816XErob Reporting905434.816XEmployee Chinc and Wellness905434.816XEmployee Chinc and Wellness905434.816XEmployee Chinc and Wellness905414.009XEmployee Chinc and Wellness905434.816XEmployee Chinc and Wellness905434.926XEmployee Chinc and Wellness905434.936XEmployee Chinc and Wellness905534.936XEmployee Chinc and Wellness905534.936XEmployee Chinc and Wellness905493.256 <t< td=""><td>Finance</td><td>Special District Management</td><td>9117</td><td>53,009</td><td></td><td></td><td></td><td></td><td></td></t<>	Finance	Special District Management	9117	53,009					
General Tax Administration912382,823XTax Delinqueroy Collections912483,533XUtility Billio81,53381,533XBusiness Occupation (Lquor) - Collections91359134XBusiness Occupation (Lquor) - Collections91359134XBusiness Occupation (Lquor) - Collections90531,842XEEO4 Reporting905437,312XBenefits-Employee Clinic and Wellness905437,312XBenefits-Employee Clinic and Wellness905434,862XEmployee On & Off-Boarding90541,956XEmployee On & Off-Boarding90541,956XFindovee Clinic and Wellness90731,4500XProperty-Casulty Insurance90731,4500XProperty-Casulty Insurance90751,436XProperty-Casulty Insurance90751,436XProperty-Casulty Insurance90751,436XProperty-Casulty Insurance90751,436XProperty-Casulty Insurance90751,436XProperty-Casulty Insurance90751,436XProperty-Casulty Insurance90751,436XProperty-Casulty Insurance90751,436XProperty-Casulty Insurance90751,436XProperty-Insulty Clain Management90751,436XProperty-Insulty Clain Management90751,436XProperty-Insulty C	Finance	Tax Auditing	9119	198,457		×			
Tax Delinquency Collections912467,370XUtility Biling9126813,2339126813,233NBusiness Compation (Lquor) - Collections9126813,2339136XEEO 4 Reporting814,6009136813,8339136XBenefits - Employee Clinic and Wellness905637,512XXBenefits - Entrolose Apreciation & Recognition906410,964XXEmployee One Off-Boarding906410,964XXFundoree Apreciation & Recognition907314,600XEmployee One Off-Boarding907314,600XProperty-Casualty Instance907314,600XProperty-Lability Claim Management907314,600XProperty-Lability Claim Management907331,665XSafety - Training907331,665XSafety - Training909414,733XSafety regramment909414,733XSafety regramment909414,733XSafety regramment909414,733XSafety regrammental Permitting909414,733XSafety regramment909414,733XSafety regrammental Permitting909414,733XSafety regrammental Permitting909414,733XSafety regrammental Permitting909414,733XSafety regrammental Permitting909414,733XSafety regrammental Permitt	Finance	General Tax Administration	9123	82,823		×			
Utility Billing         B18,223         S18,223         S18,233         S18,523         S18,523         S18,523         S18,523         S18,533	Finance	Tax Delinquency Collections	9124	67,370		×			
Business Occupation (Liquor) - Collections         9175         37,239         1           EEO4 Reporting         9052         1,282         X           EEO4 Reporting         9053         3,5112         X           Benefits - Entrinentos         9053         3,5112         X           Benefits - Retinements & Terminations         9053         3,5112         X           Benefits - Retinements & Terminations         9053         3,513         X           Imployee On & Off-Boarding         9064         10,964         X           Human Resources Technology Management, Records Management, 9073         1,4600         X           Human Resources Technology Management, Records Management, 9073         1,4600         X           Property-Leastly Instance         9075         31,525         X           Safety - Training         9075         31,565         X           Safety - Training         9075         9076         1,778         X           Safety - Training         9075         913         X         X           Safety - Training         9075         913         X         X           Incommental Permitting         9076         1,738         X         X           Safety - Training	Finance	Utility Billing	9126	818,223					
ECO Reporting90521,842XBenefits - Freements & Terminations905437,51237,512Benefits - Retirements & Terminations90563,416XEmployee Of Root & Root Analgement, Records Management90731,600XEmployee Of Root & Off-Boarding90751,078XEmployee Contance90751,078XEmployee Contance90751,078XEmployee Contance90751,078XEmployee Contance90751,078XEmployee Contance90751,078XEmployee Contance90751,078XEmployee Contance90751,078XEmployee Contance90751,078XEmployee Contance90751,127XEmployee Contance90751,127XEmployee Contance908425,395XSafety - Training908425,395XSafety - Training908425,395XSafety - Training908425,395XSafety - Training908425,395XMiteriony Bird Terraity Bird Terraity Bird Terraity Bird Terraining909591,015Environmental Permitting909591,01655,595Environmental Permitting909591,01655,595Environmental Permitting909591,01655,595Environmental Permitting909591,01655,595Environmental Permitting9095 <td>Finance</td> <td>Business Occupation (Liquor) - Collections</td> <td>9175</td> <td>37,289</td> <td></td> <td></td> <td></td> <td></td> <td></td>	Finance	Business Occupation (Liquor) - Collections	9175	37,289					
Benefits-Employee Clinic and Wellness905437,512Benefits-Employee Clinic and Wellness905634,816×Employee Appreciations & Recognition906334,816×Employee Appreciations & Recognition906334,816×Employee Appreciations & Recognition907314,600×Employee Appreciations Wanagement, Records Management907314,600×HIPAA Compliance90751,078×Property-Casualty Insurance90751,078×Property-Italing90751,078×Property-Italing90751,078×Safety - Training90751,078×Safety - Accident Investigation908331,065×Safety - Accident Investigation908314,733×Safety - Accident Investigation908331,065×Safety Program Administration908314,733×Migratory Bird Treaty Review Business System Management909314,733×Migratory Bird Treaty Review Business System Management and Support909310,657×Corry Applications Support909331,854××Revork Project Management909331,854××Revork Project Management909331,854××State Federal Inspections, Notifications909331,854××Corry Applications9093903175,559×Revork Project Management903331,854 </td <td>Human Resources</td> <td>EEO4 Reporting</td> <td>9052</td> <td>1,842</td> <td>×</td> <td></td> <td>×</td> <td></td> <td></td>	Human Resources	EEO4 Reporting	9052	1,842	×		×		
Benefits - Retirements & Terminations         9056         34,816         X           Employee Appreciation & Recognition         9063         25,419         X           Employee On & Off-Boarding         9073         14,060         X           Human Resources Technology Management, Records Management         9073         14,060         X           HiPAA Compliance         9075         1,078         X           Property - Casualty Insurance         9075         31,552         X           Property - Launing         9073         31,665         X           Safety - Training         9073         31,552         X           Safety - Training         9074         14,368         X           Safety - Training         9084         13,127         X           Safety - Training         9093         31,655         X           Safety - Training         9093         31,455         X           Safety - Training         9093         31,455         X           Safety - Training         9094         14,733         X           Safety - Training         9093         31,655         X           Safety - Training         9093         14,733         X           Migratory Bird Treaty	Human Resources	Benefits-Employee Clinic and Wellness	9054	37,512			×	×	
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Employee On & Off-Boarding906410,964XHurnan Resources Technology Management, Records Management907314,600XHIPAA Compliance90751,078XProperty - Casualty Insurance90751,1328XProperty Casualty Insurance907714,565XWoperty Casualty Insurance907331,555XVoperty/Liabiling907331,555XSafety - Training908425,255XSafety Program Administration908425,255XSafety Program Administration908414,733XLenvinonmental Permitting909414,733XMigratory Bird Treaty Act & Endangered Species Compliance909710,677XMigratory Bird Treaty Act & Endangered Species Compliance909710,677XKervinonmental Training10,73310,733XMigratory Bird Treaty Act & Endangered Species Compliance909710,436XKervinonmental Training10,75353,861XHazardous Waste Management900379,170XKervinonmental Training10,75379,170XKervinonmental Training900423,861XKervinonmental Training90	Human Resources	Employee Appreciation & Recognition	9063	25,419			×	×	
Human Resources Technology Management, Records Management907314.600 $\times$ HIPAA Compliance90751,078 $\times$ Property -Casualty Insurance907531,532 $\times$ Property lability Claim Management907714,368 $\times$ Safety - Tarining907831,655 $\times$ Safety - Accident Investigation908425,295 $\times$ Safety - Accident Investigation908513,127 $\times$ Safety - Accident Investigation908414,733 $\times$ Safety - Accident Investigation909414,733 $\times$ Safety - Accident Investigation909414,733 $\times$ Safety Accident Investigation909414,733 $\times$ Safety Pactions909414,733 $\times$ Safety Accident Instruction90959,342 $\times$ Migratory Bird Treaty Act & Endangered Species Compliance90959,342 $\times$ Migratory Bird Treaty Act & Endangered Species Compliance909510,677 $\times$ Larardous Waste Management909610,677 $\times$ $\times$ Larardous Waste Management909810,677 $\times$ $\times$ Larardous Waste Management903875,559 $\times$ $\times$ <t< td=""><td>Human Resources</td><td>Employee On &amp; Off-Boarding</td><td>9064</td><td>10,964</td><td>×</td><td></td><td></td><td></td><td></td></t<>	Human Resources	Employee On & Off-Boarding	9064	10,964	×				
HIPA Compliance9075 $1.078$ $\times$ Property - casualty insurance9076 $31,532$ $\times$ Property - casualty insurance907 $14,368$ $\times$ Workers' Comp Procurement9071 $14,365$ $\times$ Vorperty/Lability Claim Management9083 $31,665$ $\times$ Safety - Training9084 $25,295$ $\times$ Safety - Accident Investigation9084 $25,295$ $\times$ Safety - Accident Investigation9094 $14,783$ $\times$ Safety Program Administration9094 $14,783$ $\times$ Migratory Bird Treaty At & Endangered Species Compliance9095 $9,342$ $\times$ Migratory Bird Treaty At & Endangered Species Compliance9097 $10,677$ $\times$ Hazardous Waste Management9093 $10,436$ $\times$ Cort's Applications Unsport9093 $10,436$ $\times$ Development Revie w Business System Management and Support9024 $75,559$ $\times$ Network Project Management9023 $79,170$ $75,559$ $75,559$ Network Project Management9024 $75,559$ $75,559$ $75,559$ Stare Pointification9024 $75,559$ $75,559$ $75,559$ Network Project Management9024 $75,559$ $75,559$	Human Resources	Human Resources Technology Management, Records Management	9073	14,600	×				
Property-Casualty Insurance9076 $31,532$ Workers' Comp Procurement9077 $14,368$ ×Vorkers' Comp Procurement9078 $31,665$ ×Property/Lability Claim Management9078 $31,665$ ×Safety - Training9084 $25,295$ ×Safety - Accident Investigation9089 $33,096$ ×Safety Program Administration9089 $33,096$ ×Safety Program Administration9094 $14,783$ ×Environmental Permitting9095 $9,342$ ×Migratory Bird Treaty Act & Endangered Species Compliance9095 $9,342$ ×Environmental Training9093 $10,475$ ×Environmental Training9093 $10,436$ ×Migratory Bird Treaty Act & Endangered Species Compliance9095 $9,342$ ×Environmental Training9093 $10,436$ ×Environmental Training9093 $10,436$ ×Migratory Burinstration9093 $10,436$ ×Cort Specifications Upport9023 $9,903$ $7,9,700$ Network Administration9030 $7,9,170$ ×Network Administration9030 $25,589$ ×Storage Administration9030 $23,891$ ×Telecom Support Services (phones and voice mail)9132 $5,559$ ×Storage Administration9133 $23,220$ ×Storage Administration9132 $5,559$ ×Storage Administration9132 $5,559$ <	Human Resources	HIPAA Compliance	9075	1,078	×		×		
Workers' Comp Procurement90714,368XProperty/Lability Claim Management97831,665XSafety - Training97831,665XSafety - Training97831,265XSafety - Accident Investigation90813,127XSafety Program Administration90833,096XSafety Program Administration90914,783XEnvironmental Permitting90914,783XMigratory Bird Treaty Act & Endangered Species Compliance9099,44XEnvironmental Training909710,677XMigratory Bird Treaty Act & Endangered Species Compliance909710,677XEnvironmental Training909710,677XEnvironmental Training909710,677XMigratory Bird Treaty Act & Endangement909710,677XEnvironmental Training909310,677XCorreste Management909375,170XNetwork Project Instration902068,9637Network Project Instration903075,170XNetwork Project Instration903031,844XNetwork Project Management903031,844XNetwork Project Instration903031,844XNetwork Project Instration903031,844XNetwork Project Instration903075,559XNetwork Project Instration903031,844XStorage Administration	Human Resources	Property -Casualty Insurance	9076	31,532			×	×	
Property/Liability Claim Management9078 $31,665$ Safety - Training $53,295$ $X$ Safety - Accident Investigation $9084$ $25,295$ $X$ Safety Program Administration $9089$ $13,127$ $X$ Safety Program Administration $9089$ $33,096$ $33,096$ $X$ Environmental Permitting $9094$ $14,783$ $X$ Migratory Bird Treaty Act & Endangered Species Compliance $9097$ $14,783$ $X$ Migratory Bird Treaty Act & Endangered Species Compliance $9097$ $10,677$ $X$ Hazardous Waste Management $9097$ $10,677$ $X$ Levelopment Revie Business System Management $9093$ $10,436$ $X$ CoTS Application Support $9004$ $258,861$ $X$ Network Administration $9020$ $6,673$ $X$ Network Project Management $9020$ $6,673$ $X$ Network Project Management $9020$ $79,170$ $Y$ Network Project Management $75,559$ $79,170$ $Y$ Network Project Management $9030$ $79,170$ $Y$ Network Project Management $9030$ $79,170$ $Y$ Network Project Management $75,559$ $Y$ $Y$ Storage Administration $9030$ $79,170$ $Y$ Network Project Management $9030$ $79,170$ $Y$ Network Project Management $79,170$ $Y$ $Y$ Storage Administration $9030$ $23,891$ $Y$ Storage Administration $904$	Human Resources	Workers' Comp Procurement	9077	14,368	×				
Safety - Training908425,295XSafety - Accident Investigation908513,12733,096Safety Program Administration908933,09614,783XEnvironmental Permitting909414,783XMigratory Bird Treaty Act & Endangered Species Compliance90979,342XMigratory Bird Treaty Act & Endangered Species Compliance909710,677XEnvironmental Training909710,677XHazardous Waste Management909810,436XState, Federal Inspections, Notifications9004258,861XDevelopment Review Business System Management and Support9004258,861XCOTS Application Support90266,963YYNetwork Project Management903079,170YYNetwork Project Management903079,170YYStorage Administration903079,170YYStorage Administration904023,891YYTelecom Support Services (phones and voice mail)904023,891YBuilding Interior Design913075,559XComputer Aided Design/ Building Information Management9133Z,3220YComputer Aided Design/ Building Information Management9133Z,3220Y	Human Resources	Property/Liability Claim Management	9078	31,665			×	×	
Safety - Accident Investigation908513,127Safety Program Administration908933,006Environmental Permitting909414,783Migratory Bird Treaty Act & Endangered Species Compliance90959,342Migratory Bird Treaty Act & Endangered Species Compliance909710,677Migratory Bird Treaty Act & Endangered Species Compliance909710,677Migratory Bird Treaty Act & Endangered Species Compliance909710,677Migratory Bird Treaty Act & Endangerent909710,677Funironmental Training909710,677XHazardous Waste Management909810,436XState, Federal Inspections, Notifications9004258,861XCoTS Application Support9004258,861XNetwork Project Management903079,170YNetwork Project Management903079,170YNetwork Project Management903079,170YStorage Administration903079,170YStorage Administration903079,170YStorage Administration903079,553YBuilding Interior Design80160913265,369XComputer Aided Design/ Building Interior Design913257320YComputer Aided Design/ Building Interior Design913323,320YStorage Administration913323,320YYStorage Administration913323,320YYStorage Administra	Human Resources	Safety - Training	9084	25,295	×				
Safety Program Administration90833,096Environmental Permitting909414,783XMigratory Bird Treaty Act & Endangered Species Compliance90959,342XEnvironmental Training909710,677XHazardous Waste Management909810,436XState, Federal Inspections, Notifications900910,436XCoTS Application Support9004258,861XNetwork Administration (LAN/Wireless)903079,17079,170Network Project Management903175,55931,854Storage Administration903079,17075,559Storage Administration904023,80175,559Unding Interior Design904023,80175,559Building Interior Design913265,369XComputer Aided Design/ Building Information Management913265,369XComputer Aided Design/ Building Information Management913255,559X	Human Resources	Safety - Accident Investigation	9085	13,127				×	
Environmental Permitting903414,783XMigratory Bird Treaty Act & Endangered Species Compliance90959,342XEnvironmental Training909710,677XHazardous Waste Management909810,436XState, Federal Inspections, Notifications91006,673XCoTS Application Support9004258,861XNetwork Administration (LAN/Wireless)902168,963YNetwork Project Management902368,963YNetwork Project Management903079,170YNetwork Project Management903079,170YNetwork Project Management903079,170YNetwork Project Management903079,170YStorage Administration903073,881YStorage Administration904023,881YTelecom Support Services (phones and voice mail)904023,891Building Interior Design913265,369XComputer Aided Design/ Building Information Management913323,220	Human Resources	Safety Program Administration	9089	33,096			×		
Migratory Bird Treaty Act & Endangered Species Compliance90959,342XEnvironmental Training900710,677XHazardous Waste Management909810,436XState, Federal Inspections, Notifications900910,436XCoTS Application Support9004258,861XNetwork Administration Support90216673XNetwork Administration (LAN/Wireless)902268,96379,170Network Project Management903079,17075,559Storage Administration903073,185475,559Storage Administration904023,89175,559Uniding Interior Design912265,369XBuilding Interior Design913265,369XComputer Aided Design/ Building Information Management913223,891Computer Aided Design/ Building Information Management913223,891	Human Resources	Environmental Permitting	9094	14,783	×		×		
Environmental Training909710,677XHazardous Waste Management903810,436XState, Federal Inspections, Notifications91006,673XDevelopment Review Business System Management and Support9004258,861XCOTS Application Support9026,673XNetwork Project Management9026,673XNetwork Project Management90279,17079,170Network Project Management903175,559XStorage Administration903073,185475,559Storage Administration904023,89179,583Building Interior Design913265,369XComputer Aided Design/ Building Information Management913323,220	Human Resources	Migratory Bird Treaty Act & Endangered Species Compliance	9095	9,342	×				
Hazardous Waste Management909810,436XState, Federal Inspections, Notifications91006,673XDevelopment Review Business System Management and Support9004258,861XDevelopment Review Business System Management and Support90268,963XNetwork Administration (LAN/Wireless)90268,96379,170Network Project Management903079,17075,559Storage Administration903175,55931,854Storage Administration904023,89179,583Building Interior Design913265,369XComputer Aided Design/ Building Information Management913323,220	Human Resources	Environmental Training	2606	10,677	×				
State, Federal Inspections, Notifications91006,673XDevelopment Review Business System Management and Support9004258,861COTS Application Support90268,96379,170Network Administration (LAN/Wireless)903079,17079,170Network Project Management903175,55979,170Storage Administration903175,55979,185Storage Administration904023,89175,559Building Interior Design904879,5839048Computer Aided Design/ Building Information Management913265,369X	Human Resources	Hazardous Waste Management	8606	10,436	×				
Development Review Business System Management and Support9004258,861COTS Application Support902268,963Network Administration (LAN/Wireless)903079,170Network Project Management903175,559SharePoint/Extranet Administration903175,559Storage Administration903931,854Storage Administration904023,891Telecom Support Services (phones and voice mail)904879,583Building Interior Design913265,369XComputer Aided Design/ Building Information Management913323,220	Human Resources	State, Federal Inspections, Notifications	9100	6,673	×				
COTS Application Support902268,963Network Administration (LAN/Wireless)903079,170Network Project Management903175,559SharePoint/Extranet Administration903175,559Storage Administration903931,854Storage Administration904023,891Telecom Support Services (phones and voice mail)904879,583Building Interior Design913265,369XComputer Aided Design/ Building Information Management913323,220	Information Technology	Development Review Business System Management and Support	9004	258,861			×	×	
Network Administration (LAN/Wireless)903079,170Network Project Management903175,559SharePoint/Extranet Administration903931,854Storage Administration904023,891Telecom Support Services (phones and voice mail)904879,583Building Interior Design913265,369XComputer Aided Design/ Building Information Management913323,220	Information Technology	COTS Application Support	9022	68,963					
Network Project Management903175,559SharePoint/Extranet Administration903931,854Storage Administration904023,891Telecom Support Services (phones and voice mail)904879,583Building Interior Design913265,369XComputer Aided Design/ Building Information Management913323,220	Information Technology	Network Administration (LAN/Wireless)	9030	79,170			×	×	×
echnology SharePoint/Extranet Administration 9039 31,854 echnology Storage Administration 9040 23,891 echnology Telecom Support Services (phones and voice mail) 9048 79,583 building Interior Design Building Information Management 9133 23,220	Information Technology	Network Project Management	9031	75,559			×	×	
echnology Storage Administration 9040 23,891 echnology Telecom Support Services (phones and voice mail) 9048 79,583 Building Interior Design 5 Computer Aided Design/ Building Information Management 9133 23,220	Information Technology	SharePoint/Extranet Administration	9039	31,854			×	×	
echnology Telecom Support Services (phones and voice mail) 9048 79,583 Building Interior Design Computer Aided Design/ Building Information Management 9133 23,220	Information Technology	Storage Administration	9040	23,891			×	×	×
is Building Interior Design 23,369 X Computer Aided Design/ Building Information Management 9133 23,220	Information Technology	Telecom Support Services (phones and voice mail)	9048	79,583			×	×	
Computer Aided Design/ Building Information Management	Public Works	Building Interior Design	9132	65,369	×		×	×	
	Public Works	Computer Aided Design/ Building Information Management	9133	23,220					

#### Attachment 7 Governance Program Quartile 3 Attribute Matrix

Public Works	Space Planning/Move Management	9136	105,252		
Public Works	Housekeeping/@ustodial Management	9139	720,749	×	
Public Works	Mail Services	9140	85,832		
<sup>o</sup> ublic Works	Snow Removal	9141	89,671	×	
Public Works	Security Alarm Monitoring	9146	18,554	×	
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	×	
Public Works	Fleet Strategic Planning	9151	102,844		
Total Budget			4,145,073		
Total Programs			47		

#### Attachment 7 continued



# <u>PBB</u> Preliminary Analysis

John Hartman Budget Officer

Presented June 24, 2014



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





#### Over 700 Programs provided by the City

- 529 Total Community Programs
- 173 Total Governance Programs

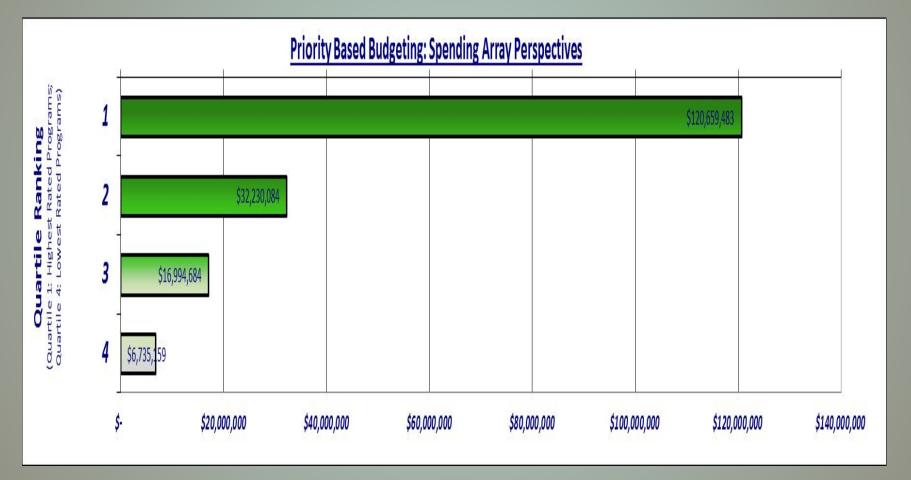
#### > 375 or 53% in the top two Quartiles

- 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**





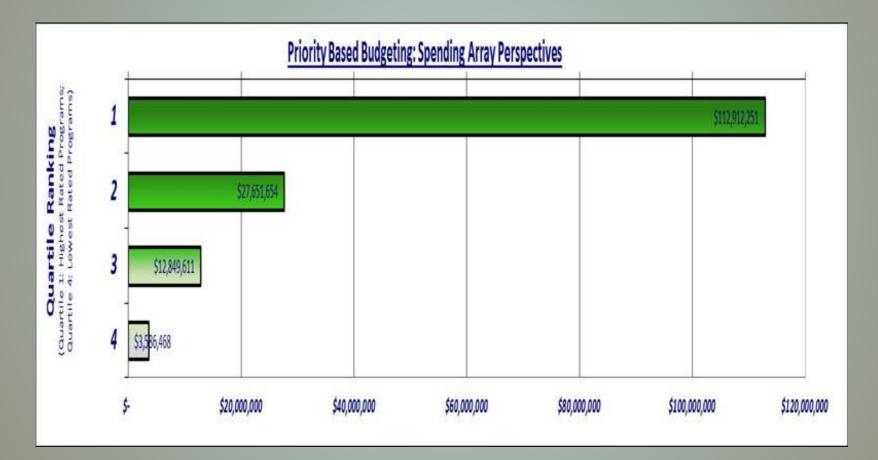


# **Quartiles 1 and 2 Programs**

- 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

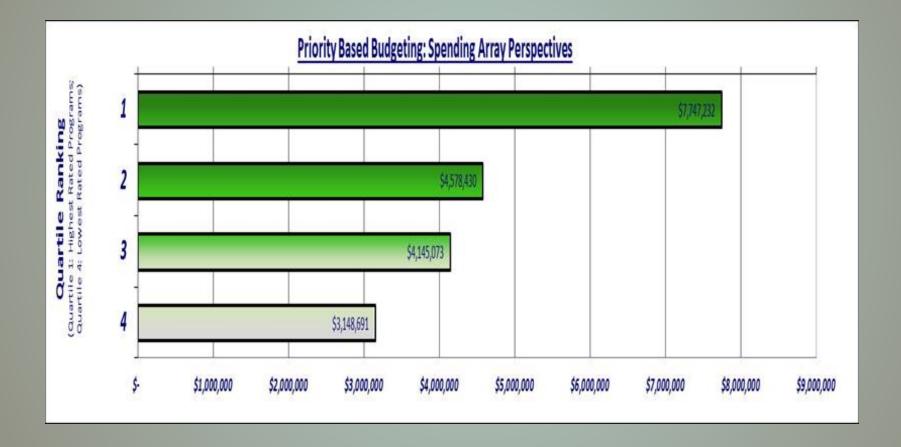


## Community Programs Budget Allocation





#### Governance Programs Budget Allocation



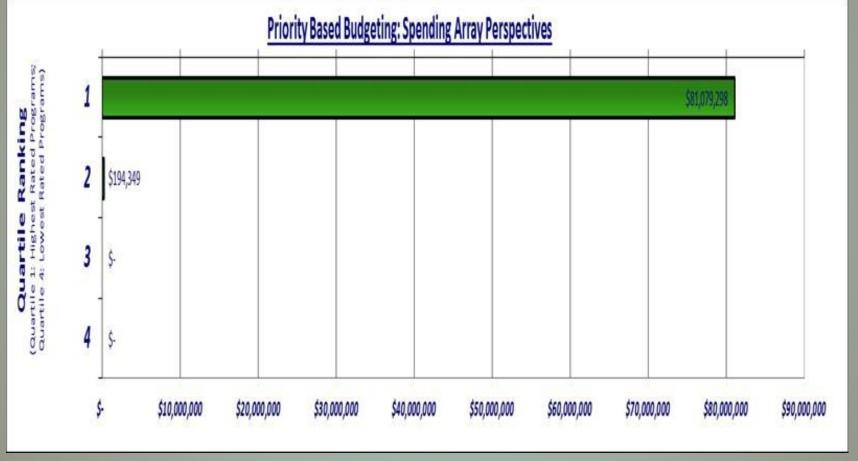


# **Key Community Programs**

- 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**





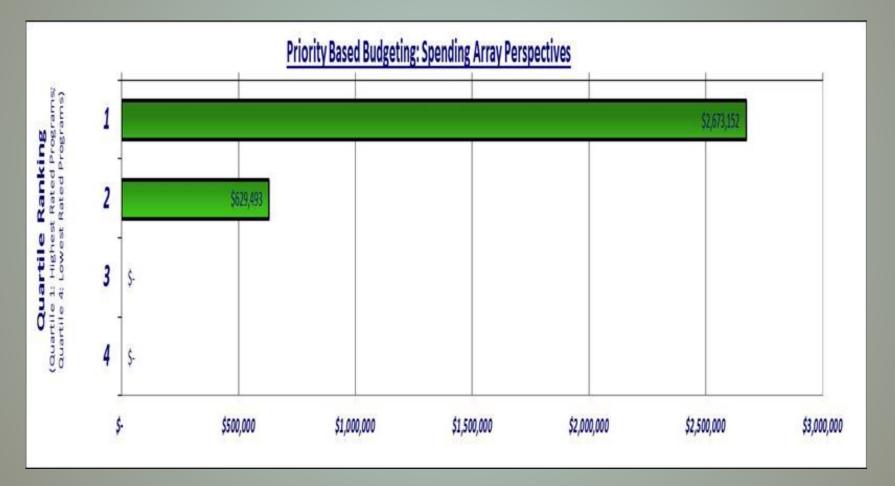
### Key Governance Programs

#### 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**

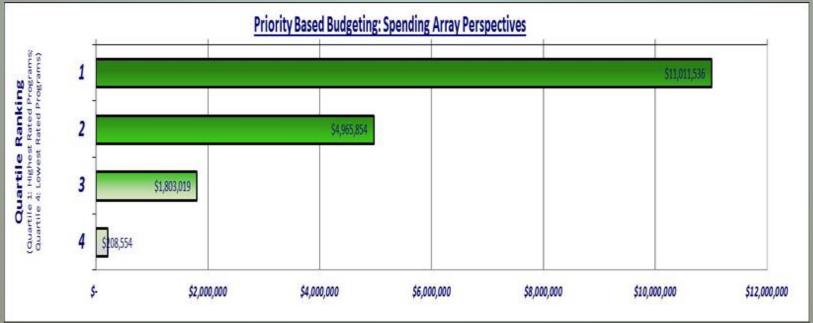




### **Programs with High Demand**

#### These May Require More Resources to Maintain Service Levels

Total City - 132 Programs, \$18.3 million





# Quartile 4 Community Program

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



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### 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



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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.





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.





# **Questions?**

John Hartman Budget Officer

Presented June 24, 2014