



Council Ad Hoc Committee for Revenue Evaluation (C.A.R.E.)

AGENDA Meeting 3

Date: March 2, 2020

Time: 10:00 am – 12:00 pm

Location: City Council Chambers

1. **Introduction** – Review of Progress from the February 17th meeting Don Overcash

The mission statement: **Provide financial stability to reliably deliver services to our community that our citizens expect and deserve, while contributing as a regional leader and partner.**

We have reviewed the Financial Master Plan – It is in the Planning Benchmark Budget, page 57-59. (Attachment 1)

We have reviewed possible General Fund revenue adjustments and may have some ideas.

2. **Questions and Answers from Meeting 2** (Attachment 2) Alan Krcmarik
Found on Page 3 & 4 of the February 17th Minutes

3. **Today's Topic** Alan Krcmarik
 - Horizon Projects list with revisions (Attachment 3)

4. **Budget Adjustments** Matthew Elliott
 - a. Budget Adjustments made in 2019 (Attachment 4)
 - b. Budget Adjustments offered but not taken
 - c. Other budget reductions that the Council or others are considering

5. **Outcome for Today** Group

6. **Upfront Agreement for Next Session on March 16, 2020** Don Overcash

Hard copies of all the attachments will be available at the meeting.

Attachment 1

Forecast Assumptions:	2019	2020		2021	2022	2023	2024	2025	2026	2027	2028	2029
COL Population Estimates	79,150	81,208	UPDATED for 2020	83,320	85,486	87,709	89,989	91,969	93,992	96,060	98,173	100,333
COL Population Growth Estimates	2.48%	1.43%	UPDATED for 2020	2.6%	2.6%	2.6%	2.6%	2.2%	2.2%	2.2%	2.2%	2.2%
CPI	2.0%	2.2%	UPDATED for 2020	2.2%	2.2%	2.2%	2.2%	2.2%	2.2%	2.2%	2.2%	2.2%
Property Tax Growth (7.15% RAR for 2020 and beyond)		12.64%	UPDATED for 2020	1.0%	0.0%	1.0%	5.0%	1.0%	5.0%	1.0%	5.0%	1.0%
Other Taxes and Revenue Growth (CPI +Population Growth)		3.63%	UPDATED for 2020	4.80%	4.80%	4.80%	4.80%	4.40%	4.40%	4.40%	4.40%	4.40%
Payment in Lieu of Taxes (PILT) Growth		6.56%	UPDATED for 2020	7.77%	9.41%	7.52%	4.55%	3.52%	3.43%	3.33%	3.22%	3.15%
Interest	1.85%	1.55%	UPDATED for 2020	1.65%	1.65%	1.75%	1.75%	1.85%	1.85%	1.95%	1.75%	1.65%
Personnel Services Cost Increase		3.00%	UPDATED for 2020	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
LFRA Contribution Increase		16.04%	UPDATED for 2020	2.55%	3.04%	26.17%	7.79%	10.54%	2.79%	5.01%	2.63%	3.01%
TABOR Reserve Increase	0.00%	0.00%	UPDATED for 2020	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

Final Draft 2020 Financial Master Plan (General Fund) V10

Updated 10/15/19

Financial Master Plan	2018 Actual	2019 Adopted	2019 Revised (7/31/19)	2020 Draft	2020 Draft/ 2019 Adopted % Change	2020 Draft/ 2019 Revised % Change	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast
1 Beginning Fund Balance	\$ 49,531,212	\$ 21,612,048	\$ 42,920,380	\$ 22,215,902	2.8%	-48.2%	\$ 21,559,790	\$ 18,892,483	\$ 18,973,960	\$ 16,581,426	\$ 15,805,130	\$ 12,145,796	\$ 13,555,171	\$ 15,299,286	\$ 16,248,540
<i>Estimated Additional Contribution to Fund Balance (6% of Operating Budget for Forecast Years Only)</i>							4,779,283	4,909,150	5,042,616	5,179,783	5,320,754	5,465,637	5,614,542	5,767,582	5,924,875
Revenues (by Class)															
2 Property Tax	10,054,125	10,128,663	9,856,562	11,409,054	12.6%	15.8%	11,523,145	11,523,145	11,638,376	12,220,295	12,342,498	12,959,623	13,089,219	13,743,680	13,881,117
3 Sales Tax	45,892,678	46,116,226	47,847,277	50,008,951	8.4%	4.5%	50,736,735	52,429,137	54,673,103	56,953,227	59,347,756	62,259,488	64,022,573	65,838,550	71,709,007
4 Use Tax	6,512,894	6,629,250	5,765,600	6,281,912	-5.2%	9.0%	5,880,912	5,939,721	6,088,214	6,240,420	6,458,834	6,684,893	6,885,440	7,092,003	7,304,763
5 Other Taxes	2,882,008	3,462,310	3,550,363	3,190,188	-7.9%	-10.1%	3,643,317	3,818,196	4,001,469	4,193,540	4,378,056	4,570,690	4,771,800	4,981,759	5,200,956
6 Licenses & Permits	2,960,864	3,457,135	3,657,135	3,509,037	1.5%	-4.0%	3,677,471	3,853,990	4,038,982	4,232,853	4,419,099	4,613,539	4,816,535	5,028,463	5,249,715
7 Fines and Penalties	1,263,731	814,197	814,197	947,266	16.3%	16.3%	992,735	1,040,386	1,090,325	1,142,661	1,192,938	1,245,427	1,300,226	1,357,436	1,417,163
8 Intergovernmental	621,049	463,426	536,168	766,059	65.3%	42.9%	802,830	841,366	881,752	924,076	964,735	1,007,183	1,051,499	1,097,765	1,146,067
9 Charges for Services	4,503,324	4,537,081	4,654,418	4,611,285	1.6%	-0.9%	4,832,627	5,064,593	5,307,693	5,562,462	5,807,210	6,062,727	6,329,487	6,607,984	6,898,735
10 Cost Allocations (General Fund)	11,084,130	-	-	-	N/A	N/A	-	-	-	-	-	-	-	-	-
11 Cost Allocations (Non-General Fund)	7,929,560	7,228,792	7,268,347	7,615,376	5.3%	4.8%	7,907,841	7,958,580	8,482,988	8,701,591	9,248,817	9,244,645	9,495,863	9,881,657	10,098,185
12 Interest	589,464	420,138	1,057,638	641,987	52.8%	-39.3%	434,476	392,620	420,182	380,723	390,734	325,732	373,723	368,575	365,761
13 Payment in Lieu of Taxes (PILT)	7,649,202	8,018,178	8,025,178	8,152,598	1.7%	1.6%	8,786,386	9,613,053	10,336,355	10,807,150	11,187,132	11,570,988	11,956,712	12,341,486	12,730,192
14 Miscellaneous	1,441,470	854,798	859,883	1,079,554	26.3%	25.5%	1,131,373	1,185,679	1,242,592	1,302,236	1,359,534	1,419,353	1,481,805	1,547,004	1,615,072
15 Proceeds on Sale of Assets	64,614	-	-	-	N/A	N/A	-	-	-	-	-	-	-	-	-
16 Employee Benefits Contribution (interfund transfer)	-	2,250,000	2,250,000	2,440,000	8.4%	24300.0%	-	-	-	-	-	-	-	-	-
17 Risk & Insurance Fund Contribution (interfund transfer)	-	-	-	1,000,000	N/A	N/A	-	-	-	-	-	-	-	-	-
18 Fleet Replacement Fund Contribution (interfund transfer)	-	-	-	1,500,000	N/A	N/A	-	-	-	-	-	-	-	-	-
19 Transfers In	64,997	10,000	10,000	8,000	-20.0%	N/A	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
20 Total Revenues	\$ 103,514,108	\$ 94,390,194	\$ 96,152,766	\$ 103,161,267	9.3%	7.3%	\$ 100,357,848	\$ 103,668,466	\$ 108,210,031	\$ 112,669,234	\$ 117,105,343	\$ 121,972,288	\$ 125,582,882	\$ 129,894,362	\$ 137,624,733
<i>Revenue % Change Over Prior Year</i>							2.07%	3.30%	4.38%	4.12%	3.94%	4.16%	2.96%	3.43%	5.95%
21 Total Available Resources	\$ 153,045,320	\$ 116,002,242	\$ 139,073,146	\$ 125,377,169	8.1%	-9.8%	\$ 126,696,921	\$ 127,470,099	\$ 132,226,607	\$ 134,430,443	\$ 138,231,227	\$ 139,583,721	\$ 144,752,595	\$ 150,961,231	\$ 159,798,148
Expenditures (by Department)															
22 Legislative	187,723	139,383	139,383	136,932	-1.8%	-1.8%									
23 City Manager (CMO)	2,348,784	1,919,980	2,107,783	1,786,034	-7.0%	-15.3%									
24 City Attorney's Office (CAO)	1,621,851	1,394,551	1,394,551	1,415,613	1.5%	1.5%									
25 Municipal Court	870,050	660,576	660,576	714,504	8.2%	8.2%									
26 City Clerk	795,810	719,859	719,859	726,803	1.0%	1.0%									
27 Cultural Services	2,571,964	2,002,310	2,010,074	1,913,705	-4.4%	-4.8%									
28 Development Services	3,811,992	3,135,765	3,165,258	2,993,098	-4.5%	-5.4%									
29 Economic Development	1,176,679	1,007,419	1,007,420	968,673	-3.8%	-3.8%									
30 Finance	6,439,651	5,795,486	5,957,987	5,939,464	2.5%	-0.3%									
31 Human Resources	1,635,733	1,839,400	1,839,401	1,842,159	0.1%	0.1%									
32 Information Technology	5,046,359	4,821,194	4,956,194	5,100,309	5.8%	2.9%									
33 Library	4,108,706	3,230,341	3,465,030	3,304,137	2.3%	-4.6%									
34 Parks & Recreation	11,793,495	11,891,350	12,276,335	11,722,356	-1.4%	-4.5%									
35 Police	26,079,221	24,457,482	25,477,500	25,407,854	3.9%	-0.3%									
36 Public Works	6,830,446	5,641,211	5,766,464	5,819,428	3.2%	0.9%									
37 Non-Departmental - GF Total (comprised of detail below):	34,050,602	33,643,268	45,906,783	34,019,664	1.1%	-25.9%									
38 Non-Departmental	179,680	220,500	841,500	205,800	-6.7%	-75.5%									
39 Contributions to Outside Agencies	13,440,627	13,769,483	14,425,772	15,329,835	11.3%	6.3%									
40 Transfers Out - Operating (Transportation & Transit Subsidy)	8,252,509	9,483,597	9,954,720	10,205,467	7.6%	2.5%									
41 Transfers Out - Operating (Decision Packages)	-	378,000	378,000	-	-100.0%	-100.0%									
42 Transfers Out - Operating (Parking Facility Fund)	104,617	103,873	103,873	83,850	-19.3%	-19.3%									
43 Transfers Out - Foundry COP Payment	-	-	-	187,630	N/A	N/A									
44 Transfers Out - Capital	10,815,619	8,605,978	19,121,081	6,298,162	-26.8%	-67.1%									
45 Community Housing Development Allocation	552,630	576,917	576,917	450,000	-22.0%	-22.0%									
46 Economic Incentives Allocation (includes Movie Theater Incentive)	450,000	250,000	250,000	254,000	1.6%	1.6%									
47 Evergreen Incentive Repayment	254,920	254,920	254,920	254,920	0.0%	0.0%									
48 Backfilled Fee Waivers	-	-	-	-	N/A	N/A									
49 Debt Service	755,874	-	6,646	756,646	N/A	11285.0%									
50 Total Expenditures	\$ 110,124,940	\$ 102,299,575	\$ 116,857,244	\$ 103,817,379	1.5%	-11.2%									

Not applicable to Financial Forecast (expenditures by category used).

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Updated 10/15/19

Financial Master Plan	2018 Actual	2019 Adopted	2019 Revised (7/31/19)	2020 Draft	2020 Draft/ 2019 Adopted % Change	2020 Draft/ 2019 Revised % Change	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2028 Forecast	2029 Forecast
Expenditures (by Class)															
51 Personnel Services	45,708,797	48,516,656	48,996,704	50,006,441	3.1%	2.1%	51,506,634	53,051,833	54,643,388	56,282,690	57,971,171	59,710,306	61,501,615	63,346,663	65,247,063
52 Supplies	3,729,568	3,642,770	3,275,453	3,404,467	-6.5%	3.9%	3,479,365	3,555,911	3,634,141	3,714,092	3,795,802	3,879,310	3,964,655	4,051,877	4,141,018
53 Purchased Services	13,645,806	13,695,661	16,041,372	13,932,218	1.7%	-13.1%	14,238,727	14,551,979	14,872,123	15,199,310	15,533,695	15,875,436	16,224,696	16,581,639	16,946,435
54 Cost Allocations	11,084,130	-	-	-	N/A	N/A	-	-	-	-	-	-	-	-	-
55 Transfers Out - Operating (Transportation & Transit Subsidy)	8,252,509	9,483,597	9,954,720	10,205,467	7.6%	2.5%	10,429,987	10,659,447	10,893,955	11,133,622	11,378,562	11,628,890	11,884,726	12,146,190	12,413,406
56 Transfers Out - Operating (Decision Packages)	-	378,000	378,000	-	-100.0%	-100.0%	-	-	-	-	-	-	-	-	-
57 Transfers Out - Operating (Parking Facility Subsidy)	104,617	103,873	103,873	83,850	-19.3%	-19.3%	33,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000	33,000
58 Transfers Out - Foundry COP Payment	-	-	-	187,630	N/A	N/A	187,630	187,630	187,630	187,630	187,630	187,630	187,630	187,630	187,630
59 Transfers Out - Capital	10,815,619	8,605,978	19,121,081	6,298,162	-26.8%	-67.1%	7,161,237	5,234,209	7,023,362	6,246,919	9,221,425	6,611,747	6,610,052	8,704,104	8,516,941
60 Capital	1,329,844	3,015,070	3,471,786	2,653,743	-12.0%	-23.6%	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
61 Contribution to Loveland Fire Rescue Authority	12,049,817	12,413,518	13,069,807	13,982,025	12.6%	7.0%	14,339,248	14,775,590	18,642,808	20,094,649	22,211,717	22,830,364	23,974,860	24,604,499	25,345,031
62 Contribution to Loveland/Larimer Building Authority	561,353	593,465	593,465	608,810	2.6%	2.6%	622,204	635,892	649,882	664,179	678,791	693,724	708,986	724,584	740,525
63 Contribution to Airport (Converted to Land Lease in 2020)	242,500	177,500	177,500	182,000	2.5%	2.5%	182,000	182,000	182,000	182,000	182,000	182,000	182,000	182,000	182,000
64 Contribution to Loveland Downtown Partnership	500,000	500,000	500,000	500,000	0.0%	0.0%	500,000	500,000	500,000	500,000	500,000	-	-	-	-
65 Contribution to R2J for Crossing Guards	66,957	85,000	85,000	52,000	-38.8%	-38.8%	-	-	-	-	-	-	-	-	-
66 Contribution to I-25 Business Alliance	20,000	-	-	5,000	N/A	N/A	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
67 Community Housing Development Allocation	552,630	576,917	576,917	450,000	-22.0%	-22.0%	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000
68 Economic Incentives Allocation (includes Movie Theater Incentive)	450,000	250,000	250,000	254,000	1.6%	1.6%	658,000	662,242	666,486	670,816	675,232	679,737	684,332	689,019	450,000
69 Evergreen Incentive Repayment	254,920	254,920	254,920	254,920	0.0%	0.0%	254,920	254,920	254,920	254,920	254,920	254,920	35,271	-	-
70 Debt Service (Principal for Power to Water Loan)	750,000	-	-	750,000	N/A	N/A	750,000	750,000	-	-	-	-	-	-	-
71 Debt Service (Parks Fleet 46333)	5,874	6,646	6,646	6,646	0.0%	0.0%	6,486	6,486	6,486	6,486	6,486	6,486	6,486	6,486	6,486
72 Backfilled Fee Waivers	-	-	-	-	N/A	N/A	-	-	-	-	-	-	-	-	-
73 Total Expenditures	\$ 110,124,940	\$ 102,299,571	\$ 116,857,244	\$ 103,817,379	1.5%	-11.2%	\$ 107,804,438	\$ 108,496,139	\$ 115,645,181	\$ 118,625,313	\$ 126,085,431	\$ 126,028,550	\$ 129,453,309	\$ 134,712,691	\$ 137,664,535
<i>Expenditure % Change Over Prior Year</i>							<i>3.84%</i>	<i>0.64%</i>	<i>6.59%</i>	<i>2.58%</i>	<i>6.29%</i>	<i>-0.05%</i>	<i>2.72%</i>	<i>4.06%</i>	<i>2.19%</i>
74 Ending Fund Balance	\$ 42,920,380	\$ 13,702,671	\$ 22,215,902	\$ 21,559,790	57.3%	-3.0%	\$ 18,892,483	\$ 18,973,960	\$ 16,581,426	\$ 15,805,130	\$ 12,145,796	\$ 13,555,171	\$ 15,299,286	\$ 16,248,540	\$ 22,133,613
Reserves															
75 3% TABOR Emergency Reserve	2,802,134	2,665,909	2,914,219	3,030,788	13.7%	4.0%	3,152,020	3,278,100	3,409,224	3,545,593	3,687,417	3,834,914	3,988,310	4,147,843	4,313,757
76 TABOR Excess Reserve	7,549,152	325,000	537,169	-	-100.0%	-100.0%	-	-	-	-	-	-	-	-	-
77 15% Fiscal Contingency Reserve	12,905,228	8,962,326	10,356,924	14,075,602	57.1%	35.9%	14,499,913	14,892,722	15,809,205	16,372,692	17,045,534	17,428,453	17,942,421	18,417,221	18,888,072
78 Council Special Projects Reserve (Eliminated in 2020)	3,416,115	674,760	48,952	-	-100.0%	-100.0%	-	-	-	-	-	-	-	-	-
79 Museum Donations	557,596	542,855	561,830	561,830	3.5%	0.0%	561,830	561,830	561,830	561,830	561,830	561,830	561,830	561,830	561,830
80 Police Donations	19,651	19,496	19,801	19,801	1.6%	0.0%	19,801	19,801	19,801	19,801	19,801	19,801	19,801	19,801	19,801
81 Library Donations	244,997	279,695	226,331	191,331	-31.6%	-15.5%	191,331	191,331	191,331	191,331	191,331	191,331	191,331	191,331	191,331
82 Total Reserves	\$ 27,494,873	\$ 13,470,041	\$ 14,665,227	\$ 17,879,352	32.7%	21.9%	\$ 18,424,895	\$ 18,943,784	\$ 19,991,391	\$ 20,691,247	\$ 21,505,913	\$ 22,036,329	\$ 22,703,693	\$ 23,338,026	\$ 23,974,791
83 Unassigned Fund Balance	\$ 15,425,506	\$ 232,630	\$ 7,550,675	\$ 3,680,438	1482.1%	-51.3%	\$ 467,588	\$ 30,176	\$ (3,409,965)	\$ (4,886,118)	\$ (9,360,117)	\$ (8,481,158)	\$ (7,404,407)	\$ (7,089,486)	\$ (1,841,177)
Operating Budget Ratio (ratio of 1.00 or higher demonstrates current revenues off-set current expenses)															
84 Revenues	103,514,108	92,140,194	96,152,766	98,221,267			100,357,848	103,668,466	108,210,031	112,669,234	117,105,343	121,972,288	125,582,882	129,894,362	137,624,733
85 Expenditures (Excluding Capital)	97,874,860	90,574,650	94,264,377	94,865,474			97,422,571	100,041,300	105,401,189	109,157,764	113,643,376	116,196,173	119,622,627	122,787,957	125,926,964
86 Operating Budget Ratio	1.06	1.02	1.02	1.04			1.03	1.04	1.03	1.03	1.03	1.05	1.05	1.06	1.09



MINUTES

February 17, 2020

Council Ad Hoc Committee for Revenue Evaluation (C.A.R.E.)

Attendees: Councilors Overcash, Wright, Molloy, and Samson (via telephone), Mayor Marsh, and Autumn Perry (CFAC member)

City Staff: Steve Adams, City Manager; Rod Wensing, Deputy City Manager; Alan Krcmarik, Chief Financial Officer; Joyce Robinson, Accounting Manager; Matthew Elliott, Acting Budget Manager; Kent Fierstine, Sales Tax Manager; Justine Bruno, Assistant to the City Manager; and Chloe Romero, Budget Analyst

Additional Attendees: Mark Miller, Fire Chief; Dan Coldiron, Chief Information Officer; Kelly Jones, Economic Development Director; Patti Garcia, City Clerk; Roger Weidelman (CFAC member), and Harrison Hand, Resident

Review of Progress at February 3rd Meeting: The group reviewed briefly the outcome of the first CARE meeting. The mission statement: Provide financial stability to reliably deliver services to our community that our citizens expect and deserve, while contributing as a regional leader and partner.

Review of the Problem: Alan Krcmarik clarified the \$7 million shortfall in the Financial Master Plan was an annual (2021) dollar amount. If there is no structural adjustment to revenue and spending, the next year's (2022) shortfall would be (\$4.9 million).

Alan also spoke regarding the backlog of Capital Projects and how they continue to be pushed back outside of the 10 Year Capital Plan. In 2018, Council decided not to present the Community Improvements measure to the voters in order to not compete with the school district property tax mill levy increase. In 2019, Council decided to split the increase of the sales/use tax for Community Improvements into two ballots measures and both were voted down. The City has two types of funding challenges or opportunities, the Operations and Maintenance budget and the need for investments in capital project.

Current General Fund Revenues for Consideration: Alan reviewed the current environment we are living in at the City: The last approved change to sales and use tax base was in 1984. The current mill levy is at 9.564 for the City and hasn't been increased since 1992. The Gallagher amendment (1982) has repeatedly decreased the assessed value on residential property and this also limits the revenue growth from property tax. Alan shared the general fund revenue sources outlined in the Financial Master Plan ("FMP" on page 57 of the 2020 Budget). In order to balance the 2020 budget, interfund transfers were made and these sources still have adequate reserves but not enough to make transfers again to balance another year in full. Alan also mentioned that in 1937, Colorado imposed a tax on all services, then removed it in 1938 although some cities have retained it.



MINUTES

February 17, 2020

To provide some background about other possible revenue options, Alan shared a revenue diversification opportunity matrix compiled during last year's budget process and compared of other revenue sources in nearby cities and towns in order to give the group an idea of possible revenue options/changes. The group heard about the following:

- What taxes are we charging on lodging, alcohol, vaping, cigarettes, gasoline?
- Can we create a revenue stream from business making deliveries because of the maintenance cost due to wear and tear on our roads?
- Is it possible to impose sales tax on VRBO's/AB&B/vacation lodging a different rate due to need vs want on stay?
- Is it possible to tax restaurants or recreational experiences at a different rate due to need vs want?
- Can we charge a seat tax at the Budweiser Event Center and other venues in the City where events or performances occur?

City Council restricted the lodging tax revenue be restricted for marketing purposes. Should the City propose to not only increase the tax, but allow the funds be used for other purposes?

Outcome for Today: The \$7 million annual shortfall from the first meeting was clarified and the Committee discussed information about revenue sources:

- Increase sales/use tax
- Mill levy increase for the property tax
- Increase lodging tax and change allocation of funds (non-marketing purposes)
- Desist waiving use tax on new projects except on affordable housing
- Raise Capital Improvement Fees (CEF's) to catch up where we've fallen behind
- Add an impact fee or a linkage fee to support Affordable Housing
- Add seat tax at the Budweiser Event Center
- Increase boundaries of the Downtown Development Authority – businesses may be interested in their own Public Improvement Fee (PIF). This could help with downtown improvements and potentially HIP Streets project.
- Earmark a sales/use tax or a property tax mill levy to create public safety tax like other cities have implemented

Upfront Agreement for Next Session: A closer look at the City's future investment in capital projects and other expenditures.

Finance staff will provide more information on what our City is charging in comparison to other cities/states for lodging, alcohol, vaping, cigarettes and gasoline as well as the 2019 number of online retailers paying sales tax to City.



MINUTES

February 17, 2020

Questions and Answers from Sales Tax Division

1. Number of online retailers for 2019 year end?
291
2. Delivery Fee for Amazon and other online retail deliveries?
Delivery is taxable.
3. Different rates on lodging, VRB, AirBNB based on want vs Need?
Any rental of a unit for less than 30 consecutive days is taxable.
4. Would the City benefit from a Seat Tax at the County Bud Center?
Yes, it is in the City, requires voter approval of a seat tax.
5. The DDA boundaries could be expanded and the businesses within the DDA could set up the ability to collect a Public Improvement Fee.
This would require an agreement between the businesses. The City could serve as the collection agent.
6. In other cities, Police services and Fire Rescue services have benefitted from earmarked sales/use tax and property tax increases.
The way to do this is through the crafting of the ballot measure wording.
7. Lodging tax revenue rates in Colorado.
See Table on following page

Taxing Jurisdiction	Lodging Tax	Use of Funds	Admissions Tax/ Sales Tax on Admissions	Use of Funds2
Fort Collins	3.00%	75% Tourism, 25% Cultural Development	N/A	
Greeley	3.00%	Convention and Visitors Fund	N/A	
Johnstown	3.00%	General Fund	N/A	
Berthoud	3.00%	General Fund	N/A	
Longmont	2.00%	Tourism	N/A	
Wheat Ridge	10.00%	General Fund	4.00%	General Fund
Boulder	7.50%	General Fund	5.00%	General Fund
Aurora	8.00%	Tourism	3.75%	General Fund
Arvada	2.00%	General Fund	4.00%	General Fund
Denver	10.75%	General Fund	10.00%	General Fund
Westminster	7.00%	General Fund	3.00%	General Fund
Brighton	3.00%	Economic Development/Tourism	N/A	
Northglenn	5.00%	General Fund	3.00%	General Fund
Thornton	7.00%	General Fund	N/A	
Federal Heights	N/A		4.00%	General Fund
Lakewood	3.00%	General Fund	5.00%	General Fund
Lafayette	2.00%	General Fund	N/A	
Louisville	3.00%	General Fund	N/A	

* Denver Admissions Tax is levied only on venues/properties owned by the City including parking facilities.

Language commonly used by other municipalities for Admissions Tax.

Legislative intent - It is hereby declared to be the legislative intent of the city council that every person who pays to gain admission to any place or event in the city that is open to the public is exercising a taxable privilege and, as such, shall pay, the tax imposed by this article. It is hereby further declared that every person, whether owner, lessee, or operator, who charges or causes to be charged admission to any such place or event shall collect the tax imposed by this article.

Definitions - The following words, terms, and phrases, when used in this division, shall have the meanings ascribed to them in this section, except where the context clearly indicates a different meaning:

Place or event open to the public means any place or event, admission to which is open to members of the public upon payment of a charge or fee. This term shall include, by way of illustration but not by way of limitation, the following places and events when a charge or fee for admission to such places and events is imposed upon members of the public:

1. Any showing or performance of a motion picture, stage show, play, concert or other manifestation of the performing arts.
2. Any sporting or athletic contest, exhibition or event, whether amateur or professional.
3. Any lecture, rally, speech or dissertation.
4. Any showing, display or exhibition of any type, such as an art exhibition.
5. Any restaurant, tavern, lounge, bar or club, whether the admission charge is termed a "cover charge," "door charge" or other such term.

2020-2029 Capital Improvement Program Horizon Projects List

Indicates project on Community Improvement Program list

This is a summary list of unfunded projects not included in the 2020-2029 Capital Improvement Program (CIP). These projects have been identified as capital needs, however, are not affordable under current 10-year revenue forecasts.

#	Project	General Fund/ TABOR	CEF's	Enterprise Funded	Total Cost	#
Traditionally Funded						
Corridor Planning		\$ 46,538,450	\$ -	\$ -	\$ 46,538,450	
1	CORD - 37th Street Completion	10,000,000			10,000,000	1
2	CORD - East and West Connections	10,000,000			10,000,000	2
3	CORD - Dry Creek Enhancements - Pedestrian Underpass and Trail Connections	7,500,000			7,500,000	3
4	CORD - Zone 3 Curve Improvements	5,000,000			5,000,000	4
5	CORD - North US 287 (37th to Orchards) Multi-Modal	3,327,000			3,327,000	5
6	CORD - River District	3,275,000			3,275,000	6
7	CORD - Dry Creek Culvert Enhancements	1,500,000			1,500,000	7
8	CORD - 29th & Garfield Plan	1,015,800			1,015,800	8
9	CORD - Transit Access Improvements	1,005,600			1,005,600	9
10	CORD - Couplet Area Improvements	1,000,000			1,000,000	10
11	CORD - Couplet Area	754,000			754,000	11
12	CORD - Gateway Enhancements	659,550			659,550	12
13	CORD - Bike/Ped Amenities & Study	250,000			250,000	13
14	CORD - Southern Gateway Enhancements	250,000			250,000	14
15	CORD - West 34 Corridor Plan	250,000			250,000	15
16	CORD - Hwy 34 and US 287 Integration Minor Improvements (287 Strategic Plan Implementation)	201,500			201,500	16
17	CORD - Transit Oriented Development Plan	175,000			175,000	17
18	CORD - Annexation Study	150,000			150,000	18
19	CORD - Orchards Loveland Marketplace and Palmer Gardens Area plan	150,000			150,000	19
20	CORD - North US 287 Longview-Midway Economic Development Plan	75,000			75,000	20
Cultural Services		\$ 11,000,000	\$ 11,000,000	\$ -	\$ 22,000,000	
21	CUL - Museum Expansion	11,000,000	11,000,000		22,000,000	21
Development Services		\$ 750,000	\$ -	\$ -	\$ 750,000	
22	DS - Development Services Planning and Building Permit Billing System	750,000			750,000	22
Facilities		\$ 9,779,250	\$ 6,422,500	\$ -	\$ 16,201,750	
25	FAC - Additional Administration Building	3,282,500	3,282,500		6,565,000	25
26	FAC - Police & Courts Expansion	1,640,000	1,640,000		3,280,000	26
27	FAC - North Transit Center	1,500,000	1,500,000		3,000,000	27
28	FAC - Ice Slicer Storage Purchase	1,600,000			1,600,000	28
29	FAC - Public Works Heated Storage	959,000			959,000	29
30	FAC - Municipal Operations Center Cold Storage	429,250			429,250	30
31	FAC - Police Patrol Unit Covered Parking	368,500			368,500	31
Loveland Fire Rescue Authority		\$ 9,700,000	\$ -	\$ -	\$ 9,700,000	
32	LFRA - Fire Station 3 Replacement	6,000,000			6,000,000	32
33	LFRA - Fire Station 5 Replacement	3,700,000			3,700,000	33
Library		\$ 9,580,600	\$ 9,318,000	\$ -	\$ 18,898,600	
34	LIB - New Branch Library	9,318,000	9,318,000		18,636,000	34
35	LIB - Customer Service Redesign	262,600			262,600	35
Parks & Recreation		\$ 49,407,785	\$ 48,704,285	\$ -	\$ 98,112,070	
36	P&R - New Recreation Center	30,870,000	30,870,000		61,740,000	36
37	P&R - Rec Trail Underpasses	10,500,000	10,500,000		21,000,000	37
38	P&R - Community Park	6,750,000	6,750,000		13,500,000	38
39	P&R - North Lake Park Infrastructure Improvements	584,285	584,285		1,168,570	39
40	P&R - Civic Center Landscape Improvements	403,500			403,500	40
41	P&R - Chilson Entrance Renovation	300,000			300,000	41
Transportation¹		\$ 241,173,030	\$ 19,729,000	\$ 20,000,000	\$ 280,902,030	
42	TRANS - HWY 402 Floodplain Raising (No scope yet, \$40 mil)	40,000,000			40,000,000	42
43	TRANS - US 34 Widening	15,960,000	6,840,000		22,800,000	43
44	TRANS - HWY 287 Bridge Replacement over the Big Thompson	15,000,000			15,000,000	44
45	TRANS - Taft Avenue - 28th St. SW to 14th St. SW Widening	3,675,000	1,575,000		5,250,000	45
46	TRANS - US 34 @ Lincoln/Cleveland - Major Intersection	3,514,000	3,514,000		7,028,000	46
47	TRANS - Annual Downtown Sidewalks (\$576,535 per year for 10 years)	5,765,530			5,765,530	47
48	TRANS - Cleveland Avenue Traffic Calming	5,272,500			5,272,500	48
49	TRANS - Boise Avenue Bridge Replacement over the Big Thompson River	5,000,000			5,000,000	49
50	TRANS - CR 9E Bridge Replacement over the Big Thompson River	5,000,000			5,000,000	50
51	TRANS - St. Louis Avenue Bridge Replacement over the Big Thompson River	5,000,000			5,000,000	51
52	TRANS - Taft Avenue Bridge Replacement over Big Thompson River	4,036,000			4,036,000	52
53	TRANS - Boise Avenue/37th Street Intersection Improvements (Roundabout Project)	2,500,000			2,500,000	53
54	TRANS - US 34 Medians	900,000	900,000		1,800,000	54
55	TRANS - Improvements to HWY 287/37th St. Intersection	700,000	300,000		1,000,000	55
56	TRANS - CR 30 (71st Street) Improvements - Boyd Lake W. I-25 Frontage Rd (#16) - Design Only	450,000			450,000	56
57	TRANS - Biannual Flasher Units	150,000			150,000	57
58	TRANS - Wilson Avenue and 50th St. Signal	150,000			150,000	58
59	TRANS - HIP Streets (Surface)	15,400,000	6,600,000		22,000,000	59

Attachment 3

#	Project	General Fund/ TABOR	CEF's	Enterprise Funded	Total Cost	#
60	TRANS - HIP Streets (Underground)	-	-	20,000,000	20,000,000	60
61	US34 Median Improvements (includes 10yr operating)	2,700,000	-	-	2,700,000	61
62	Citywide Sidewalk Improvements	110,000,000	-	-	110,000,000	62
Golf		\$ -	\$ -	\$ 1,500,000	\$ 1,500,000	
63	GOLF - Olde Course Maintenance Building			1,500,000	1,500,000	63
Stormwater		\$ -	\$ -	\$ 18,220,000	\$ 18,220,000	
64	SWA - Highway 287 Flood Mitigation Project (From Big Thompson River Corridor Master Plan)			16,900,000	16,900,000	64
65	SWA - Big Thompson River/Mariano Exchange Ditch Water Quality Improvements			670,000	670,000	65
66	SWA - Big Thompson River Maintenance and Management Program			650,000	650,000	66
Total Horizon Projects List		\$ 377,929,115	\$ 95,173,785	\$ 39,720,000	\$ 512,822,900	

Notes:

Transportation section of the Horizon Projects List contains only the near-future projects that did not make it into the 10-Year Traditionally Funded CIP. There are over 100 additional projects in the Transportation Plan and the Transportation Engineering Project Prioritization List - the highest priorities are included in the 10-Year Traditionally Funded CIP, with the next set of highest priorities included in the Horizon Projects List.

Reductions Summary

A – Revenue Enhancements – include increases for charges for service, inflationary adjustments, cost recovery measures, and compliance and enforcement of current fees and charges (\$901,901)

B – Reductions – include decreases to departmental budgets broken down by the categories below (\$3,528,942):

- **Personnel (Non-FTE & Vacancies)** – include reductions in overtime, temporary staffing, and vacant positions; does not include any reductions in force (\$1,306,979)
- **Elimination** – includes reductions that will completely eliminate a budgeted line item or a current provided service (\$313,921)
- **Reduction** – includes reductions to line items or services/capital but does not completely remove all funding (\$1,590,250)
- **Right-Sizing** – includes reductions to align budget to actuals with no impact to service delivery (\$317,792)

2020 Revenue Enhancements

(Updated 9-13-2019)

Row Labels	Sum of Amount
Cultural Services	76,000
Revenue Enhancement - Monthly Parking	
With the purchase of the Reporter Herald building and its associated parking lot located at 431 N. Cleveland Ave., there is an opportunity to meet a demand for rentable parking spaces in Downtown. It is estimated that \$50 - \$75/month could be charged, but similar fees for comparable services are being investigated.	26,000
Revenue Enhancement (Not Loaded) - Rialto Liquor License (bring in-house)	
No service delivery impact anticipated. Obtain and manage a Rialto Theater liquor license rather than continue to provide this service through the current, third-party managed system with Door 222.	30,000
Revenue Enhancement (Not Loaded) - Rialto Programming	
Add a new revenue generating summer concert series at the Rialto in lieu of the Foote Lagoon series, which is free to the public. This new series will be produced in partnership with Backstage Rialto, thus eliminating artist fee hard costs. Over the course of six concerts, \$20,000 in new revenue is anticipated.	20,000
Development Services	225,716
Revenue Enhancement - Current ICC Building Permit Fee Table Adoption	
No service delivery impact. The Building Division has been using the 2015 ICC valuation table to calculate permit and plan review fees. In 2019 the fee schedule was revised and fees based upon the current table will be charged beginning in September 2019. ICC produces revised fee tables twice per year and the City fee schedule establishes that the new fee table would become effective upon publication. Staff reviewed the actual fee collections over the last four years and has determined that the application of the new fee table would generate an additional \$125,716 in 2020 based upon an average of fees collected over the last four years.	125,716
Revenue Enhancement - Current Planning Application Fees (Capture Inflationary Adjustments - 5-Year Catch-up)	
Current Planning application fees were fixed in January 2015 based upon a Development Review Team (DRT) time tracking study. It has been five years since these fees were adopted without inflationary adjustments. Current projections for 2020 fee collections is \$75,000. Staff has calculated that an inflationary estimate of 3% per year for five years would increase the projected collection to \$87,000 (increase in projection \$12,000). Furthermore, if the professional review cost would be increased from 50% to 75% the collections would be \$130,000 (increase in projection \$55,000). If professional review cost is increased to 100% the collections would be \$175,000 (increase in projection \$100,000) for 2020 and beyond.	100,000
Finance	1,000
Revenue Enhancement - Charge Fee for Missed Meter Check Appointments, NSF's, and Closing Estimates	
Set fees for missed meter check appointments, for Non-sufficient funds (NSFs), and for final estimates submitted for closings.	1,000
Municipal Court	49,185
Revenue Enhancement - Court Admin Fee	
No service delivery impact. Increase fee from \$25 per case to \$35 per case.	35,880
Revenue Enhancement - Deferred Sentence Fee	
No service delivery impact. Increase fee from \$75 per case to \$100 per case to allow for inflationary increase and align with fees charged by other agencies.	4,875
Revenue Enhancement - Stay of Execution	
No service delivery impact. Increase fee increase from \$10 per case to \$25 per case, to provide for inflationary increase and align with fees charged by other agencies.	8,430
Non-Departmental	520,000
Revenue Enhancement - Eliminate 2% Vendor Collected Sales Tax Fee	
Eliminate 2% Vendor Fee on Sales Tax returns (2018 - \$500,000, 43% of home rule cities do not allow). Research shows small businesses tend not to take advantage of this anyway.	500,000
Revenue Enhancement - Delinquent Sales Tax Enforcement	
Implement enhanced legal enforcement process for delinquent taxpayers to ensure City collects rightful sales tax amounts received by vendors. Work related to this effort could be absorbed by existing staff.	20,000
Police	30,000
Revenue Enhancement - Communications Tower	
Charge an annual \$80 fee per radio per year for the use of the City's two towers due to decentralization of the Northern Colorado Regional Communication Network (NCRCN). Impacted members are: Berthoud Fire, LFRA, McKee Medical, and Thompson Valley EMS.	30,000
Grand Total	901,901

Attachment 4

2020 Departmental Reductions

(Updated 9-13-2019)

Row Labels	Sum of Amount
City Attorney	14,119
<u>Eliminate Food Budget</u>	
City Attorney's Office staff will be unable to purchase food for staff events such as lunch for interview panels.	840
<u>Eliminate Vehicle/Equipment Rental Budget</u>	
Staff will limit usage of pooled fleet vehicles.	111
<u>Right-Sizing Office Supplies Budget</u>	
Reduction to better align budget with actuals and "right-size" the budget - no service delivery impact anticipated.	300
<u>Right-Sizing Other Supplies Budget</u>	
Reduction to better align budget with actuals and "right-size" the budget - no service delivery impact anticipated.	275
<u>Right-Sizing Repair & Maintenance Budget</u>	
Reduction to better align budget with actuals and "right-size" the budget - no service delivery impact anticipated.	200
<u>Eliminate Budget for Temporary Staff</u>	
The City Attorney's Office would be unable to hire a temporary attorney or support staff, if needed. In the past, this line was used to hire a temporary prosecutor when our regular prosecutor was unavailable. This scenario could impact existing staff, service levels, and may create an inability to provide special prosecution services to other entities under existing IGAs, in the event of a conflict of interest.	11,693
<u>Eliminate Communications Service</u>	
No service delivery impact anticipated.	700
City Clerk	37,773
<u>Reduce Food Budget for City Council Snacks</u>	
Reduce budget available for City Council meeting snacks.	250
<u>Reduce Office Supplies Budget</u>	
Reduce supplies for CCO and CC.	1,000
<u>Right-Sizing - Food Sales Tax Rebate Program</u>	
Reduction to better align budget with actuals and "right-size" the budget - no service delivery impact anticipated.	27,000
<u>Right-Sizing - Other Services Budget</u>	
Reduction to better align budget with actuals and "right-size" the budget - no service delivery impact anticipated.	3,020
<u>Right-Sizing Books & Periodicals Budget</u>	
Reduction to better align budget with actuals and "right-size" the budget - no service delivery impact anticipated.	500
<u>Right-Sizing Other Supplies Budget</u>	
Reduction to better align budget with actuals and "right-size" the budget - no service delivery impact anticipated.	850
<u>Right-Sizing Postage Budget</u>	
Reduction to better align budget with actuals and "right-size" the budget - no service delivery impact anticipated.	1,500
<u>Right-Sizing Repair & Maintenance Budget</u>	
Reduction to better align budget with actuals and "right-size" the budget - no service delivery impact anticipated.	1,318
<u>Right-Sizing Temporary Salaries Budget</u>	
Reduction to better align budget with actuals and "right-size" the budget - no service delivery impact anticipated.	2,335
City Manager	4,500
<u>Reduce CMO Travel (CCMA, ICMA, and CML)</u>	
Three (3) staff would be unable to travel to all desired conferences, continued education, etc. (CCMA, ICMA, CML).	2,100
<u>Reduce Overtime Budget</u>	
One (1) staff member would be unable to work overtime as needed.	1,200
<u>Right-Sizing Mileage Reimbursement Budget</u>	
Reduction to better align budget with actuals and "right-size" the budget - no service delivery impact anticipated.	1,200
City Council	3,900
<u>Eliminate Special Meeting Food</u>	
Eliminate funding to cater City Council Special Council meetings, which occur approximately 12 times per year.	2,400
<u>Reduce Accelerate Colorado Membership</u>	
Reduce Accelerate Colorado Membership by \$1,500, which would enable only one employee to attend the conference.	1,500
Community Partnership Office	70,000
<u>Human Services Grant Program Reduction</u>	
Reduce current level of \$500,000 for Human Services Grant Program by \$40,000, leaving \$460,000 to be awarded on an annual basis.	40,000
<u>Elimination of Vacant Special Project Coordinator (Non-Benefitted)</u>	
The service impact for 2020 is believed to be small. The five-year Consolidated Plan that will be submitted to HUD in August, 2020 can be paid for using Community Development Block Grant funds. The Community Partnership Office will not be able to manage any additional projects, however. The impact past 2020 is not yet known.	30,000
Cultural Services	15,000
<u>Reduce Rialto Summer Concerts Savings (collaborative with Library)</u>	
With new offerings from the DDA (Foundry concert series) and the Library (new festival concerts as part of their summer programs), it makes sense to reinvent the Rialto Summer Concert Series. Additionally, this would allow the Rialto to offer additional revenue generating programming at the Rialto during the summer.	10,000
<u>Reduce Phyllis Walbye Film Series</u>	
With the opening of the Metrolux Theater adjacent to the Rialto Theater, less interest in Rialto movie offerings is anticipated. Rather than cut the Phyllis Walbye Film Series completely, the intention is to move away from a monthly film and show a series of films on a Saturday in the form of a Film Festival.	5,000

2020 Departmental Reductions

(Updated 9-13-2019)

Row Labels	Sum of Amount
Development Services	81,796
Eliminate Overtime Pay - Building	
Elimination of overtime pay in the Building Division will require employees to flex work schedules to compensate for over time and after hour inspections. This will create a service level and impacts personnel and internal operations.	5,004
Eliminate Vacant 1.0 FTE Current Planning Position	
This is an acceptable service delivery impact. Eliminating this vacant position will reduce staff capacity by 20-30 % and require reprioritization of projects. Reciprocal loss in Strategic Planning Division capacity is expected as these planners would be assigned surplus Current Planning case load. Director has indicated this is manageable with the amount of planners on staff.	68,276
Eliminate Overtime - Current Planning	
Elimination of overtime pay in the Current Planning Division will require staff to flex work schedules, which could create impacts to service levels during regular business hours and impact personnel and internal operations.	8,516
Economic Development	50,990
Reduce Agency Sponsorship (Innosphere)	
No service delivery impact. Economic Development supports a number of outside agencies that provide small business services to Loveland businesses. This proposes to reduce a sponsorship to one agency, Innosphere. Loveland businesses will continue to have access to the services provided by this agency (their funding model has changed and this will not impact their service delivery).	10,000
Retool Business Appreciation Event into Quarterly Meetings	
Eliminate the annual business appreciation breakfast and replace it with smaller, targeted outreach meetings between City Council Members and business groups/targeted business clusters. The total budget for this event is \$30,000 and the proposed reduction is \$26,340 (total of 3 line items). The remaining amount of \$3,660, will be used to fund the outreach meetings.	26,340
Right-Sizing - Other Services Budget	
Reduction to better align budget with actuals and "right-size" the budget - no service delivery impact anticipated.	6,100
Right-Sizing - Printing Budget	
Reduction to better align budget with actuals and "right-size" the budget - no service delivery impact anticipated.	3,550
Right-Sizing - Professional Memberships Budget	
Reduction to better align budget with actuals and "right-size" the budget - no service delivery impact anticipated.	5,000
Finance	211,651
Collection Fee Savings (bring in-house)	
Eliminate funding for BAS contract used for Utility Billing (UB) collections and revise code to lien power UB accounts. In 2018 the amount sent to BAS for power UB accounts was \$113,766.08. Per contract, BAS keeps 27% of what is collected. It is believed that this collections function could be brought in-house without much impact to revenues.	14,690
Contract Auditor Work Savings (bring in-house)	
No service delivery impact anticipated. Eliminate funding for contract sales tax auditing and bring this function in-house by assigning this work to the City's sales tax auditors.	36,000
Eliminate Advertising Budget - Finance Admin Division	
This will eliminate funding for general advertising for this division.	500
Eliminate Awards & Recognition Budget - Finance Admin Division	
This will eliminate funding for employee awards and recognition for the Finance Department.	2,000
Eliminate Books & Periodicals Budget - Finance Accounting Division	
This will eliminate funding for books and periodicals for this division.	500
Eliminate Books & Periodicals Budget - Purchasing Division	
This will eliminate funding for books and periodicals for this division.	100
Eliminate Computer Supply & Equipment Budget - Budget Office	
This would eliminate funding for computer supplies and equipment for this division. There are no current needs within this area, however, if any needs arose, they would go unmet.	500
Eliminate Computer Supply & Equipment Budget - Finance Accounting Division	
This will eliminate funding for computer supplies and equipment for this division.	1,000
Eliminate Employment Screening Budget - Finance Admin Division	
This will eliminate funding for employment screening for the Finance Department.	250
Eliminate Food Budget - Budget Office	
This would eliminate the food budget line item for the Budget Division; the occasional meal related business meetings or team building would be discontinued.	200
Eliminate Food Budget - Purchasing Division	
This will eliminate funding for food within this division.	100
Eliminate Membership Fees - Finance Accounting Division	
This will eliminate funding for membership dues for this division. This will impact staff's ability to be members of professional organizations (GFOA, CGFOA, etc.).	600
Eliminate Membership Fees Budget - Purchasing Division	
This will eliminate funding for membership dues for this division. This will impact staff's ability to be members of professional organizations (GFOA, CGFOA, etc.).	740
Eliminate Mileage Reimbursement Budget - Budget Office	
This will eliminate funding for mileage reimbursement for this division. There will be less travel allowed for meetings.	80
Eliminate Mileage Reimbursement Budget - Finance Admin Division	
This will eliminate funding for mileage reimbursement for this division. There will be less travel allowed for meetings.	500
Eliminate Mileage Reimbursement Budget - Purchasing Division	
This will eliminate funding for mileage reimbursement for this division. There will be less travel allowed for meetings.	200
Eliminate Office Furniture/Equipment Budget - Budget Office	
This would eliminate funding for office furniture and equipment within this division. This would have no immediate impact.	450
Eliminate Office Furniture/Equipment Budget - Finance Accounting Division	
This will eliminate all funding for office furniture for this division.	2,350
Eliminate Office Supplies Budget - Finance Admin Division	

2020 Departmental Reductions

(Updated 9-13-2019)

Row Labels	Sum of Amount
This will eliminate funding for office supplies for this division. <u>Eliminate Office Supply Budget - Purchasing Division</u>	1,000
This will remove all the funding for office supplies for this division. <u>Eliminate Other Services Budget - Purchasing Division</u>	2,500
This will eliminate funding for other services within this division. <u>Eliminate Other Supplies Budget - Purchasing Division</u>	350
This will eliminate funding for other supplies for this division. <u>Eliminate Postage Budget - Finance Admin Division</u>	500
This will eliminate funding for postage for this division. <u>Eliminate Postage Budget - Purchasing Division</u>	100
This will eliminate funding for postage for this division. <u>Eliminate Printing Budget - Finance Admin Division</u>	120
This will eliminate funding for printing for this division. This will impact staff's ability to print reports. <u>Eliminate Printing Budget - Purchasing Division</u>	250
This will eliminate funding for printing for this division. This will impact staff's ability to print reports. <u>Eliminate Professional Services Budget for Finance Admin Division</u>	300
This will eliminate all funding for Professional Services. Any special projects or services would need to be provided by internal staff, which may require delays in delivering projects and research efforts.	19,222
<u>Eliminate Repair & Maintenance Budget - Finance Accounting Division</u>	
This will eliminate funding for repair and maintenance for this division.	1,300
<u>Eliminate Subscriptions Budget - Finance Admin Division</u>	
This will eliminate funding for subscriptions for this division.	500
<u>Eliminate Telephone Budget - Finance Admin Division</u>	
This will eliminate funding for telephone within this division. This would discontinue monthly cell phone stipends for associated staff.	100
<u>Eliminate Telephone Budget - Purchasing Division</u>	
This will impact staff's ability to be members of professional organizations (GFOA, CGFOA, etc.).	400
<u>Reduce Books & Periodicals Budget - Accounting Division</u>	
This will reduce funding for books and periodicals for this division. This is anticipated to impact information for financial reporting.	500
<u>Reduce HAND Program Budget (Utility Billing)</u>	
This is not expected to have much service delivery impact. The HAND Program has not been fully expending available budget, however, less funding would be available to assist Utility Billing customers who cannot pay their bill but qualify for support (based on AMI %), if demand were to increase.	6,000
<u>Reduce Membership Fees Budget - Accounting Division</u>	
This will impact staff's ability to be members of professional organizations (GFOA, CGFOA, etc.).	1,000
<u>Reduce Postage Budget - Accounting Division</u>	
This will impact the stale dated check process.	1,000
<u>Reduce Printing for Budget Books (25 rather than 50)</u>	
This will reduce the printing budget line item for the Budget Division. Rather than 50 budget books being printed, only 25 will be printed for City Council, key City staff members, the Library, and City Clerk's Office.	3,000
<u>Reduce Repair & Maintenance Budget - Purchasing Division</u>	
This will reduce funding for repair and maintenance by 83% for this division.	1,000
<u>Reduce Subscriptions Budget - Accounting Division</u>	
This will reduce funding for subscriptions for this division. This will impact staff's ability to keep up to date with reporting requirements.	650
<u>Reduce Tools/Equipment Budget - Accounting Division</u>	
This will reduce funding for tools and equipment within this division. This may impact the ability to keep equipment up to date.	1,500
<u>Reduce Tools/Equipment Budget - Purchasing Division</u>	
This will remove 27% of the funding for tools and equipment for this division.	2,910
<u>Reduce Training - Accounting Division</u>	
This will impact continuing education and professional development opportunities.	7,500
<u>Reduce Training - Finance Accounting Division</u>	
This will reduce funding for Travel/Meetings/Schooling by 70% for the Division. This will impact continuing education and professional development opportunities.	3,400
<u>Reduce Training - Revenue Division</u>	
This will impact continuing education and professional development opportunities.	5,000
<u>Reduce Training Budget - Budget Office</u>	
This will impact continuing education and professional development opportunities.	1,500
<u>Reduce Training Budget - Purchasing Division</u>	
This will reduce funding for training by 71% for this division. This will impact continuing education and professional development opportunities.	1,200
<u>Right-Sizing - Computer Supplies Budget - Accounting Division</u>	
Reduction to better align budget with actuals and "right-size" the budget - no service delivery impact anticipated.	5,000
<u>Right-Sizing - Other Services Budget</u>	
Reduction to better align budget with actuals and "right-size" the budget - no service delivery impact anticipated.	3,000
<u>Right-Sizing - Professional Services Budget - Budget Office</u>	
Reduction to better align budget with actuals and "right-size" the budget - no service delivery impact anticipated.	4,745
<u>Right-Sizing - Repair & Maintenance Budget - Budget Office</u>	
Reduction to better align budget with actuals and "right-size" the budget - no service delivery impact anticipated.	11,780
<u>Right-Sizing Membership Fees and Dues Budget - Budget Office</u>	
Reduction to better align budget with actuals and "right-size" the budget - no service delivery impact anticipated.	50
<u>Right-Sizing Office Supplies Budget - Budget Office</u>	
Reduction to better align budget with actuals and "right-size" the budget - no service delivery impact anticipated.	200

2020 Departmental Reductions

(Updated 9-13-2019)

Row Labels	Sum of Amount
<u>Right-Sizing Office Supplies Budget - Purchasing Division</u>	
Reduction to better align budget with actuals and "right-size" the budget - no service delivery impact anticipated.	1,000
<u>Right-Sizing Other Supplies Budget - Accounting Division</u>	
Reduction to better align budget with actuals and "right-size" the budget - no service delivery impact anticipated.	500
<u>Right-Sizing Repair & Maintenance Budget</u>	
Reduction to better align budget with actuals and "right-size" the budget - no service delivery impact anticipated.	1,000
<u>Right-Sizing Temporary Salaries Budget</u>	
Reduction to better align budget with actuals and "right-size" the budget - no service delivery impact anticipated.	364
<u>Right-Sizing Vehicle Rental & Pooled Fleet Budget - Accounting Division</u>	
Reduction to better align budget with actuals and "right-size" the budget - no service delivery impact anticipated.	450
<u>USS Contract (disconnects/reconnect) Savings</u>	
Eliminate funding for USS contract (used for disconnects and reconnects) and bring this function in-house. This will require adding a new FTE, but would result in a net of \$60,000 in savings per year. This is expected to provide a higher level of service.	60,000
Human Resources	82,480
<u>Driver Qualification Program Savings (manage through Ultipro)</u>	
No service delivery impact. The current subscription through JJKellar will be ended and this will be tracked more efficiently through UltiPro or some other means.	5,000
<u>Eliminate Summer Employee Picnic</u>	
This would result in ending the Summer Employee Picnic event, but would leave funds to continue the Employee Appreciation Event in October.	15,000
<u>Eliminate Tuition Reimbursement Program</u>	
This impacts a Citywide program with an average participation of 15 employees per year. This program was removed during last economic downturn and was brought back in 2014.	20,000
<u>Reduce CityBucks Recognition Program</u>	
Reduce Citywide CityBucks (gift card program) from \$xx to \$xx. This will restrict ongoing annual recognition funds available for recognition of outstanding performance.	8,000
<u>Reduce Food Budget</u>	
There will be a decreased ability to provide food at trainings and programs.	2,000
<u>Reduce Office Furniture/Equipment Budget</u>	
HR will not be able to provide improvements to office furniture unless replacing broken items. This will limit ability to increase quality/wellness (sit-stand stations, etc.).	1,000
<u>Reduce Other Supplies Budget</u>	
HR will only be able to support compliance related posters.	1,000
<u>Reduce Overtime</u>	
HR has not historically used all of its overtime budget. No service delivery impact is expected, as long as HR can remain staffed at current levels.	5,000
This would further reduce HR's ability to provide overtime to meet service levels for special projects, cover vacancies, etc.	3,000
<u>Reduce Postage Budget</u>	
No service delivery impact anticipated. Postage for volunteer program mailing can be reduced and W2s will not be mailed in 2020 (due to UltiPro online access).	1,500
<u>Reduce Professional Services</u>	
HR staff will not have as much flexibility to outsource special projects and/or consulting services, which may impact service level and/or compliance monitoring (pay equity audit, special comp study surveys, etc.).	5,000
<u>Reduce Telephone Allowance Budget</u>	
No service delivery impact. HR Director cancelled city cell phone plan and is using personal phone rather than receiving cell phone allowance/reimbursement.	720
<u>Reduce Training</u>	
HR staff will have fewer training, development, and learning opportunities.	6,000
<u>Reduce Training - HR Citywide</u>	
Citywide Training Programs, including LEAD Loveland, Lunch & Learns, and Compliance Programs, would be impacted. This may limit HR's ability to provide current levels of training programs. A leadership program RFQ will be conducted and HR will need to leverage the Learning Management System more through UltiPro to address training needs.	5,000
<u>Right-Sizing - Office Supplies Budget</u>	
Reduction to better align budget with actuals and "right-size" the budget - no service delivery impact anticipated.	2,000
<u>Right-Sizing Books & Periodicals Budget</u>	
Reduction to better align budget with actuals and "right-size" the budget - no service delivery impact anticipated.	410
<u>Right-Sizing Employment Screening Budget</u>	
Reduction to better align budget with actuals and "right-size" the budget - no service delivery impact anticipated.	500
<u>Reducing Printing Budget</u>	
Reduction to better align budget with actuals and "right-size" the budget - no service delivery impact anticipated.	1,000
<u>Reduce Repair & Maintenance Budget</u>	
Reduction to better align budget with actuals and "right-size" the budget - no service delivery impact anticipated.	350

Attachment 4

2020 Departmental Reductions

(Updated 9-13-2019)

Row Labels	Sum of Amount
Information Technology	174,309
Eliminate Vacant 1.0 FTE Computer Support Technician	
Reduce vacant position. This will impact amount of time to respond to service calls/tickets.	75,000
Innoprise Payroll Savings (change to read only license)	
No service delivery impact. This is being implemented in mid-2019, resulting in the ability to reduce the 2020 Budget. Changed Innoprise Payroll system to a read-only license, an 80% discount. Once HR no longer needs to access the Innoprise Payroll module for reading information, it too will be eliminated, saving an additional \$3,700.	14,794
PC Optical Drives Removal Savings	
No service delivery impact. Optical drives are no longer used.	5,600
Right-Sizing Overtime Budget	
Reduction to better align budget with actuals and "right-size" the budget - no service delivery impact anticipated.	12,000
Secondary Device Consolidation	
No service delivery impact anticipated. There has been a proliferation of secondary devices that drive computer replacement costs higher. Eliminate secondary devices by either making the primary device a mobile device or desktop PC. Mobile devices have evolved sufficiently to replace Desktop PC functionality without impacting performance.	60,300
Uconnect Software Savings	
No service delivery impact. This is being implemented in mid-2019, resulting in the ability to reduce the 2020 Budget. This software was used for queries in the iSeries computer for the document management system. It is no longer needed, because queries can be run directly in the document management system.	6,615
Library	159,605
Eliminate World Book Subscription (on-line)	
This would eliminate the Library's World Book online subscription. This subscription is used x times per month.	2,600
Hoopla Subscription - 50% Reduction	
Eliminate downloadable movies and TV shows from Hoopla service. X amount of items are currently allowed to be downloaded from Hoopla on a monthly basis. This would reduce the amount of available downloads by 50%.	16,000
Library Aide - Reduce by 10 Hours	
Reduce 10 hours of Library Aide position assigned to Library Technology Center. This along with other proposed Library reductions would cause the Library to reduce hours of operation from 64 to 60 hours per week.	25,178
Library Aide - Reduce by 5 Hours	
Reduce Library Aide in Customer Service by 5 hours. This along with other proposed Library reductions will require the hours of operation to be reduced from 64 to 60 hours per week.	8,393
Reduce Library Aide in Teen Services by 5 hours. This along with other proposed Library reduction will require the hours of operation to be reduced from 64 to 60 hours per week.	8,253
Reduce Computer Supply & Equipment Budget	
Further reduce new technology and replacement of older technology for staff and patrons.	1,000
Reduce new technology and replacement of older technology for staff and patrons.	1,000
Fewer materials will be available for library patrons.	4,000
Reduce Library Materials Budget	
Fewer materials will be available for library patrons.	31,000
Reduce Training Budget	
Library staff will have fewer training, development, and learning opportunities.	4,000
Reclassification and Reduction in Hours - Librarian to Library Aide	
Reclassify Librarian specializing in business services and replace with a paraprofessional position focused on general library services. Specialty business and research services currently provided by the Library will be impacted.	26,234
Library Aide - Reduce by 15 Hours	
No service delivery impact. Eliminate vacant, part-time (20-hour) Library Aide position in Children's and convert 10 hours to Librarian II position.	23,133
Materials Handler - Reduce by 15 Hours (non-benefitted salaries)	
Reduce Materials Handler position by 15 hours. This will cause longer wait times to return materials the shelves. This along with other proposed Library reductions will require the hours of operation to be reduced from 64 to 60 hours per week.	8,814
Municipal Court	1,750
Right-Sizing Overtime Budget	
Reduction to better align budget with actuals and "right-size" the budget - no service delivery impact anticipated.	1,500
Right-Sizing Postage Budget	
Reduction to better align budget with actuals and "right-size" the budget - no service delivery impact anticipated.	250
Non-Departmental	63,200
Eliminate Boards & Commissions Appreciation Event	
This would eliminate the annual Boards & Commissions appreciation event.	3,000
Eliminate CEF Consulting Budget	
Eliminate funding for Capital Expansion Fee consulting, which is used as-needed. This will require outsourced efforts to be absorbed by internal staff members.	5,000
Eliminate Contribution to TSD for Crossing Guards Program	
No service delivery impact. This would eliminate funding for the City's share of the Thompson School District Crossing Guards over the next two years. With the District's successful ballot measure passage, the District is in less need of City support to maintain this program.	33,000
North I-25 Business Alliance - Reduce Contribution	
Reduces the annual contribution to the 'Fix North I-25 Business Alliance' from \$20,000 to \$5,000.	15,000
Reduce Off-Site Food Budget (ELT, Emergenetics, Retirements, and other meetings)	
A reduced amount of food will be provided for off-site meetings, such as ELT quarterly off-site meetings (\$300 x 4), Emergenetics training (\$1,000), retirements, and other meetings/trainings.	2,200
Reduce Sponsorships	
Reduce funding for sponsorships related to Celebration of Philanthropy (\$1,500), Chamber Events (\$3,000), and food drive supplies/prizes.	5,000

2020 Departmental Reductions

(Updated 9-13-2019)

Row Labels	Sum of Amount
Parks & Recreation	393,594
<u>Close and Winterize Park Restrooms</u>	
This is an acceptable service delivery impact and aligns with practices of other municipalities. Close and winterize all park restrooms (2 exceptions) would create a net reduction in winter operating costs (decreased security costs, but increased port-o-let service costs). Loveland Sports Park shelter #2 to remain open due to high use of Championship Field. Benson Sculpture Garden to remain open due to daily pedestrian traffic.	7,000
<u>Eliminate Clothing Budget</u>	
Eliminate purchases of logo'd apparel for staff.	650
<u>Eliminate Food Budget</u>	
Eliminate budget for food in this division.	1,300
Eliminate purchase of food for any and all meetings and special events with the exception of the P&R Commission meetings.	1,000
Eliminate purchase of food for this division.	500
<u>Eliminate Non-Benefitted (Temporary) Forestry Position</u>	
Reduce temporary staff related to forestry operations. This would require the removal of any forestry related assistance to Public Works Department.	18,000
<u>Eliminate Other Services Budget</u>	
This will eliminate Public Works' ability to deal with unexpected expenditures that may arise, without seeking approval of additional mid-year appropriation from City Council.	2,770
<u>Eliminate Other Supplies Budget</u>	
Eliminate anniversary giveaways (logo'd items for savings of \$1,200). Previously eliminated big splash parties at the Chilson (for savings of \$400).	800
<u>Eliminate Supplies for Athletic Leagues</u>	
Eliminate items provided for athletic leagues (softballs, tennis balls, basketballs, volleyballs) for practices and games. This could cause teams and participants to choose to play in neighboring cities instead of Loveland. This will also impact revenue in youth athletics.	4,000
<u>Eliminate Vacant 0.5 FTE Business Services Specialist</u>	
No service delivery impact anticipated. This position is currently vacant due to hiring freeze. Re-organization and efficiencies with time tracking can allow for this position to dissolve.	20,830
No service delivery impact anticipated. This position is vacant and currently being held open due to hiring freeze. Re-organization and efficiencies with time tracking can allow for this position to dissolve.	13,007
<u>Modify Hours for Fairgrounds Park Splash Park and Mehaffey Water Feature</u>	
Modify the hours of operation for the splash parks to save potable water costs. Rather than 7 days per week during the summer season, the splash parks would only operate Friday-Sunday (which are the most popular days).	4,500
<u>Modify Hours for Loveland Sports Park Splash Park</u>	
Modify the hours of operation for the splash parks to save potable water costs. Rather than 7 days per week during the summer season, the splash parks would only operate Friday-Sunday (which are the most popular days).	1,500
<u>Print Activity Guide 3 (rather than 4) Times per Year</u>	
This is already being implemented in 2019, resulting in the ability to reduce the 2020 Budget.	6,000
<u>Reduce 0.5 FTE Childcare Supervisor (Chilson)</u>	
No service delivery impact anticipated. Upon retirement of a 30-year employee, this role has been staffed by part-time employees.	51,532
<u>Reduce Advertising Budget</u>	
This reduction might impact enrollments in athletics.	800
<u>Reduce Awards and Recognition Budget</u>	
Reduce purchase of gifts/gift cards used to show appreciation to employees for "above and beyond" work. Could negatively employee morale.	1,000
<u>Reduce Clothing Budget for Athletics Staff</u>	
Eliminate clothing for staff in Athletics. Staff will have to pay for own uniform items.	500
Reduce clothing for staff in Athletics. Staff may have to pay for own uniform items.	500
<u>Reduce Clothing Budget for Staff</u>	
Reduce clothing for uniforms for staff.	500
<u>Reduce Food Budget</u>	
Reduce food expenses in this division.	1,000
Reduce the total amount available for food and coffee.	1,500
<u>Reduce Instructor Payments Budget</u>	
Recreation will have to eliminate some contractor classes and have a potential impact to revenue.	4,000
<u>Reduce Marketing Budget</u>	
Reduce use of external advertising, paid advertising/marketing for our events/programs. This would require elimination of Survey Monkey subscription, which allows P&R staff to survey patrons and class participants regarding satisfaction levels.	1,000
<u>Reduce Office Supplies Budget</u>	
No service delivery impact anticipated. Reduce office supply purchases by eliminating purchases of specialty items and reduce supply stock.	2,000
<u>Reduce Other Services Budget</u>	
This will eliminate any ability to deal with unexpected expenses that may arise.	500
This will eliminate any ability to deal with unexpected expenses that may arise and will eliminate the ability to add new programs.	1,000
<u>Reduce Other Supplies Budget</u>	
Eliminate anniversary giveaways (logo'd items for savings of \$1,200). Previously eliminated big splash parties at the Chilson (for savings of \$400).	1,000
This will minimize the ability to deal with unexpected expenses that may arise.	500
<u>Reduce Professional Services Budget</u>	
This would eliminate P&R's ability to utilize external planning contractors, negatively impacting the ability to handle multiple projects at one time and slowing project timelines.	5,000
<u>Reduce Temporary Salaries Budget</u>	
This is anticipated to reduce service levels and safety at the Chilson and potentially impact revenue.	59,000

2020 Departmental Reductions

(Updated 9-13-2019)

Row Labels	Sum of Amount
This reduction is anticipated to impact service levels and safety in athletics and have a potential impact to revenue.	2,500
This will impact some senior programming and have a potential impact to revenue.	5,000
This will reduce service levels and safety in aquatics and have a potential impact to revenue.	1,000
This will require the elimination of some programming and have a potential impact to revenue.	5,000
<u>Reduce Temporary Salaries Budget (Batting Cages)</u>	
No service delivery impact. Batting Cages are now operated by a third party concessionaire.	1,050
<u>Reduce Training</u>	
Parks & Recreation staff will have fewer training, development, and learning opportunities.	12,100
This reduction will require Public Works staff to engage in more online trainings and less conference/in-person training opportunities.	2,900
<u>Reduce Training Budget</u>	
Parks & Recreation staff will have fewer training, development, and learning opportunities.	4,500
<u>Reduce Tree Plantings</u>	
Reduce tree plantings in parks. This would reduce the number of trees planted per year from x to x. Impact to overall tree inventory/urban forest needs?	7,000
<u>Reduce Workers Compensation Budget (Batting Cages)</u>	
No service delivery impact. Batting Cages are now operated by a third party concessionaire.	155
<u>Remove Parks On-Call Service (Field through PD Dispatch)</u>	
Parks On-Call service provides one phone number for patrons to call for assistance. Police dispatch will field all calls in the future with parks staff responding according to reason for call. This would effect Open Lands as well (non-General Fund).	10,800
<u>Right-Sizing Advertising Budget</u>	
Reduction to better align budget with actuals and "right-size" the budget - no service delivery impact anticipated.	100
<u>Right-Sizing Cell Phone Allowance Budget</u>	
Reduction to better align budget with actuals and "right-size" the budget - no service delivery impact anticipated.	2,000
<u>Right-Sizing Computer Supply/Equipment Budget</u>	
Reduction to better align budget with actuals and "right-size" the budget - no service delivery impact anticipated.	2,400
<u>Right-Sizing Membership Fees and Dues Budget</u>	
Reduction to better align budget with actuals and "right-size" the budget - no service delivery impact anticipated.	500
<u>Right-Sizing Mileage Reimbursement Budget</u>	
Reduction to better align budget with actuals and "right-size" the budget - no service delivery impact anticipated.	50
<u>Right-Sizing Office Furniture/Equipment Budget</u>	
Reduction to better align budget with actuals and "right-size" the budget - no service delivery impact anticipated.	1,000
<u>Right-Sizing Office Supplies Budget</u>	
Reduction to better align budget with actuals and "right-size" the budget - no service delivery impact anticipated.	100
<u>Right-Sizing Other Services Budget</u>	
Reduction to better align budget with actuals and "right-size" the budget - no service delivery impact anticipated.	1,000
<u>Right-Sizing Other Supplies Budget</u>	
Reduction to better align budget with actuals and "right-size" the budget - no service delivery impact anticipated.	3,550
<u>Right-Sizing Postage Budget</u>	
Reduction to better align budget with actuals and "right-size" the budget - no service delivery impact anticipated.	100
<u>Right-Sizing Repair & Maintenance Budget</u>	
Reduction to better align budget with actuals and "right-size" the budget - no service delivery impact anticipated.	500
<u>VSMP - Shift Operations from GF to Open Lands</u>	
No service delivery impact. Shift operating costs for Vistienz-Smith Mountain Park from General Fund to Open Lands Special Revenue Fund. This is allowable now that VSMP is a naturalized mountain park setting.	117,100

Attachment 4

2020 Departmental Reductions

(Updated 9-13-2019)

Row Labels	Sum of Amount
Police	745,121
Blood Alcohol Testing Savings (CBI)	
No service delivery impact anticipated. The Colorado Bureau of Investigation (CBI) has been granted marijuana revenue to offset the costs of testing statewide free of charge to local governments. This process will become free of charge July 1, 2019, freeing the PD of costs incurred by third party testing.	40,000
Overtime Budget Reduction	
This would impact service delivery related to overtime events (courtroom security, City Council meetings, downtown foot patrol, July 4th, Loveland Loves BBQ, Lake to Lake, Corn Roast, and Fair Parade).	60,000
Police Vacancy Savings	
Reduce PD personnel budget to capture vacancy savings based on natural attrition and delaying the hiring of replacements (approximately 9.0 FTE). This would significantly impact PD service delivery.	360,000
Reduce Clothing (SWAT, K9, CNT, Bomb, Explorers, Chaplain)	
This is a 46% reduction to SWAT, K9, CNT, Bomb, Explorers, and Chaplain clothing. This does not include uniform allowance. How would this impact service delivery?	10,000
Reduce Equipment and Supplies	
25% reduction to equipment and supplies for items including, but not limited to K9 supplies, body armor, ammo, SWAT supplies, and police training supplies. How would this impact service delivery?	58,385
Reduce Police Training & Certification Budget (by 20%)	
This is a 20% reduction to training for certification, tactical trainings, SWAT training, SRO Conference, background investigations, criminal investigations, and liability. How would this impact service delivery (in service training compliance, certifications lacking, etc.)?	37,382
Reduce Vehicle Maintenance Budget	
Reduce vehicle maintenance budget to reflect lower expectations for 2020. There is \$520,144 currently included for vehicle maintenance. On average, \$324,000 has been spent per year. This leaves approximately \$178,000 for the 10 vehicles maintained in this area. PD proposes reducing this balance by \$70,000 to provide cost savings. Fleet will charge appropriate costs for maintenance throughout the year. If costs are higher than anticipated by PD, PD will have to find a way to absorb.	70,000
Vehicle Amortization Savings	
No service delivery impact. Adjust amortization of SWAT truck (\$9,750) and Bearcat (\$16,620) to extend useful life of these vehicles.	26,370
Eliminate Mobile Command Post from Fleet (Amortization Savings)	
No service delivery impact anticipated. Eliminate Mobile Command Post from the fleet to reduce costs. This vehicle is infrequently used.	82,984
Public Information Office	22,000
Digitize City Update	
Reduces printing budget for Monthly City Update, with printed version to be replaced by digital version available online through 12-month schedule.	15,000
Reduce Professional Services Budget	
No service delivery impact. Contracted photo and graphics services will be performed in-house by existing staff.	2,500
Right-Sizing - Advertising Budget	
Reduction to better align budget with actuals and "right-size" the budget - no service delivery impact anticipated.	4,500
Public Works	930,821
Eliminate "Signs for Others" Service	
No specialty or other signs will be made or installed for other City departments or divisions.	5,000
Eliminate COLT Mobile Phone (rely on two-way radio)	
No service delivery impact anticipated. COLT staff can eliminate mobile phone and rely solely on two way radio	3,000
Eliminate Overtime	
Reduction to better align budget with actuals and "right-size" the budget - no service delivery impact anticipated.	9,823
Eliminate Public Works Week Event	
No service delivery impact anticipated. Reducing a program duplication.	19,254
Reduce Administrative Building Cleaning Budget	
No service delivery impact anticipated. This reduction is based on increasing day time porter cleaning and limiting the cleaning of all administration buildings to 2 nights a week full service. This would have no impact on the Chilson and the Library.	100,000
Reduce Alley Maintenance Program	
Current alley maintenance program would be reduced to emergency response only, eliminates (2) seasonal positions.	25,000
Reduce Budget for Temporary Staff	
This has an acceptable service delivery impact. Public Works would not be able to hire temporary or part-time workers. Work will be absorbed by other existing employees.	10,434
Reduce Chemical Budget for Alley Maintenance	
No significant service delivery impact anticipated. Reduce amount of chemicals purchased for alley maintenance program.	15,000
Reduce Downtown Snow Removal Budget	
This would create a service delivery impact Downtown by delaying after storm clean-up efforts. This is an elevated level of service that only benefits business/property owners Downtown. This budget was reduced by \$20,000 in 2019. This additional \$25,000 reduction in 2020 would leave \$xx,xxx for this program.	25,000
Reduce Food Budget	
Reduce purchase of food for meetings.	1,000
Reduce Major Facilities Maintenance Budget	
This will eliminate project contingency for facilities major maintenance. This may require reprioritization and possible deferment of scheduled projects.	250,000
Reduce Overtime - Valentine Hearts/Banners Installation	
This has an acceptable service delivery impact. This reduction in overtime budget would prevent installation of banners and valentine hearts after hours. Crews would be required to install them during normal crew working hours.	11,000
Reduce Printer Cartridge Budget	
No service delivery impact. Cost savings due to fewer personal printers.	1,500
Reduce Training Budget (Emerging Leaders, Emergenetics)	

2020 Departmental Reductions

(Updated 9-13-2019)

Row Labels	Sum of Amount
No service delivery impact anticipated. Now that a majority of key Public Works staff members have been through Emerging Leaders and Emergenetics training, this training budget can be reduced.	25,000
Reduce Tree Trimming Program	
Fewer number of trees trimmed/removed resulting in public safety concerns regarding the potential of an increase of dangerous trees in public right-of-ways with no funds to combat.	25,000
Right-Sizing - Professional Services Budget	
Reduction to better align budget with actuals and "right-size" the budget - no service delivery impact anticipated.	55,000
Right-Sizing - Snow & Ice Chemicals Budget	
Reduction to better align budget with actuals and "right-size" the budget - no service delivery impact anticipated.	108,000
Right-Sizing Printer Cartridge Budget (fewer personal printers)	
Reduction to better align budget with actuals and "right-size" the budget - no service delivery impact anticipated.	5,500
Safety Equipment/Training Reduction	
This will reduce the amount of funding for safety/equipment and training.	10,000
Stormwater Inspector - Shift 40% Cost from GF to Stormwater Fund	
No service delivery impact anticipated. Properly assign Stormwater Inspector costs to Stormwater Enterprise Fund.	100,000
Reduce Street Rehabilitation Budget	
Reduction to better align budget with actuals and "right-size" the budget - no service delivery impact anticipated.	50,000
Reduce Annual Streets Striping	
Reduction to better align budget with actuals and "right-size" the budget - no service delivery impact anticipated.	37,000
Right-Sizing - Overtime Budget (COLT)	
Reduction to better align budget with actuals and "right-size" the budget - no service delivery impact anticipated.	12,110
Right-Sizing - Overtime Budget (Facilities)	
Reduction to better align budget with actuals and "right-size" the budget - no service delivery impact anticipated.	10,000
Discontinue Use of Temporary Agency Staff	
This has an acceptable service delivery impact. Public Works will discontinue use of temporary agency staffing. Work will be absorbed by other existing employees.	10,000
Reduce Intern Program (from 2 to 1)	
No service delivery impact. Reduce number of Public Works internships from 2 to 1. Work will be absorbed by other staff members.	5,000
Eliminate Laundry Service for Uniforms (COLT)	
Eliminate laundry service currently provided for Public Works for uniforms.	2,200
Fire	466,333
Fleet Amortization Savings	
No service delivery impact anticipated. Reduction in capital fleet replacement fund to right-size contributions for future replacements.	100,398
New Hire Savings	
No service delivery impact anticipated; reduction based on entry level hiring selections for new hires planned for Fire Station 7.	209,000
Overtime Reduction due to Adding Rovers	
No service delivery impact anticipated. The overtime budget can be reduced in light of recently added Rover positions.	100,000
Reduce Equipment Replacement	
Fewer pieces of equipment, such as..., would be able to be replaced. This would result in...	56,935
Grand Total	3,528,942