



CITY OF LOVELAND
CITY MANAGER'S OFFICE

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AGENDA ITEM: 2
MEETING DATE: 5/24/2011
TO: City Council
FROM: William D. Cahill, City Manager
PRESENTER: William D. Cahill

TITLE: Consideration of:

1. An ordinance on second reading enacting a supplemental budget and appropriation to the 2011 City of Loveland budget for the purchase of real estate and water rights (former Agilent property), and
2. A resolution approving Agilent purchase and sale agreement and providing authorization and direction to City Manager concerning closing of the City's purchase of the Agilent property.

DESCRIPTION:

This is an administrative action. The City has competed successfully to be named as the candidate site for the ACE project. The City has entered into a Purchase and Sale Agreement to purchase the subject Agilent property for \$5.5 million, in order to transfer the property for ACE. This action appropriates for the purchase, as well as for environmental insurance, closing costs and short-term operations. In addition, a resolution directing certain staff actions is presented for adoption.

BUDGET IMPACT:

☒ Yes ☐ No

The funding is from various fund balances as described.

SUMMARY:

The City entered into a Letter of Intent in January, 2011 to buy the Agilent property located at 14th and Taft in southwest Loveland. In April, the City and Agilent executed a Purchase and Sale Agreement for the property (Attachment 2.)

The purchase includes approximately 305 acres of property, over 800,000 square feet of buildings, and substantial water rights (including 128 Colorado-Big Thompson units and three Home Supply ditch shares.) Of this acquisition:

- about 127 acres will be retained by the City as public open space,
- the water rights will be retained by the City as additions to the City's water portfolio, for public benefit, and
- small parcels will be retained by the City for street right-of-way and a sewer easement.

The balance of the acquisition, about 170 acres, can be developed and will be transferred for the ACE project.

As part of the process to purchase the site, the City has also pursued the purchase of environmental insurance, to minimize financial risks of potential contamination. Environmental hazards on the property have been substantially remediated by Hewlett-Packard, and the Colorado Department of Public Health and Environment (CDPHE) requires no further action for monitoring or cleanup. Hewlett-Packard has also provided an indemnity for certain hazards, protecting the City or other buyers. However, to further safeguard its interests, the City proposes to buy environmental insurance, providing \$15 million in protection for 10 years, at a one-time cost of about \$125,000.

Total costs are:

| | |
|--------------------------------------------------------|----------------|
| Property purchase | \$5,500,000 |
| Closing and miscellaneous costs | 50,000 |
| Temporary operations (2 months and property insurance) | 147,000 |
| Environmental insurance | <u>125,000</u> |
| | \$5,822,000 |

Sources of purchase money are:

| | |
|-------------------------------------------------------------------------------------------------------|------------------|
| Open Space Fund (127 acres @ \$7,000/acre) | \$889,000 |
| Street CEFs (.2 acres approx. for 14th/Taft ROW) | 30,000 |
| Raw Water Fund (128 CBT units and 3 ditch shares, offset by liabilities for augmentation of ponds) | 379,000 |
| Wastewater Fund (.03 acre for easement for sewer line) | 5,000 |
| Interfund loan from Raw Water Fund | <u>4,519,000</u> |
| TOTAL | \$5,822,000 |

This reflects the benefits to the various funds. The Raw Water Fund currently has sufficient balance to allow a temporary loan of part of its balance. This will be repaid from the sale of the property.

Two items are presented to the Council: an ordinance for the funding action, and a resolution to direct certain staff actions for the real estate transaction. This assures clear and unequivocal City Council direction on the transaction.

LIST OF ATTACHMENTS:

1. An ordinance enacting a supplemental budget and appropriation to the 2011 City of Loveland budget for the purchase of real estate and water rights.

2. A resolution approving Agilent purchase and sale agreement and providing authorization and direction to City Manager concerning closing of the City's purchase of the Agilent property.
 3. Letter from Open Lands Advisory Commission
-

RECOMMENDED CITY COUNCIL ACTION:

Adopt two motions to:

Approve the ordinance on second reading.

Approve the resolution.

REVIEWED BY CITY MANAGER:

FIRST READING May 10, 2011

SECOND READING May 24, 2011

ORDINANCE NO. _____

AN ORDINANCE ENACTING A SUPPLEMENTAL BUDGET AND APPROPRIATION TO THE 2011 CITY OF LOVELAND BUDGET FOR THE PURCHASE OF REAL ESTATE AND WATER RIGHTS (FORMER AGILENT PROPERTY)

WHEREAS, the City has reserved funds not appropriated at the time of the adoption of the City budget for 2011; and

WHEREAS, the City Council desires to authorize the expenditure of these funds by enacting a supplemental budget and appropriation to the City budget for 2011, as authorized by Section 11-6(a) of the Loveland City Charter.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF LOVELAND, COLORADO:

Section 1. That reserves in the amount of \$889,000 in the Open Space Capital Expansion Fee Fund 223, \$30,000 in the Street Capital Expansion Fee fund 229, \$5,000 in the Wastewater Enterprise Fund 042, and \$4,898,000 in the Raw Water Enterprise Fund 046 are available for appropriation. The reserves in the total amount of \$5,822,000 are hereby appropriated for the purchase of real estate and water rights; the operational and insurance costs of the buildings purchased; and transferred to the funds as hereinafter set forth. The spending agencies and funds that shall be spending the monies supplementally budgeted and appropriated are as follows:

**Supplemental Budget
General Fund 001**

Revenues

| | | |
|--------------------------|------------------------------|--------|
| 001-0000-373-46-00-AGL11 | Transfer from Raw Water Fund | 70,000 |
|--------------------------|------------------------------|--------|

| | |
|----------------------|---------------|
| Total Revenue | 70,000 |
|----------------------|---------------|

Appropriations

| | | |
|---------------------------|-----------|--------|
| 001-2321-409-03-40-AGL111 | Utilities | 10,000 |
|---------------------------|-----------|--------|

| | | |
|---------------------------|-----------------------|--------|
| 001-2321-409-03-50-AGL111 | Professional Services | 60,000 |
|---------------------------|-----------------------|--------|

| | |
|-----------------------------|---------------|
| Total Appropriations | 70,000 |
|-----------------------------|---------------|

**Supplemental Budget
Capital Project Fund 02**

Revenues

| | | |
|---------------------------|-------------------------------|-----------|
| 002-0000-373-22-09-AGL111 | Transfer from Street CEF Fund | 30,000 |
| 002-0000-373-46-02-AGL111 | Transfer from Raw Water Fund | 4,372,000 |

| | | |
|----------------------|--|------------------|
| Total Revenue | | 4,402,000 |
|----------------------|--|------------------|

Appropriations

| | | |
|---------------------------|------|-----------|
| 002-2321-409-09-10-AGL111 | Land | 4,402,000 |
|---------------------------|------|-----------|

| | | |
|-----------------------------|--|------------------|
| Total Appropriations | | 4,402,000 |
|-----------------------------|--|------------------|

**Supplemental Budget
Wastewater Enterprise Fund 42**

Revenues

| | | |
|--------------|--|-------|
| Fund Balance | | 5,000 |
|--------------|--|-------|

| | | |
|----------------------|--|--------------|
| Total Revenue | | 5,000 |
|----------------------|--|--------------|

Appropriations

| | | |
|---------------------------|------|-------|
| 042-4610-409-09-10-AGL111 | Land | 5,000 |
|---------------------------|------|-------|

| | | |
|-----------------------------|--|--------------|
| Total Appropriations | | 5,000 |
|-----------------------------|--|--------------|

**Supplemental Budget
Raw Water Enterprise Fund 046**

Revenues

| | | |
|--------------|--|-----------|
| Fund Balance | | 4,898,000 |
|--------------|--|-----------|

| | | |
|----------------------|--|------------------|
| Total Revenue | | 4,898,000 |
|----------------------|--|------------------|

Appropriations

| | | |
|---------------------------|-----------------------------------|-----------|
| 046-4520-473-01-00-AGL11 | Transfer to General Fund | 70,000 |
| 046-4520-473-02-00-AGL111 | Transfer to Capital Projects Fund | 4,372,000 |
| 046-4520-473-07-89-AGL11 | Transfer to Risk & Insurance Fund | 77,000 |
| 046-4710-409-09-52-AGL111 | Water Purchase | 379,000 |

| | | |
|-----------------------------|--|------------------|
| Total Appropriations | | 4,898,000 |
|-----------------------------|--|------------------|

**Supplemental Budget
Risk & Insurance Fund 089**

| | | |
|-----------------------------|------------------------------------|---------------|
| Revenues | | |
| 089-0000-373-46-00-AGL11 | Transfer from Raw Water Fund | 77,000 |
| Total Revenue | | 77,000 |
| Appropriations | | |
| 089-1575-409-05-10-AGL111 | Insurance - Property and Liability | 77,000 |
| Total Appropriations | | 77,000 |

**Supplemental Budget
Open Space CEF Fund 223**

| | | |
|-----------------------------|------|----------------|
| Revenues | | |
| Fund Balance | | 889,000 |
| Total Revenue | | 889,000 |
| Appropriations | | |
| 223-0208-409-09-10-AGL111 | Land | 889,000 |
| Total Appropriations | | 889,000 |

**Supplemental Budget
Street CEF Fund 229**

| | | |
|-----------------------------|-----------------------------------|---------------|
| Revenues | | |
| Fund Balance | | 30,000 |
| Total Revenue | | 30,000 |
| Appropriations | | |
| 229-0270-473-02-00-AGL111 | Transfer to Capital Projects Fund | 30,000 |
| Total Appropriations | | 30,000 |

Section 2. That as provided in City Charter Section 4-9(a)(7), this Ordinance shall be published by title only by the City Clerk after adoption on second reading unless the Ordinance has been amended since first reading in which case the Ordinance shall be published in full or the amendments shall be published in full. This Ordinance shall be in full force and effect upon final adoption, as provided in City Charter Section 11-5(d).

ADOPTED this ____ day of May, 2011.

Cecil A. Gutierrez, Mayor

ATTEST:

City Clerk

APPROVED AS TO FORM:



Deputy City Attorney

RESOLUTION #R-37-2011

A RESOLUTION APPROVING AGILENT PURCHASE AND SALE AGREEMENT AND PROVIDING AUTHORIZATION AND DIRECTION TO CITY MANAGER CONCERNING CLOSING OF THE CITY'S PURCHASE OF THE AGILENT PROPERTY

WHEREAS, the City of Loveland ("City") and Agilent Technologies, Inc. ("Agilent") have entered into that certain Purchase and Sale Agreement dated April 18, 2011, a copy of which is attached as **Exhibit A** and incorporated by reference ("the Agreement"); and

WHEREAS, the City has agreed under the Agreement to purchase from Agilent approximately three hundred (300) acres of land, certain water rights associated with the land, certain identified personal property, four (4) buildings consisting of approximately eight hundred thousand (800,000) square feet of finished space, and numerous outbuildings, structures and improvements, all located at 815 14th Street Southwest, Loveland, Colorado (collectively, "the Property"); and

WHEREAS, the City's obligation in the Agreement to purchase the Property is subject to two contingencies; and

WHEREAS, under the first contingency in Section 4 of the Agreement the City has until May 31, 2011, in which to inspect and conduct its due diligence concerning the Property; and

WHEREAS, if the City, in its sole and absolute discretion, determines any condition of the Property is unsatisfactory to the City, it may give to Agilent, pursuant to Section 4.2, a written "Due Diligence Termination Notice" on or before May 31, 2011 of the City's election to terminate the Agreement ("Termination Notice"); and

WHEREAS, under the second contingency in Section 18 of the Agreement the City Council has until May 31, 2011, in which to appropriate the needed funds for the City's purchase of the Property; and

WHEREAS, if the City Council decides not to appropriate the needed funds, the City may terminate the Agreement by giving Agilent the Termination Notice on or before May 31, 2011; and

WHEREAS, if the City provides Agilent with the Termination Notice under either contingency on or before May 31, 2011, the City would be entitled to a refund of its one hundred thousand dollars (\$100,000) earnest money deposit that it has paid under Section 2.2 of the Agreement; and

WHEREAS, if the City does not provide the Termination Notice to Agilent on or before May 31, 2011, the City's \$100,000 earnest money deposit becomes nonrefundable; and

WHEREAS, under Section 3.3 of the Agreement the current closing date for the City's purchase of the Property from Agilent is June 23, 2011; and

WHEREAS, if the City does not elect to terminate the Agreement on or before May 31, 2011, it could still decide for any reason not to close on the purchase of the Property on June 23, 2011; and

WHEREAS, if the City decides not to close on the purchase of the Property on June 23, 2011, under Section 12.1 of the Agreement Agilent's sole and exclusive legal remedy against the City would be to retain the City's \$100,000 earnest money deposit; and

WHEREAS, by the adoption of this Resolution and adoption of an ordinance for the appropriation of the funds needed to purchase the Property, it is the Council's intention and desire that the City Manager proceed with completing this transaction in accordance with the direction hereinafter provided in this Resolution.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF LOVELAND, COLORADO:

Section 1. That the City Council hereby approves the Agreement.

Section 2. That the City Manager is directed to complete the City's due diligence for the purchase of the Property and, if on or before May 31, 2011, no condition of the Property has been discovered or identified that would, in the judgment of the City Manager, result in any undue risk of liability or cost to the City in proceeding with the transaction beyond May 31, 2011, the City Manager is directed and authorized to not give the Termination Notice to Agilent, with the understanding that the City's \$100,000 earnest money deposit will be forfeited to Agilent in the event the City does not close on the purchase of the Property on June 23, 2011. If, however, a condition of the Property is discovered or identified on or before May 31, 2011, that would, in the City Manager's judgment, result in any undue risk of liability or cost to the City in proceeding with this transaction beyond May 31, 2011, the City Manager may, after consultation with the City Attorney, provide the Termination Notice to Agilent and seek the immediate refund of the City's \$100,000 earnest money deposit, all as provided under the Agreement.

Section 3. That in the event the City Manager elects, as provided in Section 2 above, to continue with this transaction beyond May 31, 2011, the City Manager shall not proceed with the City's purchase of the Property at the June 23, 2011 closing, or at such earlier or later closing date as may be agreed to by the City and Agilent, without first receiving from City Council, by motion or resolution, express authorization to proceed with the closing on the City's purchase of the Property from Agilent.

Section 4. That this Resolution shall be effective as of the date and time of its adoption.


ADOPTED this 24th day of May, 2011.

Cecil A. Gutierrez, Mayor

ATTEST:

City Clerk

APPROVED AS TO FORM:



City Attorney

Exhibit A

PURCHASE AND SALE AGREEMENT

By and Between

Agilent Technologies, Inc.

("Seller")

and

City of Loveland

("Buyer")

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Exhibit A Legal Description of Property

Exhibit B List of Personal Property

Exhibit C Property Information

Exhibit D Form of Special Warranty Deed

Exhibit E Bill Of Sale And Blanket Transfer, Assignment And Assumption

Exhibit F Form of Quit Claim Deed

Exhibit G Right of First Offer to Purchase

PURCHASE AND SALE AGREEMENT

THIS PURCHASE AND SALE AGREEMENT (this "**Agreement**") is entered as of April 18, 2011, by and between AGILENT TECHNOLOGIES, INC., a Delaware corporation ("**Seller**"), and the CITY OF LOVELAND, a Colorado home rule municipality ("**Buyer**").

WITNESSETH:

WHEREAS, Seller is the owner of that certain real property located at 815 14th Street SW, in the City of Loveland, County of Larimer, and State of Colorado.

NOW, THEREFORE, in consideration of the mutual covenants contained herein, Seller and Buyer agree as follows:

1. Agreement to Purchase and Sell.

1.1 The Property. Subject to the terms and conditions of this Agreement, Seller agrees to sell, assign and convey to Buyer, and Buyer agrees to purchase and accept from Seller, on the Closing Date (as defined below) the following (collectively, the "**Property**"):

1.1.1 That certain land containing approximately three hundred (300) acres (without representation by Seller as to exact area) located at 815 14th Street SW, in the City of Loveland, County of Larimer, State of Colorado, more particularly described on Exhibit "A" attached hereto and made a part hereof (the "**Land**"), together with (i) the approximately 811,757 gross square feet of building improvements (without representation by Seller as to exact size) situated thereon and all other improvements and attached fixtures used exclusively in connection with the operation of the Property (specifically excluding trade fixtures) located on the Land (collectively, the "**Improvements**", which together with the Land are referred to herein as the "**Real Property**"), and (ii) all rights, privileges, servitudes and appurtenances thereto, including all mineral rights appurtenant to the Land and all water and water rights, ditch, reservoir, water wells and well rights, whether decreed or undeclared, whether tributary, nontributary, and not nontributary, appurtenant to the Land and all right, title and interest under C.R.S. § 37-90-137 (1973) on, underlying or appurtenant to the Land;

1.1.2 All equipment, furnishings and other tangible personal property owned by Seller that are currently located on and used exclusively in connection with the operation of the Property (specifically excluding personal and network computer systems, PBX, or other telephone switching equipment and testing equipment, but specifically including (i) all data cabling, fiber optic cabling and related sonet assets, (ii) all raised flooring, and (iii) all building operation systems and the components thereof, such as [but not limited to] HVAC systems, UPS systems, liebert units, fire and security systems, and related system controls) listed on Exhibit "B" attached hereto and made a part hereof (collectively, the "**Personal Property**"); and

1.1.3 Seller's right, title, and interest in and to (collectively, the "**Intangible Property**"): (i) any licenses, permits, authorizations, entitlements, certificates of occupancy and other government approvals for the Real Property; (ii) three (3) shares of the Consolidated Home Supply Ditch Company (the "**Home Supply Shares**"); and (iii) any unexpired warranties with respect to the Real Property, to the extent such Intangible Property is assignable.

1.1.4 Those certain one hundred twenty-eight (128) Colorado Big Thompson units (collectively, "**Units**") administered by the Northern Colorado Water Conservancy District ("**NCWCD**"), which are presently attached to the Real Property, and which transfer of use shall be subject to the approval of the Board of Directors of the NCWCD.

2. Purchase Price; Payment.

2.1 Purchase Price. The total purchase price for the Property (the "**Purchase Price**") shall be Five Million Five Hundred Thousand Dollars (US\$5,500,000.00). The Purchase Price shall be paid as set forth below.

2.2 Initial Deposit. Within three (3) business days after the Effective Date, Buyer shall deliver into escrow with Chicago Title Company, 1875 Lawrence Street, Suite 1300, Denver, Colorado 80202 ("**Escrow Holder**" or "**Title Company**"), Attn: Liz Greco, a deposit in the amount of One Hundred Thousand Dollars (US\$100,000.00) (the "**Deposit**"). Concurrently with the satisfaction or waiver by Buyer of the condition set forth in Section 4.2, except as otherwise provided herein, the Deposit and all accrued interest thereon shall be non-refundable to Buyer, but applied toward the Purchase Price if the Closing (as defined below) occurs as set forth in this Agreement. The failure of Buyer to deliver the Deposit to Escrow Holder in a timely fashion shall be a material default and shall entitle Seller, at Seller's sole option, to terminate this Agreement by giving written notice to Buyer at any time until such funds are delivered by Buyer to Escrow Holder. As used herein, the "**Effective Date**" is the date upon which Buyer and Seller each have executed and delivered a signed copy of this Agreement to the other party.

2.3 Interest on Deposit. The Deposit shall be held by Escrow Holder in an interest-bearing account in accordance with the provisions of this Agreement, with interest accruing to the benefit of Buyer prior to its release to Seller. The term "**Deposit**" shall include any and all interest then accrued.

2.4 Cash Balance. The balance of the Purchase Price, plus or minus prorations and other adjustments as provided in this Agreement, if any, shall be due at Closing and shall be paid by Buyer by certified funds paid to Escrow Holder.

3. Escrow.

3.1 Opening of Escrow. Seller shall deliver a copy of a fully executed counterpart of this Agreement into escrow ("**Escrow**") with Escrow Holder on or before three (3) business days following the Effective Date.

3.2 Instructions to Escrow Holder. Seller and Buyer shall each be entitled to submit escrow instructions to the Escrow Holder in connection with the Closing. Seller and Buyer shall, in addition, execute such further escrow instructions as the Escrow Holder may reasonably require in connection with the Closing as long as such instructions are consistent with the provisions of this Agreement and the escrow instructions of Seller and Buyer. In the event of any conflict between the terms and conditions of this Agreement and the provisions of any escrow instructions prepared by Seller, Buyer or the Escrow Holder, the terms and conditions of this Agreement shall control.

3.3 Closing. The purchase and sale of the Property as contemplated by this Agreement, including but not limited to the delivery of the Deed (defined below), payment of the Purchase Price and receipt thereof by Seller, and the completion of the other matters required by this Agreement to be done contemporaneously (the "**Closing**") shall occur at the offices of the Escrow Holder, and be completed by 5:00 p.m. on June 23, 2011 (the "**Required Closing Date**"). The date on which the Closing actually occurs shall be referred to herein as the "**Closing Date**".

3.4 Pre-Closing Matters. Until the earlier of the Closing or the termination of this Agreement, Seller agrees as follows: (i) to maintain any insurance coverage relating to the Property that is currently maintained by Seller, in the amounts and coverages currently in effect; (ii) to maintain the Property in its present condition ("**AS IS**"), subject to normal wear and tear and with acts of God, casualty and condemnation excepted, all in a matter consistent with Seller's past practice; (iii) to notify Buyer promptly upon receiving notice of any (a) fact or event that could make any of the representations or warranties of Seller contained in Section 9 of this Agreement untrue or misleading in any material respect; (b) pending or threatened litigation that materially and adversely affects the Property or that would materially and adversely affect the transaction contemplated hereby; or (c) material damage or destruction (excluding normal wear and tear) to the Property or any part thereof; (iv) not to intentionally do anything, nor knowingly permit anything to be done, that would materially and adversely affect the status of title to the Real Property as shown in the Title Commitment, without the prior written consent of Buyer, which consent shall not be unreasonably withheld; (v) to use reasonable efforts to deliver to Buyer copies of all notices relating to the physical condition of the Property that are received by Seller after the Effective Date from any governmental agency; (vi) to use reasonable efforts to notify Buyer promptly upon receiving actual notice of any spilling, leaking, disposing, discharging, or migration of hazardous or toxic materials on the Property in violation of applicable law occurring after the Effective Date; and (vii) not to enter into any leases, occupancy agreements, service or other contracts affecting the Property that would remain in effect after Closing without in each case obtaining Buyer's prior written consent thereto, which consent shall not be unreasonably withheld.

4. Inspection.

4.1 Documents. Pursuant to that certain "**Confidentiality and Limited Access Agreement**" signed by Buyer and Seller on February 15, 2011 (the "**February Agreement**"), Seller has provided Buyer with access to Seller's document room located on the Real Property, to inspect certain information and documents relating to the condition of the Property (the "**Property Information**"), which Property Information is more particularly identified on Exhibit "C" attached hereto and made a part hereof. The Property Information is intended to include only documentary information that is not

either proprietary to Seller, or subject to the attorney-client privilege or any agreement by Seller to maintain its confidentiality, and that is within Seller's possession or reasonable control. Buyer shall not remove any the Property Information from Seller's document room without notifying Seller in writing, and any documents removed by Buyer shall promptly be returned to Seller's document room. Seller has not undertaken any independent investigation as to the truth or accuracy of the information and documents to be delivered and is providing the same solely as an accommodation to Buyer. Buyer and its representatives shall hold in strict confidence all data and information obtained with respect to Seller or the Property whether obtained before or after the execution and delivery of this Agreement, and shall not disclose the same to others; provided, however, that it is understood and agreed that Buyer may disclose such data and information (i) to Buyer's consultants, appraisers, accountants, attorneys, proposed insurers, Permitted Assignees (defined below) and any other assignees of Buyer's rights and obligations under this Agreement that have been approved in writing by Seller (individually, an "Approved Assignee", collectively, "Approved Assignees"), provided that such persons agree to treat such data and information confidentially, and (ii) to potential tenants, brokers, real estate agents, and other parties to the extent such data and information is generally known to the public or discoverable through a search of the public records (without breach of this Agreement). Further, data and information obtained by Buyer and/or its agents, employees, representatives, consultants, Permitted Assignees, Approved Assignees, proposed insurers, or contractors (collectively, "Buyer's Agents") with respect to Seller or the Property may be disclosed to the extent required by applicable law including, without limitation, as a response to service of process or subpoena, and shall be further subject to disclosure in connection with any litigation between Seller and Buyer. In the event this Agreement is terminated or Buyer fails to perform hereunder, Buyer shall promptly return to Seller all Property Information and any other statements, documents, schedules, exhibits and other written information obtained from Seller in connection with this Agreement or the transaction contemplated herein. At Seller's option, any such Property Information and any such other statements, documents, schedules, exhibits and other written information shall be destroyed by Buyer. Buyer shall provide a written certificate to Seller regarding such destruction within ten (10) days after Buyer's receipt of written request from Seller. The provisions of this Section 4.1 shall survive Closing or any termination of this Agreement, provided that following the Closing, Buyer and any Permitted Assignee or Approved Assignee who owns the Property shall be entitled to employ all data and information (including without limitation all Information, as defined below, and Property Information) with respect to the Property as reasonably required in connection with the ownership and operation of the Property.

4.2 Due Diligence. Buyer shall have until 5:00 p.m. Mountain Time on May 31, 2011 (the "Due Diligence Period") in which to examine, inspect, and investigate the Real Property, and, in Buyer's sole and absolute judgment and discretion, to determine whether the same is satisfactory to Buyer. Buyer may terminate this Agreement pursuant to this Section 4.2 by giving notice of termination (the "Due Diligence Termination Notice") to Seller and Title Company on or before 5:00 p.m. Mountain Time on the last day of the Due Diligence Period. This Agreement shall continue in full force and effect if Buyer does not give a Due Diligence Termination Notice on or before 5:00 p.m. Mountain Time on the last day of the Due Diligence Period, and Buyer's failure to provide such notice shall constitute Buyer's approval of each item included in the Property Information. In the event Buyer elects to terminate this Agreement pursuant to this Section 4.2, then (i) promptly upon such termination, Buyer shall deliver to Seller all information, materials and data (collectively, the "Information") that Buyer or

Buyer's Agents discover, obtain or generate in connection with or resulting from Buyer's investigation of the Property, other than internal analyses produced by Buyer or Buyer's Agent's of a proprietary nature or items that are reasonably subject to attorney-client privilege, and (ii) the Deposit shall be released to Buyer, whereupon neither Buyer nor Seller shall have any further obligation or liability to each other, save and except for the waivers, releases, indemnity, document return and insurance obligations of Buyer that are stated to survive the termination of this Agreement (the "**Surviving Obligations**").

4.2.1 Buyer and Buyer's Agents shall have access to the Real Property at reasonable times (subject to Seller's prior approval of the specific time and activities to be conducted by Buyer and Buyer's Agents during such access, and Seller's security requirements) during the term of this Agreement for the purpose of conducting inspections, tests and sampling reasonably required by Buyer (collectively, the "**Inspections**"). At least two (2) business days prior to any entry on or Inspection of the Real Property, Buyer shall: (i) deliver to Seller written notice of Buyer or Buyer's Agents' intention to enter the Real Property to conduct such Inspection and the proposed date and time of such entry (Buyer and Buyer's Agents may enter only on the dates and at the times that have been approved in advance by Seller, and Seller shall have the right to have one or more of its agents or representatives accompany Buyer and Buyer's Agents at all times while Buyer and Buyer's Agents are on the Real Property); (ii) provide Seller copies of any work plans for any testing or sampling for Seller's prior written approval, which work plan Seller may modify, limit or disapprove in its sole but reasonable discretion; and (iii) provide Seller with a certificate of insurance from Buyer and Buyer's Agents inspecting the Real Property (from an insurance carrier reasonably acceptable to Seller) evidencing the existence of (a) commercial general liability insurance, in an amount not less than \$2,000,000 combined limits for any injuries, deaths or property damage sustained as a result of any one accident or occurrence, (b) worker's compensation insurance at statutory limits, and (c) employer's liability insurance in an amount not less than \$1,000,000 for each accident, disease per employee and disease policy limit. The commercial general liability insurance shall name Seller as an additional insured. Additionally, Buyer, on behalf of Buyer and Buyer's Agents, hereby waives any claims against the Indemnitees (defined below) for any injury to persons (except to the extent such injury is caused by Seller's gross negligence or willful misconduct) or damage to property arising out of any Inspections, including, without limitation, any damage to the tools and equipment of Buyer or Buyer's Agents, all of which shall be brought onto the Real Property at the sole risk and responsibility of Buyer and Buyer's Agents.

4.2.2 Buyer shall, at its sole cost and expense, comply with all applicable federal, state and local laws, rules, statutes, regulations, ordinances, or policies in conducting the Inspections. Buyer shall keep the Property free clear of any liens and shall hold harmless, protect, defend (with counsel reasonably acceptable to Seller) and indemnify Seller and its officers, directors, employees, contractors, agents, subsidiaries and affiliates, and their respective successors and assigns (collectively, the "**Indemnitees**") and the Property, from and against any liabilities, claims, demands, causes of action, losses, costs, damages, penalties, fines, taxes, remedial actions, removal and disposal costs, investigation and remedial costs and expenses (including, without limitation, attorneys', expert and consultant fees), whether direct or indirect, known or unknown (collectively, "**Claims**") arising out of or relating to the work or activities conducted on the Real Property by Buyer or Buyer's Agents, including without limitation any Claims for (i) any injuries to persons (including death) or damage to any property; provided, however, that the foregoing indemnity shall not extend to any liabilities to the extent arising as

a result of the mere discovery by Buyer or Buyer's Agents of a pre-existing condition that has a deleterious effect on the Property, or (ii) any mechanic's, workers' or other liens on the Property, by reason of or relating to the work or activities conducted on the Real Property by Buyer or Buyer's Agents. The foregoing provisions shall not be limited in any way by any other terms of this Agreement, and shall survive the Closing or termination of this Agreement.

4.2.3 To the extent that Buyer or Buyer's Agents damage or soil the Real Property during their entry thereon, Buyer shall, at its sole cost and expense, clean up and repair the Real Property in whatever manner necessary after Buyer or Buyer's Agents' entry thereon so that the Real Property shall be returned to the same condition that existed prior to Buyer's or Buyer's Agents' entry thereon.

4.2.4 Seller shall promptly be provided with a copy of all Information that Buyer or Buyer's Agents discover, obtain or generate in connection with or resulting from their Inspections and work under this Section 4.2. All such Information shall be deemed confidential, and Buyer shall not disclose or permit Buyer's Agents and other parties to whom disclosure is permitted under Section 4.1 above to disclose to any third party, other than Buyer's Agents (provided such parties have agreed to keep such information confidential) and other than as may be required by applicable law, the results of Buyer's Inspection. Buyer shall, in addition, be entitled to disclose the results of Buyer's Inspection to investors and potential lenders with respect to the Property (provided such parties have agreed to keep such information confidential) and shall further be entitled to disclose such information as required by applicable law, including, without limitation, as required by service of process or subpoena, and in connection with any litigation between Seller and Buyer. Buyer shall indemnify, defend, protect and hold harmless the Indemnitees from and against all Claims arising out of Buyer's breach of the foregoing obligations. The foregoing provisions shall not be limited in any way by any other terms of this Agreement, and shall survive the Closing or termination of this Agreement, with the understanding that Buyer and any Permitted Assignee or Approved Assignee that owns the Property shall be entitled to employ all such Information with respect to the Property that is reasonably required in connection with the ownership and operation of the Property.

4.2.5 In the course of its investigations, testing and sampling, Buyer may make inquiries and disclosures to third parties regarding the Property including, without limitation, Seller's consultants, such as Johnson Controls, Inc., and to any local, state or federal government body or quasi-governmental agency; provided, however, that before making any such inquiries or disclosures with any such third parties (other than those third parties to whom disclosure is permitted under Section 4.1 above), Buyer shall first obtain the written consent of Seller (through Dave Wacker), which consent Seller may withhold in its sole discretion.

5. Title Review.

5.1 Delivery of Title Commitment and Survey. Not later than ten (10) business days after the Effective Date, Seller shall deliver to Buyer a title commitment (together with copies of any recorded documents listed as exceptions on Schedule B of the commitment) for the Real Property for an ALTA 2006 Owner's form policy (the "Title Commitment") issued by the Title Company.

5.2 Title Review and Cure.

5.2.1 Buyer shall review title to the Real Property as disclosed by the Title Commitment. Buyer shall have from the Execution Date until 5:00 p.m. Mountain Time on the date which is thirty (30) days after the date by which it has received the Title Commitment (the "**Title Due Diligence Period**"), to object, in its sole and absolute discretion, by written notice of objections delivered to Seller (the "**Title Objections**"), to any title matters shown on the Title Commitment or as disclosed in a current ALTA-ACSM Urban Survey of the Real Property (the "**Survey**"), which Survey Buyer, at Buyer's sole cost and expense, may cause to be prepared in connection with the Buyer's review of title to the Property. Buyer's failure to provide notice of the Title Objections to Seller on or before the expiration of the Title Due Diligence Period shall constitute Buyer's approval of the Title Commitment. If Buyer timely notifies Seller of its Title Objections, then Seller may notify Buyer in writing within seven (7) business days after Seller's receipt of such notification that: (i) Seller will remove the Title Objections on or before the Closing, or (ii) Seller will not remove any or certain specified Title Objections. Seller's failure to address any Title Objections in any notice, or failure to give a timely notice as to any Title Objections shall constitute Seller's election not to remove such Title Objections.

5.2.2 If Seller does not provide Buyer with timely written notice that it shall remove all Title Objections, then Buyer may, as its sole and exclusive remedy, terminate this Agreement by giving Seller written notice of such termination within five (5) business days after the expiration of Seller's 7-business day notice period. Buyer's failure to terminate this Agreement within such 5-business day period shall constitute Buyer's waiver of the Title Objections. In the case of Buyer's waiver (or deemed waiver) of the Title Objections, Seller shall have no obligation to remove or otherwise address such Title Objections, and such Title Objections shall be deemed approved. Notwithstanding the foregoing, on or prior to the Closing, Seller shall remove or cause to be removed, at Seller's cost, any monetary liens affecting the Property that Seller has created or expressly permitted to exist (that were not caused by Buyer or any of Buyer's Agents), other than current non-delinquent taxes or assessments. Except for the Title Objections Seller removes or covenants to remove, the matters shown by the Title Commitment and any encumbrances arising from the acts of Buyer or Buyer's Agents, are collectively referred to herein as the "**Permitted Exceptions**". After the expiration of the Title Due Diligence Period, but prior to the Closing, Buyer may, at or prior to Closing, notify Seller in writing (the "**Subsequent Title Defects Notice**") of any objection(s) to title exceptions (i) raised by the Title Company after the expiration of the Title Due Diligence Period and prior to the Closing and (ii) not otherwise known to Buyer prior to the expiration of the Title Due Diligence Period, provided that Buyer must notify Seller of such objection(s) to title within five (5) business days of being made aware of the existence of such exceptions. If Buyer gives a Subsequent Title Defects Notice to Seller, Seller shall have five (5) business days after receipt of the Subsequent Title Defects Notice to notify Buyer that (a) Seller will remove such objectionable exceptions from title on or before the Closing, provided that Seller may extend the Closing for such period as shall be required to effect such cure, but not beyond thirty (30) days; or (b) Seller elects not to cause such exceptions to be removed. If Seller fails to give such notice timely to Buyer, Seller shall have been deemed to have given notice to Buyer under clause (b). Seller shall have no obligation to remove any title exceptions to which Buyer objects; provided, however, that on or prior to the Closing, Seller shall remove or cause to be removed, at Seller's cost, any monetary liens affecting the Land that Seller has created or expressly permitted to exist (that were not caused by

Buyer or any of Buyer's Agents), other than current non-delinquent taxes or assessments. The procurement by Seller of a commitment of the Title Company for the Title Policy (defined below) or an endorsement thereto insuring Buyer against any title exception that was disapproved pursuant to this Section 5.2.2 shall be deemed a cure by Seller of such disapproval so long as such title exception does not materially adversely affect (i) Buyer's access to, use of, or intended operations on the Real Property, or (ii) the market value of the Property. If Seller gives or is deemed to have given notice under clause (b) above, Buyer shall have two (2) business days from the date on which such notice to Buyer is given in which to notify Seller that Buyer will nevertheless proceed with the purchase and take title to the Property subject to such exceptions (collectively, the "New Exceptions") or that Buyer will terminate this Agreement. If Buyer fails to give such notice in a timely fashion, Buyer shall be deemed to have elected to proceed with the purchase and take title to the Property subject to the New Exceptions. If this Agreement is terminated pursuant to the foregoing provisions of this Section 5.2.2, then (i) promptly upon such termination, Buyer shall deliver to Seller the Information and Property Information, (ii) the Deposit shall be released to Buyer, and (iii) Buyer shall pay all Survey charges, whereupon neither Buyer nor Seller shall have any further obligation or liability to each other, save and except for the Surviving Obligations.

5.2.3 Buyer's obligation to purchase the Property shall be conditioned upon the Title Company issuing at Closing to Buyer an ALTA 2006 owner's form of title insurance policy in the amount of the Purchase Price insuring that fee simple title to the Property is vested in Buyer subject only to the Permitted Exceptions and any New Exceptions (the "Title Policy"). Buyer shall be entitled to request that the Title Company provide such endorsements to the Title Policy as Buyer may reasonably require, provided that such endorsements shall be at no cost or additional liability to Seller and the Closing shall not be delayed as a result of Buyer's request.

6. Conditions to Closing.

6.1 Seller's Conditions. The obligation of Seller to sell and convey the Property pursuant to this Agreement is subject to the satisfaction on or before the Closing Date (or such earlier date as is specifically set forth in this Agreement) of all of the following conditions precedent, which conditions are for the benefit of Seller only and the satisfaction of which may be waived only in writing by Seller:

6.1.1 Buyer's Deliveries. Delivery and execution by Buyer of all monies, items and instruments required to be delivered by Buyer pursuant to this Agreement;

6.1.2 Buyer's Representations. Buyer's warranties and representations set forth herein shall be true and correct in all material respects as of the Closing Date and, at Seller's request, Buyer will so certify; and

6.1.3 Buyer's Performance. Buyer shall have performed each and every obligation to be performed by Buyer pursuant to this Agreement.

6.2 Buyer's Conditions. The obligation of Buyer to acquire the Property pursuant to this Agreement is subject to the satisfaction on or before the Closing Date (or such earlier date as is

specifically set forth in this Agreement) of all of the following conditions precedent which conditions are for the benefit of Buyer only and the satisfaction of which may be waived only in writing by Buyer:

6.2.1 **Seller's Deliveries.** Delivery and execution by Seller of all instruments and other items required to be delivered by Seller pursuant to this Agreement;

6.2.2 **Seller's Representations.** Seller's warranties and representations set forth herein shall be true and correct in all material respects as of the Closing Date and, at Buyer's request, Seller will so certify;

6.2.3 **Seller's Performance.** Seller shall have performed each and every obligation to be performed by Seller pursuant to this Agreement; and

6.2.4 **Buyer's Title Policy.** As of the Closing, the Title Company shall have committed to issue, upon the sole condition of the payment of its regularly scheduled premium, the Title Policy.

6.3 **Failure of Conditions.** If any of the conditions set forth in Sections 6.1 or 6.2 are not timely satisfied for any reason other than the default of the party responsible for the satisfaction thereof, or are not waived by the party for whose benefit the condition exists, then the party for whose benefit the condition exists may, in its sole discretion, either delay the Closing until the condition is satisfied by up to (but not in excess of) thirty (30) additional days (after which time this Agreement shall automatically terminate if the condition is not satisfied or waived by the end of this 30-day period), or terminate this Agreement by giving written notice thereof to the other party. In the event of a termination under this Section 6.3, Buyer shall deliver the Information and Property Information to Seller, the Title Company shall promptly pay the Deposit to Buyer, and neither Buyer nor Seller shall have any further obligation or liability to each other, save and except for the Surviving Obligations.

6.4 **Satisfaction of Conditions.** The occurrence of the Closing shall constitute satisfaction of conditions set forth in Sections 6.1 and 6.2 not otherwise specifically satisfied or waived by Buyer or Seller, except Buyer's warranties and representations in Section 6.1.2 and Seller's warranties and representations in Section 6.2.2 shall survive Closing.

7. **Deliveries Into Escrow.**

7.1 **Deliveries by Seller.** At the Closing, Seller shall deliver or cause to be delivered to Buyer the following documents duly executed and acknowledged where appropriate:

7.1.1 **Deed.** A special warranty deed for the Real Property (the "**Deed**"), in the form attached hereto as Exhibit "D" and made a part hereof;

7.1.2 **FIRPTA.** A certificate of non-foreign status to confirm that Buyer is not required to withhold part of the Purchase Price pursuant to Section 1445 of the Internal Revenue Code of 1986, as amended;

7.1.3 Bill Of Sale And Blanket Transfer, Assignment And Assumption. A Bill Of Sale And Blanket Transfer, Assignment And Assumption ("**Bill of Sale**") in the form attached hereto as Exhibit "E";

7.1.4 Quit Claim Deed. A quit claim deed for water and mineral rights in the form attached hereto as Exhibit "F" and made a part hereof;

7.1.5 ROFO. A Right of First Offer to Purchase ("**ROFO**") in the form attached hereto as Exhibit "G", the short form memorandum of which will be recorded at Closing immediately after the Deed;

7.1.6 Closing Affidavits. Affidavits and similar instruments as are reasonably required by the Title Company (i) to close the transaction and to issue the Title Policy, and (ii) for the satisfaction of any Internal Revenue Service disclosure and reporting requirements, including, but not limited to, Form 1099B. All such affidavits and similar instruments shall be in form and substance reasonably satisfactory to Seller and the Title Company;

7.1.7 CBT Units and Home Supply Shares. Such instruments and documentation as are necessary and required (i) by the NCWCD to transfer all of Seller's right, title and interest in the CBT Units to Buyer, and (ii) by the Consolidated Home Supply Ditch Company to transfer all of Seller's right, title and interest in the Home Supply Shares to Buyer. The CBT Units and the Home Supply Shares shall be conveyed by Seller to Buyer free and clear of all liens and encumbrances; and

7.1.8 Other Documents. Such other documents as may be reasonably necessary and appropriate to complete the Closing of the transaction contemplated herein.

7.2 Deliveries by Buyer. At the Closing, Buyer shall deliver or cause to be delivered to Seller the following funds and documents duly executed and acknowledged where appropriate:

7.2.1 Certified Funds. Certified Funds for the remaining portion of the Purchase Price and such additional sums as are necessary to pay the Buyer's share of closing costs, prorations and any fees, as more particularly set forth in Section 8 below;

7.2.2 Bill of Sale. A Bill of Sale in the form attached hereto as Exhibit "E";

7.2.3 ROFO. A ROFO in the form attached hereto as Exhibit "G";

7.2.4 CBT Units. Such instruments and documentation as may be necessary and required by the NCWCD to transfer all of Seller's right, title and interest in the CBT Units to Buyer;

7.2.5 Closing Affidavits. Affidavits and similar instruments as are reasonably required by the Title Company (i) to close the transaction and to issue the Title Policy, and (ii) for the satisfaction of any Internal Revenue Service disclosure and reporting requirements, including, but not

limited to, Form 1099B. All such affidavits and similar instruments shall be in form and substance reasonably satisfactory to Buyer and the Title Company; and

7.2.6 Other Documents. Such other documents as may be reasonably necessary and appropriate to complete the Closing of the transaction contemplated herein.

8. Taxes; Apportionments; Costs.

8.1 Closing Fees and Transfer Taxes. Fees for real estate closing services shall be paid one-half by Buyer and one-half by Seller. Any realty transfer or sales taxes imposed on the sale of the Property pursuant to this Agreement shall be paid by Buyer.

8.2 Utilities and Real and Personal Property Taxes. Water and sewer charges and all other apportioned charges shall be prorated between Seller and Buyer as of Closing on a per diem basis, based on the fiscal year or billing period, as applicable, of the levying authority. Real estate taxes and personal property taxes shall be prorated based on taxes for the calendar year immediately preceding Closing. To the extent possible, Seller shall cancel its utility accounts for the Property as of the date of Closing and Buyer shall be responsible for arranging utility service in Buyer's own name, and any such accounts that are terminated by Seller shall not be prorated.

8.3 Other Costs. Each Party shall pay all its own expenses incurred in connection with this Agreement and the transactions contemplated hereby, including, without limitation, their respective accounting, legal and appraisal fees. Seller shall pay all premiums for the Title Policy, and Buyer shall pay for all additional costs to obtain extended coverage or endorsements to the Title Policy. Buyer shall pay for any Survey costs, and all recording and documentary fees.

8.4 Colorado Withholding. Seller acknowledges that the Escrow Holder will be required to withhold a portion of the Purchase Price in accordance with Colorado law, unless Seller provides Escrow Holder with an executed Colorado Form 1083 that confirms such withholding is not required.

9. Seller's Representations and Warranties. Seller hereby makes the following representations and warranties, each of which shall be continuing and shall survive the Closing for a period of twelve (12) months after the Closing (the "**Survival Period**"). Any claim based on any of the following representations and warranties must be filed, if at all, before the end of the Survival Period. Whenever a representation or warranty is being made "**to Seller's knowledge**," such qualification indicates that the warranty is being made to the current actual knowledge of (i) David Wacker, Seller's Workplace Services Region Manager for the Property, Kim Meisner-Hobbs, Seller's EHS Region Manager for the Property, Suzanne Patrick, Seller's Workplace Services Region Space and Real Estate Manager, and Rick Walston, Seller's Workplace Services Site Manager for the Property, without any implied, imputed or constructive knowledge and without any independent investigation having been made or any implied duty to investigate by any of the foregoing parties. No claim for a breach of any representation or warranty of Seller shall be actionable or payable if the breach in question results from or is based on a condition, state of facts or other matter which was known to Buyer prior to Closing. Seller shall have no liability to Buyer for a breach of any representation or warranty unless written notice

containing a description of the specific nature of such breach shall have been given by Buyer to Seller prior to the expiration of the Survival Period and any court action or other legal proceeding shall have been commenced by Buyer against Seller within twelve (12) months after Closing. Except as expressly set forth in this Agreement, Seller has not made any warranty or representation, express or implied, written or oral, concerning the Property. Seller acknowledges that the representations and warranties contained in this Section are material to Buyer and will be relied upon by Buyer in proceeding with this transaction.

9.1 Notices of Violation. Except to the extent disclosed in the Property Information, or disclosed to Buyer through any Inspections of the Real Property or otherwise, to Seller's knowledge, Seller has not received any notice from any governmental authority that any condition at the Land or Improvements violates any material provision of applicable building codes, zoning or land use laws, other local, state or federal laws and regulations, or restrictive easements or covenants affecting the Property.

9.2 Authority and Execution. Seller has been duly organized and is validly existing as a Delaware corporation, and is in good standing under the laws of the State of Colorado. The person executing this Agreement on behalf of Seller is duly and validly authorized to do so on behalf of Seller, and that Seller has full right and authority to enter into this Agreement and perform all of its obligations hereunder. Execution of this Agreement will not result in any breach of, or constitute a default under, any contract or other agreement to which Seller is a party. To Seller's knowledge, there is no action or proceeding pending or threatened against Seller that challenges or impairs Seller's ability to execute or perform its obligations under this Agreement.

9.3 Possession. Any existing leases of the Real Property will be terminated prior to Closing and there will not be any parties in occupancy of any of the Real Property or any parts thereof on the Closing Date.

9.4 Condemnation. To Seller's knowledge, Seller has not received any written notice of any existing or pending condemnation or taking by eminent domain of any part of the Real Property.

9.5 Litigation. To Seller's knowledge, except to the extent disclosed in the Property Information, Seller has not received written notice of any litigation which has been filed against Seller that arises out of the ownership of the Property and would materially affect the Property or use thereof, or Seller's ability to perform hereunder. To Seller's knowledge, and except to the extent disclosed in the Property Information, Seller has not received written notice of any threatened litigation relating to the Property.

9.6 Property Information. Buyer acknowledges and agrees that it is commercially impractical and unreasonable to expect that Seller has been able to locate and produce for Buyer under this Agreement all existing written and electronic information and documents in Seller's possession or control or in the possession or control of Seller's officers, employees and agents relating to the Property Information. Therefore, subject to this limitation, Seller only represents and warrants that its Workplace Services managers at the Loveland site have made a reasonable good faith attempt to locate and collect

the Property Information and to make the Property Information available to Buyer for review at Seller's document room located on the Real Property.

9.7 Use of Property. Buyer acknowledges and agrees that it is commercially impractical and unreasonable to expect that Seller has complete and accurate knowledge as to whether any action or inaction by Seller or any of Seller's officers, agents, contractors, or employees has resulted in a Release of Hazardous Materials (as the terms "**Release**" and "**Hazardous Materials**" are defined and interpreted pursuant to applicable federal or Colorado state environmental laws) on the Real Property in violation of any applicable federal or Colorado state laws. Therefore, subject to this limitation, and except to the extent disclosed in the Property Information, or disclosed to Buyer through any Inspections of the Real Property or otherwise, to Seller's Knowledge, during Seller's period of ownership of the Property, no Hazardous Materials have been released on the Real Property by Seller or any of Seller's officers, agents, contractors or employees in violation of any applicable federal or Colorado state law.

10. Buyer's Representations and Warranties. Buyer hereby makes the following representations and warranties, each of which shall survive the Close of Escrow and shall not be limited by any time period, except any applicable statute of limitations under Colorado law:

10.1 Authority to Execute; Organization. Buyer has been duly organized and is validly existing as a home rule municipality, in good standing in the State of Colorado. Buyer has the full right and authority and has obtained any and all consents required to enter into this Agreement and to consummate or cause to be consummated the transactions contemplated hereby, subject to Section 18 below. This Agreement has been, and all of the documents to be delivered by Buyer at the Closing will be, authorized and properly executed and constitutes, or will constitute, as appropriate, the valid and binding obligation of Buyer, enforceable in accordance with their terms.

10.2 Conflicts and Pending Action. There is no agreement to which Buyer is a party or to Buyer's knowledge binding on Buyer which is in conflict with this Agreement. There is no action or proceeding pending or, to Buyer's knowledge, threatened against Buyer which challenges or impairs Buyer's ability to execute or perform its obligations under this Agreement.

10.3 No Encumbrance. Prior to Closing, Buyer shall neither encumber nor cause any liens to be created against the Property in any way, nor shall Buyer, at any time prior to Closing record this Agreement or a memorandum thereof.

10.4 Principal; Financial Resources. Buyer is acting as a principal in connection with the transaction as contemplated by this Agreement and, subject to the condition in Section 18 below, presently possesses and will possess as of the Closing the financial resources to timely consummate the purchase and sale transaction contemplated by this Agreement.

10.5 No Reliance on Documents. All materials, data and Property Information delivered by Seller to Buyer in connection with the transaction contemplated hereby are provided to Buyer as a convenience only and that any reliance on or use of such materials, data or information by Buyer shall be at the sole risk of Buyer. Neither Seller, nor any affiliate of Seller, nor the person or entity that prepared any report or reports delivered by Seller to Buyer shall have any liability to Buyer for any inaccuracy in

or omission from any such reports, excluding any claims for fraudulent or intentional misrepresentation by Seller or its employees relating to such materials, data or Property Information.

10.6 Buyer's Investigation. (i) Except for the express representations and warranties of Seller set forth herein, there are no representations or warranties of any kind whatsoever, express or implied, made by Seller in connection with this Agreement, the purchase of the Property by Buyer, the physical condition of the Property, whether the Property complies with applicable laws, or whether the Property is appropriate for Buyer's intended use (Buyer specifically acknowledges that Seller has not made any representations or warranties as to whether or not the Land can be rezoned for residential or any other change in use); (ii) On or prior to the end of the Due Diligence Period, Buyer will have (or will have chosen not to have) fully investigated the Property and all matters pertaining thereto; (iii) Except for the express representations and warranties of Seller set forth herein, Buyer is not relying on any statement or representation of Seller, its agents or its representatives; (iv) Buyer, in entering into this Agreement and in completing its purchase of the Property, is relying entirely on its own investigation of the Property; (v) On or prior to the end of the Due Diligence Period, Buyer will be aware (or chosen not to be aware) of all zoning regulations (including, without limitation, whether or not the Land can be rezoned for residential or any other change in use sought by Buyer), other governmental requirements, site and physical conditions, and other matters affecting the use and condition of the Property; and (vi) Except for the express representations and warranties of Seller set forth herein, Buyer's decision, on or prior to the end of the Due Diligence Period, of whether to purchase the Property on the terms and conditions hereof shall be made in reliance on Buyer's review, inspection and investigation of the Property and of materials, documents, information and studies relating to the Property (including, without limitation, Buyer's Inspections). EXCEPT FOR THE EXPRESS REPRESENTATIONS AND WARRANTIES OF SELLER SET FORTH HEREIN, THE SALE OF THE PROPERTY AS PROVIDED FOR HEREIN IS MADE ON A STRICTLY "AS IS" "WHERE IS" CONDITION AND BASIS "WITH ALL FAULTS" AS OF THE CLOSING DATE, AND SELLER MAKES NO WARRANTY OR REPRESENTATION, EXPRESS OR IMPLIED, OR ARISING BY OPERATION OF LAW, INCLUDING, BUT IN NO WAY LIMITED TO, ANY WARRANTY OF QUANTITY, QUALITY, CONDITION, HABITABILITY, MERCHANTABILITY, SUITABILITY OR FITNESS FOR A PARTICULAR PURPOSE OF THE PROPERTY, ANY IMPROVEMENTS LOCATED THEREON OR ANY SOIL CONDITIONS RELATED THERETO.

Buyer acknowledges that each of the representations and warranties contained in this Section 10 are material to Seller and will be relied upon by Seller in proceeding with this transaction.

11. Release. BUYER SPECIFICALLY ACKNOWLEDGES THAT BUYER IS NOT RELYING ON (AND SELLER HEREBY DISCLAIMS AND RENOUNCES) ANY REPRESENTATIONS OR WARRANTIES MADE BY OR ON BEHALF OF SELLER OF ANY KIND OR NATURE WHATSOEVER, EXCEPT FOR THOSE PARTICULAR REPRESENTATIONS AND WARRANTIES EXPRESSLY PROVIDED IN THIS AGREEMENT. FURTHER, AND WITH THE EXCEPTION OF CLAIMS BASED ON BREACH OF SELLER'S REPRESENTATIONS AND WARRANTIES IN SECTION 9, BUYER, FOR BUYER AND BUYER'S SUCCESSORS AND ASSIGNS HEREBY RELEASES SELLER FROM, AND WAIVES, ANY AND ALL CLAIMS AND LIABILITIES AGAINST SELLER FOR, RELATED TO, OR IN CONNECTION WITH, ANY

ENVIRONMENTAL OR PHYSICAL CONDITION OF THE PROPERTY (OR THE PRESENCE OF ANY MATTER OR SUBSTANCE RELATING TO THE ENVIRONMENTAL CONDITION OF THE PROPERTY), INCLUDING, BUT NOT LIMITED TO, CLAIMS AND/OR LIABILITIES RELATING TO (IN ANY MANNER WHATSOEVER) ANY HAZARDOUS, TOXIC OR DANGEROUS MATERIALS OR SUBSTANCES LOCATED IN, AT, ABOUT OR UNDER THE PROPERTY, OR FOR ANY AND ALL CLAIMS OR CAUSES OF ACTION (ACTUAL OR THREATENED) BASED UPON, IN CONNECTION WITH, OR ARISING OUT OF, THE FEDERAL COMPREHENSIVE ENVIRONMENTAL RESPONSE, COMPENSATION AND LIABILITY ACT, AS AMENDED, AND AS IT MAY BE FURTHER AMENDED FROM TIME TO TIME, THE FEDERAL RESOURCE CONSERVATION AND RECOVERY ACT, AS AMENDED, AND AS IT MAY BE FURTHER AMENDED FROM TIME TO TIME, THE COLORADO HAZARDOUS WASTE ACT, AS AMENDED, AND AS IT MAY BE FURTHER AMENDED FROM TIME TO TIME, OR ANY OTHER CLAIM OR CAUSE OF ACTION (INCLUDING ANY FEDERAL OR STATE BASED STATUTORY, REGULATORY OR COMMON LAW CAUSE OF ACTION) RELATED TO ENVIRONMENTAL MATTERS OR LIABILITY WITH RESPECT TO, OR AFFECTING, THE PROPERTY. UPON CLOSING, BUYER SHALL ASSUME THE RISK THAT ADVERSE MATTERS, INCLUDING BUT NOT LIMITED TO, CONSTRUCTION DEFECTS AND ADVERSE PHYSICAL AND ENVIRONMENTAL CONDITIONS, MAY NOT HAVE BEEN REVEALED BY BUYER'S INVESTIGATIONS, AND BUYER, UPON CLOSING, SHALL BE DEEMED TO HAVE WAIVED, RELINQUISHED AND RELEASED SELLER FROM AND AGAINST ANY AND ALL CLAIMS, DEMANDS, CAUSES OF ACTION (INCLUDING CAUSES OF ACTION IN TORT), LOSSES, DAMAGES, LIABILITIES, COSTS AND EXPENSES (INCLUDING ATTORNEYS' FEES AND COURT COSTS) OF ANY AND EVERY KIND OR CHARACTER, KNOWN OR UNKNOWN, WHICH BUYER MIGHT HAVE ASSERTED OR ALLEGED AGAINST SELLER, AT ANY TIME BY REASON OF OR ARISING OUT OF ANY LATENT OR PATENT CONSTRUCTION DEFECTS OR PHYSICAL CONDITIONS, VIOLATIONS OF ANY APPLICABLE LAWS (INCLUDING, WITHOUT LIMITATION, ANY ENVIRONMENTAL LAWS) AND ANY AND ALL OTHER ACTS, OMISSIONS, EVENTS, CIRCUMSTANCES OR MATTERS REGARDING THE PROPERTY, WITH THE EXCEPTION OF CLAIMS BASED ON BREACH OF SELLER'S EXPRESS REPRESENTATIONS AND WARRANTIES IN SECTION 9. BUYER ACKNOWLEDGES AND AGREES THAT THE WAIVERS, RELEASES AND OTHER PROVISIONS CONTAINED IN THIS SECTION 11 WERE A MATERIAL FACTOR IN SELLER'S ACCEPTANCE OF THE PURCHASE PRICE AND THAT SELLER IS UNWILLING TO SELL THE PROPERTY TO BUYER UNLESS SELLER IS RELEASED AS EXPRESSLY SET FORTH ABOVE. BUYER, WITH BUYER'S COUNSEL, HAS FULLY REVIEWED THE DISCLAIMERS AND WAIVERS SET FORTH IN THIS AGREEMENT, AND UNDERSTANDS THE SIGNIFICANCE AND EFFECT THEREOF. THE TERMS AND CONDITIONS OF THIS SECTION 11 WILL EXPRESSLY SURVIVE THE CLOSING AND WILL NOT MERGE WITH THE PROVISIONS OF ANY CLOSING DOCUMENTS.

12. Remedies.

12.1 Buyer's Default. If (i) Buyer fails to complete Closing in accordance with the terms of this Agreement, or (ii) Buyer otherwise defaults in the performance of its obligations under this Agreement, then in either event the Deposit and the interest thereon shall be paid to and retained by

Seller as liquidated damages for such breach. Buyer and Seller agree that if Buyer breaches this Agreement, damages would be difficult if not impossible to ascertain. Buyer and Seller agree that the Deposit is the best estimate of the damages due to Seller if Buyer defaults in the performance of its obligations under this Agreement. Buyer and Seller agree that Seller's receipt of the Deposit shall be Seller's sole remedy for such breach, whereupon Buyer shall deliver to Seller the Information and Property Information, and this Agreement shall terminate, except for the Surviving Obligations. This limitation of liability shall not apply to Buyer's other liability obligations under this Agreement (including without limitation, Buyer's indemnity obligations under this Agreement) or to any damages (including reasonable attorneys fees, court costs and other costs of collection) Seller may incur in the event Buyer defaults but fails to authorize the release of the Deposit by Escrow Holder to Seller.

12.2 Seller's Default. If Seller shall fail to convey the Property to Buyer in accordance with the provisions of this Agreement, and such failure constitutes a default by Seller hereunder, Buyer's sole and exclusive remedies shall be either to (i) sue for specific performance, it being understood and agreed that the remedy of specific performance shall not be available to enforce any other obligation of Seller hereunder, or (ii) terminate this Agreement and obtain a refund of the Deposit, and all documented and reasonable out-of-pocket costs incurred by Buyer in performing its inspections, investigations and other due diligence review of the Property up to (but not in excess of) Fifty Thousand Dollars (\$50,000.00), which return and recovery shall operate to terminate this Agreement and release Seller from any and all liability hereunder. Buyer shall be deemed to have elected to terminate this Agreement and receive back the Deposit and the foregoing due diligence cost reimbursement if Buyer fails to file suit for specific performance against Seller in a court having jurisdiction in the county and state in which the Property is located on or before sixty (60) days following the date upon which the Required Closing Date was to have occurred. Except for, and in consideration of, the foregoing right of Buyer to sue for specific performance, or alternatively, to obtain a refund of the Deposit and the foregoing due diligence cost reimbursement, Buyer hereby waives any other remedies available at law or in equity for any default by Seller prior to Closing.

12.3 Limitations on Seller's Liability. NOTWITHSTANDING ANYTHING TO THE CONTRARY CONTAINED IN THIS AGREEMENT, IN NO EVENT WILL SELLER OR ANY OTHER INDEMNITEE BE LIABLE TO BUYER IN CONTRACT, TORT OR OTHERWISE WITH RESPECT TO ANY INDIRECT, CONSEQUENTIAL, SPECIAL, EXEMPLARY OR INCIDENTAL DAMAGES ARISING FROM OR RELATING TO THIS AGREEMENT OR ANY CLOSING DOCUMENT OTHER THAN ANY INTENTIONAL OR FRAUDULENT MISREPRESENTATION BY SELLER. IN ADDITION, IN NO EVENT WILL SELLER OR ANY OTHER INDEMNITEE BE LIABLE TO BUYER UNLESS AND UNTIL THE AGGREGATE AMOUNT OF DAMAGES FOR WHICH SELLER IS OBLIGATED TO BUYER PURSUANT TO THIS AGREEMENT EXCEEDS THE SUM OF TWENTY-FIVE THOUSAND DOLLARS (\$25,000.00) (THE "BASE AMOUNT"), WHEREUPON SELLER SHALL BE LIABLE FOR ALL SUCH DAMAGES, INCLUDING THE BASE AMOUNT, BUT IN NO EVENT WILL SELLER BE LIABLE TO BUYER FOR ANY DAMAGES TO THE BUYER IN EXCESS OF THE SUM OF FIVE HUNDRED FIFTY THOUSAND DOLLARS (\$550,000.00).

12.4 The foregoing waivers and releases by Buyer set forth in Sections 12.2 and 12.3 shall survive any termination of this Agreement or the Closing and recording of the Deed.

13. Casualty; Condemnation.

13.1 Casualty. If, prior to the Closing, any part of the Improvements is damaged or destroyed by flood, fire or other casualty, Seller shall promptly notify Buyer in writing of such casualty loss. If the damage caused by such casualty is estimated to cost more than Two Hundred Fifty Thousand Dollars (\$250,000.00) in the aggregate to repair (as verified by contractor(s) and/or vendor(s) selected by Seller and reasonably acceptable to Buyer), then within twenty (20) days after Buyer's receipt of Seller's notice of the damage, Buyer shall deliver written notice to Seller and the Title Company, electing either to (i) proceed with this transaction and Closing in accordance with this Agreement notwithstanding such damage; or (ii) terminate this Agreement, in which event this Agreement shall terminate and promptly upon such termination, Buyer shall deliver to Seller all Information and Property Information and Buyer shall pay all title, survey and escrow charges incurred in connection with this Agreement and the balance of the Deposit shall be returned to Buyer. Buyer's failure to deliver either such notice to Seller and Title Company within such twenty (20) day-period shall constitute Buyer's election to proceed to Closing. If Buyer elects (or is deemed to have elected) not to terminate this Agreement or if the damage is estimated to cost \$250,000.00 or less in the aggregate, then the Closing shall nevertheless occur as otherwise provided in this Agreement, except that Seller shall assign to Buyer upon the Closing all insurance proceeds paid or payable to Seller (but not in excess of the Purchase Price), if any, in connection with such occurrences, and Seller shall pay to Buyer or credit against the Purchase Price the amount of any deductibles carried by Seller up to, but not in excess of, \$250,000.00 (it being understood that Seller shall have no obligation to pay to Buyer or credit against the Purchase Price any portion of any insurance deductibles carried by Seller in excess of \$250,000.00); and Seller shall have no obligation to repair such damage or destruction.

13.2 Condemnation. In the event that all or any substantial portion(s) of the Real Property shall be taken in condemnation or under the right of eminent domain after the Effective Date and before the Closing, Buyer may, at its option either (i) terminate this Agreement by written notice thereof to Seller, whereupon Buyer shall deliver the Information and Property Information to Seller, and the Title Company shall promptly return to Buyer the Deposit, together with any interest earned thereon, or (ii) proceed to close the transaction contemplated herein pursuant to the terms hereof in which event Seller shall assign and turn over to Buyer, and Buyer shall be entitled to receive and keep all awards for the taking by eminent domain which accrue to Seller and there shall be no reduction in the Purchase Price. For purposes of this provision, a "**substantial portion**" of the Real Property shall mean (a) more than ten percent (10%) of the Real Property is taken; or (b) the access to the Real Property is materially reduced or restricted. In the event that a portion of the Real Property less than a substantial portion is taken, or Buyer elects not to terminate this Agreement, Buyer shall proceed to close the transaction contemplated herein and there shall be no reduction in the Purchase Price and Seller shall assign and turn over to Buyer and Buyer shall be entitled to receive and keep all awards for the taking by eminent domain which accrue to Seller.

14. Brokerage Commissions. If and only in the event that the transaction contemplated by this Agreement closes, a real estate commission shall be paid by Seller to USI Real Estate Brokerage Services Inc. and Realtec Commercial Services representing Seller ("**Seller's Brokers**") pursuant to Seller's separate agreement with USI Real Estate Brokerage Services. Seller and Buyer warrant each to the other that they have not dealt with any real estate broker other than the Seller's Brokers with regard to this transaction. Buyer agrees to indemnify and hold harmless Seller from any and all commissions claimed by any broker or third party representing Buyer arising by virtue of this transaction whose commissions might legally arise from acts of Buyer. Seller agrees to indemnify and hold harmless Buyer from any and all commissions claimed by any broker or third party (including, without limitation, Seller's Brokers) arising by virtue of this transaction whose commissions might legally arise from acts of Seller. The obligations of indemnity of Buyer and Seller as contained in this Section 14 shall survive the Closing or the earlier expiration or termination of this Agreement. If for any reason the Closing does not occur (including, without limitation, a default by either Buyer or Seller, a termination of this Agreement pursuant to Sections 4, 5, 6, or 13, or otherwise, or a mutual rescission of this Agreement by Buyer and Seller), then no commission will be paid to or deemed earned by the Seller's Brokers, in no event shall the Seller's Brokers have any interest in any liquidated damages recovered by Seller pursuant to Section 12.1 hereof, and in no event shall the Seller's Brokers have any claim or action against Seller or Buyer nor shall Seller or Buyer have any liability to the Seller's Broker as a result thereof.

15. Notices. Any notice or report required or desired to be given regarding this Agreement shall be in writing and may be given by personal delivery, by certified mail return receipt requested, by courier service or by facsimile (provided such notice is also given by personal delivery or courier service). Any notice or report addressed to Buyer or Seller at their respective addresses set forth below shall be deemed to have been given (i) when personally delivered, (ii) if properly addressed and deposited in the mail (certified, return receipt requested) on the first business day after the date shown on the return receipt for acceptance or rejection, (iii) if properly addressed and deposited with a reputable overnight carrier, on the business day next following the date of deposit, or (iv) if properly addressed and sent by facsimile transmission, on the day of receipt by the sender of a "confirmation copy" of the facsimile transmission (confirming transmission of all pages), provided that (a) a copy of such facsimile notice is also sent on the same date by certified mail or overnight courier, and (b) if the date on which such facsimile notice is given falls on a Saturday, Sunday or federally recognized holiday, then such date shall automatically be extended to the next business day thereafter. For this purpose, a "**business day**" shall be a day on which such reputable overnight carrier has regularly scheduled delivery (excluding Saturdays, Sundays, and federally recognized holidays).

A copy of each notice to Buyer shall be delivered to:

William D. Cahill
City Manager
City of Loveland
500 East Third Street, Suite 330
Loveland, CO 80537
Facsimile No.: 970-962-2900
Email: cahilb@ci.loveland.co.us

with a copy to:

John R. Duval
City Attorney
City of Loveland
500 East Third Street, Suite 330
Loveland, CO 80537
Facsimile No.: 970-962-2900
Email: duvalj@ci.loveland.co.us

A copy of each notice to Seller shall be delivered to:

Agilent Technologies, Inc.
1400 Fountaingrove Parkway, 1USF
Santa Rosa, CA 95403
Attn: Juergen Reinacher, Sr. Manager, Finance and Real Estate
Facsimile No.: 707-577-3250
email: juergen_reinacher@agilent.com

with a copy to:

GCA Law Partners LLP
1891 Landings Drive
Mountain View, California 94043
Attn: Peter Schwab
Facsimile No.: 650-428-3901
email: pschwab@gcalaw.com

16. Miscellaneous.

16.1 SPECIAL DISTRICT DISCLOSURE STATEMENT. SPECIAL TAXING DISTRICTS MAY BE SUBJECT TO GENERAL OBLIGATION INDEBTEDNESS THAT IS PAID BY REVENUES PRODUCED FROM ANNUAL TAX LEVIES ON THE TAXABLE PROPERTY WITHIN SUCH DISTRICTS. PROPERTY OWNERS IN SUCH DISTRICTS MAY BE PLACED AT RISK FOR INCREASED MILL LEVIES AND EXCESSIVE TAX BURDENS TO SUPPORT THE SERVICING OF SUCH DEBT WHERE CIRCUMSTANCES ARISE RESULTING IN THE INABILITY OF SUCH A DISTRICT TO DISCHARGE SUCH INDEBTEDNESS WITHOUT SUCH AN INCREASE IN MILL LEVIES. BUYER SHOULD INVESTIGATE THE DEBT FINANCING REQUIREMENTS OF THE AUTHORIZED GENERAL OBLIGATION INDEBTEDNESS OF SUCH DISTRICTS, EXISTING MILL LEVIES OF SUCH DISTRICT SERVICING SUCH INDEBTEDNESS, AND THE POTENTIAL FOR AN INCREASE IN SUCH MILL LEVIES.

16.2 Time. Time is of the essence of each and every term, provision and covenant of this Agreement. Except as expressly provided otherwise herein, the expiration of any period of time prescribed in this Agreement shall occur at 11:59 p.m. of the last day of the period. Should any period of time prescribed herein end on a Saturday, Sunday or legal holiday (recognized in the State of Colorado), the period of time shall automatically be extended to 11:59 p.m. (or such other time as is expressly provided herein) of the next full business day.

16.3 No Waiver. No waiver by any party of the performance or satisfaction of any covenant or condition shall be valid unless in writing and shall not be considered to be a waiver by such party of any other covenant or condition hereunder.

16.4 Entire Agreement. This Agreement contains the entire agreement between the parties regarding the Property and supersedes all prior agreements, whether written or oral, between the parties regarding the same subject. This Agreement shall not be modified by either party by any oral representation made before or after the execution of this Agreement, and all modifications must be in writing signed by Seller and Buyer.

16.5 Assignment; Binding Effect. This Agreement shall be binding upon and inure to the benefit of the successors and assigns of Seller and Buyer; provided, however, that Buyer shall not, prior to the Closing, assign Buyer's rights and obligations pursuant to this Agreement to any party without the prior written consent of Seller, which consent may be withheld in its sole and absolute discretion, unless such assignment is to the Loveland Urban Renewal Authority ("LURA"), any legal entity created and controlled by Buyer or LURA, the Colorado Association for Manufacturing and Technology ("CAMT"), and any entity created and controlled by CAMT (collectively, "**Permitted Assignees**", individually, a "**Permitted Assignee**"), in which case Seller's consent shall not be required. Notwithstanding the foregoing, if Buyer desires to assign this Agreement either to (i) any third party that has entered into a written agreement with a Permitted Assignee for the future development of the Real Property, or (ii) any of the following parties (or to any entity in which any of the following parties both hold a greater than 50% ownership interest and actively manage): (a) Loveland Commercial, LLC, (b) Old Vine Property Group/Zing Development Strategies, (c) The Neenan Company LLP, (d) McWhinney Real Estate Services, Inc., or (e) Orton Development, Inc., then any such assignment shall remain subject to Seller's prior written consent, but in such case, Seller shall not unreasonably withhold such consent. Further, as a pre-condition to Buyer's assignment of this Agreement to any party with or without Seller's consent, (x) Buyer must not be in default under this Agreement as of the date of such assignment, (y) Buyer must provide Seller with five (5) business days' prior written notice of such assignment, and (z) such assignee must execute an assignment and assumption agreement pursuant to which such assignee will assume all of Buyer's obligations under this Agreement. Additionally, no assignment of this Agreement by Buyer, whether or not such assignment requires the consent of Seller, shall relieve Buyer of its personal and primary obligation to perform all of the obligations to be performed by Buyer hereunder.

16.6 Survival. The waiver, release, indemnity, confidentiality, and insurance obligation provisions of this Agreement that are specifically stated herein to survive the Closing shall so survive and shall not merge with the delivery of the Deed.

16.7 Severability. In the case that any one or more of the provisions contained in this Agreement are for any reason held to be invalid, illegal or unenforceable in any respect, such invalidity, illegality or unenforceability shall not affect any other provision hereof, and this Agreement shall be construed as if such invalid, illegal or unenforceable provision had never been contained herein.

16.8 Captions. Paragraph titles or captions contained in this Agreement are inserted as a matter of convenience only and for reference, and in no way define, limit, extend or describe the scope of this Agreement.

16.9 Exhibits. All exhibits attached hereto shall be incorporated herein by reference as if set out herein in full.

16.10 Relationship of the Parties. The parties acknowledge that neither party is an agent for the other party, and that neither party shall or can bind or enter into agreements for the other party.

16.11 Governing Law. This Agreement and the legal relations between the parties hereto shall be governed by and be construed in accordance with the laws of the State of Colorado, without reference to its conflict of laws principles. Venue for any judicial proceeding arising under this Agreement shall be in the District Court for Larimer County, Colorado. In addition, the parties acknowledge that there are legal constraints imposed upon Buyer by the constitutions, statutes, and rules and regulations of the State of Colorado and of the United States, and imposed upon Buyer by its Charter and Code and that, subject to such legal constraints, the parties shall carry out the terms and conditions of this Agreement.

16.12 Review by Counsel. The parties acknowledge that each party and its counsel have reviewed and approved this Agreement, and the parties hereby agree that the normal rule of construction to the effect that any ambiguities are to be resolved against the drafting party shall not be employed in the interpretation of this Agreement or any amendments or exhibits hereto.

16.13 Counterparts. This Agreement may be executed in counterparts, each of which shall constitute an original. This Agreement shall only be effective if the same agreement is, or identical counterparts are, signed by Seller and Buyer.

16.14 Filing of Reports. The Title Company shall be solely responsible for the timely filing of any reports or returns required pursuant to the provisions of Section 6045(e) of the Internal Revenue Code of 1986 as amended (and any similar reports or returns required under any state or local laws) in connection with the Closing.

16.15 Third Party Beneficiaries. This Agreement is for the benefit of Buyer and Seller and their respective shareholders, partners and successors and no third party shall be entitled to the benefit of any of the provisions of this Agreement.

16.16 Facsimile or PDF Signatures. Seller and Buyer each (i) has agreed to permit the use from time to time, where appropriate, of telecopy or emailed pdf signatures in order to expedite the transaction contemplated by this Agreement, (ii) intends to be bound by its respective telecopy or

emailed pdf signature, (iii) is aware that the other will rely on the telecopied or emailed pdf signature, and (iv) acknowledges such reliance and waives any defenses to the enforcement of this Agreement and the documents affecting the transaction contemplated by this Agreement based on the fact that a signature was sent by telecopy or emailed pdf only.

16.17 Mutual Cooperation. Each party hereto agrees to execute, acknowledge and deliver or to cause to have executed, acknowledged and delivered, such other and further instruments and documents as may reasonably be requested by the other to carry out this Agreement. Each party hereto shall use its good faith efforts to cause satisfaction of all conditions to its obligation under this Agreement, and to exercise good faith in fulfilling its obligations under this Agreement.

16.18 Disclosure. Seller understands and acknowledges that under the Colorado Open Records Act, C.R.S. §§ 24-72-201 et al., (“**CORA**”) this Agreement is subject to public inspection. In addition to the public inspection requirements of CORA, the Seller also understands and acknowledges that the Colorado Open Meetings Law, C.R.S. § 24-6-402, (“**COML**”) may also require a disclosure of the terms and conditions of this Agreement at public meetings of the Loveland City Council. Therefore, any such disclosures of the terms and conditions of this Agreement under CORA or COML are permitted under this Agreement and shall not be considered a breach of any provision of this Agreement. Additionally, Seller understands and acknowledges that if and to the extent the disclosure under CORA or COML requirements are in conflict with the February Agreement or this Agreement, then the disclosure requirements under CORA and/or COML shall be deemed to control.

16.19 Waiver of Jury Trial. TO THE EXTENT PERMITTED BY APPLICABLE LAW, THE PARTIES HEREBY IRREVOCABLY WAIVE ANY AND ALL RIGHT TO TRIAL BY JURY IN ANY LEGAL PROCEEDING ARISING OUT OF OR RELATING TO THIS AGREEMENT, OR THE TRANSACTIONS CONTEMPLATED HEREBY.

16.20 No Recording. This Agreement shall not be recorded in any place or office of public record and any action in violation of this provision shall be deemed to be a default hereunder and permit the other party hereto to terminate this Agreement immediately and without further notice; provided, however, that the filing of this Agreement as part of any proceedings instituted in any court of proper jurisdiction to enforce the provisions of this Agreement shall not be deemed to be a breach of this Section 16.20.

17. Right of First Offer. Buyer shall have a right of first offer to purchase Seller’s real property located at 900 S. Taft Avenue, Loveland, Colorado, in accordance with and subject to the terms of Exhibit “G” attached hereto.

18. City Council Appropriation. Seller understands and acknowledges that as long as this Agreement is not assigned by Buyer to a Permitted Assignee or an Approved Assignee, if the City Council of the City of Loveland (the “**Council**”) fails to appropriate by ordinance funds in an amount sufficient to fulfill Buyer’s payment of the balance of the Purchase Price due at the Closing, then Buyer shall have the right to send a Due Diligence Termination Notice to Seller if such an ordinance is not passed by the Council and does not become law on or before the end of the Due Diligence Period.

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Acceptance by Title Company

The Title Company acknowledges receipt of the foregoing Agreement and accepts the instructions contained therein.

Dated: _____, 2011

CHICAGO TITLE COMPANY

By: _____

Name: _____

Title: _____

EXHIBIT A

Legal Description of Real Property

THE LAND REFERRED TO HEREIN BELOW IS SITUATED IN THE COUNTY OF LARIMER, STATE OF COLORADO, AND IS DESCRIBED AS FOLLOWS:

Parcel A:

Tract 1,
2nd South Industrial Addition to the City of Loveland,
as per the Plat recorded April 21, 1961 at Reception No. 797343,
County of Larimer, State of Colorado.

and

Tract 2,
3rd South Industrial Addition to the City of Loveland,
as per the Plat recorded August 24, 1961 at Reception No. 803973,
County of Larimer, State of Colorado.

and

Tract 3,
Big Thompson Industrial Park,
as per the Plat recorded December 10, 1968 at Reception No. 957248,
County of Larimer, State of Colorado.

Parcel B:

Tract A,
Hewlett - Packard Roosevelt Addition,
County of Larimer, State of Colorado.

Parcel D:

Tract 1,
Hewlett - Packard Big Thompson First Subdivision,
County of Larimer, State of Colorado,

EXCEPT that portion conveyed to the City of Loveland in Deed of Dedication recorded December 1, 2000 at Reception No. 2000082010.

Parcel E:

Tract 2,
Hewlett - Packard Big Thompson First Subdivision,
County of Larimer, State of Colorado.

Parcel F:

Tract 1,
The Amended Plat of the Fourth South Industrial Addition to the City of Loveland, Colorado, as per
the plat recorded October 2, 2007 at Reception No. 20070074924,
County of Larimer, State of Colorado.

Parcel G:

Tract 3, Block 1,
Loveland Technological Center First Subdivision,
County of Larimer, State of Colorado.

Parcel H:

Tract 2, Block 1,
Amended Plat of Tracts 1 and 2, Block 1, Loveland Technological Center First Subdivision,
County of Larimer, State of Colorado.

Parcel I:

Tract 4,
Big Thompson Industrial Park,
County of Larimer, State of Colorado.

Parcel J:

Lot 2, Block 1,
Big Thompson Industrial Park Second Subdivision,
County of Larimer, State of Colorado.

Parcel K:

That portion of Second Fairgrounds Add. lying West of South Roosevelt Avenue,

EXCEPT any portion set forth in Public Right-of-Way Deed of Dedication recorded March 18, 1991
at Reception No. 91010643,

AND EXCEPT any portion thereof lying within any public road or railroad right of way,
County of Larimer, State of Colorado.

also known as:

Outlot A, Fairgrounds First Addition to the City of Loveland, Colorado,
County of Larimer, State of Colorado.

EXHIBIT B

List of Personal Property

| BUILDING A PERSONAL PROPERTY | | | |
|------------------------------------------|-------------------|--------------------------------------------------------------|--------------------------------------------------------|
| | <u>Quantity</u> | | |
| General Building Items | all | Wall clocks Break Area equipment Outside equipment | See tab "Break Areas" See tab "Outside" |
| Fire & Safety | | Safety Equipment Fire Extinguishers | See tab "Safety Equip" See tab "Fire Extinguishers" |
| Lobby | | None | |
| IDF Closets | all all all | Network Racks Network Cable Trays Network Patch Panels | |
| Conference Rooms | | None | |
| Office Furniture Systems | | None | |
| Dock | | None | |
| Main Campus - Personal Property List.xls | | | |

| BUILDING B PERSONAL PROPERTY | | | |
|---------------------------------|----------|----------------------|----------------------------------|
| | Quantity | | |
| General Building Items | all | Wall clocks | |
| | | Break Area equipment | See tab "Break Areas" |
| | | Outside equipment | See tab "Outside" |
| Fire & Safety | | Safety Equipment | See tab "Safety Equip" |
| | | Fire Extinguishers | See tab "Fire Extinguishers" |
| Technical Computing Room | | 2 Liebert CRAC Units | |
| | all | Network Racks | |
| | all | Network Cable Trays | |
| | all | Raised Flooring | |
| | all | Network patch Panels | |
| IDF Closets | all | Network Racks | |
| | all | Network Cable Trays | |
| | all | Network patch Panels | |
| Kitchen / Servery | | Kitchen equipment | See tab "Kitchen Equip" |
| Conference Rooms | | Conf Room equipment | See tab "Bld B Conf & Restrooms" |
| Training Rooms | | Training Room equip | See tab "Bld B Conf & Restrooms" |
| Restrooms | | Restroom equipment | See tab "Bld B Conf & Restrooms" |
| Wellness Center | | None | |
| Office Furniture Systems | | None | |

| BUILDING C PERSONAL PROPERTY | | | |
|------------------------------------|----------|-----------------------------------|----------------------------------|
| | Quantity | | |
| General Building Items | all | Wall clocks | |
| | | Break Area equipment | See tab "Break Areas" |
| | | Outside equipment | See tab "Outside" |
| Fire & Safety | | Safety Equipment | See tab "Safety Equip" |
| | | Fire Extinguishers | See tab "Fire Extinguishers" |
| Lobby & Security Office | | Lobby furnishings | See tab "Security Pers Property" |
| | | Lenel Security System (all bldgs) | See tab "Security Pers Property" |
| Firehunter Server Room | 2 | Liebert CRAC Units | |
| | all | Network Racks | |
| | all | Network Cable Trays | |
| | all | Network Patch Panels | |
| IDF Closets | all | Network Racks | |
| | all | Network Cable Trays | |
| | all | Network Patch Panels | |
| Conference Rooms | | Conf Room equipment | See tab "Bld C Conf & Restrooms" |
| Restrooms | | Restroom equipment | See tab "Bld C Conf & Restrooms" |
| Office Furniture Systems | | None | |

| BUILDING D PERSONAL PROPERTY | | |
|-----------------------------------------------|----------|--------------------------------------------------------------------------------------------------------|
| | Quantity | |
| General Building Items | all | Wall clocks Break Area equipment Outside equipment See tab "Break Areas" See tab "Outside" |
| Fire & Safety | | Safety Equipment Fire Extinguishers See tab "Safety Equip" See tab "Fire Extinguishers" |
| D-Lower Computer Room (DRP) | | Raised Floor misc pieces Network Racks - misc Network Patch Panels - misc |
| IDF Closets | all | Network Racks |
| | all | Network Cable Trays |
| | all | Network Patch Panels |
| Conference Rooms | | Conf Room equipment See tab "Bld D Conf & Restrooms" |
| Restrooms | | Restroom equipment See tab "Bld D Conf & Restrooms" |
| North D-Lower Lobby | | Misc Furniture & equip See tab "Bld D Conf & Restrooms" |
| Office Furniture Systems | | None |
| All bldgs Support Equip & Supplies | | Support Equip & Supplies See tab "JCI Support Equip" |

| | | |
|-----------------------------------------|--------------------------|------------------------------|
| OUT BUILDINGS | | |
| PERSONAL PROPERTY | | |
| <u>Quantity</u> | | |
| ENERGY CENTER | | |
| General Building Items | Support Equip & Supplies | See tab "JCI Support Equip" |
| Fire & Safety | Safety Equipment | See tab "Safety Equip" |
| | Fire Extinguishers | See tab "Fire Extinguishers" |
| FARM HOUSE & RECREATION AREA | | |
| General Building Items | Support Equip & Supplies | See tab "JCI Support Equip" |
| Fire & Safety | Safety Equipment | See tab "Safety Equip" |
| | Fire Extinguishers | See tab "Fire Extinguishers" |
| MAINTENANCE BUILDNG west of A | | |
| General Building Items | Support Equip & Supplies | See tab "JCI Support Equip" |
| Fire & Safety | Safety Equipment | See tab "Safety Equip" |
| | Fire Extinguishers | See tab "Fire Extinguishers" |
| MAINTENANCE BUILDNG east of C | | |
| General Building Items | Support Equip & Supplies | See tab "JCI Support Equip" |
| Fire & Safety | Safety Equipment | See tab "Safety Equip" |
| | Fire Extinguishers | See tab "Fire Extinguishers" |
| RF Test SITE | | |
| General Building Items | Support Equip & Supplies | See tab "JCI Support Equip" |
| Fire & Safety | Safety Equipment | See tab "Safety Equip" |
| | Fire Extinguishers | See tab "Fire Extinguishers" |

Bldg. B Kitchen Inventory:

| Quantity | Equipment |
|----------|------------------------------------------|
| 1 | 5 well hot |
| 1 | 8 well hot |
| 2 | 2 well hot soup |
| 1 | 1 well hot soup |
| 3 | 5 ft. cold |
| 2 | 4 ft. cold |
| 3 | 2 well cold |
| 1 | 9 ft. cold |
| 2 | Dual door 6 ft. reach in cooler |
| 1 | Freezer, walk in |
| 3 | Cooler, walk in |
| 1 | Fryer 3 well with warmer |
| 1 | 6 stove range |
| 1 | 3 ft. flat grill |
| 1 | 2.5 ft. flat grill |
| 2 | Steamer/oven combo 3 ft. |
| 1 | Steamer/oven combo 6 ft. |
| 1 | 3 compartment sink |
| 3 | Steam kettles |
| 1 | 2 layer steamer |
| 2 | Front/Back entry, dual-door warmer 6 ft. |
| 2 | Ice machine |
| 1 | 3 ft. tilt skillet |
| 1 | Dish machine |
| 3 | Ice machine/water dispenser |
| 2 | 6 ft. cash register stands |
| 2 | 13 ft. serving line |
| 1 | 8 ft. serving line |

Stainless Steel Prep Tables:

| | |
|----|-------------------------------------|
| 2 | 5 ft. |
| 1 | 7 ft. with sink |
| 1 | 7 ft. |
| 3 | 4 ft. |
| 1 | 3 ft. |
| 1 | 10 ft. with sink |
| 17 | 6 ft. stainless steel storage racks |

Detail provided by Jason Pool 4-28-06

| | | Douwe Gemini coffee | Egberts coffee | Café VII coffee | Scottsman ice & Water | Hoshizaki ice & Water | Refrigerator | Microwave | Paper towel auto | Paper Towel man | Soap Disp | Hand Sanitize r | Free Standing Cabinet | Pay Phone | Lounge Chair | Coffee Table | Medicine Dispense r | Display Cases | Bar Stool | Round Chair | Sq Table | Oak Plant Stand |
|----------------|-------------------|---------------------------|-------------------|--------------------|--------------------------|--------------------------|--------------|-----------|------------------------|-----------------------|--------------|-----------------------|-----------------------------|--------------|-----------------|-----------------|---------------------------|------------------|--------------|----------------|-------------|-----------------------|
| B Main | | | | | | | | | | | | | | | | | | | | | | |
| | Training Area H15 | | | | | | | | | 1 | | 1 | | | | | | | | | | |
| | H14 | | | | | | | | | | | 1 | | | | | | | | | | |
| | G7 | | | | | | | | | | | 1 | | | | | | | | | | |
| | GH3 | | | | | | | | | | | 1 | | | | | | | | | | |
| | B2 | | | | | | | | | | | 1 | | | | | | | | | | |
| | B5 | | | | | | | | | | | 1 | | | | | | | | | | |
| C Main | | | | | | | | | | | | | | | | | | | | | | |
| | Museum | | | | | | | | | | | 1 | | | | | | 8 | | | | |
| | Credit Union | | | | | | | | | | | 1 | | | | | | | | | | |
| | Fire Hunter | | | | | | | | | | | | | | | | | | | | | |
| | H10 | | | | | | | | | 1 | | | | | | | | | | | | |
| C Lower | | | | | | | | | | | | | | | | | | | | | | |
| | West Main | | | | | | | | | | | 1 | | | | | | | | | | |
| | W Comp Rm | | | | | | | | | | | 1 | | | | | | | | | | |
| | E Comp Rm | | | | | | | | | | | 1 | | | | | | | | | | |
| | Café | | | | | | | | | | 2 | | | | | | | | | | | |
| D Upper | | | | | | | | | | | | | | | | | | | | | | |
| | E Break | | | | | | | | | | | | | | | | | | | | | |
| D Main | | | | | | | | | | | | | | | | | | | | | | |
| | West End | | | | | | | | | 1 | 1 | 1 | | | | | | 3 | | | | |
| | Middle West | | | | | | | | | 1 | 1 | 1 | | | | | | | | | | |
| | Middle | | | | | | | | | 1 | 1 | 1 | | | | | | | | | | |
| | East | | | | | | | | | 1 | 1 | 1 | | | | | | | | | | |
| D Mezz | | | | | | | | | | | | | | | | | | | | | | |
| | East | | | | | | | | | | 1 | 1 | | | | | | | | | | |
| | West | | | | | | | | | | 1 | 1 | | | | | | | | | | |
| D Lower | | | | | | | | | | | | | | | | | | | | | | |
| | SWB7 | | | | | | | | | | 1 | 1 | | | | | | | | | | |
| | East GH13 | | | | | | | | | | 1 | 1 | | | | | | | | | | |
| | North H11 | | | | | | | | | | 1 | 1 | | | | | | | | | | |
| | NW GH4 | 1 | | | | | | | | | | 1 | | | | | | | | | | |
| | C14 | | | | | | | | | | | | | | | | | | | | | |
| TOTAL | | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 5 | 15 | 18 | 0 | 0 | 0 | 0 | 0 | 8 | 0 | 0 | 0 | 0 |

| | Concrete Trash Bin | Bleachers 5 tier | Game supplies container |
|--------------------|-----------------------|---------------------|-------------------------------|
| Bldg B, N side | 4 | | |
| Bldg B, W side | 1 | | |
| Bldg A, N side | 3 | | |
| Bldg A, W side | 1 | | |
| Bldg A, S side | 1 | | |
| Bldg A, E side | 0 | | |
| Bldg B, S side | 1 | | |
| Bldg C, W side | 0 | | |
| Bldg C, S side | 1 | | |
| Bldg C, E side | 0 | | |
| CD courtyard-Lower | 2 | | |
| CD courtyard-Upper | 5 | | |
| Bldg D, E side | 1 | | |
| Bldg D, N side | 1 | | |
| Bldg D, W side | 2 | | |
| Ball Field | | 4 | 1 |

| Central Security System - Disposition Document | | |
|----------------------------------------------------|----------|------------------------------------------|
| General Equipment (A, B, C & D) | | |
| Equipment Type | Quantity | Building Location/Description |
| Composite Cable (reader) | below | all buildings (card access readers) |
| 184 Plenum cable | below | all buildings (overhead contacts) |
| 184 Plenum shielded | below | all buildings |
| Locks & Keys (Schlage) | below | all buildings |
| Crash Bar/Door Hardware | below | all buildings |
| REX - Request to exit device | below | all buildings & express points |
| Door Contacts (2707AD) | below | all buildings |
| Security Cover Plates | below | all applicable locations |
| Head End Equipment | below | all applicable locations/buffetman boxes |
| OVX 16 Port - Integral Tech | 3 | C dispatch security operations center |
| OVX 4 Port card | 1 | B main ATM closet |
| OVX monitoring station | 1 | monitor, keyboard, mouse (BOC) |
| Panel User Station | 1 | CPU monitor, keyboard, mouse (BOC) |
| OVX Monitor | 7 | color monitors (BOC) |
| Head End Equipment | below | all applicable locations/buffetman boxes |
| Multitasker (VCR) | 3 | C dispatch security operations center |
| Transaction counter | 1 | C lobby |
| Site-Wide Submitter Call Boxes (except for bldg E) | 6 | Parking lots A, B, C, D, Rec areas |
| Building A | | |
| Equipment Type | Quantity | Building Location/Description |
| LNL-2000 | 1 | Mother boards |
| LNL-ETHLAN-MCR | 1 | Ethernet communications board |
| LNL-1320 | 10 | Dual Reader Interface Boards |
| LNL-1100 | 1 | Input control module |
| LNL-1200 | 1 | Output control module |
| LNL-GTX-6 | 3 | 1 GENEL power supply with tamper |
| ABT-12 | 11 | 12VDC 12AH Battery for LNL-GTX-6 |
| AL400ULX | 7 | 4amp 12-24VDC power supply |
| LNL-1K-32 | 4 | Resistor pack |
| LPSP-6820G | 11 | Readers |
| 1078-C | 19 | Recessed Door Contact |
| 2707AD | 10 | Over Head door contact |
| 4104-08-320 | 4 | Rutherford Electric Strike |
| Composite Cable (reader) | 4500 | A building |
| 184 Plenum cable | 1000 | A building |
| 184 Plenum shielded | 1000 | A building |
| Internal cameras | 10 | A building interior |
| External Cameras | 4 | A building exterior |
| Building B | | |
| Equipment Type | Quantity | Building Location/Description |
| LNL-2000 | 1 | Mother boards |
| LNL-ETHLAN-MCR | 1 | Ethernet communications board |
| LNL-1320 | 11 | Dual Reader Interface Boards |
| LNL-1100 | 1 | Input control module |
| LNL-1200 | 1 | Output control module |
| LNL-GTX-6 | 4 | 1 GENEL power supply with tamper |
| ABT-12 | 14 | 12VDC 12AH Battery for LNL-GTX-6 |
| AL400ULX | 9 | 4amp 12-24VDC power supply |
| LNL-1K-32 | 3 | Resistor pack |
| LPSP-6820G | 14 | Readers |
| 1078-C | 29 | Recessed Door Contact |
| 2707AD | 2 | Over Head door contact |
| 4104-08-320 | 2 | Rutherford Electric Strike |
| Q80PDEU826-24 | 1 | Electrified Laminated and Hinge |
| Composite Cable (reader) | 9500 | B building |
| 184 Plenum cable | 500 | B building |
| 184 Plenum shielded | 350 | B building |
| Internal cameras | 8 | B building interior |
| External Cameras | 1 | B building exterior |
| Building C | | |
| Equipment Type | Quantity | Building Location/Description |
| LNL-2000 | 1 | Mother boards |
| LNL-ETHLAN-MCR | 1 | Ethernet communications board |
| LNL-1320 | 9 | Dual Reader Interface Boards |
| LNL-1100 | 1 | Input control module |
| LNL-1200 | 1 | Output control module |
| LNL-GTX-6 | 2 | 1 GENEL power supply with tamper |
| ABT-12 | 10 | 12VDC 12AH Battery for LNL-GTX-6 |
| AL400ULX | 4 | 4amp 12-24VDC power supply |
| LNL-1K-32 | 2 | Resistor pack |
| LPSP-6820G | 19 | Readers |
| 1078-C | 26 | Recessed Door Contact |
| 4104-08-320 | 5 | Rutherford Electric Strike |
| Composite Cable (reader) | 8000 | C building |
| 184 Plenum cable | 1000 | C building |
| Internal cameras | 18 | C building interior |
| External Cameras | 4 | C building exterior |
| Building D | | |
| Equipment Type | Quantity | Building Location/Description |
| LNL-2000 | 1 | Mother boards |
| LNL-ETHLAN-MCR | 1 | Ethernet communications board |
| LNL-1320 | 17 | Dual Reader Interface Boards |
| LNL-1100 | 1 | Input control module |
| LNL-1200 | 1 | Output control module |
| LNL-GTX-6 | 4 | 1 GENEL power supply with tamper |
| ABT-12 | 18 | 12VDC 12AH Battery for LNL-GTX-6 |
| AL400ULX | 19 | 4amp 12-24VDC power supply |
| LNL-1K-32 | 6 | Resistor pack |
| LPSP-6820G | 19 | Readers |
| 1078-C | 46 | Recessed Door Contact |
| 2707AD | 4 | Over Head door contact |
| 4104-08-320 | 9 | Rutherford Electric Strike |
| Composite Cable (reader) | 7500 | D building |
| 222 Plenum cable (BOC) | 1000 | D building |
| 184 Plenum cable | 1000 | D building |
| 184 Plenum shielded | 1000 | D building |
| Internal cameras | 18 | D building interior |
| External Cameras | 4 | D building exterior |
| Energy Center | | |
| Equipment Type | Quantity | Building Location/Description |
| LNL-2000 | 1 | Mother boards |
| LNL-ETHLAN-MCR | 1 | Ethernet communications board |
| LNL-1320 | 4 | Dual Reader Interface Boards |
| LNL-1100 | 1 | Input control module |
| LNL-1200 | 1 | Output control module |
| LNL-GTX-6 | 2 | 1 GENEL power supply with tamper |
| ABT-12 | 8 | 12VDC 12AH Battery for LNL-GTX-6 |
| AL400ULX | 3 | 4amp 12-24VDC power supply |
| LNL-1K-32 | 2 | Resistor pack |
| LPSP-6820G | 4 | Readers |
| 1078-C | 12 | Recessed Door Contact |
| 2707AD | 4 | Over Head door contact |
| Composite Cable (reader) | 1500 | D building |
| 222 Plenum cable (BOC) | 500 | D building |
| 184 Plenum shielded | 1000 | D building |
| External Cameras | 2 | Energy Center - Building Exterior |

Date provided by Oerm Hopkins, Mike Elbury, and Bobbi Snyder 4-24-06

| | | | | | | | | | | | | |
|-------------------------------------------|--------|-------------|--------|-------------|------------|---------|-----------|------------------|----------------|-----------------|-----------------------|---------------------|
| Bld B | | | | | | | | | | | | |
| B main south east womens restrooms | | | | | | | | | | | | |
| 105 lockers | | | | | | | | | | | | |
| B main south east mens restrooms | | | | | | | | | | | | |
| 141 lockers | | | | | | | | | | | | |
| B main conference rooms | | | | | | | | | | | | |
| | Tables | side tables | Chairs | side chairs | whiteboard | polycom | projector | flip chart stand | rack w/DVD&VCR | electric screen | electronic whiteboard | slk plants credenza |
| Alcove | | | | | 0 | | | | | 1 | | |
| Deer Trail | | | | | 1 | | | | | 1 | | |
| Durango | | | | | 2 | | | | | 1 | | |
| North Bear | | | | | 1 | | | | | 1 | | |
| North Timberline | | | | | 0 | | | | | 1 | | |
| South Bear | | | | | 1 | | | | | 1 | | |
| South Timberline | | | | | 0 | | | | | 1 | | |
| Training rooms | | | | | | | | | | | | |
| Winter Park | | | | | 1 | | | | | | | |
| Breckenridge | | | | | | | | | | | | |
| Keystone | | | | | | | | | | | | |
| Telluride | | | | | 1 | | | | | | | |
| Red Mountain | | | | | | | | | | | | |
| Cameron Pass | | | | | | | | | | | | |
| Monarc Pass | | | | | 2 | | | | | | | |

| C main conference rooms | | | | | | | | | | | | | |
|-------------------------|--------|-------------|--------|------------|---------|-----------|------------------------|-------------------|--------------------|--------------------------|----------------|----------|--------|
| | Tables | side tables | Chairs | whiteboard | polycom | projector | flip chart stand | rack w/DVD&VCR | electric screen | electronic whiteboard | silk plants | credenza | Extras |
| North Arrowhead | | | | 1 | | | | | 1 | | | | |
| South Arrowhead | | | | 1 | | | | | 1 | | | | |
| Manitou | | | | 1 | | | | | 1 | | | | |
| North Platte | | | | 1 | | | | | 1 | | | | |
| South Platte | | | | 1 | | | | | 1 | | | | |
| Pikes Peak | | | | 1 | | | | | 0 | | | | |
| Silver Creek | | | | 2 | | | | | 1 | | | | |

| | | | | | | | | | | | | | | |
|---------------------------------|-----------------|--------|-------------|--------|-------------|------------|---------|-----------|------------------------|-------------------|--------------------|--------------------------|----------------|----------|
| Restrooms | | | | | | | | | | | | | | |
| D Lower west mens | | | | | | | | | | | | | | |
| 24 | lockers | | | | | | | | | | | | | |
| D Lower east womens | | | | | | | | | | | | | | |
| 9 | lockers | | | | | | | | | | | | | |
| D Lower east mens | | | | | | | | | | | | | | |
| 15 | lockers | | | | | | | | | | | | | |
| D main conference rooms | | | | | | | | | | | | | | |
| | | Tables | side tables | Chairs | side chairs | whiteboard | polycom | projector | flip chart stand | rack w/DVD&VCR | electric screen | electronic whiteboard | silk plants | credenza |
| | Alax | | | | | 2 | | | | | | | | |
| | Animas | | | | | 1 | | | | | | | | |
| | Aspen | | | | | 2 | | | | | | | | |
| | Beaver Creek | | | | | 2 | | | | | | | | |
| | Blue Ridge | | | | | 2 | | | | | | | | |
| | Carbondale | | | | | 2 | | | | | | | | |
| | Copper Mountain | | | | | 2 | | | | | | | | |
| | Crested Butte | | | | | 2 | | | | | | | | |
| | Cuchara Valley | | | | | 2 | | | | | | | | |
| | Diamond Peak | | | | | 2 | | | | | | | | |
| | Geneva Basin | | | | | 2 | | | | | | | | |
| | Loveland Pass | | | | | 2 | | | | | | | | |
| | Powderhorn | | | | | 1 | | | | | | | | |
| D Mezz conference rooms | | | | | | | | | | | | | | |
| | Steamboat | | | | | 2 | | | | | | | | |
| | Quandary Peak | | | | | 2 | | | | | | | | |
| D Lower conference rooms | | | | | | | | | | | | | | |
| | Boyd | | | | | 1 | | | | | | | | |
| | Carter | | | | | 1 | | | | | | | | |
| | Cascade Falls | | | | | 1 | | | | | | | | |
| | Pawnee | | | | | 1 | | | | | | | | |
| | Trappers | | | | | 1 | | | | | | | | |
| | Turquoise Lake | | | | | 1 | | | | | | | | |

| PERSONAL PROPERTY | | | | |
|-------------------------------|----------|-------------------------------|---------------------------------------------------|------|
| BUILDING A | | | | |
| Safety Equipment | Quantity | Item | Location | |
| | | Fire Extinguishers - Dry Chem | List Attached | |
| BUILDING B | | | | |
| Safety Equipment | Quantity | Item | Location | |
| | | Fire Extinguishers - Dry Chem | List attached | |
| | | Extinguishers - Halon | List attached | |
| | 3 | Extinguishers - ABC | | |
| | 1 | First Aid kits | Near column A/B-14 | |
| BUILDING C | | | | |
| Safety Equipment | | Item | Location | NOTE |
| | | Fire Extinguishers - Dry Chem | List attached | |
| | | Extinguishers - Halon | List attached | |
| BUILDING D | | | | |
| Safety Equipment | Quantity | Item | Location | |
| D - Main | 0 | Fire Extinguishers - Dry Chem | List attached | |
| | | First Aid kits | East and West Stairwells | |
| D - Lower | | Fire Extinguishers - Dry Chem | List attached | |
| | 3 | Extinguishers - Halon | List attached | |
| | | First Aid kits | west end by elevator, C-14, A/B-17 | |
| D - Mezzanine | 1 | Fire Extinguishers - Dry Chem | List attached | |
| | | First Aid kits | Between C-7 and C-8 | |
| ENERGY CENTER | | | | |
| Safety Equipment | Quantity | Item | Location | |
| | | Fire Extinguishers - Dry Chem | List Attached | |
| | | Fire Extinguishers - Halon | | |
| FARM HOUSE | | | | |
| Safety Equipment | Quantity | Item | Location | |
| | 2 | Fire Extinguishers - Dry Chem | In inside of farm house | |
| | 1 | fire Extinguishers - Dry Chem | Outside on wall of barn | |
| | 2 | fire Extinguishers - Dry Chem | At BBQ area - Pond pavilion | |
| MAINTENANCE BUILDNG west of A | | | | |
| Safety Equipment | Quantity | Item | Location | |
| | 4 | Fire Extinguishers - Dry Chem | N. bay, shop inside, shop outside, Waste water rm | |
| MAINTENANCE BUILDNG east of C | | | | |
| Safety Equipment | Quantity | Item | Location | |
| | 2 | Fire Extinguishers - Dry Chem | One in west bay, one in east bay | |
| RF Test SITE | | | | |
| Safety Equipment | Quantity | Item | Location | |
| | 1 | Fire Extinguishers - Halon | Next to door | |

| A-MEZZ. | | | | A-MAIN | | | | ELECTRICAL ROOM | | | | | | | |
|---------|---------------------------|-------|-----|--------|---------------------------------|-------|-----|-----------------|------------------------------|-------|-----|-----|-------------------------|-------|-----|
| D# | Location | Halon | Dry | D# | Location | Halon | Dry | D# | Location | Halon | Dry | D# | Location | Halon | Dry |
| 1 | D-4/5 | | X | 1 | BC-15 upstairs office | | X | 1 | CG-2 w end | | X | 1 | Electrical Room | | X |
| 2 | D/F-4/5 | | X | 2 | adder C-16/17 (wellness center) | | X | 2 | G-13/14 | | X | 2 | Boiler Room S. Door | | X |
| 3 | Fan Room D/F-4 | | X | 3 | CD-16/17 (Weight Rm.) | | X | 3 | CG-15 | | X | 3 | Boiler Room N. Door | | X |
| 4 | On Roof G-4 | | X | 4 | In Hall GH-17 | | X | 4 | CG-15 E end Equip. ml. | | X | 4 | Sump Room E. Door | | X |
| 5 | D/F-7 | | X | 5 | GH-15-16 | | X | 5 | | | X | 5 | Sump Room Top of Stairs | | X |
| 6 | D/F-9 | | X | 6 | H-15-16 Keystone | | X | 6 | | | X | 6 | Compressor Room | | X |
| 7 | D/F-12 | | X | 7 | J-15-16 head ML Pass | | X | 7 | Security GH-1/2 | | X | 7 | Chiller Room N.W. Door | | X |
| 8 | D/F-14 | | X | 8 | H-13 | | X | 8 | G-2 Lobby | | X | 8 | Chiller Room S. Door | | X |
| 9 | Long Hum. cont. F-14/15 | | X | 9 | J-10 | | X | 9 | C-3 | | X | | | | |
| 10 | Equip. Rm. D/F-14/15 | | X | 10 | H-9 | | X | 10 | Center of building East side | | X | | | | |
| 11 | EAST UPPER/RAH ROOM | | X | 11 | H-8 | | X | 11 | | | X | | | | |
| A-MAIN | | | | A-MAIN | | | | A-MAIN | | | | | | | |
| D# | Location | Halon | Dry | D# | Location | Halon | Dry | D# | Location | Halon | Dry | D# | Location | Halon | Dry |
| 12 | J-17 | | X | 12 | H-7/8 | | X | 12 | | | X | 12 | | | X |
| 13 | J-13 | | X | 13 | H-7/5 Lab | | X | 13 | | | X | 13 | | | X |
| 14 | J-9 | | X | 14 | H-7/5 In Hall | | X | 14 | | | X | 14 | | | X |
| 15 | J-8 | | X | 15 | H-7/4/5 LAB | | X | 15 | | | X | 15 | | | X |
| 16 | J-8 ESD Jacket | | X | 16 | H-7/2 (inside lab) | | X | 16 | | | X | 16 | | | X |
| 17 | J-7 | | X | 17 | H-7/2 (lab) | | X | 17 | | | X | 17 | | | X |
| 18 | J-4 | | X | 18 | H-2 (lab) | | X | 18 | | | X | 18 | | | X |
| 19 | H-2 | | X | 19 | H-2 | | X | 19 | | | X | 19 | | | X |
| 20 | H-2 By A-SE Door | | X | 20 | GH-2 | | X | 20 | | | X | 20 | | | X |
| 21 | Machine Shop W Door | | X | 21 | Outside by generator J-1 | | X | 21 | | | X | 21 | | | X |
| 22 | H-3 | | X | 22 | H-3/4 | | X | 22 | | | X | 22 | | | X |
| 23 | H-3 | | X | 23 | H-3/4 | | X | 23 | | | X | 23 | | | X |
| 24 | Receiving G-0 Door A-5 | | X | 24 | H-3/4 | | X | 24 | | | X | 24 | | | X |
| 25 | H-5 ESD JACKET | | X | 25 | G-7/8 | | X | 25 | | | X | 25 | | | X |
| 26 | H-5 ESD JACKET | | X | 26 | D-7 Barnardo square | | X | 26 | | | X | 26 | | | X |
| 27 | FG-5 Equipment room | | X | 27 | GH-10-11 in room | | X | 27 | | | X | 27 | | | X |
| 28 | F-8/9 inside welding room | | X | 28 | GH-12/13 | | X | 28 | | | X | 28 | | | X |
| 29 | H-10/11 | | X | 29 | G-13 | | X | 29 | | | X | 29 | | | X |
| 30 | H-12/13 | | X | 30 | CD-12 in room | | X | 30 | | | X | 30 | | | X |
| 31 | F-12/13 | | X | 31 | GH-14 in Catering Rm. | | X | 31 | | | X | 31 | | | X |
| 32 | G-13 | | X | 32 | B/C 13/14 BY Kinko's | | X | 32 | | | X | 32 | | | X |
| 33 | G-13 | | X | 33 | B/C-56-2 | | X | 33 | | | X | 33 | | | X |
| 34 | G-13 | | X | 34 | B/C-56 | | X | 34 | | | X | 34 | | | X |
| 35 | G-13 | | X | 35 | IT room D-3/4 | | X | 35 | | | X | 35 | | | X |
| 36 | G-13 | | X | 36 | IT room FG-4/5 | | X | 36 | | | X | 36 | | | X |
| 37 | G-15/16 | | X | 37 | IT room G-4 | | X | 37 | | | X | 37 | | | X |
| 38 | D/F-16 | | X | 38 | Equip Rm D/F-2/3 | | X | 38 | | | X | 38 | | | X |
| 39 | C-18/17 | | X | 39 | Up stairs B/C-3 | | X | 39 | | | X | 39 | | | X |
| 40 | C-13 | | X | 40 | B-2 Hall | | X | 40 | | | X | 40 | | | X |
| 41 | Elev. Rm. CD-13 (A-26) | | X | 41 | A/B-4/5 | | X | 41 | | | X | 41 | | | X |
| 42 | B/C 10 in room code 431 | | X | 42 | GH-17 outside by gas well | | X | 42 | | | X | 42 | | | X |
| 43 | | | X | 43 | A/B-6 | | X | 43 | | | X | 43 | | | X |
| 44 | | | X | 44 | B-5 hall | | X | 44 | | | X | 44 | | | X |
| 45 | | | X | 45 | B-7 hall | | X | 45 | | | X | 45 | | | X |
| 46 | | | X | 46 | B-9 hall | | X | 46 | | | X | 46 | | | X |
| 47 | | | X | 47 | B-12 hall | | X | 47 | | | X | 47 | | | X |
| 48 | | | X | 48 | AB-14 (Kitchen) | | X | 48 | | | X | 48 | | | X |
| 49 | | | X | 49 | Hood Suppression | | X | 49 | | | X | 49 | | | X |
| 50 | | | X | 50 | B-16 hall | | X | 50 | | | X | 50 | | | X |
| 51 | | | X | 51 | AB-16 Kitchen | | X | 51 | | | X | 51 | | | X |
| 52 | | | X | 52 | VB-15-16 Grill room kitchen | | X | 52 | | | X | 52 | | | X |
| 53 | | | X | 53 | Grill Outside | | X | 53 | | | X | 53 | | | X |
| 54 | | | X | 54 | | | X | 54 | | | X | 54 | | | X |
| 55 | | | X | 55 | | | X | 55 | | | X | 55 | | | X |
| 56 | | | X | 56 | | | X | 56 | | | X | 56 | | | X |
| 57 | | | X | 57 | | | X | 57 | | | X | 57 | | | X |
| 58 | | | X | 58 | | | X | 58 | | | X | 58 | | | X |
| 59 | | | X | 59 | | | X | 59 | | | X | 59 | | | X |
| 60 | | | X | 60 | | | X | 60 | | | X | 60 | | | X |
| 61 | | | X | 61 | | | X | 61 | | | X | 61 | | | X |
| 62 | | | X | 62 | | | X | 62 | | | X | 62 | | | X |
| 63 | | | X | 63 | | | X | 63 | | | X | 63 | | | X |
| 64 | | | X | 64 | | | X | 64 | | | X | 64 | | | X |
| 65 | | | X | 65 | | | X | 65 | | | X | 65 | | | X |
| 66 | | | X | 66 | | | X | 66 | | | X | 66 | | | X |
| 67 | | | X | 67 | | | X | 67 | | | X | 67 | | | X |
| 68 | | | X | 68 | | | X | 68 | | | X | 68 | | | X |
| 69 | | | X | 69 | | | X | 69 | | | X | 69 | | | X |
| 70 | | | X | 70 | | | X | 70 | | | X | 70 | | | X |
| 71 | | | X | 71 | | | X | 71 | | | X | 71 | | | X |
| 72 | | | X | 72 | | | X | 72 | | | X | 72 | | | X |
| 73 | | | X | 73 | | | X | 73 | | | X | 73 | | | X |
| 74 | | | X | 74 | | | X | 74 | | | X | 74 | | | X |
| 75 | | | X | 75 | | | X | 75 | | | X | 75 | | | X |
| 76 | | | X | 76 | | | X | 76 | | | X | 76 | | | X |
| 77 | | | X | 77 | | | X | 77 | | | X | 77 | | | X |
| 78 | | | X | 78 | | | X | 78 | | | X | 78 | | | X |
| 79 | | | X | 79 | | | X | 79 | | | X | 79 | | | X |
| 80 | | | X | 80 | | | X | 80 | | | X | 80 | | | X |
| 81 | | | X | 81 | | | X | 81 | | | X | 81 | | | X |
| 82 | | | X | 82 | | | X | 82 | | | X | 82 | | | X |
| 83 | | | X | 83 | | | X | 83 | | | X | 83 | | | X |
| 84 | | | X | 84 | | | X | 84 | | | X | 84 | | | X |
| 85 | | | X | 85 | | | X | 85 | | | X | 85 | | | X |
| 86 | | | X | 86 | | | X | 86 | | | X | 86 | | | X |
| 87 | | | X | 87 | | | X | 87 | | | X | 87 | | | X |
| 88 | | | X | 88 | | | X | 88 | | | X | 88 | | | X |
| 89 | | | X | 89 | | | X | 89 | | | X | 89 | | | X |
| 90 | | | X | 90 | | | X | 90 | | | X | 90 | | | X |
| 91 | | | X | 91 | | | X | 91 | | | X | 91 | | | X |
| 92 | | | X | 92 | | | X | 92 | | | X | 92 | | | X |
| 93 | | | X | 93 | | | X | 93 | | | X | 93 | | | X |
| 94 | | | X | 94 | | | X | 94 | | | X | 94 | | | X |
| 95 | | | X | 95 | | | X | 95 | | | X | 95 | | | X |
| 96 | | | X | 96 | | | X | 96 | | | X | 96 | | | X |
| 97 | | | X | 97 | | | X | 97 | | | X | 97 | | | X |
| 98 | | | X | 98 | | | X | 98 | | | X | 98 | | | X |
| 99 | | | X | 99 | | | X | 99 | | | X | 99 | | | X |
| 100 | | | X | 100 | | | X | 100 | | | X | 100 | | | X |

EXHIBIT C

Property Information

1. Copies of any title documents related to the Property;
2. Copies of any surveys of the Land;
3. Copies of any environmental reports, tests and studies, including all related correspondence with environmental regulatory agencies;
4. Copies of any engineering and geological studies relating to the Property, its soil conditions, available utilities and infrastructure, current or projected neighborhood traffic, off-site improvements, drainage, topography and water resources;
5. Copies of any building, planning or zoning applications currently pending or previously submitted to the City, together with related correspondence;
6. Copies of any current ad valorem tax bills;
7. Copies of any construction plans and specifications or warranties for the Improvements;
8. Copies of any licenses, leases or other contracts affecting the management of the Property that will remain in effect after the Closing;
9. Copies of any maps, test results, and governmental permits and approvals applicable to all of any portion of the Property; and
10. Copies of any and all of the following: operational data and information for the Improvements, instruction manuals for Personal Property, maintenance records for the Improvements and Personal Property, including, without limitation, blueprints, plans, CAD files, and CAFM files.

EXHIBIT D

Form of Special Warranty Deed

SPECIAL WARRANTY DEED

THIS SPECIAL WARRANTY DEED is made this ____ day of _____, 20__, between AGILENT TECHNOLOGIES, INC., a Delaware corporation ("Grantor"), and CITY OF LOVELAND, a Colorado home rule municipality ("Grantee"), whose address is 500 East Third Street, Suite 330, Loveland, CO 80537, Attn: City Manager.

Grantor, for good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, has granted, bargained, sold, and conveyed and by these presents does grant, bargain, sell, and convey to Grantee, all of that certain tract or parcel of land lying and being in Larimer County, Colorado, as more particularly described as follows (the "Property"):

See Exhibit A attached hereto and incorporated herein by reference.

TO HAVE AND TO HOLD the Property, together with all and singular the rights and appurtenances thereof, to the same belonging or in any way appurtenances thereof, to the same belonging or in any way appertaining, to the only proper use and benefit of Grantee in fee simple.

THIS DEED is made expressly subject to the title exceptions set forth on Exhibit B, attached hereto and incorporated herein by reference, including, without limitation, that certain Loveland Property Environmental Covenant and Indemnity Agreement entered on December 15, 2008, and recorded in the public records of Larimer County, Colorado on April 10, 2009, at Reception No. 20090022084 (the "HP Covenant"). In addition to, and without in any way limiting the binding effect of, or Grantee's acceptance of, the other title exceptions stated on Exhibit B hereto, Grantee accepts title to the Property subject to and under the terms of the HP Covenant, and Grantee's acceptance of this Special Warranty Deed shall per se constitute Grantee's acceptance of the HP Covenant and Grantee's agreement to be bound thereby.

SUBJECT TO taxes for the current year, encumbrances created by Grantee or Grantee's agents, and the title matters set forth above, Grantor will warrant and forever defend the right and title to the tract or parcel of land described above to the Grantee against the claims of all persons claiming by, through or under Grantor, and not otherwise.

IN WITNESS WHEREOF, Grantor has executed this deed on the above date.

GRANTOR:

AGILENT TECHNOLOGIES, INC., a
Delaware corporation

By: _____

Name: _____

Title: _____

STATE OF _____)

) ss.

COUNTY OF _____)

The foregoing instrument was acknowledged before me this ____ day of _____, 20____,
by _____ as _____ of Agilent Technologies, Inc., a Delaware
corporation.

Witness my hand and official seal.

My commission expires: _____

Notary Public

EXHIBIT E

Bill Of Sale And Blanket Transfer, Assignment And Assumption

THIS BILL OF SALE AND BLANKET TRANSFER, ASSIGNMENT AND ASSUMPTION (the "Assignment") is made and entered into this ____ day of _____, 2011, by and between AGILENT TECHNOLOGIES, INC., a Delaware corporation ("Assignor"), and CITY OF LOVELAND, a Colorado home rule municipality ("Assignee").

WITNESSETH:

For and in consideration of the sum of Ten and No/100 Dollars (\$10.00), the conveyance by the Assignor to the Assignee of the improved real property located in the City of Loveland, County of Larimer, Colorado, and more particularly described on Exhibit A attached hereto and incorporated herein by reference (the "Property"), and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the Assignor hereby transfers, grants, conveys and assigns to the Assignee all of Assignor's right, title and interest in and to the following (together, the "Personal Property"), to-wit:

1. All of the fixtures and equipment described on Exhibit B attached hereto (collectively, the "Fixtures"), as well as (i) any and all data cabling, fiber optic cabling and related sonet assets located on the Property, (ii) any and all raised flooring located on the Property, and (iii) any and all building operation systems and the components thereof, such as (but not limited to) HVAC systems, UPS systems, liebert units, fire and security systems, and related system controls;
2. All of Assignor's right, title and interest in and to any assignable or otherwise transferable licenses, permits, entitlements, certificates of occupancy and other governmental approvals relating to the Property (collectively, the "Permits"); and
3. All of Assignor's right, title and interest in and to all unexpired warranties with respect to the Property to the extent that the same may exist and may be assignable (collectively, the "Warranties").

THIS ASSIGNMENT IS MADE SUBJECT, SUBORDINATE AND INFERIOR TO THE EASEMENTS, COVENANTS AND OTHER MATTERS AND EXCEPTIONS OF RECORD WITH RESPECT TO THE PROPERTY. ASSIGNEE ACKNOWLEDGES AND AGREES THAT ASSIGNOR HAS NOT MADE, DOES NOT MAKE AND SPECIFICALLY DISCLAIMS ANY REPRESENTATIONS, WARRANTIES, PROMISES, COVENANTS, AGREEMENTS OR GUARANTIES OF ANY KIND OR CHARACTER WHATSOEVER, WHETHER EXPRESS OR IMPLIED, ORAL OR WRITTEN, PAST, PRESENT OR FUTURE, OF, AS TO, CONCERNING OR WITH RESPECT TO (A) THE NATURE, QUALITY OR CONDITIONS OF THE PERSONAL PROPERTY, (B) THE SUITABILITY OF THE PERSONAL PROPERTY FOR ANY AND ALL

ACTIVITIES AND USES WHICH ASSIGNEE MAY CONDUCT THEREON, (C) THE COMPLIANCE OF OR BY THE PERSONAL PROPERTY OR ITS OPERATION WITH ANY LAWS, RULES, ORDINANCES OR REGULATIONS OF ANY APPLICABLE GOVERNMENTAL AUTHORITY OR BODY, (D) THE HABITABILITY, MERCHANTABILITY OR FITNESS FOR A PARTICULAR PURPOSE OF THE PERSONAL PROPERTY, OR (E) ANY OTHER MATTER WITH RESPECT TO THE PERSONAL PROPERTY. ASSIGNEE FURTHER ACKNOWLEDGES AND AGREES THAT, HAVING BEEN GIVEN THE OPPORTUNITY TO INSPECT THE PERSONAL PROPERTY, ASSIGNEE IS RELYING SOLELY ON ITS OWN INVESTIGATION OF THE PERSONAL PROPERTY AND NOT ON ANY INFORMATION PROVIDED OR TO BE PROVIDED BY ASSIGNOR, EXCEPT AS SPECIFICALLY PROVIDED IN THE AGREEMENT. ASSIGNEE FURTHER ACKNOWLEDGES AND AGREES THAT ANY INFORMATION PROVIDED OR TO BE PROVIDED WITH RESPECT TO THE PERSONAL PROPERTY WAS OBTAINED FROM A VARIETY OF SOURCES AND THAT ASSIGNOR HAS NOT MADE ANY INDEPENDENT INVESTIGATION OR VERIFICATION OF SUCH INFORMATION. ASSIGNEE FURTHER ACKNOWLEDGES AND AGREES THAT THE SALE OF THE PERSONAL PROPERTY AS PROVIDED FOR HEREIN IS MADE ON AN "AS IS, WHERE IS" CONDITION AND BASIS "WITH ALL FAULTS," EXCEPT AS SPECIFICALLY PROVIDED IN THE AGREEMENT.

The obligations of Assignor are intended to be binding only on the property of Assignor and shall not be personally binding upon, nor shall any resort be had to, the private properties of any of its trustees, officers, beneficiaries, directors, members, or shareholders, or of its investment manager, the general partners, officers, directors, members, or shareholders thereof, or any employees or agents of Assignor or its investment manager. This Assignment shall be governed in accordance with the laws of the State of Colorado. This Assignment may be executed in any number of counterparts, each of which, when executed and delivered, shall be an original, and such counterparts together constitute one and the same instrument. Signature and acknowledgment pages may be detached from the counterparts and attached to a single copy of this document to physically form one document.

[Signature page follows.]

IN WITNESS WHEREOF, the undersigned have executed this Assignment as of the day and year first above written.

ASSIGNOR:

Agilent Technologies, Inc., a Delaware corporation,

By: _____

Name: _____

Title: _____

ASSIGNEE:

City of Loveland, a Colorado home rule municipality

By: _____

Name: _____

Title: _____

EXHIBIT F

Form of Quit Claim Deed

After recording return to:

Attention: _____

QUIT CLAIM DEED

(Water and Mineral Interests)

THIS QUIT CLAIM DEED is made this _____ day of _____, 20__, between AGILENT TECHNOLOGIES, INC., a Delaware corporation ("Grantor"), and CITY Of LOVELAND, a Colorado home rule municipality ("Grantee"), whose address is 500 East Third Street, Suite 330, Loveland, CO 80537, Attn: City Manager.

WITNESSETH, that Grantor, for and in consideration of the sum of Ten and 00/100ths Dollars (\$10.00), the receipt and sufficiency of which are hereby acknowledged, has remised, released, sold and QUIT CLAIMED, and by these presents does remise, release, sell and QUIT CLAIM unto Grantee, its successors and assigns forever, any and all of Grantor's right, title, interest, claim and demand, if any, in and to the following:

All water and water rights, water wells, and well rights, whether tributary, non-tributary or not non-tributary, including, but not limited to, all right, title, and interest under C.R.S. § 37-90-137 (1973) on, underlying, or appurtenant to the Property located in Larimer County, Colorado, and more fully described in Exhibit A attached hereto and incorporated herein by this reference (the "Property"), and any remaining interest that Grantor may have in the sixteen (16) Colorado Big Thompson units ("collectively, "Units") administered by the Northern Colorado Water Conservancy District ("NCWCD") that were transferred by Grantor to Grantee under that certain Acknowledgment of Transfer under Temporary Use Permit executed on July 27, 2001, State Engineer Filings, Well Registration Statements, well permits, decrees, and pending water court applications, if any, and any well equipment or other personalty or fixtures currently used for the supply, diversion, storage, treatment or distribution of water on or in connection with the Property, and all sewer taps associated with the Property,

Together with all mineral rights owned by Grantor, if any, relating to or in any way appertaining to the Property.

TO HAVE AND TO HOLD the same, together with all and singular the appurtenances and privileges thereunto belonging or in anywise thereunto appertaining, and all the estate, right, title,

interest and claim whatsoever, of the Grantor, either in law or equity, to the only proper use, benefit and behoof of the Grantee, its successors and assigns forever.

[Signature page follows.]

IN WITNESS WHEREOF, Grantor has executed this Quit Claim Deed on the above date.

GRANTOR:

AGILENT TECHNOLOGIES, INC., a
Delaware corporation

By: _____
Name: _____
Title: _____

STATE OF _____)
) ss.
COUNTY OF _____)

The foregoing instrument was acknowledged before me this ____ day of _____, 20__,
by _____ as _____ of Agilent Technologies, Inc., a Delaware
corporation.

Witness my hand and official seal.

My commission expires: _____

Notary Public

EXHIBIT G

Right Of First Offer To Purchase

This Right of First Offer to Purchase ("**ROFO**") is made a part of that certain Purchase and Sale Agreement dated April 18, 2011 (the "**Agreement**"), by and between AGILENT TECHNOLOGIES, INC., a Delaware corporation ("**Seller**"), and CITY of LOVELAND, a Colorado home rule municipality ("**Buyer**"), which Agreement concerns the sale by Seller and the purchase by Buyer of that certain real property located at 815 14th Street SW, in the City of Loveland, County of Larimer, State of Colorado (the "**Property**"). The capitalized terms herein shall have the same meanings ascribed to them in the Agreement unless otherwise expressly provided herein to the contrary.

In consideration of the Agreement and the mutual covenants herein contained, Seller and Buyer agree as follows:

1. Grant of Right of First Offer to Purchase. Seller owns that certain real property (including all building improvements located thereon) commonly known as 900 S. Taft Avenue, Loveland, Colorado (the "**ROFO Property**"), which ROFO Property is more particularly described on Schedule 1 attached hereto. Provided that (i) the Closing has occurred, and (ii) at the time Seller would otherwise deliver a Seller's Offer (defined below), Buyer continues to own fee title to the Real Property (it being intended that all rights pursuant to this provision are and shall be personal to the original Buyer, and any "Permitted Assignee" or "Approved Assignee" under the Agreement [and the term "Buyer" as used in this ROFO shall be deemed to include all such parties], but shall not be transferable or exercisable by or for the benefit of any other assignee or successor-in-interest to Buyer), Buyer shall have a right of first offer to purchase the ROFO Property from Seller on the terms and conditions provided below, which right of first offer shall survive the Closing and recording of the Deed for the Property for a 10-year period as set forth below. Terms which are capitalized in this ROFO and which are not defined herein shall have the meanings ascribed to them in the Agreement.

2. Seller's Offer. If at anytime within ten (10) years after the Closing Date ("**ROFO TERM**"), Seller elects to sell the ROFO Property, Seller shall submit to Buyer a written offer ("**Seller's Offer**") identifying the price at which Seller is willing to offer the ROFO Property for sale (the "**Purchase Price**"). Within ten (10) business days after receipt of Seller's Offer (which 10-business day period shall be extended to fifteen [15] business days after receipt of Seller's Offer, if, and only if, the City of Loveland then holds fee title to the Property and is deemed the Buyer under this ROFO), Buyer shall give Seller written notice of Buyer's rejection or unqualified and unconditional acceptance of Seller's Offer. Buyer's right of first offer hereunder shall be void and of no further force or effect if Seller does not elect to sell the ROFO Property within ten (10) years after the Closing Date; and after the expiration of such 10-year period, this ROFO shall be deemed void and of no further force or effect, and Seller shall be free to sell the ROFO Property to any party, at any sales price, and on any terms as Seller may elect in its sole discretion.

3. Acceptance by Buyer. If Buyer timely accepts Seller's Offer as provided above, Seller shall, within fifteen (15) business days after Seller's receipt of notice of Buyer's acceptance, submit to Buyer a Purchase and Sale Agreement for the ROFO Property prepared by Seller's counsel; providing for (i) sale of the ROFO Property on an "as is" "where is" condition and basis "with all faults", but with representations and warranties substantially similar to those contained in Section 10 of the Agreement, with such changes as may reasonably be required by Seller due to then-existing conditions; (ii) a \$250,000.00 cash deposit to be paid by Buyer to the title company handling the transaction upon execution of the Purchase and Sale Agreement, which shall be increased or decreased (as necessary) to equal three percent (3%) of the Purchase Price upon waiver of Buyer's due diligence contingency, all of which funds shall be placed in an escrow with a nationally-recognized title company selected by Seller until the closing and (a) be applied towards the Purchase Price at closing or (b) be refundable to Buyer if and only if the purchase fails to close due to no fault of Buyer (and shall otherwise be nonrefundable), provided that the initial \$250,000.00 cash deposit shall be refundable if Buyer terminates the Purchase and Sale Agreement prior to expiration of the due diligence period; (iii) all cash consideration; (iv) a due diligence period of 60 days following the date of Seller's receipt of Buyer's notice of acceptance in order to complete its title, survey and other property evaluations; (v) closing within thirty (30) days after the aforementioned due diligence period expires; (vi) allocation of closing costs (including transfer taxes and escrow fees) in the same manner as set forth in Section 8 of the Agreement; (vii) no contingencies to closing other than (a) Buyer's aforementioned due diligence period and (b) the same contingencies as set forth in Sections 6.1 and 6.2 of the Agreement; and (viii) incorporating the purchase price and other terms of sale specified in Seller's Offer (if any). The parties shall then have a period of up to twenty (20) business days from Buyer's receipt of the draft Purchase and Sale Agreement within which to negotiate in good faith and execute the final form of the Purchase and Sale Agreement consistent with the foregoing. At Buyer's written request, Seller shall provide to Buyer, without representation or warranty of any kind, copies of any and all environmental and physical plant reports and studies for the ROFO Property then in Seller's possession and not previously delivered to Buyer (collectively, the "**ROFO Property Documents**"), all of which ROFO Property Documents shall be returned to Seller if the closing does not occur for any reason.

4. Rejection by Buyer. If Buyer rejects Seller's Offer, then Seller shall be free to sell the ROFO Property without regard to Buyer's right of first offer to purchase at any sales price and on any terms as Seller may elect in its sole discretion; provided, however, that if after Seller's receipt of Buyer's rejection notice, Seller has received and is willing to accept an offer to purchase the ROFO Property that is lower than ninety-five percent (95%) of the Purchase Price, then before entering into any agreement to sell the ROFO Property at such reduced price, Seller shall first offer to sell the ROFO Property to Buyer at the reduced price Seller is willing to accept, in which event Seller's written offer to Buyer to sell at the reduced price shall be treated as a new Seller's Offer subject to all of the provisions of this ROFO, and the provisions of this Section 4 shall again be applicable. Further, if after Seller's receipt of Buyer's rejection notice, Seller does not close on a sale of the ROFO Property within one (1) year after Buyer rejects Seller's Offer, then before selling the ROFO Property, and as long as the ROFO Term has not expired, Seller shall first offer to sell the ROFO Property to Buyer pursuant to the procedures set forth in this Agreement. The provisions contained in this Section 4 shall continue during the ROFO TERM unless Seller enters into an agreement to sell the ROFO Property to a third party following Buyer's rejection of Seller's Offer at a price that is not subject to any re-offer right under this Section 4, and such

ROFO Property is subsequently sold to such third party within one (1) year after Buyer rejects Seller's Offer (in which event this ROFO shall lapse and be null and void, and of no further force or effect), or this ROFO is terminated pursuant to any other provisions contained in this ROFO.

5. Termination of Buyer's Right of First Offer. If Buyer does not give Seller written notice of Buyer's acceptance or rejection within ten (10) business days after receipt of Seller's Offer (which 10-business day period shall be extended to fifteen [15] business days after receipt of Seller's Offer if, and only if, the City of Loveland then hold fee title to the Property and is deemed the Buyer under this ROFO) as provided above, or if Buyer accepts Seller's Offer and either (i) Seller and Buyer, despite their reasonable efforts, for any reason do not execute a Purchase and Sale Agreement within the twenty (20)-business day period as described above, or (ii) Buyer fails to close the purchase of the ROFO Property after entering into a Purchase and Sale Agreement through no fault of Seller, then (in any of those events), the provisions of this ROFO shall be null and void and of no further force or effect, and Seller shall then and at all times thereafter be free to sell the ROFO Property to any person or entity upon whatever terms Seller in its sole discretion may find acceptable.

6. Excluded Transactions. Buyer's right of first offer to purchase shall not apply with respect to any of the following transactions: (i) a sale at foreclosure (or a deed in lieu of foreclosure) or any sale by a mortgagee of Seller following foreclosure (or a deed in lieu of foreclosure); (ii) a conveyance to a corporation, partnership, limited liability company, trust or other form of entity wholly or partially in exchange for stock, a partnership or membership interest or other form of beneficial equity interest in such entity as part of a corporate, partnership or similar restructuring, acquisition, merger, sale of assets by Seller, or other similar transaction and not as a means of circumventing the rights granted to Buyer under this ROFO; (iii) a conveyance to any parent, subsidiary or affiliate of Seller; and (iv) a conveyance to any entity with whom Seller is undertaking or will undertake a joint venture or similar joint research and development, marketing, distribution, sales or development project at the ROFO Property; provided, however, that Buyer's right of first offer to purchase shall not survive any of the excluded transactions described in the foregoing clauses (i) and (iv), but shall survive any of the excluded transactions described in the foregoing clauses (ii) and (iii).

7. Closing. If Buyer timely accepts Seller's Offer, and the Purchase and Sale Agreement is timely executed, the closing of the sale of the ROFO Property shall be held at the time and place specified in the Purchase and Sale Agreement. At the closing, a special warranty deed of the ROFO Property from Seller to Buyer, together with such other instruments and documents as may be reasonably necessary to effectuate the sale of the ROFO Property to Buyer, shall be delivered to the title company. The instruments and documents delivered to the title company at the closing shall be legally sufficient to convey Seller's ownership interest in the ROFO Property to Buyer free and clear of all loans, mortgages, deeds of trust and monetary liens except real property taxes not yet due, which real property taxes shall be prorated as of the date of the closing. The Purchase Price and all other sums due at the time of closing shall be paid by delivery of funds to the title company, which shall be immediately available to Seller upon closing. Seller's obligation to convey title to the ROFO Property in accordance herewith shall be fully satisfied upon the delivery of the deed to Buyer and the willingness of the title company to issue to Buyer upon payment by Seller of its regularly scheduled premium its policy of ALTA title insurance, containing such endorsements as Buyer may reasonably request (at Buyer's sole cost),

insuring that Buyer is vested as the fee title owner of the ROFO Property. Notwithstanding the foregoing, issuance of any title insurance endorsements shall not be a condition to Buyer's obligation to close the transaction.

8. Recordation of Memorandum. This ROFO shall not be recorded, however, a short form memorandum of this ROFO in the form attached hereto as Schedule 2 shall be recorded upon the Closing. If this ROFO is terminated or otherwise voided under the provisions of Sections 1, 2, 4, 5 or 6 above, Buyer shall deliver to Seller within thirty (30) days after Buyer's receipt of Seller's written request, an executed and acknowledged termination of this ROFO in the form attached hereto as Schedule 3.

9. Miscellaneous. This ROFO shall be governed by the laws of the State of Colorado, without reference to its conflict of laws principles. In the event of any legal or equitable proceeding to enforce any of the terms or conditions of this ROFO, or any alleged disputes, breaches, defaults or misrepresentations in connection with any provision of this ROFO, the prevailing party in such proceeding shall be entitled to recover its reasonable costs and expenses, including, without limitation, reasonable attorneys' fees and costs of defense paid or incurred in good faith. This ROFO may be executed in one or more counterparts, each of which shall be deemed an original, but all of which together shall constitute one and the same instrument. Signature pages may be detached from the counterparts and attached to a single copy of this ROFO to physically form one document.

IN WITNESS WHEREOF, the undersigned parties have executed this ROFO on the respective dates set forth below.

SELLER:
AGILENT TECHNOLOGIES, INC., a
Delaware corporation

BUYER:
CITY OF LOVELAND, a
Colorado home rule municipality

By: _____
Printed Name: _____
Title: _____
Date: _____

By: _____
Printed Name: _____
Title: _____
Date: _____

SCHEDULE 1

Legal Description of Property

THE LAND REFERRED TO HEREIN BELOW IS SITUATED IN THE COUNTY OF LARIMER, STATE OF COLORADO, AND IS DESCRIBED AS FOLLOWS:

Parcel C:

Tract 1,

The Amended Plat of the CMS First Addition to the City of Loveland, Colorado, as per the Plat recorded October 2, 2007 at Reception No. 20070074924, County of Larimer, State of Colorado.

SCHEDULE 2

SHORT FORM OF RIGHT OF FIRST OFFER

(_____)

Property Address

By this Short Form of Right of First Offer effective as of _____, the undersigned party designated as "Offeror" hereby grants to City of Loveland, a Colorado home rule municipality ("Offeree") a right of first offer to purchase Offeror's right, title and interest in and to the real property located at 900 S. Taft Avenue, Loveland, Colorado, which real property is more particularly described on Exhibit A attached hereto and made a part hereof, on the terms and conditions set forth in that certain Right of First Offer to Purchase between Offeror and Offeree dated _____.

Offeree's right of First Offer expires automatically ten (10) years from the effective date hereof unless sooner terminated by action of the parties.

IN WITNESS WHEREOF, the parties hereto have executed this Short Form of Right of First Offer on the day and year first above written.

| <u>OFFEROR:</u> | <u>OFFEREE:</u> |
|----------------------------------------------------|-----------------------------------------------------|
| Agilent Technologies, Inc., a Delaware corporation | City of Loveland, a Colorado home rule municipality |
| By: _____ | By: _____ |
| Its: _____ | Its: _____ |

SCHEDULE 3

TERMINATION OF RIGHT OF FIRST OFFER

(_____)

Property Address

By this Termination of Right of First Offer effective as of _____, the undersigned offeree ("Offeree") hereby acknowledges the termination of any and all rights it may have to purchase the real property located at 900 S. Taft Avenue, Loveland, Colorado, and more particularly described on Exhibit A attached hereto and made a part hereof, that were granted to Offeree pursuant to that certain Right of First Offer to Purchase dated _____, a short form of which was recorded on _____ at Book No. _____, Page _____ of the records of Larimer County.

IN WITNESS WHEREOF, Offeree has executed this Termination of Right of First Offer on the day and year first above written.

OFFEREE:

City of Loveland, a Colorado home rule municipality

By: _____

Its: _____



City of Loveland

PARKS AND RECREATION DEPARTMENT
Civic Center • 500 East Third Street • Loveland, Colorado 80537
(970) 962-2727 • FAX (970) 962-2903 • TDD (970) 962-2620
www.cityofloveland.org

May 16, 2011

RECEIVED

MAY 17 2011

Loveland City Council
500 E. Third Street
Loveland, CO 80537

CITY MANAGER'S OFFICE

Subject: Agilent Property – Open Lands Acquisition

Dear Members of the Loveland City Council,

The Loveland Open Lands Advisory Commission held its regular meeting on May 11, 2011. During the discussion of the agenda item "*Agilent Property – Open Lands Acquisition*," members of the commission voted unanimously to recommend acquisition of approximately 119 acres of open space for \$889,000 as a part of the Agilent property purchase by the City, subject to: 1) adequate City staff review of the Phase 1 environmental findings for the 119-acre open space parcel; 2) exclusion of the approximately 8-acre parcel west of Taft Avenue from the proposed total open lands acquisition of 127 acres; and 3) preservation of access on the east side of the property by plat.

Respectfully,

Rick Brent
Chair, Open Lands Advisory Commission

Cc: Bill Cahill, City Manager



CITY OF LOVELAND
CITY MANAGER'S OFFICE

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

AGENDA ITEM: 1
MEETING DATE: 5/24/2011
TO: City Council
FROM: City Manager
PRESENTER: Bill Cahill/Renee Wheeler

TITLE:
FINANCIAL SUSTAINABILITY RECOMMENDATIONS

DESCRIPTION:

Review recommendations for financial sustainability over the next ten years based on a process approved by City Council that incorporated feedback from citizens, City Council, Boards and Commissions, and employees. The \$33.5 million recommendations over ten years include both revenue enhancements and expenditure reductions and include no new taxes.

BUDGET IMPACT:

☒ Yes ☐ No

SUMMARY:

Recommendations to close annual average \$3.5 million gap between projected revenue and expenditures are presented in the attached report. This report provides information on the process, the recommendations, the impact of the recommendations on the ten year financial projections for the General Fund, and provides all information received during the public process.

LIST OF ATTACHMENTS:

Staff Report: A Strategy for Financial Sustainability

RECOMMENDED CITY COUNCIL ACTION:

Upon council direction, staff will schedule this financial sustainability plan for City Council action on June 7, 2011.

REVIEWED BY CITY MANAGER:

DRAFT

A Strategy for Financial Sustainability



May 24, 2011

Financial Sustainability

Contents

Introduction and Purpose

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The Financial Sustainability Process

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Table 1: Recommendations

Table 2: Status of Ten Year General Fund Financial Master Plan

Appendices

1. City Vision Statement, Mission Statement and City Council Goals
2. Process Detail
3. Results of City Council Survey
4. Results of Public Surveys

Introduction and Purpose

The City of Loveland is growing and has been financially healthy. The City's tradition of conservative fiscal management has placed it in a position that other local governments might envy. The City Council has placed a high degree of importance on creating a plan for maintaining the strong financial position of the City of Loveland in a sustainable manner for the future of the community.

However, the General Fund Financial Master plan indicated that reserves in excess of the policies and practices would be consumed by 2013. It became clear that based on the current information available for projections the projected annual revenues will not be sufficient to cover the projected annual expenditures, sometimes referred to as a structural deficit.

A more intensive focus on long term strategies for balancing the budget within the ten year planning horizon has been initiated. The City engaged in a process for bringing together practical, actionable ideas to meet the challenge. This long term focus is the basis for labeling it the "Financial Sustainability Process".

This Sustainability Strategy is based on the City's Financial Master Plan as a baseline. The Master Plan contains projections of operating and maintenance (O & M) costs, including new O & M costs brought on as a result of new capital projects. So it is a "holistic" look, incorporating existing operations as well as additions due to growth of City facilities. However, the Master Plan – and this Sustainability Strategy – do not include completely new initiatives which have not been approved. In particular, the potential new Fire Authority, including the ramp-up of City Fire staffing to new service levels, is not included. However, the increase in Fire staffing projected for Station 2 is included in this analysis, because it is already incorporated into the Financial Master Plan.

The Financial Challenge

The City's General Fund budget for 2012-2020 is projected to have a gap between revenues and expenditures that on the average is \$3.5 million annually. The "gap" between resources and expenditures that has been identified is roughly 5%. While 5% is significant because of the reductions that have occurred in recent years, it is certainly not a crisis. The financial master plan expenditure estimates (as shown to the right) do



The Problem

Challenge: Close the \$3.5 million gap between projected revenues available and cost to provide service.



include the operations and maintenance impact of capital projects in the capital improvements plan.

The plan also includes employee base pay increases, restoring street maintenance and equipment replacement. It is expected that service reductions would need to be implemented if the recommendations were all on the expenditure side. The strategic evaluation of a variety of recommendations (revenue, expenditures and reserves) is preferable to annual reductions approach to ensure that permanent and thoughtful recommendations are implemented. Using this approach, the City positions itself to be in the best position to take full advantages of the opportunities that arise over the next ten years.

The Financial Sustainability Process

The Financial Sustainability Process was designed and approved by City Council at the December 14, 2010 study session. There were several phases of the process that were being implemented simultaneously to allow for all the parties involved to have at least two and preferably three opportunities to consider the information before making decisions at any stage. The process itself was dynamic in response to feedback collected during the implementation.

Data Collection

Once the problem was defined, a process was developed to create strategies. Many stakeholder groups were involved in the process. Three public forums were hosted by the Citizens' Finance Advisory Commission and two separate on-line surveys were made available that focused on budget balancing strategies. This combined effort resulted in survey completion by 492 respondents. The City Council also completed a survey early in the process.

Employees were actively engaged in strategy development as well. 165 ideas were submitted through an internal employee survey and a representative group of employees evaluated those ideas to submit the most viable strategies. The executive management team was assigned a variety of topics to study in more depth; and those groups brought recommendations forward. Nearly all the executive management team meetings over the period of February to May 2011 have been dedicated to vetting potential strategies. Over the last six months a comprehensive process has been undertaken to develop the reasonable and actionable recommendations for sustainability.

Principles for Financial Sustainability

City Council, boards and commissions, citizens, and employees at all levels of the organization have been involved in development of recommendations for City Council consideration guided by the following principles approved by City Council February 22, 2011:

Process Overview

| | Dec | Jan | Feb | Mar | Apr | May |
|------------------------------------------|-----|-----|-----|-----|-----|-----|
| Problem Definition & Process Development | X | | | | | |
| Data Collection | X | X | X | X | | |
| Principles | | X | | | | |
| Priorities | | X | X | | | |
| Strategy Development | | | | X | X | X |
| Strategy Approval | | | | | | X |

1. Provide the highest quality of public service which is sustainable on a long-term basis.
2. Set reasonable expectations for delivering quality, customer-centered services in a fair, equitable, efficient and cost-effective manner.
3. Advance services and programs that promote safety, quality of life and business growth.
4. Balance the services to be delivered with the resources available, both in terms of people and money.
5. Promote a fiscally conservative approach to achieve financial sustainability, maintaining flexibility to respond to opportunities and challenges.
6. Maintain the City as an employer of choice, able to attract and retain high-quality employees.

Priorities and Summary of Public Participation

The City Council participated in a questionnaire and study session discussion of priorities for city services and evaluation of various measures. Complete results are found in Appendix 3. Key results:

- The City should proceed with a TABOR ballot measure (de-Brucing) in November, 2011. It should be time-limited, and limited to the same purposes as in the previous measure.
- There was no strong inclination to pursue other tax measures at this time.
- Priorities for General Fund expenditures are as follows:
 - Fire and Rescue
 - Police
 - Streets Maintenance
 - Transportation Planning/Engineering
 - Traffic Management
 - Building Review and Inspections
 - Development Review
 - Library
 - Transit
 - Downtown Planning
 - Land Use Code Review and Update
 - Code Enforcement
 - Economic Development (Cash Incentives/Fee Waivers)
 - Parks and Recreation
 - Museum
 - Public Information
 - Rialto
 - Non-Profit Grants
 - Historic Preservation Grants and Planning Support

Public participation, as reflected in public meetings as well as on-line surveys, yielded the following results:

- Citizens believe that a balanced approach is appropriate, using both cost reduction and revenue increases in roughly equal proportions.
- Citizens think that certain City activities should generate more of their own revenues. In particular, increased fees are seen as appropriate for development services, cultural service facilities, and other City facilities.

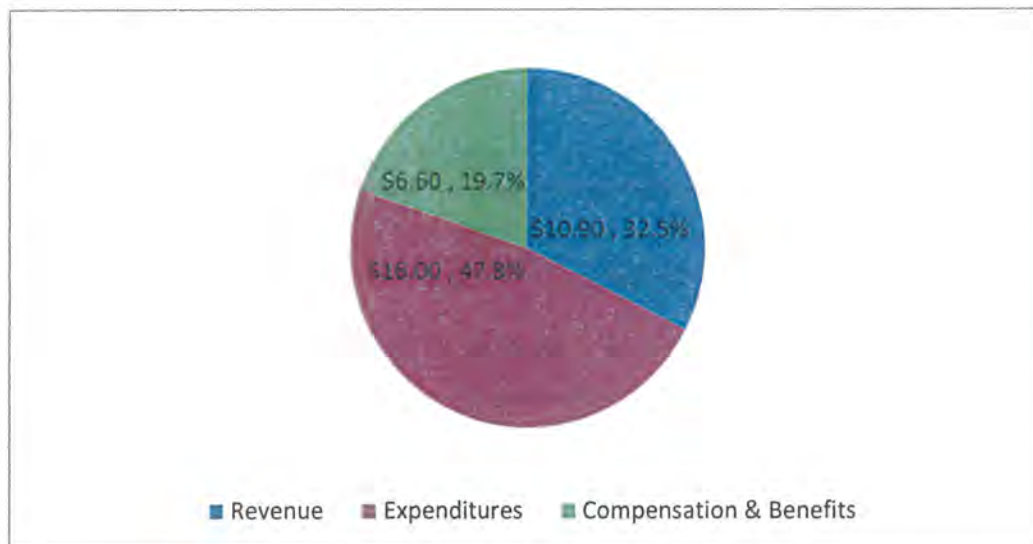
- Citizens also favor submitting a TABOR ballot measure (de-Brucing) to the voters, incorporating a sunset provision, with restrictions on the use of revenue similar to the existing Loveland restrictions.
- Citizens think that targeted reductions are more appropriate than across the board reductions.

The Sustainability Strategy

Strategic recommendations were developed pursuant to the principles adopted by City Council, and reflecting the policy views and priorities expressed by the City Council and the public.

The resulting strategy is balanced between expenditure reductions and revenue increases, as both the Council and the public indicated desirable. The recommended actions consists of 81% cost reductions and 19% in revenues benefiting the General Fund.

The strategy is also phased in over a number of years. Over time savings in early actions allow phased-in reductions in cost over the time period. Cumulative saving from recommended actions will mount over the decade to \$33.5 million. The graph below, stated in millions of dollars, demonstrates the composition of the recommendations.



Each of the changes is felt to be durable, so that it is not simply a one-time cut which will need to be reversed later.

Recommendations

The recommended recommendations include both expenditure reductions and revenue enhancements. Table 1 lists the recommended actions. First- year reductions are:

- \$285,200 - Employee generated operational efficiency options.
- \$903,750 - Employee benefit and administration cost reductions.

- \$76,450 - Fleet management strategy, including elimination of underutilized equipment and "pooling" the use of remaining equipment. This also generates savings through the elimination of future year replacement costs.
- \$33,270 - Fleet reduction: sale of units targeted for elimination from the fleet (one-time savings)
- \$ 30,000 - Reduction of City Council budget
- \$510,000 - Line item budget reduction in all General Fund departments
- \$150,000 - Voluntary Severance Program
- \$134,000 - Strategic Attrition
- \$651,600 - Payment In Lieu of Taxes increase of 1% on utility enterprise funds only
- \$343,900 - Minor fee increases in several departments

\$3,118,170 of the \$3,116,443 target for 2012 has been identified, leaving \$1,727 that could be applied to future year imbalances. These recommendations are highlighted below in greater detail.

Employee Savings and Efficiency Options

There were about 165 ideas submitted by City employees. After sorting for feasibility and value, an employee task force recommends thirteen actionable options that are expected to generate \$285,200 in value. These options are related to reducing costs for the way the City currently conducts business. The suggestions are related to limiting take home vehicles, eliminating vehicle allowances, eliminating supplies, budget FICA taxes more specifically to account for pretax elections for medical and dependent care, finding corporate sponsors for public events like 4th of July, charge fees for museum exhibits/shows, and publishing ordinances by title only (which would require an election).

Employee Compensation and Benefits Review

The City's employee compensation and benefits were compared to market (both public and private) in an attempt to identify any components of the salaries and benefits provided that might be out of alignment. The total savings in this category of options is estimated to be \$903,750.

Principle number 6 above is followed in evaluating employee compensation and benefits. In general, compensation changes are tested against general market trends. Pay reductions are not recommended. However, there are minor areas of benefits which can be adjusted without the City suffering a disadvantage compared to the market.

The benefit review only revealed a couple of benefits that exceeded the market, (1) life insurance and (2) the management of sick leave hours. The City currently offers 2 times the annual salary for life insurance, where the market is reflecting a benefit of 1.5 times the annual salary. If the benefit is decreased to align with the market the difference in the premium would save the City \$23,000. The City's sick leave accumulation and payout policies also differ from the general market and an adjustment may yield savings, particularly when aligned with potential changes in short-term and long-term disability coverage of up to \$235,077.

Finally, the financial master plan expects that salaries will increase on the average by 3.5%. Decreasing the amount of the base raise can create savings throughout the plan, but prolonged periods of holding employee compensation down can damage the City's ability to retain and recruit high-quality employees (therefore violating principle #6 above). It is therefore important to keep pace with market in being able to compensate employees.

The recommendation therefore steps up the rate of employee pay as the economy improves, and as the job market improves. In 2009 and 2010, there were no employee raises. In 2011, the City has been able to make a one-time merit pay distribution (which did not change permanent pay ranges). The recommended action is to return to a permanent pay range increase in 2012 of 2%, and then return to pay range increases averaging 3.5% in 2013.

Fleet Management Strategy

The Vehicle Maintenance staff conducted a study of vehicle utilization to identify the bottom 10% of underused vehicles and equipment. Using utilization standards for municipal government fleets from both the National Association of Fleet Administrators and the American Public Works Association, a significant number of vehicles or equipment were identified for elimination from the fleet.

The City can reduce costs of managing the operations and maintenance costs of the fleet by \$76,450 and the future replacement costs of the fleet. The significant number of vehicles or equipment identified by the study would be sold for an estimated one time savings of \$33,270 in 2012.

Reduce City Council Budget

The City Council budget will be reduced by \$30,000 following Council comments at the April 22, 2011 study session. This would be achieved by reducing the amount of travel supported by the City and reducing meeting expenditures. Both of these represent permanent changes in the operation of the City Council, not simply one-time reductions.

Line Item Budget Reduction in Other General Fund Departments

Other City departments receiving General Fund revenues have reduced their budgeted levels by approximately \$510,000. These reductions have been made proportionally to the amount of General Fund support received by each department, with attention to avoiding impacts to critical services. In most cases, this involves a more austere approach to expenses, or improvements in organizational efficiency. The \$510,000 in reductions will be made in 2012, creating a new budget "baseline" or "core" level of expenditure, and is then projected forward through the 10-year financial planning period.

Voluntary Severance Program

A voluntary severance program is recommended to be offered in the fall of 2011. This reduces the City's overall personnel cost by offering a one-time payout to those interested in retirement or other separation, and maintaining positions as open or in some cases under-filling to create net savings. Only positions which produce net savings will be approved. The service impacts of any vacant positions will also be carefully considered in accepting applications.

Strategic Attrition Program

A program of "strategic attrition" will be used to reduce the overall size of the City workforce. It will reduce the overall personnel by eliminating selected positions as they become vacant producing continued savings. Existing General Fund positions vacated will eliminate about \$134,000. Maintaining this approach will create an estimated \$50,000 in added reduction each fiscal year.

As attrition is employed to reduce total expenditures, it will be carefully managed to minimize the impacts on key programs. Not every vacated position will be left vacant. In addition, each vacancy will be viewed as an opportunity to re-organize the way in which the City does business. It is important to recognize that this approach will be taken regardless of the level of the position. Whether in executive or middle management, supervisor or line staff, each position vacancy will result in similar analysis.

Minor Fee Increases

There are a variety of fee increases that have been submitted for consideration that would generate approximately \$343,900. The risk associated with the estimates is that they would assume that the participation would not be impacted by the fee increases. The following is a brief listing of those that are being considered.

- \$47,000 - Minor fees for services provided in Parks and Recreation (non-resident fees, changes to Senior Center fees and low income subsidies), Culture (Museum donation solicitation and Rialto rental fee increase), and facilities rental increase (for Pulliam, Library Gertrude Scott Room, Civic Center Plaza)
- \$30,000 - Public Works Rights of Way Permit and Inspection fee increases.
- \$14,000 – Development Services application fee increases will be phased in over a multi-year period, being sensitive to the balance between better cost recovery for services provided and the impact on development and building activity. Current Planning currently recovers about 8% of its costs from user fees. Transportation Development Review (TDR) has no charges or fee revenue at all. Direction from the public input to date indicates that this should be significantly higher.
- \$168,900 - Increase cost recovery for the street maintenance fee charged monthly on the utility bills from 50% to 60%

- \$12,000 - Municipal violation ticket surcharge increase from \$10 to \$25.
- \$10,000 - Increase in fees for public safety coverage during special events. The fees currently charged by Police and Fire (averaging \$40.00 per hour) do not recover costs of service.
- \$62,000 - A new \$20 fee on sales tax license renewals. Most cities are already charging a renewal fee annually.

Payment in Lieu of Taxes (PILT)

All Enterprise Funds currently pay the General Fund a 6% PILT on gross revenues (with some consideration with specific revenue line item exclusions) in all but the Golf Enterprise Fund, which pays 3% of gross revenues. The recommendation is to increase the PILT by 1% to 7% in all utility enterprise funds, excluding Golf.

While this payment to the General Fund has been called a PILT, City Charter Section 13-2(c) provides that the City's utilities can be required by the Council to pay the General Fund "a reasonable return on the City's investment in utility properties and capital investments" and the equivalent of what the City would obtain "from a franchise fee or utility occupation tax" imposed on its utilities. Therefore, the use of the term PILT to describe the current 6% charge to the utilities more accurately should be called a franchise fee.

Charging an additional 1% to the Enterprise Funds, except the Golf Enterprise Fund, provides the City a reasonable return of its investment. *It is imperative to understand that even a 1% increase will likely be passed through directly to utility enterprise fund customers over future years.* It is possible that even with a rate increase, the revenue would be equitably generated by the community in a manner that may be more acceptable than a mill levy increase. Nearly all funds are considering a 2012 rate increase for various business reasons, (i.e., wholesale power rate increases), so it is likely that most funds will still see a 2012 rate increase. Collecting this return on investments from the utilities in addition to the current PILT or franchise fee would make Loveland the highest in the neighboring communities with the exception of the 8% PILT that Longmont charges its electric utility.

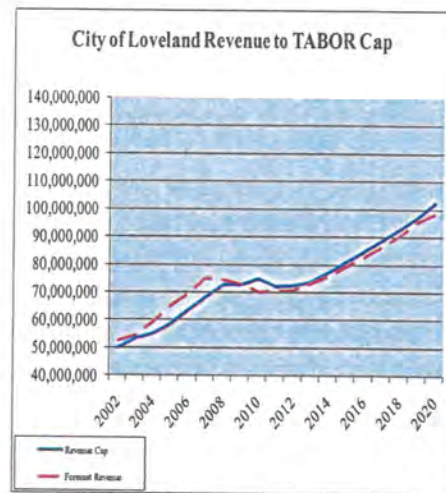
While the recommendation is to increase the fee by 1% to generate 651,600, increasing the rate by 2% would generate \$1,303,239. The increase would need to be considered at the household impact level. If the average residential bill is \$47, then a 1% increase monthly would be 47 cents a month and a 2% increase would be 94 cents a month.

Longer Term Measures

There are other sustainability strategies that staff proposes for consideration as the City progresses annually through the update of the financial master plan.

TABOR Ballot Measure

Previous City Council discussion and the results of public participation during the course of the Sustainability Strategy work, indicate that a measure should be placed on the November 2011 election ballot to allow the City to keep and spend revenues over the TABOR cap. Preliminary indications are that the ballot measure should be similar to Loveland's last TABOR measure approved by the voters in the range of services to be funded, and the "sunset" measure.

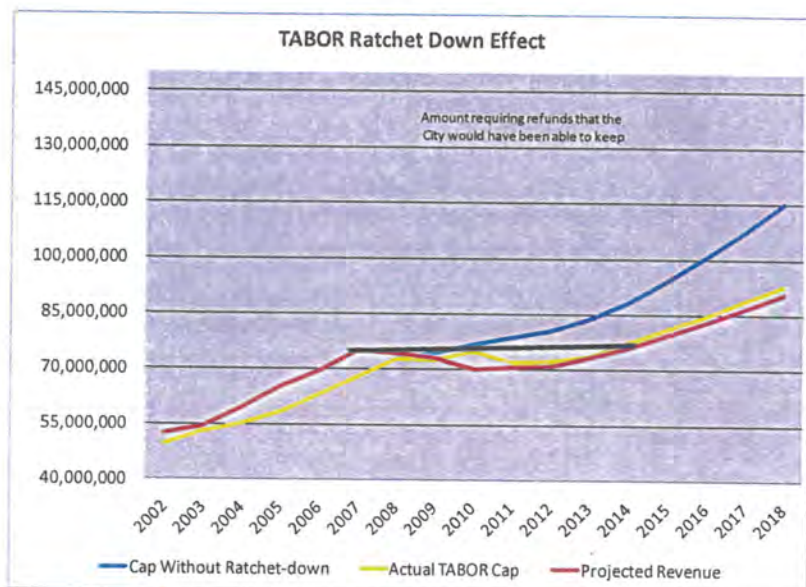


Beginning in 2010, the City will be beneath the TABOR cap and may remain underneath the cap throughout the Financial Plan horizon. While the actual amount varies from year to year, on average the City will be approximately \$1.7 million below each year, or, on average, 2% below the revenue limit. It is important to note that the City will only be under the cap by 1%-2% during 2011-2015 and is on average under by 2% for the remainder of the ten-year period to 2020. It will only take minor fluctuations in revenue collections or the two factors that inflate the cap for the City to once again be over the revenue limitation.

| | 2011 | 2012 | 2013 | 2014 | 2015 |
|-----------------------------|-----------|-----------|---------|-----------|-----------|
| Projected Revenue under cap | 1,373,048 | 1,511,258 | 308,466 | 1,310,427 | 1,688,837 |

The revenue limitation is allowed to increase based on two factors; the Consumer Price Index for the Denver-Boulder-Greeley area and "local growth", which is calculation to determine the percentage of new construction property value to existing property values. For the years 2009 and 2010 we have experienced significantly lower inflation than past history, and due to the recession, the local growth factor is exceptionally low.

The greater concern to the City at this point is the other requirement of TABOR; commonly known as the "ratchet-down effect". Within the Amendment there is the requirement that if an entity has revenue below the allowed limit; the actual revenue becomes the new



limit from which the inflation and local growth adjustments are applied to. Since the ten-year forecast currently has the City under the limit each year, the revenue limit allowed by the Amendment is reduced each year.

Mehaffey Park Operating Costs Absorption into Existing Budget

Mehaffey Park has been projected in the Financial Master Plan to come on line for operations in 2013, increasing operating costs by \$249,400 annually and continuing through the time horizon of the Plan. However, analysis performed in this Strategy has identified reductions and efficiencies that can be made in the existing Parks and Recreation Department budget, sufficient to pay these costs without increasing the baseline Parks budget. This creates savings equal to the cost increases that had been previously projected.

Boards and Commissions

A working group of staff reviewed City boards and commissions for possible streamlining and reductions. These bodies are important avenues for public participation in city affairs, and make significant recommendations to the City council. However, two particular recommendations are made:

1. Eliminate the Communications Technology Commission as a standing body. This group achieved their ad-hoc mission in assisting with the cable franchise agreement, but has met infrequently and irregularly since. Members should be thanked for their service and the Commission retired. This would require specific City Council action.
2. Change the informal expectation for City Council liaison attendance to quarterly, or as deemed appropriate for the individual body, rather than every meeting.

Administrative Changes in Budgeting

Two administrative changes in budgeting will be made in the future, which do not require City Council approval but may create significant cost savings incrementally over the time period of the financial plan:

1. Change in Annual Budget Preparation Process: Currently, department preparing their budgets receive several items directly from Finance or Risk Management. These include personnel costs, insurance costs, and other items. The primary budget constraint issued to departments is the "core" total expenditure level for the department, based on continuation of status quo services and spending levels, adjusted for any previous year unusual items. This "core" expense level is the primary limitation upon departmental budgets.

In 2012 and the future, departments will also be issued a revenue constraint, based upon expected General Fund receipts. This "General Fund support constraint" will provide each department with a target of how much in General Fund support the department will receive. Departments also "earn" revenues through cost recovery fees and charges, which

department estimate subject to Finance Department review, and departments will retain the ability to earn more revenues. Departments will be constrained by the more restrictive of the "core expenditure" level or the "General Fund support" revenue level.

2. Increased refinement of cost accounting: Currently, enterprises are charged for their use of City administrative support services, and all departments are charged a share of a few expenses, such as insurance. However, the City's costs of central administrative services (such as legal, executive, finance, and human resources) are not currently distributed to departments. It is therefore difficult to pinpoint precisely the true costs of service provision, and departments are not responsible for their consumption of central administrative costs. Over the next several years, the City will refine its cost accounting structure to more accurately assign costs to the appropriate centers.

Increased Oversight of Equipment Replacement

The City's equipment replacement budget is developed by departments, which take primary responsibility for this function. Equipment replacement is calculated prior to the development of the operating budgets. Replacement schedules will be reviewed more closely, and revenue-constrained to a percentage of operations and/or the available use tax revenues.

Electronic Billing

The Utility Billing Division has been working on a software conversion that would allow for electronic billing to eliminate the cost of paper and postage. The conversion should be complete within a year or two. The newsletter enclosed with the bill is already under consideration for electronic posting.

Electronic City Council Agendas

A pilot program for three council members to begin receiving city council agendas electronically has been initiated. The group will select the software and hardware that is deemed most beneficial and will receive the agendas electronically for a number of months to evaluate the operational feasibility and cost benefit of full implementation.

Target Building Use Tax Revenues for Capital and Equipment

Building Use Tax revenues from new construction are essentially "one-time" revenues from construction projects, and are volatile depending on the pace of development. Use of these revenues for operations makes operational revenue less predictable. These revenues will be targeted increasingly for capital and equipment, rather than operations.

Cultural Services Facilities: Increased Self-Sufficiency

The Rialto Theater and the Museum currently generate part of their costs through fees and rentals. Potential exists to increase the amount of cost recovery. Cost recovery targets of 60% for the Rialto in five years (and 70% in eight years) and 15% for the Museum in five years (and 30% in eight years) are realistic.

Increased Airport Self-Sufficiency

The airport is co-owned with Fort Collins and receives about \$85,000 annually in General Fund support from each City. Developing self-sufficiency (reducing General Fund support) will need to be coordinated between the two cities as a multi-year effort, but has already been envisioned in the Airport's business plan as a goal. The Airport's business is expected to grow substantially so the General Fund subsidy may be reduced over time.

Evaluate Potential for New Revenue focused on New Growth

The City already charges Capital Expansion Fees (CEFs) to new development, so that new development pays for capital improvements which are necessitated by growth in the community. In general, the City has relied on CEFs to assure that "growth pays for itself". However, CEFs are limited to paying for capital improvements, which then must be operated and maintained. There is currently no method to charge new development for these increased operations and maintenance costs.

In order to balance funding for new capital projects with revenue to operate and maintain new capital investments, the City will research and evaluate possible methods for new development to contribute to ongoing operations and maintenance. The options will be reported to the City Council for consideration.

Evaluate the Potential for a Library District

Conduct a study and public participation to determine the feasibility of a library district to encompass Loveland and the surrounding areas. This work will be complete for City Council review in 2013.

Consider an Infrastructure Use Tax

The City currently receives use tax on new construction of buildings (homes, businesses, and others). However, Loveland does not currently apply use tax to the construction of new public improvements. While some public improvements are constructed by the City or its enterprises, most are built through private activity in the form of new subdivisions or other development. It is proposed that the City review and evaluate the possibility of use tax on infrastructure as a potential revenue source, and return the concept to the City Council for consideration.

These strategies will meet the principles established by the City Council and will demonstrate careful scrutiny of resources and cost recovery. They will demonstrate the sustainable approach to evaluating the delivery of service within scarce resources projected to be available over the next ten years.

Overview of Projected Results

Taken together, these measures address the projected structural deficit which was forecast in the City's long-range financial plan.

Table 2 shows the ten –year financial projection, adjusted for the corrective measures contained in the Financial Sustainability Strategy. The forecast for each year shows the net results, eliminating the previous structural deficit.

Follow-Up and Implementation

Implementation of the strategy requires administrative actions by City management, but also requires several actions by the City Council.

In general, cost reductions can be made administratively and will commence upon City Council approval of the Strategy. Revenue measures, which focus upon increases in fees and charges, generally require City Council action and will be brought to the City Council for consideration and action during the period of the 2012 budget process.

The long-term actions identified will be brought to the City Council as individual proposals over a multi-year period.

Schedule

| | |
|----------------|----------------------------------------------------------------------------------------------|
| June 2011 | City Council to Adopt Strategy |
| June/July 2011 | Begin 2012 Budget Development Administrative actions to carry out cost reduction measures |
| September 2011 | Study Session to review the City Manager's 2012 Recommended Budget |
| October 2011 | Adopt 2012 Budget and Fees and Charges Resolutions |

Table 1. Recommended Solutions

General Fund Cost Reductions

| Item | Year 1 Value | Value Over 10 Years |
|---------------------------------------------------------------------------------------|--------------------|---------------------|
| Floor mats, rugs, rugs: change rugs less frequently; evaluate purchase versus service | \$10,000 | 103,685 |
| Car allowances, review if positions come open over the ten year period | 4,200 | 91,200 |
| Evaluate the cost effectiveness of the City's "take home vehicle" policy | 21,000 | 217,738 |
| Eliminate food for staff functions, trainings | 25,000 | 259,212 |
| Budget FICA taking into consideration pretax deductions | 30,000 | 311,055 |
| Refine the equipment replacement list | 150,000 | 828,877 |
| Refine the sick hours policy and disabilities plans | 235,000 | 2,095,884 |
| Reduction in Employee Assistance Plan Administration Fees | 11,000 | 114,053 |
| Life Insurance Coverage Change | 23,000 | 238,475 |
| Employee merit based raises at 2% on the base salaries | 634,750 | 4,168,479 |
| Fleet Replacement and Maintenance: pooling of vehicles and equipment | 109,720 | 801,721 |
| City Council Budget Reduction | 30,000 | 311,055 |
| Voluntary Severance Program | 150,000 | 1,555,274 |
| Strategic Attrition | 134,000 | 2,826,564 |
| Line Item Reductions in all General Fund Departments | 510,000 | 5,287,933 |
| Airport Self Sufficiency | 0 | 455,810 |
| Electronic Newsletters | 0 | 161,851 |
| Rialto cost recovery targets of 60% in 5 years and 70% in eight years | 0 | 88,875 |
| Museum cost recovery targets of 15% in 5 years and 30% in eight years | 0 | 398,713 |
| Mehaffey Park operations costs to be absorbed within existing operating budget | 0 | 2,257,491 |
| Total | \$2,077,670 | \$22,573,945 |

Table 1. Recommended Solutions

General Fund Revenue Increases

| Item | Year 1 Value | Value Over 10 Years |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|---------------------|
| Find corporate sponsors for the 4th of July celebration/fireworks | \$35,000 | \$362,897 |
| Culture fee changes (exhibits, donations, Rialto rentals) | 37,000 | 380,897 |
| ROW Work Permits: New fees for Test Bores, Potholing, Vacuum Excavations, & Horizontal Boring | 10,000 | 101,591 |
| Street and Storm Water Inspections: Double fees to cover cost of \$50k inspector position | 20,000 | 207,370 |
| Development Application Fees: Phased in an increase of fees and set fees for applications that currently do not have fees | 14,000 | 292,698 |
| Street Maintenance Fee Increase: Increase cost recovery from 50% to 60% | 168,900 | 1,716,084 |
| Facilities Rental Fees: Current flat rate approach for Library Gertrude Scott Room, Foote Lagoon/Plaza, Pulliam Community Room, and Pulliam Meeting Rooms 1 & 2 will continue. Rates will be increased by 2.3 times in 2012 to meet revenue goal. A cost recovery target of 70% over three years is planned to generate \$35,000 in 2013 and ultimately \$44,000 annually in 2014. Discounts around 50% for local non-profits have also been built into rate structure. Current rental structure recovers approximately 14% of operating costs or \$8,500 annually. | 20,000 | 392,148 |
| Ticket Surcharge increase from \$10 to \$25 | 12,000 | 121,909 |
| Sales Tax License Renewal: Currently no charge to process license renewals. Recommend charging \$20 | 62,000 | 642,847 |
| PILT: Increase the payment in lieu of taxes to all utility enterprises from 6% of revenue to 7% | 651,600 | 6,619,848 |
| Special Event Rate to be evaluated for Fire and Police personnel | 10,000 | 101,591 |
| Total | \$1,040,500 | \$10,939,880 |

Table 2. Status of Ten Year General Fund Financial Master Plan

| Plan Year | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Ten Year Total |
|-------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|-------------------|---------------------|---------------------|
| Target Reduction | \$3,116,443 | \$2,865,803 | \$3,308,413 | \$3,544,273 | \$5,073,913 | \$2,831,413 | \$3,799,093 | \$3,446,903 | \$3,280,584 | \$31,266,838 |
| Recommendations: | | | | | | | | | | |
| Employee Recommendations | 285,200 | 214,785 | 226,355 | 237,984 | 245,879 | 254,051 | 262,509 | 271,263 | 280,323 | 2,278,349 |
| Revenues | 995,500 | 1,048,463 | 1,098,003 | 1,131,621 | 1,166,273 | 1,201,991 | 1,238,809 | 1,276,760 | 1,315,879 | 10,473,298 |
| Fleet | 109,720 | 76,450 | 79,126 | 81,895 | 84,761 | 87,728 | 90,799 | 93,977 | 97,266 | 801,721 |
| Compensation and Benefits | 903,750 | 935,458 | 951,445 | 569,271 | 589,197 | 593,162 | 661,254 | 702,707 | 710,647 | 6,616,891 |
| City Council Budget Reduction | 30,000 | 31,050 | 32,137 | 33,262 | 34,426 | 35,631 | 36,878 | 38,168 | 39,504 | 311,055 |
| Voluntary Severance Program | 150,000 | 155,250 | 160,684 | 166,308 | 172,128 | 178,153 | 184,388 | 190,842 | 197,521 | 1,555,274 |
| Strategic Attrition | 134,000 | 188,690 | 245,294 | 303,879 | 364,515 | 377,273 | 390,478 | 404,145 | 418,290 | 2,826,564 |
| Budget Line Item Reductions | 510,000 | 527,850 | 546,325 | 565,446 | 585,237 | 605,720 | 626,920 | 648,862 | 671,573 | 5,287,933 |
| Airport Self Sufficiency | | | | | 85,000 | 87,975 | 91,054 | 94,241 | 97,539 | 455,810 |
| Electronic Billing/Newsletters | | | 20,805 | 21,533 | 22,287 | 23,067 | 23,874 | 24,710 | 25,575 | 161,851 |
| Rialto Cost Recovery | | | | | 16,573 | 17,154 | 17,754 | 18,375 | 19,018 | 88,875 |
| Museum | | | | | 69,939 | 72,386 | 74,920 | 89,173 | 92,295 | 398,713 |
| Mehaffey Park Opr Costs Absorbed | | 249,400 | 258,129 | 267,164 | 276,514 | 286,192 | 296,209 | 306,576 | 317,306 | 2,257,491 |
| Total Budget Recommendations | \$3,118,170 | \$3,427,396 | \$3,618,302 | \$3,378,362 | \$3,712,730 | \$3,820,483 | \$3,995,845 | 4,159,799 | \$4,282,736 | \$33,513,825 |
| Amount (Over)/Under Target | -\$1,727 | -\$561,593 | -\$309,889 | \$165,911 | \$1,361,183 | -\$989,070 | -\$196,752 | -\$712,896 | -\$1,002,152 | -\$2,246,987 |



Appendix 1: City Vision Statement, Mission Statement, and City Council Goals

Appendix 1: City Vision Statement, Mission Statement and City Council Goals

Community Vision

Loveland

A vibrant community
—surrounded by natural beauty—
where you belong

VISION



Loveland is a community:

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

Organization Mission Statement

The mission of Loveland city government is to deliver cost efficient, high quality services to all citizens of the City of Loveland through dedicated public employees and progressive and innovative leadership.

City Council Goals as Established at the 2011 City Council Advance

Goal 1, Public Safety: Continue public safety as the key priority of the City.

- 1.1 Regional Crime Lab
- 1.2 Consolidation of City & Rural District for Fire/Rescue Services
- 1.3 Public Safety Infrastructure

Goal 2, Economic Vitality: Build and strengthen Loveland's economic vitality.

- 2.1 Economic Development Strategy
- 2.2 Downtown Catalyst Projects
- 2.3 Redevelopment of the Agilent Campus, including public engagement
- 2.4 Rialto Bridge
- 2.5 Airport Growth and Capital Projects
- 2.6 Targets of Opportunity
- 2.7 Regionalism and Annexation Agreement with Johnstown
- 2.8 Artspace Project
- 2.9 Pulliam Building
- 2.10 "Black Boxes" (significant vacant buildings)

Goal 3, Financial Responsibility: Maintain Loveland's healthy financial position.

- 3.1 Financial Sustainability Strategy
- 3.2 "De-Brucing" Election
- 3.3 Analyze and Reduce Reliance on Intergovernmental Revenue
- 3.4 Capital Expansion Fees (CEFs)

Goal 4, Infrastructure Quality: Maintain and develop Loveland's infrastructure.

- 4.1 Street Maintenance Funding
- 4.2 Water Shares, Supply and Infrastructure
- 4.3 Electric Power Infrastructure

Goal 5, Quality of Life: Preserve and enhance Loveland's quality of life.

- 5.1 Public policy concerning poverty and homelessness
- 5.2 Environmental Sustainability Plan
- 5.3 Comprehensive Plan Update
- 5.4 Visual Arts Commission: Selection Process for Public Art
- 5.5 Transportation Plan



Appendix 2: Process Detail

Appendix 2: Process Detail

Problem Definition (Dec 2010 – Mar 2011)

- Analysis
- Presentations
 - Management Team
 - City Council
 - CFAC
 - Employees
- Articles in local newspapers
- First Session of Public Forum-televised and rebroadcast
- Article in the City newsletter in March for information and recognition of citizen participation
- Channel 16 show broadcast in April

Process Development (Nov – Dec 2010)

- Set a Work Plan Internally
- Present the Plan for City Council Approval, December 14, 2010
- Present plan to Citizen Finance Advisory Commission (CFAC)
 - In concept Nov 2010
 - Detail Jan 2011

Data Collection (Jan 2011- Mar 2011)

- Departmental Service Inventory Lists
- Employee Working Teams developed reports and reported to management team
 - Revenue Enhancement/Minor Revenues
 - Payment in Lieu of Taxes Paid by Enterprise Funds
 - Red Light Cameras
 - Compensation and Benefits
 - Fleet Management
 - Boards and Commissions
- Employee Ideas for Savings, evaluated by an employee committee
- Public Forms hosted by CFAC – 52 participants
- Service Priorities and Ideas Budget Balancing Strategies—reported to Council by CFAC 3/22 Study Session
- Department 20% reductions scenarios from ballot measure response last quarter of 2010
- On-line Survey 168 people completed the survey
 - Leadership Loveland
 - Chamber Board and Legislative Group
 - School District Accountability Groups for Loveland Schools

- League of Women's Voters
- March 23 – Mar 29: make on-line survey available on the home page of the City website and included:
 - Parks & Rec Subscriber List
 - Library Subscriber List (story time)
- CFAC Presentation of Forum and On-line Results Presented to City Council March 22, 2011
- Council requested broader availability of On-Line Survey
 - Distributed the link to survey to all Boards and Commission members
 - Search for other groups that might share email distribution lists; press release and general promotion
 - Same survey reopened on the website April 1 - April 30 – 2XX people completed the survey

Principles and Strategies (Jan 2011 – Mar 2011)

- Value Words Affinity Exercise with City Council (1/25/11)
- Staff developed draft set of principles
- City Council revised and set of 6 principles at 2/22/11 study session
- City Council Priorities Survey
- Began synthesizing ideas deemed valuable

Recommendation Development (Mar 2011 – May 2011)

- City Council study session on ideas 4/12
- Draft strategies to CFAC 4/27
- CFAC recommendation development 5/11
- Council to consider strategies on 5/24 and action on those strategies 6/7



Appendix 3: Results of City Council Survey



Financial Sustainability Plan: Council Priority Questionnaire Results

Organization – Wide Policy Issues

1. *What General Fund services does the City currently perform that you think are **NOT** generally considered "core" (essential) services provided by a municipality?(page 4-5 of the 2011 Budget for list by department, each department tab has more information on services provided in those departments)*

Cultural Services:

Art in Public Places \$553,680! esp. Utility Boxes

Library

Reduce story time, crafts (Volunteers) (UNC)

Reduce "tweens & teens" materials

Reduce free programs (CSU or UNC volunteers)

Parks and Recreation

Reduce or stop expenditures for trails open space temporarily

Going down the list: 1) Legislative, 2) Community & Business Relations, 3) Cultural Services. The core services remain police, fire, streets, water/power, trash (Utilities and solid waste, while vital could be outsourced/privatized.) followed by amenities; library, parks & rec, open space, cultural services, etc.

I am comfortable with all services currently provide by the City of Loveland and consider all departments are providing core services necessary for maintaining a high quality, fiscally sound municipality.

Everything but Police, Fire & Rescue, Utilities, Roads

Open space we have all the open space we need

Fire, police, streets are core. All others should be evaluated.

All services beyond Public Safety (Police & Fire) and essentials (Water, power, sewer) and streets, are subject to Review and prioritization.

Cultural Services

library

Parks & Rec

Police, Fire, Water, Power and Sewer services are the only essential services. All the other categories deal with "quality of life" and are all negotiable when dealing with balancing the budget.



Financial Sustainability Plan: Council Priority Questionnaire Results

2. *Are there any specific City services or functions within the General Fund that you would consider performing with or by another agency (i.e. create new districts, County, County Sheriff, Thompson School District, City of Ft. Collins or other cities or towns, etc.)?*

Could we determine the users of Viestenz-Smith Park?

Most users may be from Greeley. Would Greeley, Ft Collins assist in the cost?

I am generally opposed to creating new districts/bureaucracies though I think there is a case for the fire district - creating a mechanism for municipalities to structure the sharing of that resource/service. If we created districts for library, science & culture, etc. they must not take from the general fund any longer.

I think special districts should be carefully considered all of the above, both pros and cons should be fairly presented to the community. Community members should be vigorously encouraged to participate and value should be placed on integration of such input.

Fire, Library, science/culture

Partnerships w/Cty, Cty Sheriff?

Shared resources.

Fire Authority

Fire and library districts should be considered. Any other partnerships with regional entities should be explored.

Yes! (1) Fire (2) Library

fire authority or district

library special district

SCFD

Contract out some public works functions

more regionalization w/fire & police functions ie SWAT, gun range

1. I won't consider going to "districts" until there is a codified commitment that the City will not implement ANY greenfield URA's.

2. When City and School District properties are adjacent to each other, we should consider partnering on grounds maintenance. This could save both entities on staffing and equipment needs. We should consider partnerships with them in payroll, HR, etc.



Financial Sustainability Plan: Council Priority Questionnaire Results

3. *Can you identify any area in the organization where you can see the need for greater efficiencies? Explanation: The City Manager is responsible for managing the organization, including its internal structure. However, it is appropriate for the City Council to contribute its perspective on efficiencies from a general policy point of view.*

Reduce grant applications because grants are not 100%, may focus on projects which are not a priority for the city and may be unfulfilled due to state/federal shortfalls.

Already in place is a review of positions coming open vis-a-vis replacement of staff. There probably are certain jobs/tasks that are duplicated across departments but I would not suggest to know the details.

I have confidence that City employees and management are diligent in efficiency efforts

(Possibly) Fewer boards & commissions, less involvement in details by Council.

Electronic packets vs. paper.

I think staff is having to do their jobs and constantly feed info to CC.

Creating districts (see 2 above) could help.

Parks & Rec Reduced amount of maintenance

Reduce staff/council time devoted to boards & commissions. Suggest every other month or quarterly mtgs for most, if not all, boards.

For all that the City does and provides, I consider the City to be proficient with a grade of A- or B+.

Fire is underfunded & police is overfunded from my perspective

1. Are there efficiencies in Development Services if the Review Processes were streamlined?
2. Are these efficiencies in the Finance Department if teaming with other Gov't agencies - School Dist., County, other area municipalities?
3. Are there efficiencies in the H. R. Department for same reasons?
4. Can IT be outsourced completely?



Financial Sustainability Plan:

Council Priority Questionnaire

Results

Identification of Core Services & Priorities in the General Fund

The following are functions or services that receive General Fund financial support. The largest departments in the General Fund are listed below to provide an opportunity to rank services within those departments. Some of those services are required by law to be provided by the City. Support services (City Manager, City Attorney, Municipal Court, Finance, Information Technology, Human Resources, Facility Maintenance, Vehicle Maintenance, and Risk Management) are not listed. They are either required by Charter and/or State law or are necessary for the support of the line services provided by all other departments. Some of those support services are eligible to be contracted or outsourced. Please see question number 9, with regard to commenting on those services.

4. Please rank order the following functions as "1" through "19" with 1 being the most important. Please do not assign the same value to more than one area. **Note: All service lists are alphabetical and do not indicate priority.**

| | |
|----------------------------------------------------|----|
| Fire & Rescue | 2 |
| Police | 2 |
| Streets Maintenance | 4 |
| Transportation Planning/Engineering | 6 |
| Traffic Management | 7 |
| Building Review & Inspections | 9 |
| Development Review | 9 |
| Library | 9 |
| Transit | 10 |
| Downtown Planning | 10 |
| Land use code review and update | 10 |
| Code Enforcement | 11 |
| Economic Development (Cash Incentives/Fee Waivers) | 12 |
| Parks & Recreation | 12 |
| Museum | 14 |
| Public Information | 14 |
| Rialto | 14 |
| Non-Profit Grants | 15 |
| Historic Preservation Grants & Planning Support | 16 |

While Downtown & Eco Dev are not "core" services, in our current economy I consider them priorities of necessity



Financial Sustainability Plan: Council Priority Questionnaire Results

Core Services in Key "General Fund" Departments – As a reminder some services generate revenue to cover a portion of their costs.

5. Please indicate priority services "1" through "9" within the **Fire & Rescue Department**, using the same ranking system as above.

| | |
|--------------------------------------------------|---|
| Fire Response | 1 |
| Hazardous Materials Response | 3 |
| Accident Response | 3 |
| Emergency Management Planning | 4 |
| Fire Inspections | 5 |
| Medical Calls | 6 |
| Specialty Rescue (Dive Teams, Rope Rescue, etc.) | 7 |
| Development Review | 7 |
| Public Education | 7 |



Financial Sustainability Plan:

Council Priority Questionnaire

Results

6. Please indicate priority services "1" through "13" within the **Parks & Recreation Department**, using the same ranking system as above.

| | |
|--------------------------------------|----|
| Chilson Recreation Center | 4 |
| Youth Recreation Programs | 5 |
| Parks and Rec Infrastructure Repairs | 5 |
| Community Park Maintenance | 5 |
| Public Grounds Maintenance | 6 |
| Chilson Senior Center | 6 |
| Neighborhood Park Maintenance | 7 |
| Adaptive and Special Needs Programs | 7 |
| Winona Pool | 8 |
| Adult Recreation Programs | 8 |
| Loveland Lake Swim Beach | 9 |
| Viestenz-Smith Mountain | 10 |
| NorthLake Park Train | 11 |



Financial Sustainability Plan: Council Priority Questionnaire Results

7. Please indicate priority services "1" through "11" within the **Police Department**, using the same ranking system as above.

| | |
|-----------------------------------|----|
| Patrol | 2 |
| Dispatch (911) | 2 |
| Investigations | 5 |
| Crime Analysis | 6 |
| Street Crimes Unit | 6 |
| School Resource Officers | 6 |
| Traffic Enforcement | 7 |
| Crime Prevention Programs | 7 |
| Northern Colorado Drug Task Force | 7 |
| Canine Unit | 9 |
| Mounted Patrol Unit | 10 |
| Other: Walking Beats | 0 |



Financial Sustainability Plan: Council Priority Questionnaire Results

8. Please indicate priority services "1" through "13" within the **Public Works Department**, using the same ranking system as above.

| | |
|------------------------------------------------------------|----|
| Street Repair (Potholes, Crack Sealing, etc.) | 2 |
| Street Rehab (Resurfacing & Reconstruction) | 3 |
| Transportation Planning and Engineering | 5 |
| Snow Removal | 5 |
| School Zone Safety (Signals & Safe Routes to School Prog.) | 6 |
| Traffic Signal Maintenance | 7 |
| Deicing/Anti-icing | 7 |
| Transportation Development Review | 8 |
| Transit - Fixed Route | 8 |
| Transit - Para Transit | 10 |
| Sidewalk Snow Removal | 10 |
| Neighborhood Traffic Calming | 10 |
| Development Inspection | 10 |

Comments:

Do we know the cost of winter maintenance for the bike trails and the # of users?

Infrastructure should be the highest priority, amenities such as transit should follow.

It seems to me we could contract out some engineering functions

get some fresh perspectives



Financial Sustainability Plan: Council Priority Questionnaire Results

Contracting and Outsourcing

A number of City services may be outsourced (either to private companies or other governmental entities), including support services like City Attorney, Municipal Court, Finance, Information Technology, Human Resources, Facility Maintenance, Vehicle Maintenance, and Risk Management. An analysis would need to be conducted on any services considered for outsourcing to ensure that quality service would be delivered the most cost effective manner.

9. *Would you consider outsourcing any of the following functions?*

| Function | Yes | Maybe | No |
|-------------------------------|-----|-------|----|
| Light Vehicle Maintenance | 6 | 3 | 0 |
| Sales Tax Auditing | 6 | 2 | 1 |
| Pesticide Applications | 6 | 1 | 2 |
| Geographic Information System | 5 | 4 | 0 |
| Building Inspections | 5 | 3 | 1 |
| Snow Removal | 5 | 3 | 1 |
| Payroll Processing | 5 | 2 | 2 |
| Fire Inspection Services | 5 | 2 | 1 |
| Fixed Route Transit | 4 | 5 | 0 |
| General Park Maintenance | 4 | 3 | 2 |
| Para-transit Transit | 4 | 3 | 2 |
| Rialto Theater | 4 | 1 | 4 |
| Museum & Art Gallery | 4 | 1 | 4 |
| Accounts Payable | 4 | 1 | 3 |
| Risk Management | 3 | 5 | 1 |
| Human Resources | 3 | 4 | 2 |
| Information Technology | 3 | 4 | 1 |
| Building Plan Review | 2 | 4 | 3 |
| Other: Municipal Court | 1 | 0 | 0 |
| Other: Facility Maintenance | 1 | 0 | 0 |

Comments:

I was told outsourcing vehicle maintenance does not save money. Please clarify.

Is there a cost savings on any of these functions if outsourced?

It would be difficult to find more efficient sources in the private sector for items like sales tax auditing (They have been very efficient!), but if the quality is high enough and we can enjoy some cost saving is should be considered.

And/or creation of special districts



Financial Sustainability Plan:

Council Priority Questionnaire

Results

Special Events

10. Each of these Community Special Events consumes substantial staff time and resources. Please rank them in order of priority (1 being the highest), using the ranking system above.

| | |
|------------------------------------------------------------|-------|
| Sculpture Invitational and Show (Loveland Sculpture Group) | 2.56 |
| Sculpture in the Park (High Plains Art Council) | 2.89 |
| Summer Concert Series at Foot Lagoon | 4.11 |
| 4th of July | 4.78 |
| Corn Festival Events and Parade | 5.33 |
| Arts in the Park (Thompson Valley Art League) | 7.11 |
| Veterans Day Parade | 7.67 |
| Summerfest | 9.11 |
| Children's Day | 9.67 |
| Christmas Parade | 10.11 |
| Larimer County Fair Parade | 10.33 |
| Public Works Day | 10.89 |
| Santa Cops | 11.00 |
| Sculpture in the Dark | 11.67 |
| Citizen Police Academy | 12.11 |
| Valley 5000 Race | 12.11 |
| Community Night Out | 13.56 |

Comments:

Combine some events ie corn roast/fair, Santa Cops/Christmas Parade.

I would like to know the cost of these events.

In all these cases we should look at past years accounting. If there is a possibility that they can earn their own revenue (keeping their own profits, if any) then we could look at discontinuing those expenses.

I have missed many of these due to City/board & commission meetings but feel the City should stay involved in civic-minded events (4th July, V-Day) and cut back on those that can be fueled by EL, Chamber, etc if necessary.

I would live without these remaining events although I have enjoyed many of them.

Parades are a pain in the butt which is why one is enough.



Financial Sustainability Plan: Council Priority Questionnaire Results

Major Revenue Sources

11. Would you consider further discussion to explore any or all of the following revenue measures? Explanation: Each of these taxes would require a ballot issue and voter approval. In the comment section please comment on whether or not you would restrict the source to a specific purpose and what that purpose would be.

| | Yes | No | Maybe w/more info |
|---------------------------------------------------------------|-----|----|-------------------------|
| Sales Tax Increase | 3 | 3 | 3 |
| Excise Tax | 2 | 5 | 2 |
| Use Taxes (other than auto and building materials) | 2 | 3 | 4 |
| Property Tax Mill Levy Increase | 1 | 5 | 3 |
| If responded "Yes", Desire restrictions on additional revenue | 4 | 0 | N/A |

Comments:

Rather than impose or increase a tax, reduce the city contribution or eliminate the program.

If our process indicates that citizens would rather pay higher taxes and decrease services I would consider referring that (those) question(s) to the voters. Only, however, after cutting the budget to the bone.

Restrictions related to specific benefits; increase fire & safety, public works & transportation are a few

Operating and maintenance costs for capital projects.

Reduction or elimination of food tax.

The Restriction(s) should always apply that the ballot language requires the monies to be spent for the specific purpose for which collected.

Our sales taxes are low in comparison to other cities

Any excise taxes collected must be used to support the specific department or activity that generated the tax.



Financial Sustainability Plan:

Council Priority Questionnaire

Results

12. Are there other new fees and charges that you would consider (i.e, Parks Maintenance Fee)?

Comments:

No

I would support new fees being charged specifically directed at the Users (Not the taxpaying public as a whole) of that specific service or product. If you play, you pay!

higher street maintenance fee

parks maintenance fee

Need more information



Financial Sustainability Plan: Council Priority Questionnaire Results

Taxpayers' Bill of Rights (Tabor) Revenue Limit

The TABOR ballot measure (aka de-Brucing) approved by the voters allowing the City to keep and spend any revenue over the TABOR Revenue limit expires at the end of 2012.

| Taxpayers' Bill of Rights (Tabor) Revenue Limit | Yes | No | Avg Years |
|----------------------------------------------------------------------------------------------------------------------------------------|-----|----|-----------|
| Would you consider referring another ballot question to allow the City to keep and spend revenue over the limit? | 9 | 0 | |
| If the above answer is yes should there be a sunset provision with a year limit? | 4 | 4 | |
| If the above answer is yes should there be an unlimited sunset? | 4 | 1 | |
| If you prefer a limitation to the number of years that the City could retain revenue over the limit, what number of years? | 0 | 0 | 8.00 |
| If the above answer is yes should there be restrictions place on the use of excess TABOR funds to include the current services listed: | | | |
| Police and Fire | 3 | 2 | |
| Police, Fire and Parks Maintenance & Construction | 2 | 3 | |
| Police, Fire, Parks Maintenance & Construction, and Street Maintenance & Construction | 5 | 2 | |
| Any General Fund Purpose | 3 | 2 | |
| Other: Police, Fire, Street Maint. & Const. | 1 | 0 | |

| Taxpayers' Bill of Rights (Tabor) Revenue Limit | Yes | No | Avg Years | Individual Surveys | | | | | | | | | |
|----------------------------------------------------------------------------------------------------------------------------------------|-----|----|-----------|--------------------|----|---|---|---|---|---|---|----|---|
| Would you consider referring another ballot question to allow the City to keep and spend revenue over the limit? | 9 | 0 | | Y | Y | Y | Y | Y | Y | Y | Y | Y | Y |
| If the above answer is yes should there be a sunset provision with a year limit? | 4 | 4 | | Y | Y | | N | N | N | Y | N | Y | |
| If the above answer is yes should there be a unlimited sunset? | 4 | 1 | | | N | Y | Y | | Y | | Y | | |
| If you prefer a limitation to the number of years that the City could retain revenue over the limit, what number of years? | 0 | 0 | 8.00 | 7 | 10 | | | | | 5 | | 10 | |
| If the above answer is yes should there be restrictions place on the use of excess TABOR funds to include the current services listed: | | | | | | | | | | | | | Y |
| Police and Fire | 3 | 2 | | Y | | | Y | | N | Y | | N | |
| Police, Fire and Parks Maintenance & Construction | 2 | 3 | | N | | | Y | | N | Y | | N | |
| Police, Fire, Parks Maintenance & Construction, and Street Maintenance & Construction | 5 | 2 | | Y | | Y | Y | | N | Y | Y | N | |
| Any General Fund Purpose | 3 | 2 | | N | | Y | | | N | Y | Y | | |
| Other: Police, Fire, Street Maint. & Const. | 1 | 0 | | | | | | | | | | | Y |

All results showing all data:

Comments:



Financial Sustainability Plan: Council Priority Questionnaire Results

The voters in Loveland have historically supported TABOR overrides. I would support putting the same de-Brucing measure we now have unless staff has some suggestions for restrictions or other changes.

To pass, would probably need to restrict to other than "any" GF purpose.

I marked "yes" to all above, But would not advocate "de-brucing" Be so Broad. I would suggest advocate ballot language be limited to two (three at the most) uses that have been ID'ed by the Citizenry and Council as having the greatest need.

let's quit messing with this and go for the whole enchilada

Voters would probably need a carrot of some kind and we would have to be creative about that.



Financial Sustainability Plan: Council Priority Questionnaire Results

Wrap-Up

13. Are there other areas to consider in the Financial Sustainability process that have not been addressed in this survey?

I am looking forward to hearing what our citizen meetings bring back. While I have my own ideas about what process we need to have moving forward I think the direction we get from our community will guide us remarkably well. The only thing I might mention is something that I have no doubt is already being used. In preparing for the ballot measures of last fall departments were tasked with taking a very hard look at what hierarchy they had for services and staff. I imagine this would be a good taking off point from the City side since so much hard work has already been done in that regard.

(1) Credit Cards pulled from Majority of employees

(2) Conference & travel limitations placed on Council & Staff & employees, training dollars carefully monitored.

(3) Consideration of Caps on higher salaried positions

We really need to get to a 3 man per truck standard on fire.

Police seems to get everything they want and I'm sure there are some cuts to be made there.

We should not be providing services that compete w/private sector i.e. - another recreation center, meeting space,

The city is not a social service agency. We should leave these things to the non-profit and faith sectors and give them financial support.

Staffing patterns in every department.



Appendix 4: Results of Public Surveys



Summary of Public Feedback

Financial Sustainability

Budget Balancing Techniques Survey

Results Comparison of Public Form to On-Line Surveys
(1st online survey closed March 16, 2nd online survey closed 4/30/11)

Community Representation

| Survey Question | 3/16/11 (Final) | 4/30/11 (Final) |
|--------------------------------------|----------------------------------------------------------------------------------|----------------------------------------------------------------------------------|
| How long have you lived in Loveland? | 79% in excess of 6 years | 81% in excess of 6 years |
| What part of town do you live in? | 33.5% NW 39.5% SW 16.0% NE 11.0% SE | 33.1% NW 36.0% SW 20.2% NE 10.7% SE |
| Are you employed? | 63.5% Employed FT 11.0% Employed PT 25.5% Retired, Student or Run the Home | 49.3% Employed FT 13.6% Employed PT 37.1% Retired, Student or Run the Home |
| Do you rent or own your residence? | 93% own | 92% own |
| Age | 56% between 25-54 | 42.3% between 25-54 |

Perspective on Balancing the Budget 452

| Forum; 52 Participants | On-Line; 168 completed survey by 3/16 | On-Line; 232 completed survey by 4/30 |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> Generally the City does a good job with efficiency, facilities maintenance, responsiveness; however, it could be more cost effective and focus more on fiscal conservatism Budget Balancing Techniques <ol style="list-style-type: none"> Reduce cost per unit Invest in projects that generate more existing service 3/4. Eliminate services/Increase existing revenue sources | <ul style="list-style-type: none"> Generally the City does a good job with efficiency, facilities maintenance, responsiveness, cost effectiveness and is fiscally conservative Budget Balancing Techniques <ol style="list-style-type: none"> Invest in projects that generated more existing revenue Reduce cost per unit Increase existing revenue sources Eliminate services | <ul style="list-style-type: none"> Generally the City does a good job with efficiency, facilities maintenance, responsiveness, cost effectiveness and is fiscally conservative Budget Balancing Techniques <ol style="list-style-type: none"> Invest in projects that generated more existing revenue Reduce cost per unit Increase existing revenue sources Eliminate services |

Revenue Sources Requiring Voter Approval

| Revenue Sources | Forum | | | On-Line | | | | | |
|-----------------|-------|-------|----|---------|-------|----|---------|-------|----|
| | Yes | Maybe | No | 3/16/11 | | | 4/30/11 | | |
| Revenue Sources | Yes | Maybe | No | Yes | Maybe | No | Yes | Maybe | No |
| Property Tax | | X | | | | X | | | X |
| Sales Tax | | X | | | | X | | | X |
| Use Tax | | | X | | X | | | | X |
| Excise Tax | | | X | | X | | | | X |

When "yes" and "maybe" responses are combined, sales tax (50.2%), use tax (59.8%) and excise tax (63.5%) could be a consideration.

If there were an increase in tax, it most likely would need to be dedicated to a particular purpose (Maybe 38.5%, Yes 33.6%).

If Tax Increase, Should Be Dedicated To...

Forum

On-Line

3/16/11

4/30/11

| | Yes | No | Yes | No | Yes | No |
|----------------------|-----|----|-----|----|-----|----|
| Economic Development | | X | X | | | X |
| Fire | | X | X | | X | |
| Library | | X | | X | | X |
| Museum | | X | | X | | X |
| Parks | | X | X | | | X |
| Police | | X | X | | X | |
| Theater | | X | | X | | X |
| Streets | X | | X | | X | |
| Transit | | X | X | | | X |

Willing to Support a New District?

Forum

On-Line

3/16/11

4/30/11

| | Yes | Maybe | No | Yes | Maybe | No | Yes | Maybe | No |
|---------|-----|-------|----|-----|-------|----|-----|-------|----|
| Fire | | | X | | X | | | | X |
| Library | | | X | | | X | | | X |
| Museum | | | X | | | X | | | X |
| Parks | | | X | | | X | | | X |
| Theater | | | X | | | X | | | X |
| Transit | | | X | | X | | | | X |

If you combine "yes" and "maybe" responses, fire (57.7%) and transit (55.0%) could be a consideration.

Increase Fees?

Forum

On-Line

3/16/11

4/30/11

| | Yes | No | Yes | No | Yes | No |
|---------------------------------|-----------------|-----------------|-----|----|-----|----|
| Recreation Center Use | Technical error | Technical error | X | | X | |
| Development Planning and Review | | X | X | | X | |
| Library | X | | | X | | X |
| Traffic Enforcement | X | | X | | X | |
| Street Maintenance | | X | X | | | X |
| Fixed Route Bus | X | | X | | X | X |
| Paratransit Bus | | X | | X | | X |

Prioritize Budget Balancing Values

Forum

On-Line
3/16/11On-Line
4/30/11

- | | | |
|----------------------------------------------------------------|-----------------------------------------------------------------|-----------------------------------------------------------------|
| 1. Ensure operating revenues and expenditures are equal. | 1. Protect existing infrastructure | 1. Protect existing infrastructure |
| 2. Protect existing infrastructure. | 2. Maintain quality level of services provided | 2. Maintain quality level of services provided |
| 3. Maintain quality level of services that are provided. | 3. Ensure current operating revenues and expenditures are equal | 3. Ensure current operating revenues and expenditures are equal |
| 4. Limit operating impact of capital projects. | 4. Maintain sufficient reserves | 4. Maintain sufficient reserves |
| 5. Compensate (salaries and benefits) employees competitively. | 5. Compensate employees competitively | 5. Compensate employees competitively |
| 6. Continue all services currently provided. | 6. Limit the operating impact of capital projects | 6. Limit the operating impact of capital projects |
| 7. Maintain sufficient reserves. | 7. Continue all services currently provided | 7. Continue all services currently provided |

Social Services

Forum

On-Line

3/16/11

4/30/11

| | Yes | No | Yes | No | Yes | No |
|-------------------------------------------|-----|----|-----|----|-----|----|
| Human Services Grants | | X | X | | X | |
| Food & Utility Sales Tax Rebates | | X | X | | X | |
| Affordable Housing Fee Waivers | X | | X | | X | |
| Building Support for the Homeless Shelter | X | | X | | X | |
| Discounted Rec Programs | | X | | X | | X |
| Discounted Transit | X | | X | | X | |

TABOR

Forum

On-Line for 3/16/11 &
4/30/11

- Refer the measure to retain revenue in excess of TABOR limit
- There should be a sunset of 5 years
- Refer the measure to retain revenue in excess of TABOR limit
- There should be a sunset of 5 years

3/16/11

4/30/11

| | Yes | No | Yes | No | Yes | No |
|-------------------------------|-----|----|-----|----|-----|----|
| Police & Fire | X | | | X | X | |
| Police, Fire & Parks | | X | | X | | X |
| Police, Fire, Parks & Streets | | X | X | | X | |
| Any General Purpose | | X | X | | X | |

Rank Ways to Reduce Expenditures

| Forum | On-Line 3/16/11 | On-Line 3/16/11 |
|--------------------------------------------------------------|---------------------------------------------------------|---------------------------------------------------------|
| 1. Eliminate non-essential services. | 1. Eliminate non-essential services | 1. Eliminate non-essential services |
| 2. Strategic reductions at service levels. | 2. Strategic reductions at service levels | 2. Strategic reductions at service levels |
| 3. 5% reduction to all departments. | 3. Reduce cost per unit retaining all existing services | 3. Reduce cost per unit retaining all existing services |
| 4. Reduce the cost per unit retaining all existing services. | 4. 5% reduction to all departments | 4. 5% reduction to all departments |

Cost Recovery Proportions

| Forum | On-Line 3/16/11 & 4/30/11 |
|----------------------------------------------------------|----------------------------------------------------------|
| • Solutions should be 50% cost reduction and 50% revenue | • Solutions should be 50% cost reduction and 50% revenue |

Cost Recovery Responses

Forum

- Street maintenance fee **50%**.
- \$10k is recovered for facility rentals at Pulliam, Library G. Scott Room, Lagoon, and Civic Center but **100%** should be recovered.
- Rialto recovers 35% of operations costs but it should recover **100%**.
- Planning Department recovers less than 10% of its costs through application fees but it should recover **80%**.

On-Line 3/16/11 & 4/30/11

- Street maintenance fee **50%**.
- \$10k is recovered for facility rentals at Pulliam, Library G. Scott Room, Lagoon, and Civic Center but **100%** should be recovered.
- Rialto recovers 35% of operations costs but it should recover **50%**.
- Planning Department recovers less than 10% of its costs through application fees but it should recover **50%**.



Public Forum Session 1

What Do You Love about Loveland?

Activity Results

1st Session

| | | |
|----------------|-----------------------------|----------|
| Quality | People | Arts |
| Parks | Friendly | Centerra |
| Location | Business-friendly | Parks |
| Natural Spaces | Service (community service) | Parks |
| Location | Stewardship | |
| Location | Family | |
| Location | Homey | |
| Foresight | Community | |
| Art | Community | |
| Art | Family | |
| Library | | |

Safe

Safe

Safety

Participation

Volunteers

People

People

Caring (people)

People

Friendliness

2nd Session

Community

Community

People

Size

Atmosphere

Neighbors & Friends

Volunteers

Potential

Arts

Welcome!

Tonight's Agenda

- Welcome – Chair of Citizen Finance Advisory Commission
- Introductions – What do you love about Loveland Exercise
- Budget Facts – Electronic Device Exercise
- Budget Orientation and Problem Definition Presentation by Budget Officer
- *Break*
- Small Group Break Out – Service Prioritization Exercise (“Got to Have It”, “Nice to Have It”, “Get Out or Pay Up”)
- *Adjourn*

Upcoming Meetings

*Session 2: Wednesday, February 9, 2011
6:00 – 8:00 PM*

Agenda

- Welcome – Chair of Citizen Finance Advisory Commission
- Service Prioritization for “Nice to Have It”
- Priorities and Opinions Survey Exercise –Electronic Voting Devices
- *Break*
- Small Group Break Out – Budget Balancing Ideas
- *Adjourn*

Upcoming Meetings

Session 3: Wednesday, February 16, 2011

6:00 – 8:00 PM

Agenda

- Welcome – Chair of Citizen Finance Advisory Commission
- Report out Results from Budget Balancing Ideas – Small Group Break Out
- *Break*
- Summary of Prioritization Activities in Session 1 & 2
- Thank You for Service
- *Adjourn*

Financial Sustainability Community Forum

February 2, 2011

How does this work?

- There will be a series of questions you can answer using your handheld device.
- Questions will be asked then a list of possible choices will display that you can choose from.
- You may change your answer if you choose as long as time has not expired.
- You will have **10 SECONDS** to select your answer.
- Correct answers will be displayed after time allowed to answer has expired.
- Questions? Let's try an example...

Which group of letters completes this word?

B _ D _ E _

- ★ 1. TUG
- 2. OML
- 3. UFS
- 4. SOB



Which of the following services are provided by the General Fund?

- 0% 1. Art In Public Places
- 0% 2. Public Transit
- 0% 3. Street Sweeping
- 0% 4. Fire Inspections
- 0% 5. 1 and 2 above
- 0% ★ 6. 2 and 4 above
- 0% 7. All of the above

10

Countdown
Timer
On Slide

Which source of General Fund revenue is the largest source.

- 1. Property Taxes
- ★ 2. Sales and Use Taxes
- 3. Revenue sharing from state and federal governments
- 4. Fees for Services

0%

0%

0%

0%

1

2

3

10

Countdown
Timer
On Slide

The City targets _____ for unrestricted reserves as a percentage of expenditures.

1. 25%
2. 10%
- ★ 3. 15%
4. There is no target



Property tax revenue in 2012 is projected to:

1. Increase 1.5% from 2011
- ★ 2. Decrease 2.0% from 2011
3. Increase 5.0% from 2011
4. Remain flat to 2011.



Council changed policy to help address the structural deficit by:

- 0% 1. Increasing the sales tax rate 0.5%
- 0% 2. Increasing all City fees by 25%
- 0% 3. Took no action
- 0% ★ 4. Reduced the Council Reserve set-aside

10

Countdown
Timer
On Slide

Which department has the largest General Fund budget.

- 1. Parks & Recreation
- ★ 2. Police
- 3. Fire & Rescue
- 4. Public Works

0%

0%

0%

0%

1

2

3

10

Countdown
Timer
On Slide

Sales tax revenues are projected to increase; however, they are still closest to which past year of collections?

1. 2009
2. 2005
3. 2001
- ★ 4. 2007



Which of the following is **NOT** a service provided by the General Fund?

- 0% 1. Adult Athletic Programs
- 0% 2. Youth Athletic Programs
- 0% ★ 3. Golf Course Operations
- 0% 4. Winona Swimming Pool
- 0% 5. Viestenz-Smith Mountain Park Operations
- 0% 6. None of the above



Fund Balance is the difference between assets and liabilities reported on the balance sheet in a governmental fund. Changes in fund balance each year are primarily related to:

- 0% ★ 1. Total Revenue minus Total Expenditures
- 0% 2. Policy designations by City Council
- 0% 3. Capital purchases
- 0% 4. Cash balance available

10

Countdown
Timer
On Slide

The Street Rehabilitation Program is funded by _____.

- 1. Sales Taxes
- 2. A Transportation Fee
- 3. Highway User Tax Fee
- ★ 4. 2 and 3 above

0%

0%

0%

0%

1

2

3

10

Countdown
Timer
On Slide

Enterprise Funds are funded by

1. Property and Sales taxes
- ★ 2. Rates and fees for use of the Enterprise service
3. A combination of General Fund revenue and Enterprise rates and fees
4. Federal and State Revenue



Enterprise Funds revenue is transferred to the General Fund to:

- 0% 1. Keep property tax rates low
- 0% 2. Pay for administrative services
- 0% 3. Cover revenue shortfalls when they occur
- 0% 4. Payment in Lieu of Taxes or Franchise Fees
- 0% 5. 2 and 3 above
- 0% ★ 6. 2 and 4 above
- 0% 7. None of the above



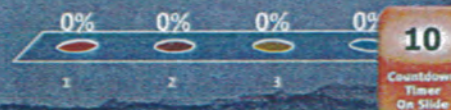
The voters passed a ballot measure to allow the City to keep and spend revenue over the TABOR revenue limit. This measure sunsets in:

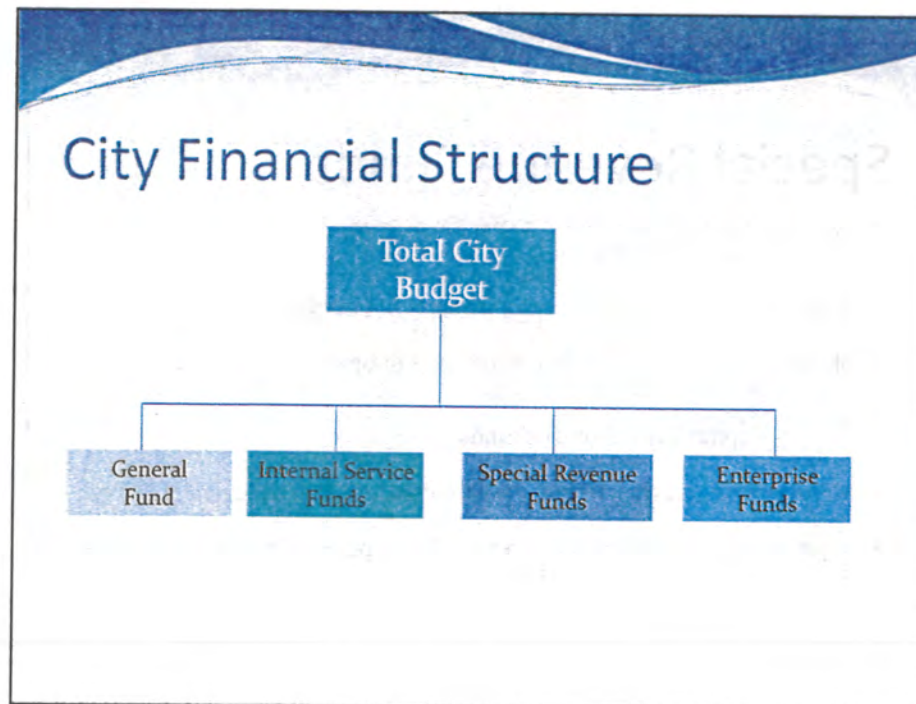
1. 2015
2. 2020
- ★ 3. 2012
4. 2018



The mill levy for the City of Loveland is:

1. 2.856 mills
2. 10.328 mills
3. 5.794 mills
- ★ 4. 9.564 mills





Enterprise Funds

- Provide a single service, i.e. delivery of electricity to homes and businesses; or trash and recycling materials pickup.
- Funded by rates on usage, not tax dollars.
 1. Water Rates
 2. Electric Rates
 3. Golf Fees
- Payments are made to the General Fund.
 1. For administrative and facility services
 2. Payment in Lieu of Taxes (PILT)
- There is a limited ability to transfer funds out of the Enterprise to the General Fund.
- Management and employees are still subject to City-wide policy equity.

Special Revenue Funds

- Expenses generally limited to a specific purpose, i.e. purchase of open space, or capital construction.
- Funded from a dedicated revenue source, not tax dollars.
- Most are capital oriented. Few employees or operating expense.
 1. Recreation Trail
 2. Open Space
 3. Capital Expansion Fee funds
- Management and employees are still subject to City-wide policy equity.
- Most revenues are restricted to a specific purpose by law and cannot be used for General Fund operating purposes.

Internal Service Funds

- Provides Vehicle Maintenance and Insurance Services to City Departments – all funds.
- Funded by charges or allocations based on historical use to user departments.
- Management and employees are still subject to City-wide policy equity.

General Fund

- Provides most City Services, i.e. City Administration, Cultural Activities, Development Review and Regulation, Information Technology; Parks & Recreation, Police, Fire, Street and Facility Maintenance, and Public Transit.
- Funded primarily by sales and use taxes, although fees, fines, and revenue from other governments are significant sources.
- 54% of all General Fund revenue derived from Sales and Use Tax.
- Solutions to a General Fund funding gap may impact other operations.

Total City Reserves

| Reserve | Amount |
|----------------------------------------------------|----------|
| Total City Reserves (Projected at the end of 2011) | \$133.9M |
| Construction & Land | \$87.7M |
| Insurance Claims | \$5.6M |
| Equipment Replacement | \$8.0M |
| Unrestricted Non-Gen. Fund | \$10.2M |
| Gen. Fund Reserves Balance | \$21.6M |

| Reserve | Amount |
|--------------------------------------------------------------|--------|
| Total City Reserves (Proj at end of 2010 from Dec. Snapshot) | 190.7 |
| Construction and Land | 113.76 |
| Insurance Claims | 11.6 |
| Equipment Replacement | 6.2 |
| Unrestricted Non-General Fund | 32.34 |
| General Fund Balance | 26.8 |

For the budget, 2011 beginning balances assumed all 2010 budgeted expenses including capital projects would be spent and that 2010 revenues would end at the budgeted amount. Revenues have been slightly higher, there are operational savings, and nearly \$30 Million in uncompleted capital.

General Fund Reserves



The Problem

This is a General Fund problem only, although solutions may impact other funds.

Problem: The City's projected General Fund revenues and expenditures over the next 5-10 years will not allow for the City to continue providing services and programs at the current levels.

The Problem

The goal is to find a permanent durable solution that:

1. Does not use 1-time resources;
2. Does not use gimmicks, such as putting off expenses to a future year;
3. Align expenses with revenues for the foreseeable future.

The Problem

Challenge: Close the \$3.5 million gap between projected revenues available and cost to provide service.

Top Seven Reasons Why We Are In This Position

1. Drastically reduced construction of new residential and commercial property, with low levels expected to continue.
2. Sales tax revenue reduced to 07 levels, and growth in revenue not expected to pick up soon.
3. Projected Base Budget Increases projected at 3.5%.
4. Property tax assessment values projected to fall, reducing property tax revenue.
5. Property Assessment Growth is not projected to match previous years.
6. Revenue sharing from the State Highway Users Trust Fund projected to stay flat or decrease to meet State Budget Balancing efforts.
7. Additional operating cost for new amenities or infrastructure.

Myths – Items That Did Not Contribute To This Concern

- Use of one time reserves:
 1. Purchase of the property on 402.
 2. Loveland High School Swimming Pool.
 3. Downtown Improvements.
- VNET – The incentive was paid from saved revenue and was a one-time use.
- Library and Chilson Expansions – Funding for the expansions were from restricted capital funds and the projects were chosen because there was a minimal operating cost impact.

General Fund

The Details

Background

- Intent of Analysis – to see if on-going revenue can support on-going expense.
- Analysis only looks at revenue and expense.
- Fund Balance is not included as a resource.
- Expenses from fund balance (reserves) are excluded.

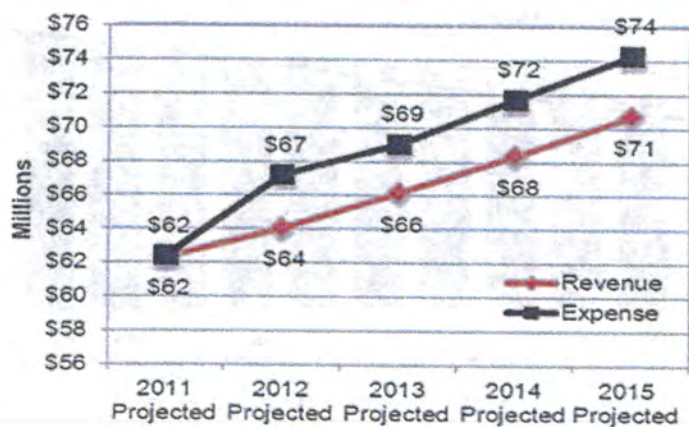
Background

- Revenue assumptions
 1. Sales tax increases 3% in 2012 and 4% in other years through 2015.
 2. Building Use averages a 2% annual increase.
 3. Property tax negative growth in 2012, resumes increases in 2014.
 4. Charges for service increase 3.5% annually.
- Total revenue increase of 2.7% in 2012, around 3.3% in remaining years to 2015.

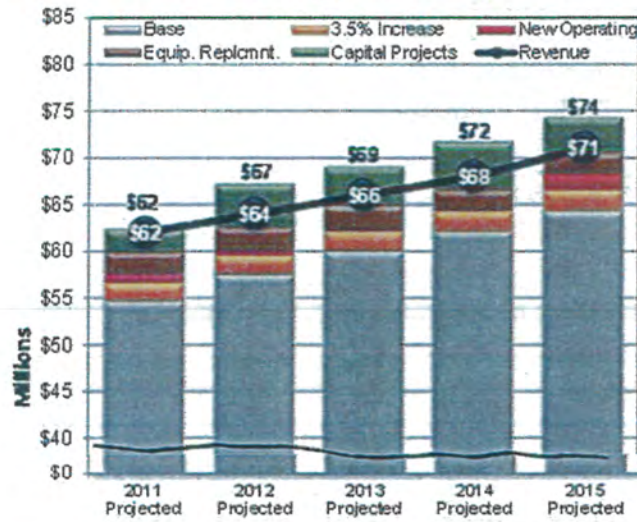
Background

- Expense Assumptions:
 1. Core Budget increases 3.5% annually.
 - a. Compensation
 - b. Health Cost Increases
 - c. Operating Inflation
 2. Capital Program operating impact included.
 3. Equipment Replacement based on the 5-year Equipment Replacement Forms submitted for the 2011 budget.
 4. Capital Costs match Capital Program.

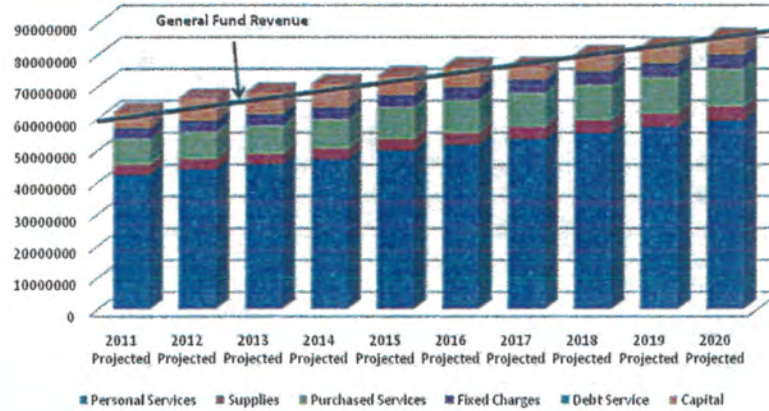
Revenue & Expense Comparison



Projected Budget Gap



General Fund Revenue and Expense Projection



2012 Summary

- Net Revenue Available - **\$64.0 million**
- Net Expense - **\$67.1 million**

Deficit **\$3.1 million**

While annual amount varies this is close to the amount each year in the next 5 years.

Expense costs do not include those paid from reserves, i.e. the Transportation Program or Council Reserve Projects.

Grows to \$3.5 million by 2015 and is a consistent amount through 2020.

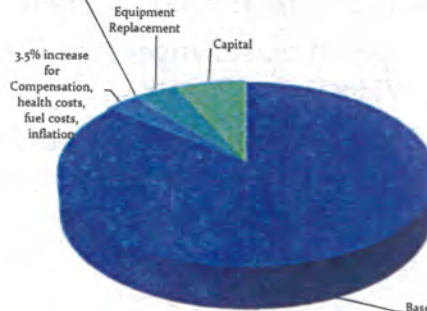
2012 Revenue Available = \$63,993,320

AMOUNT OF CHANGES OTHER THAN BASE AND PERCENT OF TOTAL

| | | |
|------------------|-------------|------|
| 3.5% Increase | \$2,094,440 | 3.1% |
| New Operating \$ | 428,720 | 0.6% |
| Equip Rplc. | \$2,489,260 | 3.7% |
| Capital | \$4,649,300 | 6.9% |

New Operating Capital Project impacts)

2012 Expenses = \$67,129,850



Capital Program Components

- Street Rehabilitation.
- Facility Major Maintenance Projects.
- Fire Apparatus Replacement.
- Equipment Replacement for General Fund agencies – Ranges from \$2.2 million to \$2.8 million in 2012-2015.

There is not much discretion with the first three without degradation of existing infrastructure.

I Don't Work In The General Fund – Why Should I Care?

- This is a General Fund problem only, but.....
 1. Operational changes are likely to be applied City-Wide.
 2. New revenue solutions could include increase payments between funds, limiting revenue for operation growth in the Enterprises if there are not future rate increases.

We Are One City

- We need to work together.
- We welcome employee participation and ideas.

Financial Sustainability Process

Process: Challenge Statement

- Developing a clear understanding of the problem among management, employees, City Council, and the public.
 - Process has begun with management team and will continue throughout the organization with all employees.
 - City Council study session to focus on ensuring clarity.
 - CFAC and process participants.

Process: Principles and Priorities

- Priorities: establishing the relative importance of services and activities.
 - Council survey tool and discussion.
 - Public engagement process.
- Principles: a set of criteria or standards to use as a “yardstick” for evaluating ideas that are generated.
 - Management team to draft and bring before council for consideration in January.

Process: Public Engagement

- Structured approach to gathering information on service priorities.
 - Survey tool loaded into a voting technology owned by the City (60 devices).
 - Citizen Finance Advisory Commission to serve as public meeting hosts, tabulate results from 2-3 meetings and report back to Council.
 - Participants Proposed:
 - Citizen Finance Advisory Commission (9).
 - Chairperson or their designee from each board and commission (21).
 - 2 invitees from each council member.
 - Any interested public that responds to meeting postings.

Process: Data Gathering

(occurring simultaneously throughout Dec- Feb/Mar)

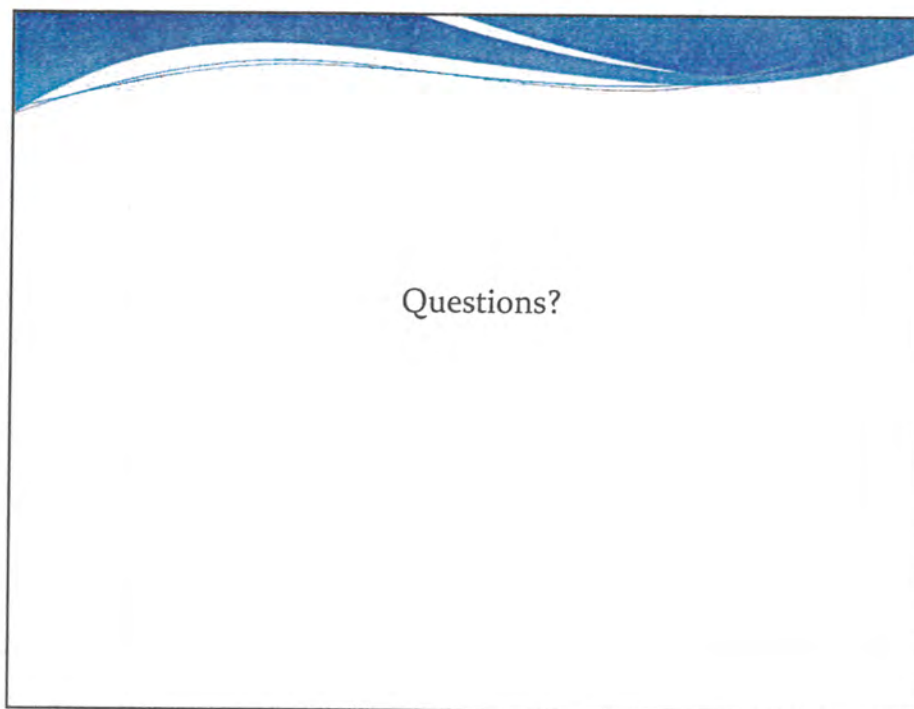
- Management process steering committee (in the works).
- Management team technical working groups (in the works).
- Employee suggestions (in the works).
- Tiered reductions identified for the ballot measure response (developed earlier in the year).
- Services inventory (in the works).
- Council priorities survey and discussion.
- Public engagement process (as described earlier).

Process: Strategy Development

- Bring options to City Council to meet the challenge.
- Target completion date: early May.

Process Overview

| | Dec | Jan | Feb | Mar | Apr | May |
|----------------------|-----|-----|-----|-----|-----|-----|
| Process Development | X | | | | | |
| Data Collection | X | X | X | X | | |
| Principles | | X | | | | |
| Priorities | | X | X | | | |
| Strategy Development | | | | X | X | |
| Strategy Approval | | | | | | X |



| Services | Total | Total | Total | Maj ^{P. 80} |
|-------------------------------------|-------|-------|-------|----------------------|
| 911 Dispatch For So. Larimer Cty | 7 | 0 | 2 | Green |
| Accounting & Budgeting | 9 | 0 | 0 | Green |
| Adaptive & Special Needs Rec Prog. | 1 | 8 | 0 | Yellow |
| Adult Recreation Programs | 1 | 1 | 7 | Red |
| Affordable Housing Administration | 2 | 7 | 0 | Yellow |
| Aquatics Programs & Maintenance | 0 | 3 | 6 | Red |
| Arson Investigations | 8 | 1 | 0 | Green |
| Building Review & Inspection | 8 | 0 | 1 | Green |
| Business Development & Retention | 5 | 3 | 1 | Green |
| Cable Television (Comcast Ch. 16) | 0 | 6 | 3 | Yellow |
| Canine Unit | 5 | 4 | 0 | Green |
| Cemetery Mtn., Repair & Burial Svcs | 2 | 0 | 7 | Red |
| Children/ Adult Prog. & Classes | 0 | 4 | 5 | Red |
| Code Enforcement | 7 | 2 | 0 | Green |
| Community Events | 0 | 5 | 4 | Yellow |
| Community Master Planning | 7 | 2 | 0 | Green |
| Community Park Maintenance | 9 | 0 | 0 | Green |
| Crime Prevention | 8 | 1 | 0 | Green |
| Development Inspection & Compl. | 7 | 0 | 2 | Green |
| Development Planning & Review | 7 | 0 | 2 | Green |
| Development Review | 7 | 0 | 2 | Green |
| Downtown Renovation | 2 | 6 | 1 | Yellow |
| Economic Gardening | 1 | 4 | 4 | Yellow/Red |
| Elections | 9 | 0 | 0 | Green |
| Emergency Management | 9 | 0 | 0 | Green |
| Environmental Compliance | 8 | 0 | 1 | Green |
| Facilities Maintenance | 9 | 0 | 0 | Green |
| Fire Inspections | 7 | 0 | 2 | Green |
| Fire Mutual Aid Resp. to Other Agc. | 7 | 1 | 1 | Green |

| Services | Total | Total | Total | P . 8 1 |
|----------------------------------------------------|-------|-------|-------|---------|
| Fire Response | 9 | 0 | 0 | Green |
| Fixed Route Bus Service | 1 | 7 | 1 | Yellow |
| FlexRoute Bus Service | 3 | 4 | 2 | Yellow |
| Food Sales Tax & Utility Bill Rebate | 3 | 6 | 0 | Yellow |
| Haz. Mat. & Other Spec. Team Resp. | 7 | 2 | 0 | Green |
| Historic Preservation | 1 | 5 | 3 | Yellow |
| Human Services Grants | 2 | 6 | 1 | Yellow |
| Investigations | 9 | 0 | 0 | Green |
| Legal Services | 9 | 0 | 0 | Green |
| Library Children's Programming | 0 | 9 | 0 | Yellow |
| Library Del. of Homebound Patrons | 0 | 6 | 3 | Yellow |
| Library Prog./Schools & Cult. Inst. | 0 | 6 | 3 | Yellow |
| Library Public Computer Availability | 0 | 7 | 2 | Yellow |
| Library Reference Desk & Collection | 6 | 3 | 0 | Green |
| Liquor Licensing | 6 | 0 | 3 | Green |
| Loveland Lake Swim Beach | 0 | 8 | 1 | Yellow |
| Medical Response | 7 | 2 | 0 | Green |
| Mosquito Control | 3 | 4 | 2 | Yellow |
| Museum & Gallery Hist. Exh. & Arch. | 0 | 6 | 3 | Yellow |
| Museum & Gallery Traveling Exh. | 0 | 4 | 5 | Red |
| Neighborhood Park Maintenance | 4 | 3 | 2 | Green |
| North Lake Train | 0 | 3 | 6 | Red |
| Paratransit Bus Service | 3 | 5 | 1 | Yellow |
| Partner in No. Colo. Drug Task Force | 5 | 4 | 0 | Green |
| Police Response to Emergency & Non-Emergency Calls | 9 | 0 | 0 | Green |
| Police/Evidence Collection & Mgmt. | 9 | 0 | 0 | Green |
| Police/Records & Report Support | 9 | 0 | 0 | Green |
| Public Grounds Maintenance | 6 | 3 | 0 | Green |

| Services | Total | Total | Total | P . 8 2 |
|-------------------------------|-------|-------|-------|-----------|
| Public Information | 5 | 4 | 0 | Green |
| Recreation Center | 0 | 5 | 4 | Yellow |
| Rialto Theater Productions | 0 | 4 | 5 | Red |
| Risk Management | 8 | 1 | 0 | Green |
| Safety Coordination | 6 | 3 | 0 | Green |
| School Resource Officers | 4 | 4 | 1 | Green/Yel |
| School Zone Safety | 8 | 0 | 1 | Green |
| Signal System Coordination | 6 | 3 | 0 | Green |
| Snow Removal | 9 | 0 | 0 | Green |
| Street Maintenance & Repair | 9 | 0 | 0 | Green |
| Traffic Calming Programs | 0 | 5 | 4 | Yellow |
| Traffic Enforcement | 9 | 0 | 0 | Green |
| Traffic Signals Mtn. & Repair | 9 | 0 | 0 | Green |
| Trees & Horticulture Services | 2 | 5 | 2 | Yellow |
| Vehicle/Fleet Maintenance | 9 | 0 | 0 | Green |
| Viestenz-Smith Mountain Park | 1 | 5 | 2 | Yellow |
| Youth Recreation Programs | 0 | 6 | 3 | Yellow |



Public Forum Session 2

“Nice To Have” Services Further Prioritization

P . 8 4

| Services | High | Low |
|----------------------------------------|------|-----|
| Adaptive & Special Needs Rec Program | | ✓ |
| Affordable Housing Administration | | ✓ |
| Cable Television (Comcast Ch. 16) | | ✓ |
| Community Events | | ✓ |
| Downtown Renovation | | ✓ |
| Economic Gardening | | ✓ |
| Fixed Route Bus Service | ✓ | |
| FlexRoute Bus Service | ✓ | |
| Food Sales Tax & Utility Bill Rebate | | ✓ |
| Historic Preservation | | ✓ |
| Human Services Grants | | ✓ |
| Library Children's Programming | ✓ | |
| Library Del. of Homebound Patrons | | ✓ |
| Library Program/Schools & Cult. Inst. | | |
| Library Public Computer Availability | ✓ | |
| Loveland Lake Swim Beach | | ✓ |
| Mosquito Control | ✓ | |
| Museum & Gallery Hist. Exhibit & Arch. | | ✓ |
| Para-transit Bus Service | ✓ | |
| Recreation Center | | ✓ |
| School Resource Officers | ✓ | |
| Traffic Calming Programs | | ✓ |
| Trees & Horticulture Services | | ✓ |
| Viestenz-Smith Mountain Park | | ✓ |
| Youth Recreation Programs | ✓ | |

Turning Results by Question

Session Name: New Session 2-9-2011 7-44 PM

Created: 2/11/2011 1:09 PM

1.) Please Rate The Following Services (multiple choice)

Strongly Agree
 Agree
 Disagree
 Strongly Disagree

| Responses | | |
|-----------|-----------|---------|
| | (percent) | (count) |
| | 22.50% | 9 |
| | 70% | 28 |
| | 7.50% | 3 |
| | 0% | 0 |
| Totals | 100% | 40 |

2.) Please Rate The Following Services (multiple choice)

Strongly Agree
 Agree
 Disagree
 Strongly Disagree

| Responses | | |
|-----------|-----------|---------|
| | (percent) | (count) |
| | 6.25% | 3 |
| | 50% | 24 |
| | 41.67% | 20 |
| | 2.08% | 1 |
| Totals | 100% | 48 |

3.) Please Rate The Following Services (multiple choice)

Strongly Agree
 Agree
 Disagree
 Strongly Disagree

| Responses | | |
|-----------|-----------|---------|
| | (percent) | (count) |
| | 29.79% | 14 |
| | 70.21% | 33 |
| | 0% | 0 |
| | 0% | 0 |
| Totals | 100% | 47 |

4.) Please Rate The Following Services (multiple choice)

Strongly Agree
 Agree
 Disagree
 Strongly Disagree

| Responses | | |
|-----------|-----------|---------|
| | (percent) | (count) |
| | 10.42% | 5 |
| | 68.75% | 33 |
| | 20.83% | 10 |
| | 0% | 0 |
| Totals | 100% | 48 |

5.) Please Rate The Following Services (multiple choice)

Strongly Agree
 Agree
 Disagree
 Strongly Disagree

| Responses | | |
|-----------|-----------|---------|
| | (percent) | (count) |
| | 12.50% | 6 |
| | 41.67% | 20 |
| | 35.42% | 17 |
| | 10.42% | 5 |
| Totals | 100% | 48 |

6.) Budget Balancing Techniques (multiple choice)

Increase existing revenue sources (increase fees or taxes)
Invest in projects that generate more existing sources
Reduce the cost per unit to deliver the same service level
Eliminate services

| Responses | | |
|---------------|-------------|-----------|
| | (percent) | (count) |
| | 6.90% | 2 |
| | 13.79% | 4 |
| | 55.17% | 16 |
| | 24.14% | 7 |
| Totals | 100% | 29 |

7.) Budget Balancing Techniques (multiple choice)

Increase existing revenue sources (increase fees or taxes)
Invest in projects that generate more existing sources
Reduce the cost per unit to deliver the same service level
Eliminate services

| Responses | | |
|---------------|-------------|-----------|
| | (percent) | (count) |
| | 23.40% | 11 |
| | 29.79% | 14 |
| | 27.66% | 13 |
| | 19.15% | 9 |
| Totals | 100% | 47 |

8.) Budget Balancing Techniques (multiple choice)

Increase existing revenue sources (increase fees or taxes)
Invest in projects that generate more existing sources
Reduce the cost per unit to deliver the same service level
Eliminate services

| Responses | | |
|---------------|-------------|-----------|
| | (percent) | (count) |
| | 18.18% | 8 |
| | 34.09% | 15 |
| | 29.55% | 13 |
| | 18.18% | 8 |
| Totals | 100% | 44 |

9.) Budget Balancing Techniques (multiple choice)

Increase existing revenue sources (increase fees or taxes)
Invest in projects that generate more existing sources
Reduce the cost per unit to deliver the same service level
Eliminate services

| Responses | | |
|---------------|-------------|-----------|
| | (percent) | (count) |
| | 42.86% | 21 |
| | 10.20% | 5 |
| | 4.08% | 2 |
| | 42.86% | 21 |
| Totals | 100% | 49 |

10.) Revenue Sources Requiring Voter Approval (multiple choice)

Yes
No
Maybe, with more information

| Responses | | |
|---------------|-------------|-----------|
| | (percent) | (count) |
| | 12.77% | 6 |
| | 40.43% | 19 |
| | 46.81% | 22 |
| Totals | 100% | 47 |

11.) Revenue Sources Requiring Voter Approval (multiple choice)

Yes
No
Maybe, with more information

| Responses | | |
|---------------|-------------|-----------|
| | (percent) | (count) |
| | 16.67% | 8 |
| | 50% | 24 |
| | 33.33% | 16 |
| Totals | 100% | 48 |

12.) Revenue Sources Requiring Voter Approval (multiple choice)

Yes
No
Maybe, with more information

| Responses | | |
|-----------|-----------|---------|
| | (percent) | (count) |
| | 22.92% | 11 |
| | 54.17% | 26 |
| | 22.92% | 11 |
| Totals | 100% | 48 |

13.) Revenue Sources Requiring Voter Approval (multiple choice)

Yes
No
Maybe, with more information

| Responses | | |
|-----------|-----------|---------|
| | (percent) | (count) |
| | 26.53% | 13 |
| | 48.98% | 24 |
| | 24.49% | 12 |
| Totals | 100% | 49 |

14.) Revenue Sources Requiring Voter Approval (multiple choice)

Yes
No
Maybe, with more information

| Responses | | |
|-----------|-----------|---------|
| | (percent) | (count) |
| | 42.86% | 21 |
| | 36.73% | 18 |
| | 20.41% | 10 |
| Totals | 100% | 49 |

15.) Revenue Sources Requiring Voter Approval (multiple choice)

Yes
No

| Responses | | |
|-----------|-----------|---------|
| | (percent) | (count) |
| | 25.53% | 12 |
| | 74.47% | 35 |
| Totals | 100% | 47 |

16.) Revenue Sources Requiring Voter Approval (multiple choice)

Yes
No

| Responses | | |
|-----------|-----------|---------|
| | (percent) | (count) |
| | 44% | 22 |
| | 56% | 28 |
| Totals | 100% | 50 |

17.) Revenue Sources Requiring Voter Approval (multiple choice)

Yes
No

| Responses | | |
|-----------|-----------|---------|
| | (percent) | (count) |
| | 34.04% | 16 |
| | 65.96% | 31 |
| Totals | 100% | 47 |

18.) Revenue Sources Requiring Voter Approval (multiple choice)

Yes

| Responses | | |
|-----------|-----------|---------|
| | (percent) | (count) |
| | 20.83% | 10 |

No

| | | |
|---------------|-------------|-----------|
| | 79.17% | 38 |
| Totals | 100% | 48 |

19.) Revenue Sources Requiring Voter Approval (multiple choice)

Yes

No

| Responses (percent) (count) | | |
|--------------------------------|-------------|-----------|
| | 26.53% | 13 |
| | 73.47% | 36 |
| Totals | 100% | 49 |

20.) Revenue Sources Requiring Voter Approval (multiple choice)

Yes

No

| Responses (percent) (count) | | |
|--------------------------------|-------------|-----------|
| | 46.67% | 21 |
| | 53.33% | 24 |
| Totals | 100% | 45 |

21.) Revenue Sources Requiring Voter Approval (multiple choice)

Yes

No

| Responses (percent) (count) | | |
|--------------------------------|-------------|-----------|
| | 18.37% | 9 |
| | 81.63% | 40 |
| Totals | 100% | 49 |

22.) Revenue Sources Requiring Voter Approval (multiple choice)

Yes

No

| Responses (percent) (count) | | |
|--------------------------------|-------------|-----------|
| | 58.33% | 28 |
| | 41.67% | 20 |
| Totals | 100% | 48 |

23.) Revenue Sources Requiring Voter Approval (multiple choice)

Yes

No

| Responses (percent) (count) | | |
|--------------------------------|-------------|-----------|
| | 31.91% | 15 |
| | 68.09% | 32 |
| Totals | 100% | 47 |

24.) Revenue Sources Requiring Voter Approval (multiple choice)

Yes

No

Maybe, with more information

| Responses (percent) (count) | | |
|--------------------------------|-------------|-----------|
| | 25.53% | 12 |
| | 42.55% | 20 |
| | 31.91% | 15 |
| Totals | 100% | 47 |

25.) Revenue Sources Requiring Voter Approval (multiple choice)

| Responses (percent) (count) | |
|--------------------------------|--|
|--------------------------------|--|

Yes
No
Maybe, with more information

| | | |
|---------------|-------------|-----------|
| | 26.67% | 12 |
| | 62.22% | 28 |
| | 11.11% | 5 |
| Totals | 100% | 45 |

26.) Revenue Sources Requiring Voter Approval (multiple choice)

Yes
No
Maybe, with more information

| Responses (percent) (count) | | |
|--------------------------------|-------------|-----------|
| | 14.58% | 7 |
| | 81.25% | 39 |
| | 4.17% | 2 |
| Totals | 100% | 48 |

27.) Revenue Sources Requiring Voter Approval (multiple choice)

Yes
No
Maybe, with more information

| Responses (percent) (count) | | |
|--------------------------------|-------------|-----------|
| | 18.75% | 9 |
| | 70.83% | 34 |
| | 10.42% | 5 |
| Totals | 100% | 48 |

28.) Revenue Sources Requiring Voter Approval (multiple choice)

Yes
No
Maybe, with more information

| Responses (percent) (count) | | |
|--------------------------------|-------------|-----------|
| | 20.83% | 10 |
| | 68.75% | 33 |
| | 10.42% | 5 |
| Totals | 100% | 48 |

29.) Revenue Sources Requiring Voter Approval (multiple choice)

Yes
No
Maybe, with more information

| Responses (percent) (count) | | |
|--------------------------------|-------------|-----------|
| | 34.09% | 15 |
| | 54.55% | 24 |
| | 11.36% | 5 |
| Totals | 100% | 44 |

30.) Charges For Service (multiple choice)

Yes
No

| Responses (percent) (count) | | |
|--------------------------------|-------------|-----------|
| | 47.92% | 23 |
| | 52.08% | 25 |
| Totals | 100% | 48 |

31.) Charges For Service (multiple choice)

Yes
No

| Responses (percent) (count) | | |
|--------------------------------|-------------|-----------|
| | 51.11% | 23 |
| | 48.89% | 22 |
| Totals | 100% | 45 |

32.) Charges For Service (multiple choice)

Yes
No

| Responses | | |
|-----------|-----------|---------|
| | (percent) | (count) |
| | 53.33% | 24 |
| | 46.67% | 21 |
| Totals | 100% | 45 |

33.) Charges For Service (multiple choice)

Yes
No

| Responses | | |
|-----------|-----------|---------|
| | (percent) | (count) |
| | 40.82% | 20 |
| | 59.18% | 29 |
| Totals | 100% | 49 |

34.) Charges For Service (multiple choice)

Yes
No

| Responses | | |
|-----------|-----------|---------|
| | (percent) | (count) |
| | 63.27% | 31 |
| | 36.73% | 18 |
| Totals | 100% | 49 |

35.) Charges For Service (multiple choice)

Yes
No

| Responses | | |
|-----------|-----------|---------|
| | (percent) | (count) |
| | 46.94% | 23 |
| | 53.06% | 26 |
| Totals | 100% | 49 |

36.) Street Maintenance Fees (multiple choice)

80%
75%
70%
60%
50%

| Responses | | |
|-----------|-----------|---------|
| | (percent) | (count) |
| | 19.44% | 7 |
| | 8.33% | 3 |
| | 11.11% | 4 |
| | 16.67% | 6 |
| | 44.44% | 16 |
| Totals | 100% | 36 |

37.) Prioritize These Value Statements (multiple choice)

Protect existing infrastructure
Limit operating impact of capital projects
Compensate (salaries & benefits) employees competitively
Maintain quality level of services that are provided
Continue all services currently provided
Ensure current operating revenues and expenditures are equal
Maintain efficient reserves

| Responses | | |
|-----------|-----------|---------|
| | (percent) | (count) |
| | 28% | 14 |
| | 6% | 3 |
| | 2% | 1 |
| | 18% | 9 |
| | 4% | 2 |
| | 32% | 16 |
| | 10% | 5 |
| Totals | 100% | 50 |

38.) Prioritize These Value Statements (multiple choice)

Protect existing infrastructure
 Limit operating impact of capital projects
 Compensate (salaries & benefits) employees competitively
 Maintain quality level of services that are provided
 Continue all services currently provided
 Ensure current operating revenues and expenditures are equal
 Maintain efficient reserves

| Responses | | |
|--------------------------------------------------------------|-------------|-----------|
| | (percent) | (count) |
| Protect existing infrastructure | 22.22% | 10 |
| Limit operating impact of capital projects | 15.56% | 7 |
| Compensate (salaries & benefits) employees competitively | 11.11% | 5 |
| Maintain quality level of services that are provided | 13.33% | 6 |
| Continue all services currently provided | 6.67% | 3 |
| Ensure current operating revenues and expenditures are equal | 15.56% | 7 |
| Maintain efficient reserves | 15.56% | 7 |
| Totals | 100% | 45 |

39.) Prioritize These Value Statements (multiple choice)

Protect existing infrastructure
 Limit operating impact of capital projects
 Compensate (salaries & benefits) employees competitively
 Maintain quality level of services that are provided
 Continue all services currently provided
 Ensure current operating revenues and expenditures are equal
 Maintain efficient reserves

| Responses | | |
|--------------------------------------------------------------|-------------|-----------|
| | (percent) | (count) |
| Protect existing infrastructure | 24.44% | 11 |
| Limit operating impact of capital projects | 15.56% | 7 |
| Compensate (salaries & benefits) employees competitively | 13.33% | 6 |
| Maintain quality level of services that are provided | 17.78% | 8 |
| Continue all services currently provided | 2.22% | 1 |
| Ensure current operating revenues and expenditures are equal | 11.11% | 5 |
| Maintain efficient reserves | 15.56% | 7 |
| Totals | 100% | 45 |

40.) Prioritize These Value Statements (multiple choice)

Protect existing infrastructure
 Limit operating impact of capital projects
 Compensate (salaries & benefits) employees competitively
 Maintain quality level of services that are provided
 Continue all services currently provided
 Ensure current operating revenues and expenditures are equal
 Maintain efficient reserves

| Responses | | |
|--------------------------------------------------------------|-------------|-----------|
| | (percent) | (count) |
| Protect existing infrastructure | 14.89% | 7 |
| Limit operating impact of capital projects | 19.15% | 9 |
| Compensate (salaries & benefits) employees competitively | 4.26% | 2 |
| Maintain quality level of services that are provided | 23.40% | 11 |
| Continue all services currently provided | 8.51% | 4 |
| Ensure current operating revenues and expenditures are equal | 14.89% | 7 |
| Maintain efficient reserves | 14.89% | 7 |
| Totals | 100% | 47 |

41.) Prioritize These Value Statements (multiple choice)

Protect existing infrastructure
 Limit operating impact of capital projects
 Compensate (salaries & benefits) employees competitively
 Maintain quality level of services that are provided
 Continue all services currently provided
 Ensure current operating revenues and expenditures are equal
 Maintain efficient reserves

| Responses | | |
|--------------------------------------------------------------|-------------|-----------|
| | (percent) | (count) |
| Protect existing infrastructure | 4.26% | 2 |
| Limit operating impact of capital projects | 19.15% | 9 |
| Compensate (salaries & benefits) employees competitively | 25.53% | 12 |
| Maintain quality level of services that are provided | 14.89% | 7 |
| Continue all services currently provided | 6.38% | 3 |
| Ensure current operating revenues and expenditures are equal | 10.64% | 5 |
| Maintain efficient reserves | 19.15% | 9 |
| Totals | 100% | 47 |

42.) Prioritize These Value Statements (multiple choice)

| Responses |
|-----------|
|-----------|

| | (percent) | (count) |
|--------------------------------------------------------------|-------------|-----------|
| Protect existing infrastructure | 6.25% | 3 |
| Limit operating impact of capital projects | 18.75% | 9 |
| Compensate (salaries & benefits) employees competitively | 20.83% | 10 |
| Maintain quality level of services that are provided | 14.58% | 7 |
| Continue all services currently provided | 14.58% | 7 |
| Ensure current operating revenues and expenditures are equal | 16.67% | 8 |
| Maintain efficient reserves | 8.33% | 4 |
| Totals | 100% | 48 |

43.) Prioritize These Value Statements (multiple choice)

| | Responses (percent) (count) | |
|--------------------------------------------------------------|--------------------------------|-----------|
| Protect existing infrastructure | 0% | 0 |
| Limit operating impact of capital projects | 9.09% | 4 |
| Compensate (salaries & benefits) employees competitively | 22.73% | 10 |
| Maintain quality level of services that are provided | 4.55% | 2 |
| Continue all services currently provided | 47.73% | 21 |
| Ensure current operating revenues and expenditures are equal | 2.27% | 1 |
| Maintain efficient reserves | 13.64% | 6 |
| Totals | 100% | 44 |

44.) Social Service Programs (multiple choice)

| | Responses (percent) (count) | |
|---------------|--------------------------------|-----------|
| Yes | 42% | 21 |
| No | 58% | 29 |
| Totals | 100% | 50 |

45.) Social Service Programs (multiple choice)

| | Responses (percent) (count) | |
|---------------|--------------------------------|-----------|
| Yes | 38.78% | 19 |
| No | 61.22% | 30 |
| Totals | 100% | 49 |

46.) Social Service Programs (multiple choice)

| | Responses (percent) (count) | |
|---------------|--------------------------------|-----------|
| Yes | 52.50% | 21 |
| No | 47.50% | 19 |
| Totals | 100% | 40 |

47.) Social Service Programs (multiple choice)

| | Responses (percent) (count) | |
|---------------|--------------------------------|-----------|
| Yes | 56.25% | 27 |
| No | 43.75% | 21 |
| Totals | 100% | 48 |

48.) Social Service Programs (multiple choice)

Yes
No

| Responses | | |
|-----------|-----------|---------|
| | (percent) | (count) |
| | 41.30% | 19 |
| | 58.70% | 27 |
| Totals | 100% | 46 |

49.) Social Service Programs (multiple choice)

Yes
No

| Responses | | |
|-----------|-----------|---------|
| | (percent) | (count) |
| | 56.25% | 27 |
| | 43.75% | 21 |
| Totals | 100% | 48 |

50.) Taxpayers' Bill of Rights (TABOR) (multiple choice)

Yes
No

| Responses | | |
|-----------|-----------|---------|
| | (percent) | (count) |
| | 65.31% | 32 |
| | 34.69% | 17 |
| Totals | 100% | 49 |

51.) Taxpayers' Bill of Rights (TABOR) (multiple choice)

Yes
No

| Responses | | |
|-----------|-----------|---------|
| | (percent) | (count) |
| | 75% | 36 |
| | 25% | 12 |
| Totals | 100% | 48 |

52.) Taxpayers' Bill of Rights (TABOR) (multiple choice)

5 Years
10 Years
15 Years

| Responses | | |
|-----------|-----------|---------|
| | (percent) | (count) |
| | 64% | 32 |
| | 28% | 14 |
| | 8% | 4 |
| Totals | 100% | 50 |

53.) Taxpayers' Bill of Rights (TABOR) (multiple choice)

Yes
No

| Responses | | |
|-----------|-----------|---------|
| | (percent) | (count) |
| | 64.44% | 29 |
| | 35.56% | 16 |
| Totals | 100% | 45 |

54.) Taxpayers' Bill of Rights (TABOR) (multiple choice)

Yes
No

| Responses | | |
|-----------|-----------|---------|
| | (percent) | (count) |
| | 38.30% | 18 |
| | 61.70% | 29 |
| Totals | 100% | 47 |

55.) Taxpayers' Bill of Rights (TABOR) (multiple choice)

Yes
No

| Responses | | |
|---------------|-------------|-----------|
| | (percent) | (count) |
| Yes | 36.96% | 17 |
| No | 63.04% | 29 |
| Totals | 100% | 46 |

56.) Taxpayers' Bill of Rights (TABOR) (multiple choice)

Yes
No

| Responses | | |
|---------------|-------------|-----------|
| | (percent) | (count) |
| Yes | 31.91% | 15 |
| No | 68.09% | 32 |
| Totals | 100% | 47 |

57.) Cost Proportions (multiple choice)

100% Cost Reduction
50% Cost Reduction & 50% Revenue
40% Cost Reduction & 60% Revenue
25% Cost Reduction & 75% Revenue

| Responses | | |
|----------------------------------|-------------|-----------|
| | (percent) | (count) |
| 100% Cost Reduction | 33.33% | 16 |
| 50% Cost Reduction & 50% Revenue | 35.42% | 17 |
| 40% Cost Reduction & 60% Revenue | 20.83% | 10 |
| 25% Cost Reduction & 75% Revenue | 10.42% | 5 |
| Totals | 100% | 48 |

58.) Variety of Ways to Reduce Expenditures (multiple choice)

5% reduction to all departments
Strategic reductions at service levels
Eliminate non-essential services
Reduce the cost per unit retaining all existing services

| Responses | | |
|----------------------------------------------------------|-------------|-----------|
| | (percent) | (count) |
| 5% reduction to all departments | 18.37% | 9 |
| Strategic reductions at service levels | 22.45% | 11 |
| Eliminate non-essential services | 46.94% | 23 |
| Reduce the cost per unit retaining all existing services | 12.24% | 6 |
| Totals | 100% | 49 |

59.) Variety of Ways to Reduce Expenditures (multiple choice)

5% reduction to all departments
Strategic reductions at service levels
Eliminate non-essential services
Reduce the cost per unit retaining all existing services

| Responses | | |
|----------------------------------------------------------|-------------|-----------|
| | (percent) | (count) |
| 5% reduction to all departments | 17.39% | 8 |
| Strategic reductions at service levels | 30.43% | 14 |
| Eliminate non-essential services | 28.26% | 13 |
| Reduce the cost per unit retaining all existing services | 23.91% | 11 |
| Totals | 100% | 46 |

60.) Variety of Ways to Reduce Expenditures (multiple choice)

5% reduction to all departments
Strategic reductions at service levels
Eliminate non-essential services
Reduce the cost per unit retaining all existing services

| Responses | | |
|----------------------------------------------------------|-------------|-----------|
| | (percent) | (count) |
| 5% reduction to all departments | 26.09% | 12 |
| Strategic reductions at service levels | 41.30% | 19 |
| Eliminate non-essential services | 10.87% | 5 |
| Reduce the cost per unit retaining all existing services | 21.74% | 10 |
| Totals | 100% | 46 |

61.) Variety of Ways to Reduce Expenditures (multiple choice)

5% reduction to all departments
 Strategic reductions at service levels
 Eliminate non-essential services
 Reduce the cost per unit retaining all existing services

| Responses | | |
|-----------|-----------|---------|
| | (percent) | (count) |
| | 41.46% | 17 |
| | 4.88% | 2 |
| | 17.07% | 7 |
| | 36.59% | 15 |
| Totals | 100% | 41 |

62.) Facility Usage (multiple choice)

\$1,000,000
 \$500,000
 \$100,000
 \$10,000

| Responses | | |
|-----------|-----------|---------|
| | (percent) | (count) |
| | 6.25% | 3 |
| | 18.75% | 9 |
| | 58.33% | 28 |
| | 16.67% | 8 |
| Totals | 100% | 48 |

63.) Facility Usage (multiple choice)

100%
 75%
 50%
 25%

| Responses | | |
|-----------|-----------|---------|
| | (percent) | (count) |
| | 36.73% | 18 |
| | 28.57% | 14 |
| | 22.45% | 11 |
| | 12.24% | 6 |
| Totals | 100% | 49 |

64.) Rialto Theater (multiple choice)

100%
 85%
 50%
 35%

| Responses | | |
|-----------|-----------|---------|
| | (percent) | (count) |
| | 60% | 27 |
| | 31.11% | 14 |
| | 4.44% | 2 |
| | 4.44% | 2 |
| Totals | 100% | 45 |

65.) Planning Services (multiple choice)

100%
 80%
 50%
 >10%

| Responses | | |
|-----------|-----------|---------|
| | (percent) | (count) |
| | 29.17% | 14 |
| | 33.33% | 16 |
| | 27.08% | 13 |
| | 10.42% | 5 |
| Totals | 100% | 48 |

Group Discussion Activity – Session 2

Light Purple Group

1. Determine legitimate role of municipal government and shed others
 - a. Pro – defines a standard to make decision
 - b. Con – difficulty in doing – who does it practicality
 2. Cost/benefit decision making
 - a. Pro – use to justify and prioritize
 - b. Con – difficult to analyze
 3. Department director review
 - a. Pro – encourage analysis of operations
 - b. Con – will protect turf
- Staggered fee structure (Non-profit/ For Profit)
 - Determine legitimate functions – Shed others
 - Cost Benefit
 - Limit General Fund Services to those that serve whole community and all taxpayers have access to them
 - Do a time study on all departments
 - Get out of recreation and leisure services
 - Encourage volunteerism to provide services
 - Maintain and enhance quality of life

Blue Group

1. Pay for services – identify and quantify
 2. Lean manufacturing – eliminate waste (quality at the RIGHT cost)
 3. Identify services bulk of community does not want to pay for
- If a city service is in competition with private business, it should be self-supporting / pay for itself
 - Evaluate the model for calculating revenues
 - Evaluate service levels, i.e., street maintenance
 - Shared revenues (increase) and fees 40% / cut costs 60%
 - Public discussion of the role of government results in guiding principles

Dark Purple Group

- Centerra does not pay 3% sales tax to city, instead to District. Have Centerra pay 3%.
- Ensure Centerra pays for all services per metro-district agreement
- Look at property tax rebates.
- Evaluate quality improvement programs, like Baldridge, to improves processes and reduce costs. Look at 6 sigma lean programs
- Rialto – self funded.
- Don't loan money to businesses
- Better market Loveland to increase sales tax revenue, lodging tax, etc.
- Attract Fort Collins/Regional Revenue – make Loveland a destination choice
- Fire – Ensure costs are fully recovered – explore district

- Take more risk with money city has in reserve to increase returns
- Evaluate how to lower taxes

Yellow Group

- Across the board cuts – 5%
- Eliminate Council Reserve Fund*
- Bring metro district (Centerra) into sales tax parity (Totally funds \$3.5 million gap)*
- Remove non-essential programs from General Fund and evaluate for:
 - Fees
 - Elimination of program
 - Reduction of scope of program
- Metro-district (downtown and Centerra) property tax increases
- Fees on downtown parking
- City tobacco tax
- City licenses for tobacco retailers
- User “cards”, punch cards, buy X get Y, etc. (Park user fees in general)
- Bid preference for local (Loveland-owned/based)
- Vendors doing business in city (enhances permits & sales taxes)
- Citizen board/commission to develop/monitor/review city department performance metrics

Green Group

1. Public safety should be TOP priority in any strategy with #2 infrastructure & streets
 2. Each department head and employees should rank order cost and importance of service provided / Incent city employees to come up with solutions to gap
 3. Avoid “across the board” cuts (5%) / Council approval for all cuts/create visibility (Council meetings) for all fee increases
- Create a fee for Library users living outside City limits
 - Renegotiate Centerra sales tax for an increase in tax
 - In public response sessions, provide sufficient data to feed opinion
 - Ensure education around district or authority (library/fire) creation for voting
 - Creates benefit by reducing general fund cost
 - Targeted tax increases
 - Determine essential City-run services and programs

Gray Group

- A - Are the inefficiencies eliminated (cut waste) ?
- A - Support strategic cuts based on qualitative analysis
- B - Confirm the cost savings to the City for supporting non-profit services (demonstrate/report return value)
- B - Must know the long-term consequences of cutting a social services programs
- C - What are the Loveland community values?
 - What must we have
 - What must we prevent
 - What can be privatized
- D - Bring in new revenue with economic development (new businesses)

Red Group

- Labor #1 Cost
 - Pay cuts
 - Lower 401K contribution
 - Labor reduction
 - Utilization
 - Insurance/benefits
 - Pros – cost \$, cash flow, labor equalization
 - Cons – publicity, service impact
- Revenue plus
 - Fair tax equity
 - Centerra Tax District - 1.2% retained (\$3.9 million)
 - Service Usage
 - Itemization delivery
 - Pros – cash, budget
 - Cons –litigation
- Revenue equal to cost of rentals plus an uplift
 - Pros – reduce shortfall
 - Cons – local business complaints, Too creative
- Investment Fund Management
 - Risk management
 - Policy
 - Release process of money
 - Pros – less risk, Cash exposure, prove it or lose it
 - Cons – growth business
- Membership and participation
 - ICLEI
 - Other low value organizations

Pink Group

- A - Cost identification – line item area id
- B - Streamlining – duplicate services
- C - Efficiency - service centralization
- Cover development costs
- Increase sales tax
- Identify local needs
- Regional cooperation
- User fees
- Focus on core functions

Orange Group

Increase revenue

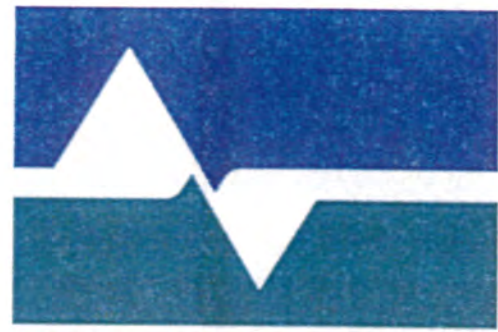
- Any service that competes with private service should raise fees to cover expenses. (Include compensation return to low – income / disadvantaged)
- Evaluate some kind of sales tax increase

Decrease expenses

- Prioritize services (per category)
 - Lower priority = more cuts
 - Higher priority = less cuts
- Consider full impact of each reduction
- Evaluate largest expense categories first
- Incentivize cost reductions

Brown Group

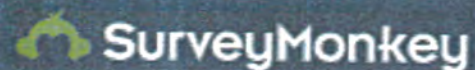
1. Equalize tax rates for ALL entities
 2. City department cost reductions
 3. Privatize services that can be or used to be private, i.e., Rialto, Chilson
- Cost reduction
 - Cut level of services
 - Increase fees



City of Loveland

On-line Survey 3/16/11

Financial Sustainability Citizen Survey





1. About how long have you lived in Loveland?

| | | Response Percent | Response Count |
|--------------------|--|---------------------|-------------------|
| less than a year | | 3.0% | 6 |
| 1 to 2 years | | 4.0% | 8 |
| 3 to 5 years | | 14.0% | 28 |
| 6 to 10 years | | 23.0% | 46 |
| more than 10 years | | 56.0% | 112 |
| answered question | | | 200 |
| skipped question | | | 3 |








2. Using the intersection of Highway 287 and Highway 34 as the boundaries, in what part of town do you live?

| | | Response Percent | Response Count |
|-------------------|--|---------------------|-------------------|
| Northwest | | 33.5% | 67 |
| Southwest | | 39.5% | 79 |
| Northeast | | 16.0% | 32 |
| Southeast | | 11.0% | 22 |
| answered question | | | 200 |
| skipped question | | | 3 |

| 3. Are you employed? | | | |
|-----------------------------|-----------------------------------------------------------------------------------|---------------------|-------------------|
| | | Response Percent | Response Count |
| Yes, full-time |  | 63.5% | 127 |
| Yes, part-time |  | 11.0% | 22 |
| No (retired, student, etc.) |  | 25.5% | 51 |
| answered question | | | 200 |
| skipped question | | | 3 |

| 4. Do you own or rent your residence? | | | |
|---------------------------------------|------------------------------------------------------------------------------------|---------------------|-------------------|
| | | Response Percent | Response Count |
| Own |  | 93.0% | 186 |
| Rent |  | 7.0% | 14 |
| answered question | | | 200 |
| skipped question | | | 3 |

5. What category contains your age?

| | | Response Percent | Response Count |
|--------------------|-----------------------------------------------------------------------------------|---------------------|-------------------|
| 18-24 years |  | 1.0% | 2 |
| 25-34 years |  | 7.5% | 15 |
| 35-44 years |  | 26.0% | 52 |
| 45-54 years |  | 22.5% | 45 |
| 55-64 years |  | 25.5% | 51 |
| 65-74 years |  | 15.5% | 31 |
| 75 years and older |  | 2.0% | 4 |
| answered question | | | 200 |
| skipped question | | | 3 |




| 6. Please rate the following services. | | | | | |
|----------------------------------------------|----------------|-------------|------------|-------------------|----------------|
| | Strongly Agree | Agree | Disagree | Strongly Disagree | Response Count |
| The City delivers services efficiently. | 26.5% (50) | 67.7% (128) | 5.3% (10) | 0.5% (1) | 189 |
| The City delivers services cost effectively. | 20.4% (38) | 66.1% (123) | 12.9% (24) | 0.5% (1) | 186 |
| The City maintains its facilities well. | 29.3% (55) | 68.1% (128) | 2.1% (4) | 0.5% (1) | 188 |
| The City is responsive to citizen needs. | 20.1% (38) | 66.1% (125) | 12.2% (23) | 1.6% (3) | 189 |
| The City exercises fiscal conservatism. | 22.1% (40) | 58.6% (106) | 15.5% (28) | 3.9% (7) | 181 |
| Comment | | | | | 45 |
| answered question | | | | | 189 |
| skipped question | | | | | 14 |

7. Please prioritize each strategy with 1 being your most important priority for budget balancing strategies. You may select each priority level only once and you may only choose one level per strategy.

| | Most Important 1 | 2 | 3 | Least Important 4 | Rating Average | Response Count |
|----------------------------------------------------------------|---------------------|-------------------|-------------------|----------------------|-------------------|-------------------|
| Increase existing revenue sources (increase fees or taxes). | 20.6% (35) | 21.8% (37) | 29.4% (50) | 28.2% (48) | 2.65 | 170 |
| Invest in projects that generate more existing sources. | 49.7% (84) | 26.0% (44) | 17.8% (30) | 6.5% (11) | 1.81 | 169 |
| Reduce the cost per unit to deliver the same service level. | 26.0% (47) | 42.5% (77) | 27.1% (49) | 4.4% (8) | 2.10 | 181 |
| Eliminate services. | 6.0% (11) | 9.9% (18) | 23.1% (42) | 61.0% (111) | 3.39 | 182 |
| Comment | | | | | | 34 |
| answered question | | | | | | 189 |
| skipped question | | | | | | 14 |

8. Would you support a ballot measure for any of the following revenue sources?

| | Yes | No | Maybe, with more information | Response Count |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|-------------------|---------------------------------|-------------------|
| Property Tax Mill Levy Increase | 23.9% (43) | 42.8% (77) | 33.3% (60) | 180 |
| Sales Tax Increase | 30.8% (56) | 45.6% (83) | 23.6% (43) | 182 |
| Use Tax (other than auto & building materials) | 29.3% (53) | 33.1% (60) | 37.6% (68) | 181 |
| Excise Tax (any tax that is not a property tax and that is imposed on a particular act, event, occurrence, occupation or enjoyment of a privilege) | 31.8% (57) | 31.3% (56) | 36.9% (66) | 179 |
| Comment | | | | 24 |
| answered question | | | | 182 |
| skipped question | | | | 21 |






| 9. Should an increase in these revenues be dedicated to a specific purpose? | | | |
|-----------------------------------------------------------------------------|-----------------------------------------------------------------------------------|------------------|----------------|
| | | Response Percent | Response Count |
| Yes |  | 31.9% | 58 |
| No |  | 17.6% | 32 |
| Maybe, with more information |  | 50.5% | 92 |
| Comment | | | 23 |
| answered question | | | 182 |
| skipped question | | | 21 |

| 10. If there is an increase to an existing tax or new tax, should it be dedicated to any of these? | | | |
|----------------------------------------------------------------------------------------------------|-------------|-------------|----------------|
| | Yes | No | Response Count |
| Economic Development | 63.2% (108) | 36.8% (63) | 171 |
| Fire | 56.6% (90) | 43.4% (69) | 159 |
| Library | 40.4% (65) | 59.6% (96) | 161 |
| Museum | 26.7% (43) | 73.3% (118) | 161 |
| Parks | 53.4% (87) | 46.6% (76) | 163 |
| Police | 60.1% (98) | 39.9% (65) | 163 |
| Rialto Theater | 30.4% (49) | 69.6% (112) | 161 |
| Streets | 73.1% (125) | 26.9% (46) | 171 |
| Transit | 50.9% (86) | 49.1% (83) | 169 |
| Comment | | | 43 |
| answered question | | | 182 |
| skipped question | | | 21 |

| 11. Would you be willing to support a ballot measure to create a new district to fund the operations of the following services? (A new district is a separate legal entity.) | | | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|------------|------------------------------|----------------|
| | Yes | No | Maybe, with more information | Response Count |
| Fire | 24.6% (43) | 30.3% (53) | 45.1% (79) | 175 |
| Library | 22.0% (38) | 44.5% (77) | 33.5% (58) | 173 |
| Cultural Services (Museum/Rialto Theater) | 20.0% (35) | 42.3% (74) | 37.7% (66) | 175 |
| Parks | 18.8% (33) | 41.5% (73) | 39.8% (70) | 176 |
| Transit | 23.8% (41) | 36.0% (62) | 40.1% (69) | 172 |
| Comment | | | | 20 |
| answered question | | | | 182 |
| skipped question | | | | 21 |

| 12. Several of our services are supported by fees. Which of the following services should the City consider increasing the fees to reduce their reliance on General Fund taxes? | | | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------------|----------------|
| | Yes | No | Response Count |
| Recreation Center Use | 53.8% (92) | 46.2% (79) | 171 |
| Development Planning and Review | 67.3% (111) | 32.7% (54) | 165 |
| Library Use | 31.5% (52) | 68.5% (113) | 165 |
| Traffic Enforcement | 63.0% (104) | 37.0% (61) | 165 |
| Street Maintenance | 53.0% (88) | 47.0% (78) | 166 |
| Fixed Route Bus Service | 52.4% (86) | 47.6% (78) | 164 |
| Paratransit Bus Service | 40.2% (66) | 59.8% (98) | 164 |
| Comment | | | 16 |
| answered question | | | 175 |
| skipped question | | | 28 |

13. Street Maintenance Fees (street resurfacing) on your monthly utility bill at the 2010 rate are intended to cover 50% of the Street Maintenance Program. What percentage of the street maintenance should be covered with fees?

| | | Response Percent | Response Count |
|-------------------|-----------------------------------------------------------------------------------|---------------------|-------------------|
| 80% |  | 5.7% | 10 |
| 75% |  | 9.1% | 16 |
| 70% |  | 11.4% | 20 |
| 60% |  | 17.1% | 30 |
| 50% |  | 56.6% | 99 |
| Comment | | | 23 |
| answered question | | | 175 |
| skipped question | | | 28 |



14. Please prioritize each strategy with 1 being your most important priority for these budget balancing values. You select each priority level only once and you may only choose one level per value.

| | Most Important 1 | 2 | 3 | 4 | 5 | 6 | Least Important 7 | Rating Average | Resp Co |
|---------------------------------------------------------------|------------------------|---------------|---------------|---------------|---------------|---------------|-------------------------|-------------------|------------|
| Protect existing infrastructure. | 31.7% (52) | 20.7% (34) | 11.6% (19) | 12.2% (20) | 6.7% (11) | 11.6% (19) | 5.5% (9) | 2.98 | |
| Limit operating impact of capital projects. | 4.4% (7) | 8.1% (13) | 16.9% (27) | 15.0% (24) | 20.0% (32) | 19.4% (31) | 16.3% (26) | 4.61 | |
| Compensate (salaries & benefits) employees competitively. | 4.9% (8) | 12.3% (20) | 14.7% (24) | 22.7% (37) | 19.6% (32) | 7.4% (12) | 18.4% (30) | 4.36 | |
| Maintain quality level of services that are provided. | 14.4% (23) | 20.6% (33) | 23.1% (37) | 15.6% (25) | 13.1% (21) | 11.3% (18) | 1.9% (3) | 3.34 | |
| Continue all services currently provided. | 7.7% (13) | 10.1% (17) | 11.3% (19) | 14.9% (25) | 13.1% (22) | 16.7% (28) | 26.2% (44) | 4.70 | |
| Ensure current operating revenues and expenditures are equal. | 24.2% (40) | 15.2% (25) | 10.3% (17) | 9.1% (15) | 13.9% (23) | 17.6% (29) | 9.7% (16) | 3.65 | |
| Maintain sufficient reserves. | 13.5% (23) | 17.0% (29) | 15.2% (26) | 14.0% (24) | 9.9% (17) | 14.0% (24) | 16.4% (28) | 3.98 | |
| Comment | | | | | | | | | |
| answered question | | | | | | | | | |
| skipped question | | | | | | | | | |



15. While social services programs are traditionally managed at the County level of government, the City contributes to social services. Should the City use tax revenue to support the following programs?

| | Yes | No | Response Count |
|-------------------------------------------------------------------------------------------------------------|-------------|-------------------|----------------|
| Human Service Agency Grants (grants to non-profit agencies that provide basic services to the community) | 68.2% (118) | 31.8% (55) | 173 |
| Food & Utility Sales Tax Rebates for Low Income Qualified Customers | 64.5% (111) | 35.5% (61) | 172 |
| Affordable Housing Fee Waivers | 56.5% (96) | 43.5% (74) | 170 |
| Building Support for the Homeless Shelter | 68.0% (117) | 32.0% (55) | 172 |
| Recreation Programs for Low Income Qualified Customers | 43.0% (74) | 57.0% (98) | 172 |
| Transit Services Discounted for Low Income Qualified Customers | 72.8% (126) | 27.2% (47) | 173 |
| | | Comment | 19 |
| | | answered question | 175 |
| | | skipped question | 28 |




16. The TABOR ballot measure (aka de-Brucing) approved by the voters allowing the City to keep and spend any revenue over the TABOR revenue limit expires at the end of 2012. Would you consider referring another ballot question to allow the City to keep and spend the revenue over the limit?

| | | Response Percent | Response Count |
|-----|------------------------------------------------------------------------------------|---------------------|-------------------|
| Yes |  | 69.9% | 121 |
| No |  | 30.1% | 52 |
| | Comment | | 23 |
| | answered question | | 173 |
| | skipped question | | 30 |

17. If the ballot measure is referred, should there be a sunset provision (requiring that it come back to the voters)?





| | | Response Percent | Response Count |
|-----|-------------------------------------------------------------------------------------|---------------------|-------------------|
| Yes |  | 68.8% | 119 |
| No |  | 31.2% | 54 |
| | Comment | | 10 |
| | answered question | | 173 |
| | skipped question | | 30 |

18. If the ballot measure should come back to the voters, then in what number of years?

| | | Response Percent | Response Count |
|-------------------|-----------------------------------------------------------------------------------|---------------------|-------------------|
| 5 Years |  | 59.5% | 103 |
| 10 Years |  | 21.4% | 37 |
| 15 Years |  | 19.1% | 33 |
| Comment | | | 12 |
| answered question | | | 173 |
| skipped question | | | 30 |





19. If the ballot measure is referred, should there be restrictions placed on the use of the excess TABOR funds to include these current services?

| | Yes | No | Response Count |
|---------------------------------------------------------------------------------------------|------------|------------|-------------------|
| Police and Fire | 48.2% (68) | 51.8% (73) | 141 |
| Police, Fire, and Parks Maintenance & Construction | 47.5% (66) | 52.5% (73) | 139 |
| Police, Fire, Parks Maintenance & Construction, and Street Maintenance & Construction | 60.1% (92) | 39.9% (61) | 153 |
| Any General Purpose | 61.4% (94) | 38.6% (59) | 153 |
| Comment | | | 11 |
| answered question | | | 173 |
| skipped question | | | 30 |





| 20. The City needs to find \$3.5 million in solutions. What proportion of the solution should come from revenue versus expenditures? | | | |
|--------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|------------------|----------------|
| | | Response Percent | Response Count |
| 100% cost reduction |  | 17.3% | 29 |
| 50% cost reduction & 50% revenue |  | 41.1% | 69 |
| 40% cost reduction & 60% revenue |  | 20.2% | 34 |
| 25% cost reduction & 75% revenue |  | 21.4% | 36 |
| Comment | | | 20 |
| answered question | | | 168 |
| skipped question | | | 35 |


| 21. Please prioritize each strategy with 1 being your most important priority for cost reduction strategies. You may select each priority level only once and you may only choose one level per strategy. | | | | | | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|------------|------------|-------------------|----------------|----------------|
| | Most Important 1 | 2 | 3 | Least Important 4 | Rating Average | Response Count |
| 5% reduction to all departments. | 13.1% (21) | 22.5% (36) | 26.3% (42) | 38.1% (61) | 2.89 | 160 |
| Strategic reductions at service levels. | 23.5% (38) | 35.2% (57) | 34.6% (56) | 6.8% (11) | 2.25 | 162 |
| Eliminate non-essential services. | 44.2% (73) | 15.8% (26) | 12.1% (20) | 27.9% (46) | 2.24 | 165 |
| Reduce the cost per unit retaining all existing services. | 21.0% (34) | 29.6% (48) | 24.7% (40) | 24.7% (40) | 2.53 | 162 |
| Comment | | | | | | 16 |
| answered question | | | | | | 168 |
| skipped question | | | | | | 35 |

22. The City rents the Pulliam Building, Library Gertrude Scott Building, Civic Center and Lagoon to the public for group events generating \$10,000 annually. How much of the cost to provide these facilities should be recovered from facilities rentals?

| | | Response Percent | Response Count |
|-------------------|-----------------------------------------------------------------------------------|---------------------|-------------------|
| 100% |  | 37.5% | 63 |
| 75% |  | 25.6% | 43 |
| 50% |  | 30.4% | 51 |
| 25% |  | 6.5% | 11 |
| Comment | | | 19 |
| answered question | | | 168 |
| skipped question | | | 35 |

23. The Rialto Theater generates revenue from rental of the theater, a fee on ticket prices on shows by outside productions, ticket sales by shows produced internally, and concession sales. Currently it recovers 35% of its operating costs. How much of the cost to operate the theater should be recovered by these sources?

| | | Response Percent | Response Count |
|-------------------|-------------------------------------------------------------------------------------|---------------------|-------------------|
| 100% |  | 19.6% | 33 |
| 85% |  | 20.8% | 35 |
| 50% |  | 44.0% | 74 |
| 35% |  | 15.5% | 26 |
| Comment | | | 17 |
| answered question | | | 168 |
| skipped question | | | 35 |

| 24. The Planning Department generates less than 10% of the cost to provide development services. What percent of these costs should be recovered through fees charged at the development applications? | | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|------------------|----------------|
| | | Response Percent | Response Count |
| 100% |  | 17.3% | 29 |
| 80% |  | 11.9% | 20 |
| 50% |  | 45.2% | 76 |
| >10% |  | 25.6% | 43 |
| Comment | | | 19 |
| answered question | | | 168 |
| skipped question | | | 35 |

| 25. Is there anything else that you would like us to consider? | |
|----------------------------------------------------------------|----------------|
| | Response Count |
| | 40 |
| answered question | 40 |
| skipped question | 163 |

[« Back to Summary](#)

| | | Please rate the following services. |
|----|-----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| # | Response Date | Comment |
| 1 | Feb 23, 2011 9:31 PM | The Development Review and building permit process is still too cumbersome and takes way too long for simple processes. |
| 2 | Feb 27, 2011 12:21 PM | I believe the city is very well run and takes the time to be responsive to its citizens. |
| 3 | Feb 28, 2011 8:41 PM | Loveland provides tons of services unusual for a city this size (numerous/variety parks, rec/sr center, recycling, trash pickup, Rialto, museum to name a few.) I feel that our property and sales taxes are extremely reasonable. |
| 4 | Mar 1, 2011 7:25 PM | Love Loveland |
| 5 | Mar 2, 2011 3:11 PM | Can't comment of fiscal conservatism since I don't know the details |
| 6 | Mar 2, 2011 3:19 PM | The so-called fiscal conservatives on City Council don't seem to understand the true costs of some of their actions for the long term. |
| 7 | Mar 2, 2011 3:34 PM | I'm not sure how fiscally conservative the city is. They have made a few bad investments (subsidising businesses that failed) but utilities seem to be well maintained which is important for the long run and more conservative. Never had need to see how responsive they were. |
| 8 | Mar 2, 2011 3:54 PM | I know it's not this council that did it, but when you buy property you don't need to prevent another town from getting it, not to conservative. |
| 9 | Mar 2, 2011 4:26 PM | salaries are verh high compared to priv. sector. Judge and city Atty are way above priv. lawyers in Lar.Co. Judgeship could be bid out for 1/3rd what Stark is being pd. Duvall is way to high |
| 10 | Mar 2, 2011 4:52 PM | Some citizens are marginalized and we forget them, I think. More social services are needed--mental health, health, housing, food. There is a huge dependency on the volunteer community for money and time to make a difference. |
| 11 | Mar 3, 2011 10:23 AM | Zero debt. |
| 12 | Mar 3, 2011 11:59 AM | I feel that Police services are not responsive. I feel that all other departments of the City are very responsive. Fiscal conservatism is too strong. The reserves the City has built up over the past years should be tapped during this temporary economic slowdown. Reserves should be used for their intended purpose. |
| 13 | Mar 3, 2011 1:15 PM | We are not pleased with the change in the curbside recycle program. We had to return our bin because neither size will fit in our garage. COL should have extended the testing to multiple subdivisions to see if it would benefit all citizens since the new system is not truly benefitting everyone. We were very pleased with the snowplow addition to the waste service trucks. What a blessing it has been to finally have a plowed access street after living here for six years. |
| 14 | Mar 3, 2011 1:20 PM | I think there are opportunities to partner with local businesses/employers to deliver services even more cost effectively. |
| 15 | Mar 3, 2011 2:15 PM | Question city purchases of land, land assets, water, buildings to the possible muting of creative opportunities for the private sector, or for profitable private sector joint ventures particularly DOL and Northside. |
| 16 | Mar 3, 2011 2:22 PM | I think our city has as a good mix of preservation and preparing for the future growth. |

17Mar 3, 2011 5:23 PM I think there is always room for improvement. I believe that the different departments can cooperate more with each other, especially the Parks Department.

18Mar 3, 2011 6:43 PM Loveland is quite well run, especially compared to Fort Collins.

19Mar 4, 2011 12:12 PM I am not really aware of how effeciently the city operates. There should be a "don't know" choice.

20Mar 4, 2011 12:24 PM I see a lot of new City vehicles when I think older vehicles would still have plenty of life in them. I also see police vehicles at private homes and don't think that's a good use of City resources.

21Mar 4, 2011 3:57 PM Am not sure what distinction you are making between "efficient" and "cost-effective" service delivery. Regarding "fiscal conservatism", I am somewhat concerned about City Council decisions that grant incentives to encourage economic development. There is a real danger that "potential employers" will take advantage of cities by enticing them into bidding contests to the detriment of their taxpayers. --Fear of losing out can lead to decisions that result in actual losses.

22Mar 7, 2011 9:55 AM Too much difference between departments in policy such as department parties. One of the ways the City cut costs was to stop hosting a Christmas luncheon. Some departments then went and had their own event catered for their people. That's pretty selfish, and it should be the same across the board- not some careless departments burning money and others doing nothing. Some departments put on luncheons at no cost to the City, which is great (i.e potluck). That is just one example - policy like that should be the same in all departments with none having the freedom to waste a bunch of money when the rest of the City is struggling.

23Mar 7, 2011 7:42 PM Since I often use the city's recreation trails, I appreciate the good maintenance and quick snow removal.

24Mar 7, 2011 8:52 PM City may spend a bit beyond its means.

25Mar 8, 2011 12:02 AM if the city excercised fiscal conservatism, we would not be taking this survey??

26Mar 8, 2011 10:20 AM I would love to see more walk/bike friendliness in the city. Make it safer for residents to walk/bike all over town, right now the rec trail isn't a complete circle, which I understand is political in gaining the rights, but that would be a fantastic asset to our beautiful city and help us conserve natural resources in addition to helping us be healthy!

27Mar 8, 2011 2:45 PM I think there have been some mistakes made. Loveland seems to cater to builders and such more than need be.

28Mar 8, 2011 7:20 PM The city gave the impression that they were going to add a Mehaffey Park 15 years ago and still has not been built. The city has built other projects that weren't even on the drawing board and Mehaffey Park has still not been built. I am very disappointed.

29Mar 8, 2011 7:33 PM I just hope that council continues to excercise fiscal conservatism. As our economic environment changes we need to adjust accordingly. There are several services that the city has historically provided without having to be too fiscally concerned. Although many citizens have grown accustomed to these services, some if not all may have to be trimmed or even eliminated in order to maintain the city financial stability that it is developed over time.

- THE LAST QUESTION IS PROBABLY AN UNDERSTATEMENT BUT THERE ARE CERTAIN ISSUES THAT HAVE BEEN ON THE
- 30Mar 10, 2011 11:54 AM BACK BURNER TOO LONG AND SHOULD BE BROUGHT FORWARD SUCH AS A NEW CLUB HOUSE AT THE OLDE COURSE.
- 31Mar 10, 2011 11:56 AM Why should any city be buying property?
Although I appreciate the excellent snow removal that the city provides, there was one storm - I cannot remember the date, where we only received about 2 inches of snow and it seemed like the plows were out
- 32Mar 10, 2011 12:17 PM an excessive amount - sanding I can see, but the plow blades were actually down and gone over several times and I don't even live on a major street. As I said, I like the snow removal but it seems like it was excessive waste on money for that storm.
The council will never be fiscal conservative since it's not their own
- 33Mar 10, 2011 12:51 PM personal money they are spending and there are no consequences, until the next election, if they waste it.
I feel for the size of the city, we are overstaffed, even in the areas of public safety which includes police and fire. I am mean really, how
- 34Mar 10, 2011 1:04 PM many legitimate calls do our Fire Services really handle. We are told the total number which is a high volume but actual calls which really require services is actually fairly minimal. Today, houses and buildings are built much different to minimize total destruction of property
- 35Mar 10, 2011 5:24 PM I think money is wasted on frivolous things like art and the city's logo.
- 36Mar 10, 2011 9:27 PM The Madison/34 intersection is an example of a bad solution to a small-problem.
Some real bad decisions in the past. Let's buy 90+ acres of farmland
- 37Mar 11, 2011 12:01 AM along I-25. I know some of the reasons for this, but real estate investments when you really don't have the money is just a bad idea.
I know you are all trying to do the best you can with shortage issues.
- 38Mar 11, 2011 9:51 AM We all have personal icons but we know you must look at the big picture.
Not all facilities are taken care of totally. Of course it also depends upon
- 39Mar 11, 2011 10:03 AM which facilities a person is most acquainted with and which facility one thinks is most important. (A question which really does not indicate pertinent info.)
I'm not sure I have enough knowledge to state if the City delivers
- 40Mar 11, 2011 11:19 AM services cost effectively or not.
- 41Mar 11, 2011 11:53 AM Don't know about cost effectiveness and fiscal conservatism.
- 42Mar 11, 2011 1:41 PM We don't need to spend \$100,000 on a new logo or identity. The Sweetheart City is just fine.
The private sector delivers services more efficiently and with better customer service. Why is it that the building department and police services are so arrogant? Do they not understand who is paying their paycheck? They need to take the time to be more patient and
- 43Mar 11, 2011 8:43 PM understanding when expecting the public to understand their procedures, which the general population are not familiar with. I just had an experience with two police officers who were macho, rude individuals - they had a very bad attitude and did nothing to diffuse a stressful situation. I don't know if this is the norm in our police department, but I

- have gotten a very poor impression of the Loveland Police department from this encounter.
- 44Mar 13, 2011 4:58 PM I believe the city is involved in some things that would be better left to private industry (e.g. utilities, garbage/recyclable pick up, "art/sculpture", ...
- 45Mar 14, 2011 3:14 PM The new intersection on Madison and hwy 34 that was reportedly 2 million dollars is CRAP! A huge waste of city/TAX PAYER dollars. All that work and all we needed was a "turn only" lane added on 34 towards N Madison.

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Please prioritize each strategy with 1 being your most important priority for budget balancing strategies. You may select each priority level only once and you may only choose one level per strategy.

| # | Response Date | Comment |
|----|-----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | Feb 23, 2011 9:31 PM | Why wouldn't you start with ways to simply be more efficient and eliminate "fluff" in the system in order to deliver the products at a lower cost. We should invest in Economic Development first and foremost in order to increase revenue sources. |
| 2 | Feb 24, 2011 3:54 PM | I'm not sure what "Invest in projects that generate more existing sources." means. I'm willing to pay for quality service. I feel the city provides quality services! |
| 3 | Feb 24, 2011 4:15 PM | As a business consultant, I would NOT recommend Loveland to a business that is looking to relocate. I do NOT find Loveland to be a business friendly community. You over regulate the business community. The planning commission is useless and only an attempt to make it look like there is community involvement. Eliminate it and speed the process. The planning department, the fire marshal look for ways to hinder business instead of helping businesses get established and be successful. You will give all kinds of concessions to NASA, but the real engine for the economy is small business which you don't seem to understand. Get some real business owner involvement in terms of city oversight. You NEED it. |
| 4 | Feb 27, 2011 12:21 PM | Be forward thinking. |
| 5 | Feb 28, 2011 11:51 AM | It is doubtful that you can reduce cost and get the same service. Usually when you reduce cost you will have to reduce service as well. Some services may have to go. |
| 6 | Feb 28, 2011 8:41 PM | Not sure how you can invest in projects to generate more revenue when we're looking at cutting the budget, but it would be the way to go, assuming it does not increase taxes or fees. Personally, I am ok with paying higher taxes/fees, but I imagine most folks in Loveland are not. Eliminating services doesn't make the cost go away. The need is still there and will likely be dealt with in a more costly, and less efficient manner. |
| 7 | Mar 2, 2011 3:19 PM | I don't want to live in slum. I bought in Loveland because it takes care of itself and is a city I'm not ashamed to live in. If we start doing like Colorado Springs does, we will soon look like a slum too. Taxes are not that high. If people can't handle the taxes, they should move to a slummy area where they are lower. To me fiscal conservatism means fixing things when they break and buying quality that will last a long time. Doing projects now rather than later - i.e. long term thinking. Do ROI analysis. Look at hidden costs - sometimes eliminating a cost just makes something else more expensive. Be smart about money. |
| 8 | Mar 2, 2011 3:34 PM | Why don't we just collect the taxes that are owed from Centerra, that would generate good income. |
| 9 | Mar 2, 2011 3:54 PM | Loveland does not have to pay same as Boulder, Longmont and F/C for salaries. We can get very capable people for less, we are smaller and do not have to keep up with the "Jones"s |
| 10 | Mar 2, 2011 4:26 PM | |

- 11Mar 2, 2011 4:52 PM Taxes need to be continually looked at. We need to replace the food tax-period. The purpose of government is to raise money for the COMMON GOOD. Environment, infrastructure, quality of life...
- 12Mar 2, 2011 10:54 PM Quit giving McWhinney huge tax breaks. That alone would balance the budget.
- 13Mar 3, 2011 11:59 AM Again, the use of existing reserves can modify the impact of this projected funding gap.
- 14Mar 3, 2011 12:11 PM I don't understand what "invest in projects that generate more existing sources" means? If you're talking about investing in projects that generate revenue (such as economic development), I agree.
- 15Mar 3, 2011 1:00 PM Efficiency is always the first step - is this project/program being run in the most efficient manner without reducing service?
- 16Mar 3, 2011 2:22 PM Increasing taxes to provide valuable resources to it citizens and eliminating services that are no longer needed or not profitable seems necessary to me. We should also look at ways the City could generate revenue from some (not all) existing programs or "free" services or conveniences in the community.
- 17Mar 3, 2011 4:08 PM Because of the current economic climate and low employment rate it is important to quickly adopt policies that put spending on a more restrained path, while deferring the implementation of large spending cuts until the economy is stronger. While not every dollar of spending is spent optimally for economic growth, much of it is critical. Cutting it can have very significant negative effects now and for long-term growth.
- 18Mar 3, 2011 5:23 PM I believe that this is the time we should be investing in the future. I have been disappointed at the slowness of this city in doing this. Funds are created the advancement of this city only to take forever to implement. The last observation of this has been the revenue generated to market the city. We need to market the city now. I don't care if a mistake is made here and there. Lets get on with it and not be hesitant.
- 19Mar 3, 2011 6:43 PM I believe we can grow our way out of this problem if we're creative. In fact I'm not convinced that the forecast shortfall is actually real. But if it is, it's because employment has been stagnant especially in technology sector.
- 20Mar 4, 2011 12:24 PM Much like State and Federal budgets, we don't just have a spending problem, we also have a revenue problem. The private sector is raising the cost of goods and services too - that's how they stay solvent.
- 21Mar 4, 2011 1:03 PM Eliminate duplication of services
- 22Mar 4, 2011 3:57 PM What does "generate more existing sources" mean? (Maybe "more sources of revenue"?) If it means investing in private projects that you hope will produce taxes, it is gambling with public money and not a reliable or responsible way of balancing a budget. I miss a choice that mentions prioritizing city services and making decisions based on the results.
- 23Mar 7, 2011 10:19 PM The way this is written is confusing
- 24Mar 8, 2011 12:02 AM manage what we have better and we wouldn't have to eliminate or increase anything, everything seems to be increasing expect everyone's salary
- This "retirement" town needs to get with the times ad far as taxes and

- community friendly amenities. There can not be amenities without taxes.-- However the roads-- expecially the round abouts are not necessary and they dont alliveate the traffic as much as the guy in charge says they do... There is something to be said for preserving old town and other such areas. And he should not just say at the meetings that people will get over it and adjust. I am tired of people in power who how the got there I am not sure because I dont think they are elected officials pushing off their home state (California) ideas on us. OR what they seem to think is the way things should be.. never mind what the people say. We have gone to meetings and voiced our opinions only to be told by the road man to bad you will adjust people will get over it.. NO we wont and this is POOR service to Loveland.
- 25Mar 8, 2011 2:45 PM Citizenese and businesses are feeling the same financial and economic issues as the city is. It is not reasonable to ask for more taxes and fees. Some services will simply have to be reduced or eliminated. The needs of the many outweigh the needs of the few and the private and non-profit organizations would be better suited for providing some services rather than an increased tax burden on the city residents and businesses. Get out of the real estate market. You have already proven that you
- 26Mar 8, 2011 7:33 PM undoubtedly know nothing about real estate with the previous purchase of the property at I-25 and Hwy 402. You have no business purchasing property without a vote of the citizens.
- 27Mar 10, 2011 11:55 AM Seems counterintuitive to meet budget constraints by reducing costs, but with more people having financial difficulties, increasing course rates will make them golf less or go out of town more. Decreasing or holding the rates will keep them using our courses in town.
- 28Mar 10, 2011 12:21 PM We pay enough in taxes and fees. In these time, increasing fees will stifle growth. I'll bet there are services that can be reduced, combined, or eliminated. They need to get back to the real function of city gov't and not being the babysitter.
- 29Mar 10, 2011 12:51 PM I think the airport expansion should serously be looked at and considered for projects that generate existing sources.
- 30Mar 10, 2011 5:24 PM your investments in the past have proven to be VERY poor! Lets learn from this. Your "partnerships" (McWhinney) made in the past and in existence today have proven to be I think the downfall of the city of Loveland. Congrats. You have NOW discovered what many of us have been saying for years - bad idea and as a "partner" they have bankrupt the city. Tanks Chad and Troy.
- 31Mar 11, 2011 12:01 AM Our taxes have not increased and I know service cost has so although I don't like it, I know you have to look at this.
- 32Mar 11, 2011 9:51 AM As stated above, I think the city is involved in some things it should not be, also, I do not think the city should be involved in promoting, either itself or business for selected private enterpirses, such as development, old town businesses, etc.
- 33Mar 13, 2011 4:58 PM What projects that generate more existing sources??? Unclear...
- 34Mar 15, 2011 9:45 AM

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| Would you support a ballot measure for any of the following revenue sources? | | |
|------------------------------------------------------------------------------|-----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| # | Response Date | Comment |
| 1 | Feb 23, 2011 9:33 PM | Raising taxes places a larger burden on the cost of doing business and will drive it out of the community. Loveland is competitive based on its proximity to Ft. Collins and relatively cheaper cost of living/doing business. If we increase taxes, we will lose some of that benefit and attractiveness to building. Need to find a way to do more with less and make government more efficient. |
| 2 | Feb 24, 2011 4:21 PM | That's always the answer from those from the left. Tax the business and people more. How about cutting our things that are not required by the city or state constitutions. |
| 3 | Feb 27, 2011 12:24 PM | It takes a certain amount of revenue to increase the potential of yield. We can't be afraid. |
| 4 | Feb 28, 2011 11:54 AM | Property taxes are already too high and have not been reduced even though property values have decreased. Most people cannot afford any more taxes. Taxes on consumption may be better. |
| 5 | Mar 2, 2011 3:44 PM | We already pay higher sales tax than Ft. Collins - which probably is sending business their way. I have to go to Thornton to shop at Costco because we don't have one here. I refuse to shop at WalMart or Sam's club or Target. |
| 6 | Mar 2, 2011 4:33 PM | Use Bonded indebtedness, our city has no bonded debt, that is a City w/o a vision or goals. How could Americans afford homes w/o debt. this is just fundamental most cities have bonded indebtedness |
| 7 | Mar 2, 2011 4:57 PM | Sales tax put a disproportionate burden on low income if the tax is on items they MUST buy to be self-sufficient |
| 8 | Mar 2, 2011 10:58 PM | Taxes should first be levied on those who can most afford it like corporations and developers like Marostica and the McWhinneys. |
| 9 | Mar 3, 2011 12:04 PM | City Council should be held accountable for putting the City in the role of Real Estate Investor as demonstrated by the purchase of the "Berthoud exit" property. "Borrowing" funds previously dedicated to specific departmental uses should not be allowed. |
| 10 | Mar 3, 2011 12:25 PM | The people do not want more taxes or fees. With the cost of living rising so dramatically, but no increase in income to the citizens, they cannot continue to fund all the programs that may not be necessary in down times, no matter how popular they are in good times. |
| 11 | Mar 3, 2011 1:04 PM | Since most city function benefit residents, a property tax seems the most fair |
| 12 | Mar 3, 2011 4:42 PM | Fort Collins has done this successfully several times; why can't we? Too timid about it and not enough planning/thought has gone into it. |
| 13 | Mar 3, 2011 5:28 PM | I believe that developers should continue to pay their way. Each new project brings other expenses and we should not be reducing development fees. We have a very attractive community to develop. |
| 14 | Mar 3, 2011 6:48 PM | We need manufacturing jobs. Avoid taxes that would adversely affect manufacturing businesses. |
| 15 | Mar 4, 2011 12:19 PM | There is no free lunch. It has become obvious that revenue must increase to maintain schools, roads, etc. |
| | | First choice should be another request to keep TABOR "excess |

16Mar 4, 2011 4:12 PM revenue"--possibly for good, rather than for a specific time period ("deBrucing"). Taxpayer attitudes should determine which route to use.

17Mar 8, 2011 12:07 AM budget budget budget, stop the frivolous spending
I know that to have our library redone we have to have taxes and I am okay with that-- I am not okay with Loveland chintzing out on some things-- for instance the heater in the pool. Who made the decision to keep the same heater in a larger pool when it was already old in the first place?? This is lacking some real life common sense and people arent happy--listen to them.

18Mar 8, 2011 2:50 PM

19Mar 10, 2011 11:31 AM Same message for government at all levels: we have to live within our means personally, and we expect our government to do so as well.

20Mar 10, 2011 1:20 PM I'm not a Tea Party person, but we need to reduce spending not increase taxes

21Mar 10, 2011 3:46 PM We need to do more with less...productivity increases are mandatory in todays enviroment!!
You don't solve spending problems with more income. You solve it by

22Mar 11, 2011 12:11 AM NOT spending. More income does NOT solve the spending (and bad investments and bad partnerships) problem the city has.

23Mar 11, 2011 9:57 AM If it could be gentle and not one group only, it would be helpful.

24Mar 14, 2011 3:16 PM Cut cost, do not raise our taxes! We're dying here!!!

[« Back to Summary](#)**Should an increase in these revenues be dedicated to a specific purpose?**

| # | Response Date | Comment |
|----|-----------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | Feb 24, 2011 1:20 PM | Library, Parks, Public Safety, Streets, Transit |
| 2 | Feb 24, 2011 3:56 PM | I would imagine all services could be increased. I elect my city officials and have faith that they will be prudent with my tax dollars. |
| 3 | Feb 24, 2011 4:21 PM | MY ACTUAL CHOICE IS THE NOT ANSWER THIS BUT I HAD TO MARK SOMETHING TO MOVE TO THE NEX PAGE. I WILL STRONGLY OPPOSE ANY TAX INCREASE. How about reducing taxes to stimulate the economy. |
| 4 | Feb 28, 2011 8:48 PM | This is difficult because the public forgets the specific purposes after a while - for instance, the 1% for the arts money some people would like to spend fixing potholes. |
| 5 | Mar 2, 2011 3:44 PM | Maybe some of those taxes that are being used to plant annual flowers should be invested in a combinatin of hard-scaping and anuals then the money saved used to beautify some other space. |
| 6 | Mar 2, 2011 4:33 PM | parking garages, infrastructure, downtown, Art Space, Rialto Bridge could all be funded with bonded indebtedness, it takes foresight and VISION |
| 7 | Mar 2, 2011 10:58 PM | They should be dedicated to services that are used by the majority of the people like streets, utilities, parks and recreation, library, etc. |
| 8 | Mar 3, 2011 12:25 PM | If a revenue generating program is necessary for health or safety issues, the public should know about it and would more likely support needs of that nature. |
| 9 | Mar 3, 2011 1:04 PM | I think that's the only way it'll get passed - similar to what Fort Collins did in 2010 for police, roads and parks |
| 10 | Mar 3, 2011 2:37 PM | I like that idea but am also not sure about restricting the funds to a really narrow or specific purpose in a growing community which may have different goals in the future. |
| 11 | Mar 3, 2011 3:44 PM | I would imagine it should be used wherever the budget deficit requires it. |
| 12 | Mar 3, 2011 4:40 PM | I think flexibility with the funds would be important |
| 13 | Mar 4, 2011 3:00 PM | Cultural services, public safety, parks |
| 14 | Mar 4, 2011 4:12 PM | I think you reduce your flexibility to respond to needs by earmarking tax increases--but it may make them more palatable to the voting public. |
| 15 | Mar 7, 2011 9:58 AM | Yes, and it sure as hell should not be a consultant. |
| 16 | Mar 7, 2011 8:53 PM | Some general increase fine otherwise we all vote for parks and not for streets. Need to maintain both. |
| 17 | Mar 7, 2011 10:50 PM | Existing parks are important to maintain and keep updated. |
| 18 | Mar 8, 2011 2:50 PM | We have to decide what it is that you want to raise the taxes for and use them there...and only there not other places. |
| 19 | Mar 10, 2011 12:26 PM | Increased taxes should not fund new projects. That would defeat the purpose of the tax. |
| 20 | Mar 10, 2011 1:07 PM | if you even attempt to increase revenues you must have a purpose or then you do not need to increase revenues. Government with an open check book is a dangerous thing |
| 21 | Mar 10, 2011 7:00 PM | Schools, parks and open spaces should have top priority. The golf courses need better maintenance. |

- Else (and even with) you would and probably will just give all the money to the "wonderful McWinney brothers" who can do no wrong
- 22Mar 11, 2011 12:11 AM (oh unless you really step back and look at the big picture - foreclosures, loans not paid off, debt extensions, city out of money...) maybe someone should really take a serious look at this problem.
- 23Mar 11, 2011 9:57 AM We don't know ALL the issues but you have all the information We trust you to do the right thing.

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If there is an increase to an existing tax or new tax, should it be dedicated to any of these?

| # | Response Date | Comment |
|----|-----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | Feb 16, 2011 7:11 PM | My preference would be transporation including streets and transit. |
| 2 | Feb 17, 2011 2:39 PM | I answered yes, but it really depends on the following: what tax is implemented or increased, how much revenue is obtained, how much would be dedicated/distributed and what specifically would those funds be used for. Much more info would be needed. |
| 3 | Feb 24, 2011 4:21 PM | NO NEW TAXES. MY ACTUAL CHOICE IS THE NOT ANSWER THIS BUT I HAD TO MARK SOMETHING TO MOVE TO THE NEX PAGE. I WILL STRONGLY OPPOSE ANY TAX INCREASE. Since Economic Development usually means giving tax money to buddies of the connected so they can make more money while the ordinary citizens suffer, I'm against it. It's been proven again and again that tax breaks etc. for companies don't benefit the community |
| 4 | Feb 24, 2011 6:19 PM | economically or create jobs...usually only gives the company bigger profits that it uses to pay the bribes, excuse me, campaign contributions to the politicians who gave the tax breaks. We need more public transit, parks and other things that enhance the quality of life for everyone in Loveland. |
| 5 | Feb 25, 2011 7:08 AM | not sure how to answer this one - not as easy as yes or no |
| 6 | Feb 27, 2011 12:24 PM | A far more available transit system would spur economic development. Don't undercut fire and police. |
| 7 | Feb 28, 2011 11:54 AM | We cannot afford any new or increased taxes. Generally, I've not been in agreement with many of the economic development projects undertaken by the city in the past but feel that the current economic situation may require some new ideas in this area. |
| 8 | Feb 28, 2011 8:48 PM | Also, I am a strong supporter of the arts, music, parks, etc. but as long as we maintain the status quo in those areas, for now, I feel there are more pressing needs. I think public transit is especially important - COLT routes are absolutely unusable by anyone in my family to go anywhere - although we keep looking at the bus schedules to see if we can make it work. |
| 9 | Mar 2, 2011 3:44 PM | I don't know if we are short on funds for any of these things. Certainly File/Police/Transit/StreetsParks all have to be provided for. The other things can be taken care of with donations/volunteers if things were really bad. Hopefully, our neighboring towns will invest in Economic developement and we will reap the benefits if they are successful (like we do from living close to Ft. Collins and the University) |
| 10 | Mar 2, 2011 4:11 PM | I am assuming that any added funds for any of the above would be based on a showing of need and/or benefit to the community. |
| 11 | Mar 2, 2011 4:33 PM | our police and fire are way over funded right now. Fire does not have to respond to Ambulance calls. w/o these calls they really respond to very few FIRES. Way too many Police and cruisers & overhead |
| 12 | Mar 2, 2011 10:58 PM | Anything but funding the already rich developers. |
| 13 | Mar 3, 2011 12:14 PM | Actually, my "yes" answers are more "it depends" answers. |
| 14 | Mar 3, 2011 12:25 PM | I love the Rialto, the museum and the library, but they are not necessary enough to have additional taxes or fees just for them at this time. ONLY |

- programs of direct health and safety should be beneficiaries of any increase in taxes/fees.
- 15Mar 3, 2011 1:04 PM Rialto can be run as an enterprise, and everything else, if done correctly and well, will draw economic development in without having to dedicate \$\$ to economic devel.
- 16Mar 3, 2011 1:22 PM All of the listed choices are important to being a well rounded and inviting community for current employers and potential businesses.
- 17Mar 3, 2011 2:37 PM I'm on the fence about the Library, I wonder what purpose the Library has is in our digital age and with bookstores. I think the Library must have a new goal for how they provide services to the community to stay vital.
- 18Mar 3, 2011 3:44 PM Should be used wherever it is needed.
- 19Mar 3, 2011 5:28 PM I don't want existing services cut and if need be to save them am willing to have new revenues dedicated to individual services if there is logic behind the dedication.
- 20Mar 4, 2011 11:18 AM I don't know enough to comment
- 21Mar 4, 2011 12:19 PM SCHOOLS. Our schools should be one of the above categories
- 22Mar 4, 2011 12:25 PM Cultural services are important, but don't have to stay as competitive and up-to-the-minute as other services.
- 23Mar 4, 2011 12:54 PM No revenue earmarking; where revenues are spent should normally be situational from the general fund.
- 24Mar 4, 2011 4:12 PM I have checked "no" on what I consider to be real election "losers". Unmarked items are less undesirable, but I don't believe in earmarking your revenue.
- 25Mar 7, 2011 9:58 AM Utilities are somewhat significant - we couldn't live without them. Maybe they should be up there with streets and library. maybe if all the high school kids and "others" weren't allowed to use our transit system for free that may generate some revenue huh???
- 26Mar 8, 2011 12:07 AM Seriously, we pay taxes to the damn school district, they can bus them or they can start paying for the city transit. At some point we need to stop giving.
- 27Mar 8, 2011 10:01 AM I strongly feel that the Rialto Bridge Project is an improvement that is not in the realm of City services. While the Rialto itself is a great amenity, the Bridge is an example if why the theater should possibly be a private enterprise, not a City function...plus the architecture is not appropriate to the downtown area!
- 28Mar 8, 2011 2:50 PM Again this needs to be looked at.
- 29Mar 8, 2011 7:38 PM The Rialto Theater is an excellent example of a venture that the city should not be involved in. The last time I looked at the budget, the Rialto generated over \$300k in annual expenses. This should be sold to a private entity or leased or managed by a professional entertainment firm. Downtown will not turn the corner until the Rialto is utilized to its fullest extent as an entertainment venue rather than a community center.
- 30Mar 10, 2011 12:26 PM It should be used to shore up what needs shoring and not be used for new projects.
- 31Mar 10, 2011 1:03 PM The City has never done a good job of "targeting" areas for budgeting purposes, i.e., economic development. It's talked about and talked about, but the efforts have not resulted in many QUALITY positions. If it were not for this history, I would support dedicating an increase tax to

- Economic Development, but City leaders have not shown they have the ability to do this.
- 32Mar 10, 2011 3:46 PM I am opposed to any tax increase.
- 33Mar 10, 2011 5:28 PM The city does a great job on the upkeep of the parks. As long as the museum does not have to answer to the public on what is displayed there, the public should not have to pay for its existence.
- 34Mar 10, 2011 5:57 PM Schools
- 35Mar 10, 2011 6:44 PM Spending should be based on a return on invested capital and if the return is not positive in less than one year it should not happen before the budget is balanced.
- 36Mar 11, 2011 12:11 AM Only looking to support a few things. I would like to say Economic Development, but it's been so poor for so long, I really want to see a whole new plan and all new players for this before I can say yes.
- 37Mar 11, 2011 9:57 AM I know you have to do what has to be done but if we loose the activities that enhance our culture, we will never get these back. We are more than just emergencies.
- 38Mar 11, 2011 11:34 AM Fire and Police only if it is absolutely necessary and a safety concern. NOT to inflate salaries and benefits, when many taxpayers are partially employed and have very few benefits! While Parks are a luxury, please keep in mind how long our area has been waiting for Mahaffy Park to be built. And yet, I understand that to maintain all Parks, those funds have to come form Sales Tax revenues and these economic times are not condusive to moving forward with Mahaffy Park until the economy turns around and Sales Tax revenues increase. So my check mark on Parks is more of a "wish list" than what is currently realistic, but do not forget that we are patiently waiting!
- 39Mar 11, 2011 1:11 PM Give the City Council the ability to apply tax revenue where it is most needed.
- 40Mar 11, 2011 2:28 PM How about funding our schools properly
- 41Mar 13, 2011 5:04 PM Streets could always use improvement, but not the expensive beautification of some recent projects, simply improved surfaces/flow. In general, services seem adequate to me, increased revenues should result in reduced taxes.
- 42Mar 14, 2011 3:16 PM If used wisely.
- 43Mar 15, 2011 10:22 AM We seem to have PLENTY of police protection. In fact, it seems that the police have nothing better to do than harass law abiding citizens going to and from work.

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Would you be willing to support a ballot measure to create a new district to fund the operations of the following services? (A new district is a separate legal entity.)

| # | Response Date | Comment |
|----|----------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | Feb 16, 2011 7:11 PM | Cultural services should be addressed through a county-wide Science and Cultural Facilities District. |
| 2 | Feb 24, 2011 4:21 PM | MY ACTUAL CHOICE IS THE NOT ANSWER THIS BUT I HAD TO MARK SOMETHING TO MOVE TO THE NEX PAGE. I WILL STRONGLY OPPOSE ANY TAX INCREASE. |
| 3 | Feb 26, 2011 3:01 PM | Districts are just a way to increase taxes. Districts grow into organizations that don't readily answer to voters. |
| 4 | Mar 2, 2011 3:44 PM | "A new district is a separate legal entity" does not help me understand what the heck you are asking. |
| 5 | Mar 2, 2011 4:33 PM | this will take a lot of education. Library and cultural services makes the most sense, Library is uesd by a lot of County residence who pay nothing for it, same with Museum/rialto |
| 6 | Mar 2, 2011 4:57 PM | I am not well enough informed about the merit/demerit of a district |
| 7 | Mar 3, 2011 3:44 PM | I don't know enough about these things to comment. |
| 8 | Mar 3, 2011 4:10 PM | Loveland should be building upon and investing further into it's creative foundation. We are lucky that art holds such a prominent space in our community. All forms of art...visual, theater, dance, music, culinary and otherwise... are critical to the heart-beat of a community and create a timeline and story about 'us'. This should be utilized to draw more people into the town which will equate to them spending money here; many cities across the nation are working hard to establish this as they see the economic and cultural benefit, we have it, but there are cracks forming in the foundation and the community needs to nurture the galleries, theaters, fine cuisine as well as bring in more options. The arts is a major part of our history and can be the main component of our future if we respect it. |
| 9 | Mar 3, 2011 5:28 PM | I believe that the lottery already has given the parks an additional boost. |
| 10 | Mar 4, 2011 12:19 PM | It seems to me that adding a new district increases the buracracy that adds more costs for the tax payer. |
| 11 | Mar 4, 2011 12:54 PM | Library, Parks, Cultural Services under umbrella similar to Denver's SCFD. Transit: Once the taxpayers have built a public transit system, its users should fund its operation, |
| 12 | Mar 4, 2011 4:12 PM | I believe parks are part of your basic service and should be covered by the general fund, especially as many serve local areas rather than the community at large. Fire, library and transit serve everyone and are more suited to the service district concept. Cultural services will be seen as a "frill" and are likely not to get a positive vote in an election. |
| 13 | Mar 8, 2011 12:07 AM | Does the cultural services option even generate revenue???? |
| 14 | Mar 10, 2011 1:03 PM | An additional level of government is not what is needed. Get the proper people in the decision making positions, pay a salary that respects their talents, and have them operate under the City. |
| 15 | Mar 10, 2011 1:07 PM | the last thing we need is a New District aka "more government" |
| | | You are going to have to prove how a new district would have LOWER expenses overall than now. The result would be to LOWER the |

expenses (and taxes) from the district or department which is being spun
 16Mar 11, 2011 12:11 AM off and show how they are more effective as a smaller district. Thus
 lowering my overall taxes and reducing your spending.
 Only if the additional information has both pros and cons of the
 17Mar 11, 2011 11:34 AM proposal and there are open meetings for taxpayers to learn more by
 having a question and answer opportunity with a panel of knowledgeable
 bipartisan participants.
 18Mar 11, 2011 1:11 PM I am not sure why these are good ideas, but I could be convinced.
 19Mar 13, 2011 5:04 PM As above, services are adequate now.
 20Mar 15, 2011 10:22 AM Read my text, no new taxes.

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Several of our services are supported by fees. Which of the following services should the City consider increasing the fees to reduce their reliance on General Fund taxes?

| # | Response Date | Comment |
|----|----------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | Feb 23, 2011 9:37 PM | Increasing Fees is not the answer to the question; need to make government more efficient and eliminate unnecessary programs. FEES - TAXES BY ANOTHER NAME. STOP COMPETING WITH COMMERCIAL BUSINESSES. CLOSE THE RECREATION CENTER. There are 14 fitness centers in loveland. You UNFAIRLY |
| 2 | Feb 24, 2011 4:29 PM | compete with them by supplementing the rec center with our tax dollars. MY ACTUAL CHOICE IS THE NOT ANSWER THIS BUT I HAD TO MARK SOMETHING TO MOVE TO THE NEX PAGE. I WILL STRONGLY OPPOSE ANY TAX INCREASE. More mass transit would mean less cars on the streets. Traffic enforcement has it's own revenues (c'mon, we know it's not about safety - it's about the money). While the city government is developer owned and operated, it should make development pay it's fair share for the negative impacts they have on the rest of us. Higher fees should be just the beginning of this idea. |
| 3 | Feb 24, 2011 6:26 PM | |
| 4 | Feb 28, 2011 8:59 PM | Actually, my answer would be "maybe" on both bus services. The city should take care of streets & traffic - you can't charge people to fix these based on what - where they drive? Might as well charge more for the Rec center - I can't afford it as it is, so makes no difference to me. |
| 5 | Mar 2, 2011 4:05 PM | Libraries should be free - if not, then call it a "book rental store". If Bus price is too high, only the people who have to use them will. It should be much cheaper than driving your own car. Low income people need access to rec centers and transit, which actually help society overall by reducing crime/youth crime and by reducing congestion on the roads and pollutants to the environment. if made too expensive, no one will use them. The library may fall in to this as well, but fees there are so low they might not reduce use if increased. |
| 6 | Mar 3, 2011 1:10 PM | Public services are important for people in our community who cannot afford other options, i.e. public transit/bus service, library and rec use. |
| 7 | Mar 3, 2011 1:27 PM | I'm not opposed to paying more tax in times of need. |
| 8 | Mar 3, 2011 4:32 PM | Please don't turn the police traffic enforcement process into some kind of fund raising activity. People hate that, and rightly so. |
| 9 | Mar 3, 2011 7:03 PM | Development planning & review fees should be based on their cost to the city, neither subsidized nor used as a source of revenue for other purposes. Raising fees for fixed route bus service might reduce usage, leaving you worse off than before; it provides a service that helps low-income people be economically productive and more self-sufficient. (I don't think it can exist without some sort of subsidy, except in very densely populated areas.) |
| 10 | Mar 4, 2011 4:39 PM | I said yes on fixed route bus service but without knowing what the current rate is, I can't make a proper judgement on that. |
| 11 | Mar 7, 2011 10:07 AM | The rec center is already to expensive.. Who ever decided that the classes there should not be less than that of the local buisnesses should be checked for common sense. The center is supposed to be so that |

- 12Mar 8, 2011 2:59 PM people who cant afford the gym or dance classes can go there... not have the same price as them so that there is no alternative. Maybe increase late fees on books for the librarys but there again its a resource that should not be unused due to high fees ect.
- 13Mar 10, 2011 12:05 PM My understanding is that the monies to purchase the HP property is coming out of the General Fund. Stop this nonsense and the use of these funds without a vote of the citizens and that will surely help.
- 14Mar 10, 2011 5:36 PM The people who break the law should pay higher fines for traffic enforcement.
This is too general of question!!! I would need to see what percentage of the General Fund taxes are currently being spent on each of these areas.
- 15Mar 11, 2011 12:11 PM It would be great to put such information into the Loveland Utility Newsletter to start educating the taxpayers on the facts, without a biased slant. Then one might be able to answer such a question more realistically as you have posed.
- 16Mar 11, 2011 1:17 PM If there is not, there should be vouchers for low income riders on the Fixed Route Bus Service. Then raising the fees would make sense.

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Street Maintenance Fees (street resurfacing) on your monthly utility bill at the 2010 rate are intended to cover 50% of the Street Maintenance Program. What percentage of the street maintenance should be covered with fees?

| # | Response Date | Comment |
|----|-----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | Feb 17, 2011 2:45 PM | I'm not comfortable with any of the options because how does street maintenance tie to utilities? I believe in usage taxes. |
| 2 | Feb 24, 2011 1:43 PM | These fees should directly correlate to use. Increase (or create) a tax on fuel, tires, oil changes, etc - something that directly correlates the benefit to the cost. How about Zero. Fees are suppose to be associated with the service that is being supported. What do utilities have to do with streets. Another example of the city slapping a fee on citizens to use for what ever purpose the government wants. MY ACTUAL CHOICE IS THE NOT ANSWER THIS BUT I HAD TO MARK SOMETHING TO MOVE TO THE NEX PAGE. I WILL STRONGLY OPPOSE ANY TAX INCREASE. |
| 3 | Feb 24, 2011 4:29 PM | |
| 4 | Feb 28, 2011 12:02 PM | I was required to answer this, but I have no comment |
| 5 | Feb 28, 2011 8:59 PM | I think the streets in my neighborhood (downtown area) and possibly over-maintained. |
| 6 | Mar 2, 2011 4:05 PM | My bill says I pay \$1.52 per month for Street Maint. I could pay more. |
| 7 | Mar 2, 2011 4:36 PM | BONDED INDEBTEDNESS!!! |
| 8 | Mar 2, 2011 5:04 PM | Increases must be done incrementally but those below a certain income level are exempt. |
| 9 | Mar 3, 2011 1:10 PM | its not just residents that use them - tourism, out of towners |
| 10 | Mar 3, 2011 7:03 PM | Small increases in utility fees would yield a lot of revenue in total. |
| 11 | Mar 4, 2011 4:39 PM | Less than 50%. The questionnaire didn't allow me to select this answer. |
| 12 | Mar 8, 2011 12:13 AM | Like I need my bill to go up any more! Again, those of us who actually pay are really taking it in the rear to cover those who don't/won't/can't pay and I mostly mean won't pay!!! |
| 13 | Mar 8, 2011 2:59 PM | As long as its for resurfacing and not for more of the round abouts and ect the Madison project is a mess-- people cant drive it- Its confusing and things dont always work in real life as well as they do on paper. |
| 14 | Mar 8, 2011 7:44 PM | This would just be another form of additional taxation on the residents when much of the street use comes for non-residence. |
| 15 | Mar 10, 2011 1:14 PM | What private transportation company's that utilize Loveland Streets and roads required to pay? If zero, why? What is the corporate welfare percentage in Loveland for business and transportation? |
| 16 | Mar 10, 2011 1:35 PM | would need to understand where the other 50% is going |
| 17 | Mar 10, 2011 2:23 PM | Should be based on the amount of resurfacing (maybe based on the property footage divided by street footage), not just divided equally by number of utility bills. |
| 18 | Mar 11, 2011 12:18 AM | Sorry, where is the remainder coming from? I would hope there is a plan to cover the program at 100% somehow, not knowing the rest of the funding sources does not allow me to comment here. Where does the rest of the money come from? How are streets prioritized? For those of us that live in newer subdivisions, we paid through our purchase prices for our streets, etc, so there is a fairness |

- 19Mar 11, 2011 12:11 PM factor if the current 50% collected on our monthly bill goes towards older streets where the City holds more responsibility. Please do not forget, some of us are also paying HOA dues to fund our Reserve Accounts for repaving our "own" alleyways in the future (anyone can use the alleyways, including the heavy City garbage trucks). So, if it is not already a factor, I would think that not all taxpayers should have to pay the same percentage depending on a few of the variables I have mentioned (and there are more).
- 20Mar 11, 2011 1:17 PM The closer you can link fees directly to services provided, the better. This is not a close linkage, but is better than using Sales Tax to fund street resurfacing.
- 21Mar 13, 2011 5:09 PM 100% should be covered from existing taxes/fees.
- 22Mar 14, 2011 3:20 PM Why wouldn't that particular fee go to the particular sector 100% Where is the other %50 of that fee going?
- 23Mar 15, 2011 10:25 AM This is a biased question with no option for lowering the percentage.

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Please prioritize each strategy with 1 being your most important priority for these budget balancing values. You may select each priority level only once and you may only choose one level per value.

| # | Response Date | Comment |
|----|-----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | Feb 16, 2011 7:18 PM | I think the "Continue all services currently provided." question is too broad. I have no particular interest in cutting services. |
| 2 | Feb 28, 2011 12:02 PM | In most cases, the salaries and benefits of government employees are more than the private sector tax payers who support them. This is not right and should be changed. |
| 3 | Mar 2, 2011 4:05 PM | What competition? There are no other jobs. These people should feel lucky they work for the government and have fabulous benefits and safe working conditions. Paychecks are just gravy. The cities responsible for the infrastructure - we can't take care of that ourselves. You should not be investing in capital projects unless your ROI comes back with it being a pretty safe investment- there are scammers out there feeding on our tax dollars. I want my tax dollars used to create a clean, safe, beautiful city where everything works well. |
| 4 | Mar 3, 2011 12:11 PM | I did not mark the "reserves" option because the word sufficient is a matter of personal, and changing, opinion. What is determined to be sufficient today changes with the political winds of the council. |
| 5 | Mar 3, 2011 12:29 PM | Instead of looking at "compensating employees competitively", perhaps it would be better to look at organizational structure and productivity levels? What are, and should be, the core competencies for the city - in terms of services? This could assist with maintaining sufficient reserves. |
| 6 | Mar 3, 2011 1:10 PM | Cutting services will have a negative impact on the city overall over time via quality of life, and future privatization of services and associated costs |
| 7 | Mar 3, 2011 7:03 PM | A city the size of Loveland doesn't need to operate on a basis of revenues = expenditures. We can use reserves; accumulate capital before commencing projects; and so on. For very long-lived projects, some debt could be appropriate - especially now when interest rates are quite low, provided it is modest and has a lifetime matched to the assets. At present though I see no compelling need to incur debt. |
| 8 | Mar 4, 2011 4:39 PM | It is very important to quantify the operating costs of capital projects in advance and use this information in deciding whether to embark upon them and how to fund them. How much impact they should have on the general fund is a separate question whose answer will depend on the nature of the project being considered. |
| 9 | Mar 7, 2011 9:38 PM | What does it mean to limit operating impact of capital projects? |
| 10 | Mar 8, 2011 7:44 PM | I assumed city salaries and benefits were competitive. If over compensated, then a freeze should be established until such time that they become competitive. If under compensated, now is not the time to make major increases, however, the human asset is the most important one. |
| 11 | Mar 10, 2011 1:14 PM | City Govt employees when benefits are factored in are compensated as much if not more than private sector employees in the city of Loveland for the same type of job. This has proven to be true throughout not only |

- in Colorado but particularly with the Federal Government. Benefits need to be highlighted more in these studies and not strictly salary which the press and city Gov has portrayed
Probably would have been better to clarify: "Ensure current operating revenues and expenditures are equal". Does this mean 1) don't let expenses exceed revenues or 2) make sure you spend all your revenue? I opt for #1.
- 12Mar 10, 2011 2:23 PM
- Compensation, specifically benefits, need to be reviewed. They should be aligned with business benefits, not other public entities. Public entities have benefits that usually exceed private benefits.
- 13Mar 10, 2011 3:52 PM
- This question is difficult because several would fall under the least important or #7.
- 14Mar 10, 2011 5:36 PM
- This is for now to try and keep our fiscal house in order. Many services and salaries may temporarily suffer, but so it has been for the rest of us! These are tough times, and we all need to act accordingly! I am currently partially employed (I am my only income source), I pay 100% for my health insurance, I can not currently afford to put money away for retirement and am having to borrow to make ends meet at times. I also have health issues that add to the circumstances. If I have to walk the journey of fiscal restraint and creative financing, then I expect that the City leaders will work at understanding that the days of entitlement have to be re-examined (at this point in time) to fit the realities of what is truly fiscally possible and responsible. When times are better, we can then re-examine again what is possible and responsible!
- 15Mar 11, 2011 12:11 PM
- If we do not pay competitively, we will not be able to maintain a good quality level of services.
- 16Mar 11, 2011 1:17 PM
- Wish you had a "need more info" option.
- 17Mar 14, 2011 10:37 AM

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While social services programs are traditionally managed at the County level of government, the City contributes to social services. Should the City use tax revenue to support the following programs?

| # | Response Date | Comment |
|----|----------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | Feb 17, 2011 2:45 PM | If funds are available, then I would be support of using tax revenue. However, the City needs to prioritize and these would be towards the bottom of my list for city funded priorities. |
| 2 | Feb 24, 2011 6:26 PM | The measure of what kind of government (society) you are is ultimately measured by the way you treat the poorest among you. If you guys don't have the integrity to do that then you're scum. |
| 3 | Feb 28, 2011 8:59 PM | The city can probably cut out some of the human services agency grantees. |
| 4 | Mar 2, 2011 4:05 PM | I won't say "no" to any of these things because they are all good, if we can afford them. I don't want to see homeless people living in the parks or begging at the grocery store. It's a civilized society that at least provides homeless shelters and food for people in need. Transit discounts can help a poor and/or disabled person get where they need to. These are essential, the rest are would be nice. |
| 5 | Mar 2, 2011 5:04 PM | The level that all these things are done are open for discussion. More must be done and those that prosper from the economy have to share more. |
| 6 | Mar 2, 2011 11:04 PM | Support those who are in need rather than giving tax breaks to the developers. |
| 7 | Mar 3, 2011 12:29 PM | NOTE: Unfair question without more info. All of these are "it depends" answers. Would want to look at percentage of investment, other funding streams, etc. |
| 8 | Mar 3, 2011 1:27 PM | All of the programs listed above are important for those who are unable to afford them, however, often, programs are in need of better checks and balances to make sure the resources are going to those people who truly need them. |
| 9 | Mar 4, 2011 1:11 PM | In all areas where revenue is used for such support, adjust the level of support and the threshold point. |
| 10 | Mar 4, 2011 4:39 PM | I have mixed feelings about the recreation programs for low-income people. They are valuable to those who receive them but seem frivolous as a public service in tough economic times. Could the city administer a trust for this purpose funded with private donations? |
| 11 | Mar 7, 2011 10:07 AM | I do support using the Pulliam as a building to house homeless on very cold nights, but not tax dollars to build a structure for this purpose. |
| 12 | Mar 8, 2011 12:13 AM | The welfare system is a HUGE drain on society. While there are people who truly need the assistance, a vast majority using is are abusing it. Handouts are easier that actually working! Seriously, how well are these folk screened. Are they really "qualified," do they have a job, have they been drug screened, are they a productive member of society?? |
| 13 | Mar 10, 2011 1:14 PM | If things are funded at the county level then leave it that way |
| 14 | Mar 10, 2011 1:17 PM | Fundraisers to provide scholarships for recreation programs should continue, but no tax dollars should be used for this. |
| 15 | Mar 10, 2011 2:23 PM | I think more important is to ensure that those receiving City assistance |

- are TRUELY eligible and are utilizing those funds correctly.
- 16Mar 10, 2011 5:36 PM When you give out too many hand-outs people don't want to help themselves because there is no incentive to do so.
- 17Mar 11, 2011 10:01 AM I see an entitlement attitude in some of these areas.
- 18Mar 11, 2011 12:11 PM I'm sorry, but I would have to see what the qualifying criteria is for these benefits. I'm not sure that these monies are always used for those that are truly deserving versus those that have learned to game the system at the taxpayers expense. I'm all for supporting the truly deserving, but there are way too many daily examples of those individuals that have learned to manipulate these benefits for their own gains without understanding the sacrifices of the taxpayers who fund these programs.
- 19Mar 14, 2011 10:37 AM Wish you had a "not sure" option.

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The TABOR ballot measure (aka de-Brucing) approved by the voters allowing the City to keep and spend any revenue over the TABOR revenue limit expires at the end of 2012. Would you consider referring another ballot question to allow the City to keep and spend the revenue over the limit?

| # | Response Date | Comment |
|----|-----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | Feb 24, 2011 4:13 PM | REPEAL TABOR ALL TOGETHER!!!! TABOR handcuffs our community. If we don't like the decision making |
| 2 | Feb 27, 2011 12:28 PM | of our representative then let's use the voting process for their replacement. |
| 3 | Feb 28, 2011 9:02 PM | Personally, I think TABOR is the worst taxing measure that ever happened to the State. |
| 4 | Mar 2, 2011 4:18 PM | TABOR has a bad reputation in Colorado. I was under the impression that it was tried and proved to be a failure. Why would you even consider it again? We need things to get better over time, not worse! I'm not sure how TABOR works, I just know it created some major problems so was not a well thought out plan in the first place. |
| 5 | Mar 2, 2011 11:07 PM | Tabor was a horrible bill causing most cities to cut needed services. |
| 6 | Mar 3, 2011 10:32 AM | TABOR prevents sensible budgeting and should be repealed altogether. |
| 7 | Mar 3, 2011 2:59 PM | Don't know enough about this. Survey should not have this set to require an answer if you want an accurate poll. |
| 8 | Mar 3, 2011 4:19 PM | money needs to circulate |
| 9 | Mar 3, 2011 7:06 PM | Do it. |
| 10 | Mar 4, 2011 12:29 PM | TABOR is terrible!!!! |
| 11 | Mar 4, 2011 1:15 PM | I generally believe in TABOR but it does need some adjustment for difficult times. As it is an amendent to the state constitution, the city cannot change it such a measure is the only recourse. |
| 12 | Mar 4, 2011 4:51 PM | This is ESSENTIAL! If people understand what such a request involves (no increase in their tax rates, simply lets the city keep what it has collected from existing taxes), most will vote for it. They have in the past. Your success depends on the quality of the campaign in favor. |
| 13 | Mar 10, 2011 12:59 PM | Let Tabor go back into effect |
| 14 | Mar 10, 2011 1:21 PM | The original Tabor amendment past for a reason.. removing or attempting to remove an amendment from the Constitution should be and is illegal regardless of reason and those responsible should be held accountatable.....City Council |
| 15 | Mar 10, 2011 2:29 PM | Spending wisely or building reserves. |
| 16 | Mar 10, 2011 6:02 PM | Need more info |
| 17 | Mar 10, 2011 6:52 PM | Any excess should be used to reduce the deficit or placed in reserves such that it can be touched only for offsetting tax reductions. |
| 18 | Mar 11, 2011 12:20 AM | Only after they have proven they can make good choices. Just like my 5 year old. I give them chances, but they have to prove they can do it. City has not proven they can. |
| 19 | Mar 11, 2011 12:15 PM | I would be in favor of them keeping the revenue IF they put it into reserve accounts to use in hard times...NOT to find new ways to spend it! |
| 20 | Mar 11, 2011 2:36 PM | If it were limited to one or two years only. |
| | | Government, including the city of Loveland, must learn to live without |

21Mar 13, 2011 5:13 PM continually looking for tax and fee rate increases.

22Mar 14, 2011 10:37 AM This question is not clear. What does "referring another ballot question" mean?

23Mar 15, 2011 10:28 AM I would need a specific accounting for all of the revenues spent the AMLAST time we spent above and beyond the TABOR limits before even CONSIDERING doing it again. Where'd the money go???

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If the ballot measure is referred, should there be a sunset provision (requiring that it come back to the voters)?

| # | Response Date | Comment |
|----|-----------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | Feb 24, 2011 4:13 PM | GET RID OF IT FOREVER!!! |
| 2 | Feb 28, 2011 9:02 PM | Again, personally, I'm in favor of total De-Brucing forever, but am pretty sure most Lovelanders wouldn't go for that. |
| 3 | Mar 2, 2011 4:18 PM | Yes, because we already know, from experience, that it will fail. |
| 4 | Mar 3, 2011 12:13 PM | It was a constitutional amendment so unless the amendment is reversed voters should address the issue periodically. Personally I would prefer for the amendment to be reversed. |
| 5 | Mar 3, 2011 7:06 PM | We need some long-term dependability in our funding. The Bruce amendment is a really bad idea during recessions, which are events out of the City's control. It will be harder to get the de-Bruceing extended at such times, which in fact is exactly when flexibility is most needed. It is a bad law and should be removed from the Colorado constitution. |
| 6 | Mar 4, 2011 1:15 PM | All revenue increases should be sunset. |
| 7 | Mar 4, 2011 4:51 PM | That's my personal opinion. The city hasn't chosen to do this in the past they felt because having a sunset provision made people more likely to vote for it. Maybe they're right, but the more often it appears on the ballot, the more chances for people to vote against it. (Opponents will say the city is "always" asking for more taxes.) |
| 8 | Mar 7, 2011 10:07 AM | Don't know enough about this. |
| 9 | Mar 10, 2011 1:21 PM | why would a City Governemnt want to keep ANYTHING of monetary value from the voters? Isnt it the voters money? Or is the City actually trying to claim legal right to this money before it has been given to them in trust? This question alone goes against basic and ethical standards expected of Govt. |
| 10 | Mar 14, 2011 10:37 AM | This question is not clear. What does "ballot measure is referred" mean? |

[« Back to Summary](#)**If the ballot measure should come back to the voters, then in what number of years?**

| # | Response Date | Comment |
|----|-----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | Feb 16, 2011 7:20 PM | The survey tool needs fixing on this question. I said no to sunsets, so shouldn't be required to choose the number of years. this should be revisited regularly subject to economic conditions of the time. I believe in moderating spending during good times and maintaining a rainy day fund so as not to have to ride the cycles so hard. |
| 2 | Feb 23, 2011 9:40 PM | Tabor is intended to moderate that spending and has a useful purpose related thereto. I would be more in favor of allowing the City to build a larger reserve fund as opposed to simply being able to spend the revenue over the Tabor limitation. |
| 3 | Feb 24, 2011 4:13 PM | NEVER |
| 4 | Feb 24, 2011 4:31 PM | My preferred answer if it were passed is to come back annually until the people come to their senses. |
| 5 | Mar 2, 2011 4:18 PM | The sooner the better. |
| 6 | Mar 3, 2011 1:11 PM | but it should not come back |
| 7 | Mar 4, 2011 4:51 PM | It worked last time. Maybe it leaves the feeling that people aren't committing themselves forever without causing too frequent elections. |
| 8 | Mar 7, 2011 10:07 AM | Can't skip this question so selected answer randomly. Zero, read comments above. Why such a money grab? If City Council feels it can not do its job or its hands are tied then maybe not running for council would be the thing to do. If you can not follow the law (Tabor) or propose attempts to get around the law (another ballot measure) then maybe we do not have the correct representation of Government. |
| 9 | Mar 10, 2011 1:21 PM | |
| 10 | Mar 11, 2011 9:35 PM | Never was not an option See comment to 16, and as per Bruce, the government should be |
| 11 | Mar 13, 2011 5:13 PM | required to ask for each and every (annual) increase to the prescribed level of income. |
| 12 | Mar 15, 2011 10:28 AM | Again, a biased question. Where is the NEVER option? |

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If the ballot measure is referred, should there be restrictions placed on the use of the excess TABOR funds to include these current services?

| # | Response Date | Comment |
|----|-----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | Feb 24, 2011 1:25 PM | Add Library to the list |
| 2 | Feb 28, 2011 9:02 PM | That's what we elect our city council to do. |
| 3 | Mar 2, 2011 4:18 PM | Don't mess with the safety, security, and beauty of our city. I DON'T WANT TO LIVE IN A SLUM. |
| 4 | Mar 2, 2011 11:07 PM | Not to give developers tax breaks. |
| 5 | Mar 3, 2011 12:13 PM | It should not be used for speculative purposes. |
| 6 | Mar 4, 2011 4:51 PM | I prefer the fewest restrictions, but I want the election to succeed. If people feel better about earmarking, choose whatever you think will be most effective in convincing them (police, fire, streets). I know that the Council can shift funds to keep other items from suffering. |
| 7 | Mar 10, 2011 12:59 PM | Please help me understand the costs of park maintenance? If we don't have the money for construction and maintenance, why are we building more parks? |
| 8 | Mar 10, 2011 1:21 PM | These are loaded questions City Council... |
| 9 | Mar 10, 2011 2:29 PM | I would elect to include street maintenance. Street construction for major roadways. Non-major roadway construction should be paid for by the developer. |
| 10 | Mar 10, 2011 6:52 PM | Any excess should be used to reduce the deficit or placed in reserves such that it can be touched only for offsetting tax reductions. |
| 11 | Mar 14, 2011 10:37 AM | Again, and very frustrating, this question is not clear to me. I am a college educated professional that is involved politically and I don't know what "referring a ballot measure" means. |

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The City needs to find \$3.5 million in solutions. What proportion of the solution should come from revenue versus expenditures?

| # | Response Date | Comment |
|----|-----------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | Feb 23, 2011 9:45 PM | Not sure how you increase revenue without taxing the populous which I am not in favor of in the current economic environment. |
| 2 | Feb 26, 2011 3:05 PM | 75 percent cost reduction, 25 percent revenue |
| 3 | Feb 28, 2011 12:07 PM | I think it should be closer to 75% cost reduction and 25% revenue. |
| 4 | Mar 2, 2011 4:43 PM | I don't know what cost reduction is, but if it means losing basic services I'm against them. I DON'T WANT TO LIVE IN A SLUM. |
| 5 | Mar 2, 2011 11:14 PM | Discontinue the tax breaks to McWhinney and we wouldn't have a \$3.5 deficit. |
| 6 | Mar 3, 2011 12:20 PM | Again, the use of existing reserves should be included as a revenue source to minimize the impact on citizens already struggling in a depressed economy. I suggest that 50% of the shortfall be funded from reserves. |
| 7 | Mar 3, 2011 1:18 PM | I think 3.5 mil over the years indicated is not a huge problem, especially since much is based on projections - however cost reduction and efficiency is always a good aim, as is leveraging the tax dollars received. We dont hear much about \$\$'s leveraged, but that could be another revenue source |
| 8 | Mar 3, 2011 7:15 PM | Our potential to grow and attract new jobs and thus new revenue is strong. We should concentrate on that. |
| 9 | Mar 4, 2011 12:33 PM | Reduction should not include cutting employees or salary - that just makes it harder to work with the City. |
| 10 | Mar 4, 2011 5:44 PM | Sounds "balanced". |
| 11 | Mar 5, 2011 8:45 PM | budget cuts=job cuts, job cuts=people leaving, people leaving=less revenue, less revenue=budget cuts |
| 12 | Mar 10, 2011 11:38 AM | You gave too few options. Realistically, 75% cost reduction, 25% revenue is a better mix. |
| 13 | Mar 10, 2011 1:30 PM | This is "tricky"... Need more info before making such a profound decision |
| 14 | Mar 10, 2011 5:49 PM | Why is ther not a 75% reduction and a 25% revenue? |
| 15 | Mar 10, 2011 6:22 PM | Ya didn't have my choice which would be closer to 80% reduction 20% revenue |
| 16 | Mar 10, 2011 6:57 PM | If I over spend I do not get to demand more income, it is time to learn to stay within a budget. True for people and the city,county,state and federal governments. |
| 17 | Mar 11, 2011 12:31 AM | I would vote more than 50%. City has given away all revenue generation from so many things, they really should have seen this coming. Maybe you can go back after some of that, but I have not seen that trend yet. |
| 18 | Mar 11, 2011 12:52 PM | You did not give the option of 75% reduction & 25% revenue!!! That is as far as I am willing to concede. Programs need to be cut and a cooperative effort from non profit organizations and churches need to step up to the plate, working with the city, to take on some of the needs to get us through these difficult times. Use this as an opportunity to bring the city residents together to collectively be a part of the solution. |

We are all busy, but given the chance, I would rather volunteer some time to help a program than have my taxes/fees raised impacting my already strained monthly budget!!!

19Mar 14, 2011 10:37 AM What does "in solutions" mean? Do you mean, "The City needs an additional \$3.5 million"? Who wrote this survey? They certainly didn't write it for the average City of Loveland citizen. Unbelievable.

20Mar 15, 2011 10:31 AM Read my text, no new taxes.

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Please prioritize each strategy with 1 being your most important priority for cost reduction strategies. You may select each priority level only once and you may only choose one level per strategy.

| # | Response Date | Comment |
|----|-----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | Feb 24, 2011 1:49 PM | Broad brush approaches of "mandatory 5% reduction across the board" is often nonsensical. |
| 2 | Feb 24, 2011 4:17 PM | If a service is non-essential, why would we need to keep it? I do not understand: Reduce the cost per unit retaining all existing services....HUH? |
| 3 | Feb 28, 2011 9:08 PM | I have a problem with the definition of "non-essential." |
| 4 | Mar 2, 2011 4:24 PM | I am assuming that "essential services" include the library, museum, arts, social services. They are essential to me, but I fear this feeling is not one shared by everyone. |
| 5 | Mar 2, 2011 4:43 PM | I'm sure there are people not doing a great job that could be eliminated first. Every job I've ever had, had people who didn't add much value. I'd start at some of the management levels - they earn too much and don't add much value. |
| 6 | Mar 2, 2011 11:14 PM | What do you consider non-essential services? |
| 7 | Mar 3, 2011 12:20 PM | The term non-essential is of concern. Do the political considerations of council determine what services are non-essential? What non-vocal citizens believe is non-essential may not be the same as those who have the ear of council. |
| 8 | Mar 3, 2011 12:39 PM | What is meant by "reduce the cost per unit retaining all existing services"? Poorly worded. |
| 9 | Mar 3, 2011 4:23 PM | What makes it 'non-essential'? Every perspective would have a subjective opinion. |
| 10 | Mar 4, 2011 12:33 PM | Across the board reductions aren't realistic. Why even ask this - it's not like Council will ever approve cutting police and fire. They can't. Any reductions need to be made at the TOP - that means management, not the people who actually DO the work at the City. Do we really need 2 Assistant Managers??? |
| 11 | Mar 4, 2011 5:44 PM | The same arbitrary cut for all departments is a brainless, inefficient way to make long-term cuts. You need to prioritize their relative importance and base your decisions on that. ALL departments should be run as efficiently as possible (lower cost per unit), but you can do this AND cut non-essential services (not a choice you provided--therefore I couldn't mark the last 2 choices in a sensible way). |
| 12 | Mar 8, 2011 3:13 PM | this question as many of them are unfair without examples of what specifically you are saying... Like should the Library be cut instead of Fire Dept. What exactly do you consider non-essential, I consider the Library an essential service. |
| 13 | Mar 10, 2011 2:36 PM | Non-essential services can have a different meaning to me than someone else. What is non-essential to me may be essential to someone else. If not, why do we will still have it anyway? |
| 14 | Mar 11, 2011 11:37 AM | This may be confusing. Non-essential sounds like fluff. I know you probably mean "culture" |
| 15 | Mar 11, 2011 1:58 PM | I am not sure what you mean by non-essential services. What is essential to someone may be non-essential to someone else. |
| 16 | Mar 15, 2011 1:47 PM | How would the "essential" services be determined? |

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The City rents the Pulliam Building, Library Gertrude Scott Building, Civic Center and Lagoon to the public for group events generating \$10,000 annually. How much of the cost to provide these facilities should be recovered from facilities rentals?

| # | Response Date | Comment |
|----|-----------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | Feb 17, 2011 2:54 PM | I think the percentage varies depending upon what else do the assets provide outside of rental revenue. Are the assets used for other opportunities? If so, do they eliminate an expenditure somewhere else? Do they benefit the public beyond their revenue source? |
| 2 | Feb 24, 2011 1:49 PM | What percent does it cover now? |
| 3 | Feb 24, 2011 4:40 PM | Users should pay for the services they request. |
| 4 | Feb 28, 2011 9:08 PM | 100% from anyone outside of Loveland and/or any group that is not a non-profit. Non-profits that provide actual services (human service agencies, scouts, educational, etc.) maybe at 50% Churches should be charged at 100%. (I am a churchgoer, but have issues with their tax-exempt status.) |
| 5 | Mar 2, 2011 4:43 PM | This question doesn't make sense to me. Are you talking about the cost to purchase, build and maintain or the cost to hire someone to take care of rental arraignments? I put 50% but I really don't have an answer. |
| 6 | Mar 2, 2011 5:10 PM | The costs must be transparent. The renter must have the authority to some work themselves to reduce cost. There should be a sliding fee scale to account for organizations that are non-profit or quasi-city services. |
| 7 | Mar 2, 2011 11:14 PM | These are all wonderful facilities for community events that are currently well-managed and fairly priced. |
| 8 | Mar 3, 2011 12:39 PM | How much is recovered now? |
| 9 | Mar 3, 2011 1:18 PM | They are icons in the city and provide inherent value to all citizens |
| 10 | Mar 3, 2011 1:34 PM | Difficult question to answer. Vague. How much of the current cost is recovered from facilities rentals? 10,000 annually doesn't state the current percentage. |
| 11 | Mar 3, 2011 7:15 PM | This question is impossible to answer appropriately without knowing what the real costs are. |
| 12 | Mar 4, 2011 12:33 PM | Recovered by the city? or recovered by these facilities? |
| 13 | Mar 4, 2011 5:44 PM | I don't know how much you currently charge, or whether you include overhead, so my answer is based on ignorance. I would not include overhead in the charge, just direct costs (utilities, custodial services, etc.) and would not like it to be so high that it discourages civic activities. Also, until the Pulliam Building is modernized (handicapped accessible, better HVAC), I would not charge full cost for it. |
| 14 | Mar 5, 2011 8:45 PM | I would think that if more people were made aware of these facilities and their availability they could be rented out more often generating revenue to cover the costs |
| 15 | Mar 8, 2011 12:25 AM | there are venues around here that generate \$10,000 in two evenings! |
| 16 | Mar 10, 2011 1:30 PM | If you make the cost too much then the reveune will bottom out |
| 17 | Mar 11, 2011 12:52 PM | This is another question that is difficult to answer without having more information. How much does the city currently recover? At what point will raising the fees to the public for group events potentially kill the ability for groups to afford putting on group events for the public. |

Again, if more residents actually knew the facts, you might be surprised at the creative solutions that might come forward as possible temporary solutions. Tough times demand creative solutions!

18Mar 14, 2011 10:37 AM Need more information to answer this question. For example, how much does it cost to provide these facilities? You are telling us the revenue from renting them, but not the cost. Really? The question doesn't provide another option such as "not sure" or "need more info". Horribly written survey.

19Mar 15, 2011 9:55 AM The Puliam building should be sold if it's not self sustaining.

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The Rialto Theater generates revenue from rental of the theater, a fee on ticket prices on shows by outside productions, ticket sales by shows produced internally, and concession sales. Currently it recovers 35% of its operating costs. How much of the cost to operate the theater should be recovered by these sources?

| # | Response Date | Comment |
|----|----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | Feb 16, 2011 7:24 PM | With the investment in the Rialto Bridge project, without that investment the current level is all we can expect. |
| 2 | Feb 17, 2011 2:54 PM | Again, what percentage depends on other variables. If it is a true economic driver (bringing people, especially visitors, to downtown and leading to sales tax revenue, business growth, job growth, etc...) then 35% is probably good. However, if it does little as an economic driver, then it should be closer to 100%. |
| 3 | Feb 23, 2011 9:45 PM | The Rialto is a nice community amenity, but is non-essential. I understand it is not possible to fully recover its' cost and serve the public as it has, but perhaps there are operating efficiencies and modest costs that can be recovered to get to 50%. |
| 4 | Feb 24, 2011 1:49 PM | I hesitate here. You have to balance price-elasticity. You need to cover as much cost as you can, without losing the performances entirely. |
| 5 | Feb 24, 2011 4:40 PM | If you are going to run a business, then run it. Subsidizing the Rialto, Chilson's and other "business" operations is direct competition to the true business community, an UNFAIR competition at that. |
| 6 | Feb 28, 2011 9:08 PM | Aim for 50% average. Again, charge more for outside/profit-making orgs., less for those produced by non-profits or schools, etc. similar to the building rental scenario I described above. |
| 7 | Mar 2, 2011 4:40 PM | It helps the core of the City, a city w/o a core is a City lost. No company wants to come to a City that does not show a good face for its downtown. |
| 8 | Mar 2, 2011 4:43 PM | Well, it's better than nothing! I would rather see us get 35% back than have it torn down. Could it be rented (very cheap) to a private company that would be obligated to keep it maintained properly. Don't want an eye-sore but if it's not needed, then find a use for it. |
| 9 | Mar 3, 2011 7:15 PM | Studies have been done at the instigation of one Council member, which indicated this is actually a good recovery rate and the Rialto is operating effectively; and that it could not be operated more effectively even if it were privatized. |
| 10 | Mar 5, 2011 8:45 PM | it would be nice if it was higher but I think it would help to book events daily. |
| 11 | Mar 7, 2011 11:03 PM | The theater is an incredible community resource. It helps improve the livability of Loveland and this makes it worthwhile to offer support so that it remains a longterm community asset. At the same time, there are ways to increase revenue for the theater to cover at least 50 percent of costs. |
| 12 | Mar 8, 2011 12:25 AM | How else is the cost recovered and if it is not generating any revenue then why do we have it? |
| 13 | Mar 10, 2011 1:30 PM | The Rialto theatre is a gem of Loveland so it should be given special allowances and preserved. However, 50% minimum in cost recovery should be required. |

- 14Mar 10, 2011 6:52 PM this is why we are looking for 3.5 million
I'm being repetitive, but how can the City continue to pick up 65% of this expense!!! Those Loveland residents that value the cultural gift the Rialto provides, needs to get involved and promote this value in the neighborhoods, encouraging our community members to support this treasure in some way through volunteerism, promoting events, etc. If
- 15Mar 11, 2011 12:52 PM taxpayers do not want higher taxes, then each one of us needs to find a program currently being financially by the City to "adopt" in a way that decreases that programs expenses! You might consider giving each taxpayer credit towards their property taxes or some such incentive if they are willing to help reduce City expenditures by volunteering.
- 16Mar 11, 2011 9:05 PM 35% is not acceptable
- 17Mar 15, 2011 9:55 AM Sell the Rialto if it's not self sustaining.

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The Planning Department generates less than 10% of the cost to provide development services. What percent of these costs should be recovered through fees charged at the development applications?

| # | Response Date | Comment |
|----|-----------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | Feb 23, 2011 9:45 PM | This is misleading; the rest of these costs are recovered through development permit fees, etc. Increasing development application fees unreasonably will discourage proper planning of simple projects and potentially deter legitimate projects from looking at the Community. |
| 2 | Feb 24, 2011 4:40 PM | The planning department is one of the greatest hindrances to business growth for Loveland. Reduce the bureaucracy, the paper work, the hoops that businesses have to go through, the unnecessary oversight and Loveland could grow faster. |
| 3 | Feb 28, 2011 9:08 PM | Gimme a break! |
| 4 | Mar 2, 2011 4:43 PM | I'm surprised you get anything for P&D. But, maybe I don't understand what it is. I'm assuming it's the planning of Development for the city. What we will need in the future and how changes an impact. If there are services someone pays for, what are they? |
| 5 | Mar 2, 2011 11:14 PM | Not enough choices here. |
| 6 | Mar 3, 2011 12:20 PM | The City needs to encourage development. Development will generate Capital Expansion Fees, recovery of the real estate market and economic recovery. |
| 7 | Mar 3, 2011 12:39 PM | This department would be one to look to for reducing costs. It should be able to generate a sizeable portion of the operating expenses. |
| 8 | Mar 3, 2011 1:18 PM | development needs to pay its way - roads, police, fire, medical, schools etc |
| 9 | Mar 3, 2011 7:15 PM | Maybe we over-plan, though. |
| 10 | Mar 4, 2011 5:44 PM | The city should consider good long-term planning as an investment in our community quality of life; therefore it should be borne entirely by the public, not by builders and developers. Nor should they be asked to cover the cost of neighborhood meetings, etc. They should pay only charges directly related to the review of their individual projects, construction inspections, etc. Charges for these should not be so high that building in Loveland becomes uneconomical for them to consider. (They would, of course, continue to pay for utility connections, streets, etc. in their development, which I do not consider development services.) |
| 11 | Mar 7, 2011 10:11 AM | Why nail the developers more. Keep their costs down, keeping the price of housing down a bit. |
| 12 | Mar 8, 2011 3:13 PM | I am not sure that I agree with the planning dept because it seems that if individuals aren't benefited it doesn't get recommended |
| 13 | Mar 8, 2011 5:15 PM | Thanks for the opportunity to participate. |
| 14 | Mar 10, 2011 12:09 PM | What does the planning dept plan? |
| 15 | Mar 10, 2011 1:30 PM | a 90% loss is unacceptable for any entity to survive with the exception of a homeless shelter, regardless of what role it is trying to play for the city's future. |
| 16 | Mar 11, 2011 12:31 AM | Sounds like we have an issue here. Costs have been out of line for a while. |

- 17Mar 11, 2011 11:37 AM McWhitneys have gotten too many passes. Greedy companies are not an asset to the city. Lets include other developers. We lost GE, lets not lose any other businesses.
- 18Mar 11, 2011 12:52 PM Who pays the other 90%? Are these services all really necessary? Depending on the service, if it is not being utilized often, should it be eliminated? Don't Developers pay part of these services expenses through application fees? Should these services be offered in the private sector instead of the City?
- 19Mar 11, 2011 9:05 PM Seriously, how can you raise these fees in this economy? Look into department efficiency and cut through the red tape!

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Is there anything else that you would like us to consider?

| # | Response Date | Response Text |
|----|-----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | Feb 24, 2011 1:46 PM | We should be funding the Library at a higher level. The hours/staffing/collections/services should increase--especially when the expansion is complete. Also, the city should have never sacrificed the 1.25 percent sales tax credit to the Centerra project. The city's projected \$3.5 million annual deficit would be greatly reduced if the general fund was receiving the full 3.0 percent local sales tax from Centerra. Perhaps the city could amend its agreement with Centerra (reduce the credit to .50 or .75 percent) and, in return, do without future "public" road improvements out at Centerra. |
| 2 | Feb 24, 2011 1:49 PM | Think "outside the box". Make Loveland a model of how to balance the budget AND provide a great place to live. Bring in some real business owners to help you reduce government regulations. I don't recall you offering to reduce pension costs, the number of employees, eliminate non-essential services. When the economy got tight, business owners made sacrifices to survive. How about the Loveland government bureaucracy making some sacrifices instead of coming back to the citizens with hands out. |
| 3 | Feb 24, 2011 4:40 PM | NA |
| 4 | Feb 27, 2011 12:30 PM | I think LONG-TERM PLANNING is the smart way to conserve money. I think the city provides the things that make Loveland a nice and safe place to live - but they are not the types of things that bring in revenue. That is why we pay for these things with taxes. Some people want lower taxes - these are the same people who would let their house deteriorate rather than pay to maintain it. When done, they will have nothing but a slum. Whereas those who cherish and take care of their house will not only live in a nice place, it's value will go up and other people will admire it and want to live there too. |
| 5 | Mar 2, 2011 4:43 PM | Developers should pay the cost of growth and we should rein in the sprawl. |
| 6 | Mar 2, 2011 11:14 PM | Make sure developers pay the cost of growth as well as their taxes! Don't eliminate or reduce the fees for capital development projects. No sweetheart deals for developers. The long-term costs of letting infrastructure and quality of life erode are much higher than the costs of maintaining infrastructure and quality of life now. |
| 7 | Mar 2, 2011 11:19 PM | Yes - the wording in these types of surveys. |
| 8 | Mar 3, 2011 12:39 PM | Going to have to operate lean. Cannot cut fire and police OR the economic development, as that is where the answer lies to successfully coming out of this dilemma. If we have some industries here that will provide jobs, a lot of the problems will be solved. |
| 9 | Mar 3, 2011 12:39 PM | Keep in mind the quality of life of why we live here and dont cut programs and services that provide that for your citizens. |
| 10 | Mar 3, 2011 1:18 PM | Simply, do away with old an ineffective programs and procedures that have been grandfathered in, don't work, and need to be revitalized, changed, or cut completely. Look at ways to make money off of things already in place and focus on growth for our community...in a nut shell. |
| 11 | Mar 3, 2011 3:16 PM | |

- 12Mar 3, 2011 5:36 PM This city has fortunate to have become one of the art centers of the United States mostly through no effort of its own. It is time the City takes a stronger stand marketing and promoting this asset. It sets us apart from the rest of Colorado and the surrounding states.
- 13Mar 3, 2011 7:15 PM Nobody has made a clear case to the public that the anticipated revenue shortfall is real and has a very high probability of occurring. That case needs to be made, not just asserted. It would be more appropriate to do some form of scenario planning (see the book, "The Art of the Long View"). Moreover, any reductions in spending ought to be structured against the possibility that things will actually turn out better than expected. There is too much gloom in the atmosphere nationwide. We need to live within our means, but not impoverish our community by defaulting to a no-growth or very low-growth posture.
- 14Mar 5, 2011 8:45 PM I don't know where the City of Loveland puts its funds. I would like the city to consider starting a Credit Union for the City and its residents. The city could use the revenue from loans and credit cards to bolster its finances. Also the city knows it's own strength and where loans are risky or prudent.
- 15Mar 6, 2011 4:11 AM Consider helping the school district!
- 16Mar 7, 2011 7:56 PM I live near the water distribution area on the end of Sculpture Drive (North of 5th Street traffic circle). There are water trucks taking potable water from a hydrant most of the time. Hopefully, the city is charging sufficient rates for the companies that take away enumerable tank truck loads of water from our city water system to pump it down recovery wells. ? If not, this should be stopped or the city should be paid sufficiently for this water.
- 17Mar 7, 2011 8:59 PM There appears to be room to cut in City operations. Seems to have grown over the good "growth" years to an unsustainable level.
- 18Mar 7, 2011 9:48 PM Completing the proposed recreation trails (especially between 57th and Garfield) is very important to our family. We would support an added tax for this reason. And we are anxious for a new recreation center in NW Loveland. We feel the recreation opportunities here make our city such a great place to live. Keep up the good work!
- 19Mar 7, 2011 10:35 PM City Council should utilize high reserves in City Funds and the City Council Reserve to help address the budget shortfall. Tightening can be done across the board but if reserves are used the budget problem might be minimized as the economy recovers. City budgets seem to be working pretty well and sales tax is tracking well, so as a citizen I'm having a hard time understanding this budget crisis. Don't mess with the great services we have that make Loveland top-notch among Northern Colorado cities.
- 20Mar 8, 2011 12:25 AM Everytime I see road construction (city of Loveland) I comment on how many people are standing around. Perhaps schedules need to be re-structured. If there is no work for these folks, why are we paying an hourly wage for them just to stand there. Overall we need better hiring, scheduling, pay structuring, maybe more PRN employees. This saves on benefits costs. Do not change current employees benefits, but new/future hires. Don't give out so many city vehicles for personal use, ie police. Seriously, its not necessary for them to use those vehicles for personal use, especially at \$3.30+ per gallon. And it does not create a

- "safer" appearance or environment in the city having the police cars present, we can all see that they are off duty. Also, why are we taking fire trucks on lunch runs? Do you all know what it costs to fire one of those babies up and run it? A LOT! Common sense, these are very efficient and easy ways to cut costs and save money.
- 21 Mar 8, 2011 3:13 PM The city needs to look at down town parking.. One lot went up with rumors of it being a multi level structure this didnt happen--- I would rather invest in parking structures and try to bring down town alive than to invest in roundabouts and "traffic flow" project that cause more confusion and problems. The Library and these types of services need to be valued more by our planners than they are. They are a very important part of education our citizens.
- 22 Mar 8, 2011 4:02 PM Start marketing this city more toward the younger population instead of seniors or this place is going to shrivel up and become a ghost town for people to die in.
- 23 Mar 8, 2011 5:15 PM .
- 24 Mar 8, 2011 7:51 PM We need to reevaluate our level of service and number of services that the city provides so that we can insure that our expenses do not exceed income and tax rates do not increase!!!
- 25 Mar 10, 2011 12:07 PM Cities need to live within their means, like citizens do. No special favors to businesses, no favorites, McWhinney for example. Cut the waste and there is waste.
- 26 Mar 10, 2011 12:09 PM How much city funding is used for social services type of stuff? ADC...Food Stamps, Free rent....Free schooling.....Free Medical for these people.....Free lunch programs.....STOP ALL OF THIS STUFF
- 27 Mar 10, 2011 12:41 PM Good luck finding the balance!
- 28 Mar 10, 2011 1:30 PM The citizens of Loveland realize it is time for the City of Loveland to go on a diet.. Losing some fat is never a bad thing and we could trim 10% from each and EVERY department across the board. Its not easy and can even be painful but the end results will be positive for the city's future. This should have happened long ago. You can not grow without pain.
- 29 Mar 10, 2011 1:31 PM Out source services and stop spending on capital equip. Trash pick up, road maintenance, utility work, etc all could be outsourced. Pay for them when needed and drop the constant drain of payroll and maintaining equipment
- 30 Mar 10, 2011 5:49 PM Everyone has to balance their budgets and I think the city overall has done a decent job. This is a crucial point in the decision making process. I think it's great that you are getting the public input. It's time to get rid of all the non-essential programs that the city funds and put the money where it's needed for us to survive, and forget about the luxuries that we have been used to in the past.
- 31 Mar 10, 2011 6:05 PM bike and walking paths are just as important as public transit. they get used 365 days a year. they may not generate income but a good trail system will bring people to our city. Huge amounts of money have been spent on soccer and baseball fields that only get use during the warm season while the school playgrounds sit vacant. Why couldn't the school yards be utilized for soccer and softball leagues?
- 32 Mar 10, 2011 11:42 PM Make smart decisions about spending.






- 33Mar 11, 2011 12:31 AM Oh, lets buy the HP building. When broke - I go shopping for real-estate. It might be a good deal, but when your are broke, you don't go shopping. Are you kidding me? Should have helped GE move into the building when they asked for your help rather than have them move the office from Loveland to Longmont. You can thank the old mayor for that one! Lets get rid of the property along I-25. REAL bad investment there. But most important. Lets stop thinking the McWinneys are good people. They are NOT. They are out to F anyone and everyone that keeps them from a buck. They have a major role in this whole thing with all they have taken from the city and it's tax payers. They will not live up to their end of any deal and have proven that time and again. When it looks like, smells like, feels like and tastes like...
- 34Mar 11, 2011 11:37 AM It has been a long time since employees have gotten raises. Please consider that too.
Please use the Loveland Utilities Newsletter to better inform the taxpayers of all of the above issues and help them to "follow the money" so they can be more supportive or come up with possible solutions to be helpful through these tough time. Also, I've suggested it before, obtain a data base of the City of Loveland's HOA's and Board members in order
- 35Mar 11, 2011 12:52 PM to have better communication with our residents (this data base should not be used for political gain!) Many HOA's have newsletters that would appreciate a "Message fromYour Loveland Council" to better keep residents informed regarding issues the are of interest and concern for the good of our community and/or pertinent to their particular area of the city.
Try a less ham-handed approach to controlling medical marijuana dispensaries. They can generate a lot of tax revenue and should be allowed in specific, limited areas.
- 36Mar 11, 2011 2:41 PM
- 37Mar 11, 2011 9:05 PM Consider subcontracting out any service which the private sector could do better for less.
- 38Mar 11, 2011 9:26 PM SELL THE GOLF COURSES. THE CITY SHOULDN"T COMPETE IN THE PRIVATE SECTOR!!!
- 39Mar 14, 2011 10:37 AM Write a better survey next time.
- 40Mar 15, 2011 10:31 AM It seems that the bus service is hardly ever used. Consider eliminated COLT in addition to reducing the police force.







On-line Survey 4/30/11

Financial Sustainability Budget Balancing Survey SurveyMonkey




1. About how long have you lived in Loveland?

| | | Response Percent | Response Count |
|--------------------|-----------------------------------------------------------------------------------|---------------------|-------------------|
| less than a year |  | 2.9% | 8 |
| 1 to 2 years |  | 1.5% | 4 |
| 3 to 5 years |  | 15.1% | 41 |
| 6 to 10 years |  | 18.0% | 49 |
| more than 10 years |  | 62.5% | 170 |
| answered question | | | 272 |
| skipped question | | | 1 |



2. Using the intersection of Highway 287 and Highway 34 as the boundaries, in what part of town do you live?

| | | Response Percent | Response Count |
|-------------------|-------------------------------------------------------------------------------------|---------------------|-------------------|
| Northwest |  | 33.1% | 90 |
| Southwest |  | 36.0% | 98 |
| Northeast |  | 20.2% | 55 |
| Southeast |  | 10.7% | 29 |
| answered question | | | 272 |
| skipped question | | | 1 |








3. Are you employed?

| | | Response Percent | Response Count |
|-----------------------------|-----------------------------------------------------------------------------------|---------------------|-------------------|
| Yes, full-time |  | 49.3% | 134 |
| Yes, part-time |  | 13.6% | 37 |
| No (retired, student, etc.) |  | 37.1% | 101 |
| answered question | | | 272 |
| skipped question | | | 1 |

4. Do you own or rent your residence?

| | | Response Percent | Response Count |
|-------------------|------------------------------------------------------------------------------------|---------------------|-------------------|
| Own |  | 92.3% | 251 |
| Rent |  | 7.7% | 21 |
| answered question | | | 272 |
| skipped question | | | 1 |

5. What category contains your age?

| | | Response Percent | Response Count |
|--------------------|-----------------------------------------------------------------------------------|---------------------|-------------------|
| 18-24 years |  | 1.8% | 5 |
| 25-34 years |  | 4.8% | 13 |
| 35-44 years |  | 16.9% | 46 |
| 45-54 years |  | 20.6% | 56 |
| 55-64 years |  | 30.5% | 83 |
| 65-74 years |  | 19.1% | 52 |
| 75 years and older |  | 6.3% | 17 |
| answered question | | | 272 |
| skipped question | | | 1 |

6. Please rate the following services.

| | Strongly Agree | Agree | Disagree | Strongly Disagree | Response Count |
|----------------------------------------------|----------------|-------------|------------|-------------------|----------------|
| The City delivers services effciently. | 29.5% (74) | 62.9% (158) | 7.2% (18) | 0.4% (1) | 251 |
| The City delivers services cost effectively. | 23.7% (59) | 52.6% (131) | 21.3% (53) | 2.4% (6) | 249 |
| The City maintains its facilities well. | 34.8% (86) | 59.1% (146) | 5.7% (14) | 0.4% (1) | 247 |
| The City is responsive to citizen needs. | 20.2% (50) | 57.7% (143) | 20.2% (50) | 2.0% (5) | 248 |
| The City exercises fiscal conservatism. | 26.1% (64) | 42.0% (103) | 20.0% (49) | 11.8% (29) | 245 |
| Comment | | | | | 68 |
| answered question | | | | | 255 |
| skipped question | | | | | 18 |




7. Please prioritize each strategy with 1 being your most important priority for budget balancing strategies. You may select each priority level only once and you may only choose one level per strategy.

| | Most Important 1 | 2 | 3 | Least Important 4 | Rating Average | Response Count |
|----------------------------------------------------------------|---------------------|------------|------------|----------------------|-------------------|-------------------|
| Increase existing revenue sources (increase fees or taxes). | 21.6% (51) | 23.3% (55) | 22.5% (53) | 32.6% (77) | 2.66 | 236 |
| Invest in projects that generate more existing sources. | 34.8% (79) | 30.8% (70) | 29.5% (67) | 4.8% (11) | 2.04 | 227 |
| Reduce the cost per unit to deliver the same service level. | 30.5% (71) | 34.3% (80) | 30.0% (70) | 5.2% (12) | 2.10 | 233 |
| Eliminate services. | 15.5% (38) | 13.1% (32) | 13.9% (34) | 57.6% (141) | 3.13 | 245 |
| | | | | Comment | | 69 |
| | | | | answered question | | 255 |
| | | | | skipped question | | 18 |

8. Would you support a ballot measure for any of the following revenue sources?

| | Yes | No | Maybe, with more information | Response Count |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|-------------|---------------------------------|-------------------|
| Property Tax Mill Levy Increase | 23.0% (56) | 51.0% (124) | 25.9% (63) | 243 |
| Sales Tax Increase | 29.6% (72) | 49.8% (121) | 20.6% (50) | 243 |
| Use Tax (other than auto & building materials) | 29.3% (70) | 40.2% (96) | 30.5% (73) | 239 |
| Excise Tax (any tax that is not a property tax and that is imposed on a particular act, event, occurrence, occupation or enjoyment of a privilege) | 30.7% (74) | 36.5% (88) | 32.8% (79) | 241 |
| | | | Comment | 56 |
| | | | answered question | 247 |
| | | | skipped question | 26 |

9. Should an increase in these revenues be dedicated to a specific purpose?

| | | Response Percent | Response Count |
|------------------------------|-----------------------------------------------------------------------------------|---------------------|-------------------|
| Yes |  | 33.6% | 83 |
| No |  | 27.9% | 69 |
| Maybe, with more information |  | 38.5% | 95 |
| Comment | | | 58 |

answered question 247

skipped question 26

10. If there is an increase to an existing tax or new tax, should it be dedicated to any of these?

| | Yes | No | Response Count |
|----------------------|-------------|-------------|-------------------|
| Economic Development | 48.5% (112) | 51.5% (119) | 231 |
| Fire | 54.2% (122) | 45.8% (103) | 225 |
| Library | 37.0% (84) | 63.0% (143) | 227 |
| Museum | 31.2% (69) | 68.8% (152) | 221 |
| Parks | 45.5% (100) | 54.5% (120) | 220 |
| Police | 52.7% (119) | 47.3% (107) | 226 |
| Rialto Theater | 29.5% (65) | 70.5% (155) | 220 |
| Streets | 66.5% (155) | 33.5% (78) | 233 |
| Transit | 45.3% (101) | 54.7% (122) | 223 |
| Comment | | | 76 |

answered question 247

skipped question 26






11. Would you be willing to support a ballot measure to create a new district to fund the operations of the following services? (A new district is a separate legal entity.)

| | Yes | No | Maybe, with more information | Response Count |
|-------------------------------------------|------------|-------------|------------------------------|----------------|
| Fire | 26.6% (64) | 42.3% (102) | 31.1% (75) | 241 |
| Library | 23.9% (58) | 50.2% (122) | 25.9% (63) | 243 |
| Cultural Services (Museum/Rialto Theater) | 17.3% (41) | 52.3% (124) | 30.4% (72) | 237 |
| Parks | 18.0% (43) | 51.5% (123) | 30.5% (73) | 239 |
| Transit | 24.7% (57) | 45.0% (104) | 30.3% (70) | 231 |
| | | | Comment | 48 |
| answered question | | | | 247 |
| skipped question | | | | 26 |

12. Several of our services are supported by fees. Which of the following services should the City consider increasing the fees to reduce their reliance on General Fund taxes?

| | Yes | No | Response Count |
|---------------------------------|-------------|-------------|-------------------|
| Recreation Center Use | 60.2% (139) | 39.8% (92) | 231 |
| Development Planning and Review | 64.8% (147) | 35.2% (80) | 227 |
| Library Use | 34.2% (77) | 65.8% (148) | 225 |
| Traffic Enforcement | 56.2% (127) | 43.8% (99) | 226 |
| Street Maintenance | 47.3% (107) | 52.7% (119) | 226 |
| Fixed Route Bus Service | 50.0% (113) | 50.0% (113) | 226 |
| Paratransit Bus Service | 35.6% (80) | 64.4% (145) | 225 |
| | | Comment | 30 |
| answered question | | | 237 |
| skipped question | | | 36 |

13. Street Maintenance Fees (street resurfacing) on your monthly utility bill at the 2010 rate are intended to cover 50% of the Street Maintenance Program. What percentage of the street maintenance should be covered with fees?

| | | Response Percent | Response Count |
|-----|-----------------------------------------------------------------------------------|---------------------|-------------------|
| 80% |  | 8.9% | 21 |
| 75% |  | 9.3% | 22 |
| 70% |  | 8.9% | 21 |
| 60% |  | 21.1% | 50 |
| 50% |  | 51.9% | 123 |
| | | Comment | 44 |
| | | answered question | 237 |
| | | skipped question | 36 |

14. Please prioritize each strategy with 1 being your most important priority for these budget balancing values. You select each priority level only once and you may only choose one level per value.

| | Most Important 1 | 2 | 3 | 4 | 5 | 6 | Least Important 7 | Rating Average | Resp Co |
|---------------------------------------------------------------|------------------------|---------------|---------------|---------------|---------------|---------------|-------------------------|-------------------|------------|
| Protect existing infrastructure. | 25.9% (59) | 22.8% (52) | 18.0% (41) | 12.3% (28) | 10.5% (24) | 7.0% (16) | 3.5% (8) | 2.94 | |
| Limit operating impact of capital projects. | 4.5% (10) | 11.8% (26) | 12.7% (28) | 15.5% (34) | 25.5% (56) | 17.3% (38) | 12.7% (28) | 4.48 | |
| Compensate (salaries & benefits) employees competitively. | 7.1% (16) | 11.2% (25) | 13.4% (30) | 20.1% (45) | 17.4% (39) | 12.9% (29) | 17.9% (40) | 4.40 | |
| Maintain quality level of services that are provided. | 14.4% (32) | 16.7% (37) | 26.6% (59) | 15.8% (35) | 8.1% (18) | 16.7% (37) | 1.8% (4) | 3.44 | |
| Continue all services currently provided. | 6.4% (14) | 9.1% (20) | 11.8% (26) | 14.5% (32) | 14.5% (32) | 10.9% (24) | 32.7% (72) | 4.85 | |
| Ensure current operating revenues and expenditures are equal. | 31.8% (71) | 9.9% (22) | 9.0% (20) | 10.3% (23) | 12.1% (27) | 17.0% (38) | 9.9% (22) | 3.52 | |
| Maintain sufficient reserves. | 13.6% (31) | 20.2% (46) | 10.5% (24) | 11.0% (25) | 10.1% (23) | 16.7% (38) | 18.0% (41) | 4.06 | |

Comment



answered question

skipped question



15. While social services programs are traditionally managed at the County level of government, the City contributes to social services. Should the City use tax revenue to support the following programs?

| | Yes | No | Response Count |
|-------------------------------------------------------------------------------------------------------------|-------------|-------------------|----------------|
| Human Service Agency Grants (grants to non-profit agencies that provide basic services to the community) | 62.5% (145) | 37.5% (87) | 232 |
| Food & Utility Sales Tax Rebates for Low Income Qualified Customers | 62.2% (145) | 37.8% (88) | 233 |
| Affordable Housing Fee Waivers | 53.6% (125) | 46.4% (108) | 233 |
| Building Support for the Homeless Shelter | 59.2% (138) | 40.8% (95) | 233 |
| Recreation Programs for Low Income Qualified Customers | 41.6% (97) | 58.4% (136) | 233 |
| Transit Services Discounted for Low Income Qualified Customers | 61.1% (143) | 38.9% (91) | 234 |
| | | Comment | 31 |
| | | answered question | 237 |
| | | skipped question | 36 |




16. The TABOR ballot measure (aka de-Brucing) approved by the voters allowing the City to keep and spend any revenue over the TABOR revenue limit expires at the end of 2012. Would you consider referring another ballot question to allow the City to keep and spend the revenue over the limit?

| | | Response Percent | Response Count |
|-----|-----------------------------------------------------------------------------------|---------------------|-------------------|
| Yes |  | 64.8% | 153 |
| No |  | 35.2% | 83 |
| | Comment | | 29 |
| | answered question | | 236 |
| | skipped question | | 37 |

17. If the ballot measure is referred, should there be a sunset provision (requiring that it come back to the voters)?

| | | Response Percent | Response Count |
|-----|-------------------------------------------------------------------------------------|---------------------|-------------------|
| Yes |  | 68.2% | 161 |
| No |  | 31.8% | 75 |
| | Comment | | 18 |
| | answered question | | 236 |
| | skipped question | | 37 |





18. If the ballot measure should come back to the voters, then in what number of years?

| | | Response Percent | Response Count |
|----------|-----------------------------------------------------------------------------------|---------------------|-------------------|
| 5 Years |  | 56.4% | 133 |
| 10 Years |  | 18.2% | 43 |
| 15 Years |  | 25.4% | 60 |
| | Comment | | 25 |
| | answered question | | 236 |
| | skipped question | | 37 |

19. If the ballot measure is referred, should there be restrictions placed on the use of the excess TABOR funds to include these current services?

| | Yes | No | Response Count |
|---------------------------------------------------------------------------------------------|-------------------|-------------|-------------------|
| Police and Fire | 50.5% (98) | 49.5% (96) | 194 |
| Police, Fire, and Parks Maintenance & Construction | 41.7% (78) | 58.3% (109) | 187 |
| Police, Fire, Parks Maintenance & Construction, and Street Maintenance & Construction | 53.6% (112) | 46.4% (97) | 209 |
| Any General Purpose | 57.1% (116) | 42.9% (87) | 203 |
| | Comment | | 44 |
| | answered question | | 236 |
| | skipped question | | 37 |

20. The City needs to find \$3.5 million in solutions. What proportion of the solution should come from revenue versus expenditures?

| | | Response Percent | Response Count |
|----------------------------------|-----------------------------------------------------------------------------------|---------------------|-------------------|
| 100% cost reduction |  | 27.6% | 64 |
| 50% cost reduction & 50% revenue |  | 30.2% | 70 |
| 40% cost reduction & 60% revenue |  | 14.2% | 33 |
| 25% cost reduction & 75% revenue |  | 28.0% | 65 |
| | Comment | | 44 |

answered question 232

skipped question 41





21. Please prioritize each strategy with 1 being your most important priority for cost reduction strategies. You may select each priority level only once and you may only choose one level per strategy.

| | Most Important 1 | 2 | 3 | Least Important 4 | Rating Average | Response Count |
|-----------------------------------------------------------|---------------------|------------|------------|----------------------|-------------------|-------------------|
| 5% reduction to all departments. | 17.0% (38) | 20.2% (45) | 23.3% (52) | 39.5% (88) | 2.85 | 223 |
| Strategic reductions at service levels. | 18.0% (39) | 37.3% (81) | 28.6% (62) | 16.1% (35) | 2.43 | 217 |
| Eliminate non-essential services. | 46.8% (104) | 18.9% (42) | 16.2% (36) | 18.0% (40) | 2.05 | 222 |
| Reduce the cost per unit retaining all existing services. | 20.9% (46) | 24.5% (54) | 30.9% (68) | 23.6% (52) | 2.57 | 220 |
| | | | | Comment | | 17 |





answered question 232

skipped question 41

22. The City rents the Pulliam Building, Library Gertrude Scott Building, Civic Center and Lagoon to the public for group events generating \$10,000 annually. How much of the cost to provide these facilities should be recovered from facilities rentals?

| | | Response Percent | Response Count |
|-------------------|-----------------------------------------------------------------------------------|---------------------|-------------------|
| 100% |  | 43.1% | 100 |
| 75% |  | 24.6% | 57 |
| 50% |  | 23.3% | 54 |
| 25% |  | 9.1% | 21 |
| Comment | | | 36 |
| answered question | | | 232 |
| skipped question | | | 41 |

23. The Rialto Theater generates revenue from rental of the theater, a fee on ticket prices on shows by outside productions, ticket sales by shows produced internally, and concession sales. Currently it recovers 35% of its operating costs. How much of the cost to operate the theater should be recovered by these sources?

| | | Response Percent | Response Count |
|-------------------|-------------------------------------------------------------------------------------|---------------------|-------------------|
| 100% |  | 34.1% | 79 |
| 85% |  | 10.8% | 25 |
| 50% |  | 40.9% | 95 |
| 35% |  | 14.2% | 33 |
| Comment | | | 31 |
| answered question | | | 232 |
| skipped question | | | 41 |

24. The Planning Department generates less than 10% of the cost to provide development services. What percent of these costs should be recovered through fees charged at the development applications?

| | | Response Percent | Response Count |
|------|-----------------------------------------------------------------------------------|---------------------|-------------------|
| 100% |  | 26.7% | 62 |
| 80% |  | 16.8% | 39 |
| 50% |  | 33.2% | 77 |
| >10% |  | 23.3% | 54 |
| | | Comment | 37 |

answered question 232

skipped question 41

25. Is there anything else that you would like us to consider?

| | Response Count |
|-------------------|-------------------|
| | 92 |
| answered question | 92 |
| skipped question | 181 |

Page 3, Q6. Please rate the following services.

| | | |
|----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| 1 | I do think that we, as a community, should open a dialog regarding the outsourcing of many services that the City of Loveland has taken on over the years.....We must think outside of the financial box in order to maintain our quality of life. When I saw what we were required to provide at the new school north of town, I was appalled...but this is the devil we are dancing with...the federal government continues to dictate terms because of their financial involvement...this must be reined in and we must become as independent as possible. | Apr 29, 2011 12:22 PM |
| 2 | I think the city should stop wasting time and paper....we do not need or want all the junk mail that is sent with the city bill. | Apr 19, 2011 1:14 PM |
| 3 | City government seems to forget that what's the checking account is not its money; it belongs to the taxpayers. The City is a steward of that money and is at times irresponsible. | Apr 18, 2011 5:25 PM |
| 4 | We would like to be able to pay our electric bill directly, not have our bank cut a physical check for us after we have paid the bill on line. | Apr 15, 2011 6:50 PM |
| 5 | We came to Colorado in 1969 living in the Broomfield/Westminister area until 1999, when we built a retirement home in Loveland. We love the city, it is well maintained and has everything that we could possibly want. Our trips to Denver are very rare because the Loveland shopping and services are so great. Our hats off to the police, fire protectors, library, senior center, Chilson and our efficiently run services for electric, water and trash. | Apr 15, 2011 10:21 AM |
| 6 | My street is Garfield just north Eisenhower. The street and curbs are in terrible condition. I have called the appropriate departments and have been told the street will be fixed and it hasn't. I have talked about the curbs which have obviously been damaged by city plows and have been told these have been in the plans to be fixed for the last 5 years, but is always getting bumped by other street projects. | Apr 15, 2011 9:59 AM |
| 7 | I have been impressed with how the City keeps the costs (like water, sewer, electricity) low and maintains services (Chilson Center, Library, trash pick up, etc.). | Apr 15, 2011 9:55 AM |
| 8 | Loveland gives away too much to companies and businesses locating to Loveland. Loveland has made too many bad bets to companies. Government should not be picking winners and losers in the market place. This is the role of banks, investors and the free capital markets. | Apr 15, 2011 7:35 AM |
| 9 | The City is doing well with snow removal, road maintenance & keeping streets clean. | Apr 14, 2011 7:20 PM |
| 10 | I have had excellent responsiveness to issues that I have brought to the city from scheduling tennis courts, to the size of recycle bins. | Apr 14, 2011 5:52 PM |
| 11 | I feel the city could do more to help the poor and disenfranchised | Apr 14, 2011 4:37 PM |
| 12 | Regarding facilities, it is my understanding the water/sewer lines in the older parts of town will need repair in the near future. | Apr 14, 2011 1:08 PM |
| 13 | City subsidizes development to the detriment of the citizens | Apr 14, 2011 10:20 AM |

Page 3, Q6. Please rate the following services.

| | | |
|----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| 14 | Loveland has given away the farm, so to speak, to developers. It has given away too many tax breaks and/or waivers, and NOT collected enough impact fees to cover infrastructure needs as a result of the development. Growth should pay its own way, and not place a burden on the communities citizens to pay for development. Take a good, hard look at what the city has had to eat in order to accomodate development. | Apr 14, 2011 10:14 AM |
| 15 | City services are generally good, but I had to check "Disagree" on citizen needs and fiscal conservatism due to recent (since 2000) emphasis on corporate subsidies which are always billed as "revenue generators" for Loveland but never seem to pan out as advertised. The city has been extremely responsive to corporate/developer needs but often at the expense of average citizens. | Apr 14, 2011 10:03 AM |
| 16 | I am very impressed with Loveland's facilities and services, and with the dedication of City Council to meeting our community's needs. | Apr 14, 2011 8:15 AM |
| 17 | I submitted an anoymous complaint to the city on one of my neighbors who had piles of refuge in his/her backyard. Within one week, the city went to the premises and their yard is now clean! Really great service! | Apr 14, 2011 8:04 AM |
| 18 | While the city seems to do a good job there needs to be an assessment of the services the citizens think are "core" and then prioritize accordingly. | Apr 14, 2011 7:45 AM |
| 19 | The city does too much corporate welfare. | Apr 14, 2011 6:55 AM |
| 20 | have to wonder why 29th street is dug up several times each year | Apr 14, 2011 5:03 AM |
| 21 | Basic City services are too expensive. Other States PAY the residents to recycle, not charge them for it. I never heard of charging for the water leaving your house (sewer) as well as charging to get the water, before I came here. | Apr 13, 2011 11:56 PM |
| 22 | The City Council has sold out to the McWhinney's and must refocus on the needs of the people and not the developers. | Apr 13, 2011 8:53 PM |
| 23 | I am 71 years old, retired from a medical field, have had 12 major orthopedic procedures and posses a medical marijuana card. I was very disappointed when all the medical shops in Loveland were closed. I believe they were paying sales taxes or am I wrong? I now go to Fort Collins for the sleep medicine. | Apr 13, 2011 8:26 PM |
| 24 | The city doe too many tax giveaways to businesss and developers such as the McWhinney's, Bill Bierwalts, and now the CAMT | Apr 13, 2011 8:22 PM |
| 25 | I feel the city government NOW does a great job of governing | Apr 13, 2011 8:05 PM |
| 26 | It's not about cost-effectiveness but fairness. The City doesn't collect enough from developers; and gives too many subsidies to them; so the rest of us are forced to make up the difference. | Apr 13, 2011 6:43 PM |
| 27 | The last one was hard, because I wanted to say no, because of the land deal on 402 and I-25 and all the breaks they give to McWhinney, but I think they were talking about services, if not I would mark the last box on #6 | Apr 13, 2011 5:22 PM |
| 28 | I'm not sure about fiscal conservatism | Apr 13, 2011 4:44 PM |

Page 3, Q6. Please rate the following services.

| | | |
|----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| 29 | This is my 2nd time of living in Lvld: 1st time in '72-'88, 2nd '06-present. 1st time the town was extremely small. Think the use of the money is fairly cost effective. People think money is spent on wrong things. They need to be told how decisions were made. | Apr 10, 2011 5:04 PM |
| 30 | I haven't lived here long enough to be as knowledgeable about operations to answers these questions with confidence....but things do appear to be quite good. | Apr 10, 2011 11:35 AM |
| 31 | Love the bike trails and parks, but we need to build infrastructure and invite a tax base that will go revenue. The re-design of Madison & Eisenhower is a big problem. It is so convoluted that traffic diverts to other thoroughfares rather than use the expensive redesign. One sign of good leadership is the courage to admit bad decisions. | Apr 7, 2011 9:22 AM |
| 32 | Fiscal conservatism means limiting the use of taxpayer dollars to necessary functions - police, fire, roads, library. It does not include fitness centers, museums, theaters, or even garbage collection. Those are functions that are and should be run by for profit and non-profit organizations. Government should not compete with private industry. | Apr 6, 2011 4:18 PM |
| 33 | The city is too willing to expand services during good times and unwilling to cut back on those same services when times are tough. | Apr 5, 2011 1:03 PM |
| 34 | all other cities and enterprises have addressed econ,mic downturns and made there orgs more effective with diffrent medical insurance programs and retirement. The city still acts like it can pay for everything for employees and shift the burnden to its citizens whom are struggling to make ends meet in this down turn. The city needs to tighten down and mature to changes more proactively. | Apr 5, 2011 4:21 AM |
| 35 | Perhaps TOO conservative fiscally. Zero public debt is a good idea, but so much more could be done, especially in the realm of economic development. | Apr 4, 2011 2:21 PM |
| 36 | Parks/trails have too much dog waste in them. Eliminate pets from parks/trails or enforce rules. | Apr 4, 2011 12:43 PM |
| 37 | There is a lot of waste in the city budget. | Apr 4, 2011 11:35 AM |
| 38 | If the city would get out the private sector's business, they would have a better chance to balance budget. Examples. Why are financing the Chilson Center, when we have sports clubs all over the city Why are contributing money to the Rialto Theatre? Leave this to the private sector Why are we subsidizing business Why is money being used for downtown development. Let businesses do this Why are wasting money on Sulpture and Art projects. Again this is the function of the private sector Why do we need a City Manager?? With less obligations to manage, the city council should handle these decision. Salary and benefits cost to a city mangager are outrageous. Why not replace some of the city labor force with volunteeers such as park clean up Why is the north side of town the last to get snow plowing if everr? Why is money being given to the Chamber of Commerce? Let them raise their own money In short, Let's reduce the sizre of City Government, and concentrate only on what city government was originally intended to do as Protecting the health and safety of the Community,. nothing else | Apr 4, 2011 7:55 AM |

Page 3, Q6. Please rate the following services.

| | | |
|----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|
| 39 | The city does a poor job when managing city expenditures. Loveland City Annual Budgets should be compared (Benchmarking) with other Northern Colorado cities annually. Investing public funds reserve funds in federal agencies such as Fannie Mae demonstrates very poor investment acumen and inadequate fiduciary responsibility by some members of city staff and elected officials. The city obtains sales tax increases every year from the rising cost of food and energy. The city needs to learn how to continue essential city services (fire, police, utilities, etc.) without increasing fees and taxes to their customers. | Apr 3, 2011 4:43 PM |
| 40 | The city should cut its membership with ICLEI. | Apr 3, 2011 12:59 PM |
| 41 | I am extremely pleased that the City Council, and previous City Councils, have had the foresight to plan for the future and to do it without incurring debt. | Apr 3, 2011 11:37 AM |
| 42 | Re-surfacing roads that didn't need it, when area's of 287 are full of pot holes and ruts. The painting of electrical boxes and an underpass at the junction of 57th St and 287 which will become a haven for homeless people and graffiti. | Apr 2, 2011 11:43 PM |
| 43 | Painting of green boxes and the underground tunnel on 287 by Wal-Mart is a huge waste of money!! | Apr 2, 2011 11:04 PM |
| 44 | Don't know if services are delivered cost effectively | Apr 2, 2011 7:40 PM |
| 45 | The intersection at Madison and Eisenhower is the biggest waste of 4 million dollars. You have hurt the local businesses and therefore you need to get rid of all your engineers. It is obvious they have too much time on their hands to come up with such a God awful mess at that intersection. | Apr 2, 2011 11:13 AM |
| 46 | Believe city council meetings restrict citizen feedback too much/not a friendly forum. Believe city council needs to ask if what they spend tax dollars on is based upon sound constitutional principles for government in support of its citizenry. | Apr 2, 2011 9:26 AM |
| 47 | Buying property for private development is bad public policy. | Apr 2, 2011 8:06 AM |
| 48 | On the questions I did not answer, I left them blank to say I really don't have the knowledge to answer them. | Apr 1, 2011 11:31 PM |
| 49 | The city needs to look at salaries, benefits and retirement cost as compared to business. Also when we spend dollars on bike paths that cost 1.6 million to go under the highway to no place is wrong. | Apr 1, 2011 6:48 PM |
| 50 | Ok, so WHO's idea was it to approve the monster cluster F at Monroe & Hwy 34? Really that cost a fortune to make a bad situation worse. Waste, waste, waste! | Apr 1, 2011 4:28 PM |
| 51 | BALANCE the budget!! DO NOT incur debt! Pay as you go, the way we have to. | Apr 1, 2011 3:49 PM |
| 52 | In any government operation there is inherent waste since there is no profit motive and your income is pretty much guaranteed next year. There isn't much incentive to figure out how to do things better either. Overall, I think you do a pretty good job. | Apr 1, 2011 2:51 PM |

Page 3, Q6. Please rate the following services.

| | | |
|----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|
| 53 | There is still too much emphasis on corporate welfare. This is a desirable place to live so everyone needs to pay their fair share. Up front loans can be used as effectively as corporate give-aways. | Apr 1, 2011 2:34 PM |
| 54 | We don't need to pay for yet another study of downtown. | Apr 1, 2011 2:11 PM |
| 55 | anytime your admin and managment is top heavy you are out of balance, we need to look at employee pay and benefits, start at the top. | Apr 1, 2011 1:50 PM |
| 56 | you misspelled efficiently I do not think it is conservative or fiscally responsible to pay "artists" to paint power boxes! | Apr 1, 2011 1:30 PM |
| 57 | Years of growth and liberalized policy creap have led to bloated and unauthorized services or services the city has taken on that are far more effective and const efficient in the private sector. All cities, not just Loveland, have done this. It is, however, past time to cut these non city services out of the budget. | Apr 1, 2011 1:14 PM |
| 58 | This politically correct UN green garbage has to stop, and it will be stopped. | Apr 1, 2011 1:03 PM |
| 59 | n/a - we rent | Apr 1, 2011 12:46 PM |
| 60 | Any city, including Loveland, should never be in the business of making loans/grants to any private business or entity with tax payer funding. Government at any level is not charged with picking winners and losers and subsidizing business. If a business is going to succeed and be financially strong and an asset in the community, it needs to make it on it's own talent, merits, work, etc. This includes anything considered "green" or "eco friendly" as well. Please stop being mother hen and make businesses make it on their own, they can do it if the market is truly a free one in which to compete equally with competitors. | Apr 1, 2011 10:14 AM |
| 61 | The City of Loveland should not be investing in things like the Rialto Bridge and the Loveland High Pool when financial constraint is the goal. These projects are not self-sufficient. Our taxes should not be going towards purchasing real estate. | Apr 1, 2011 8:28 AM |
| 62 | It seems to me you spend money like water. You rename streets for no reason, so you then need to make new signs. Intersections have so many traffic lights you need to stop to count them all. Someone is making a fortune on those. You need MAYBE four lights per intersection, but often have SIXTEEN!!!! You buy and give away land, supposedly to get more jobs, then tax existing jobs so they leave. Why are you buying property??? Obviously the street department has WAY more money than they need. Heck they repaint lines almost before the paint is dry from the last time around. They paint the lines, then oil the road, then repaint the lines. They pave/repave streets with no problems. Have any of you actually driven through Madison and 34? Why did we even redo it, let alone pay the idiot who designed it. Need I go on? | Mar 31, 2011 9:15 PM |
| 63 | I think sometimes city council gets so caught up in the \$\$ figure that they sometimes miss the \$\$ that would come after the project was implemented. | Mar 31, 2011 4:40 PM |
| 64 | I do not know how smart it was to buy the 402 property. Maybe it was the perfect storm. | Mar 31, 2011 3:06 PM |

Page 3, Q6. Please rate the following services.

| | | |
|----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| 65 | Not sure about cost efficiency - sure there are areas where cost could be reduced without lost of services or employees. Also not sure about fiscal conservatism - might agree but not sure | Mar 31, 2011 1:44 PM |
| 66 | The city is to be commended on the foresight they have shown in planning for the future | Mar 31, 2011 11:59 AM |
| 67 | I am originally from the midwest. There is a vast difference in the quality of city parks, recreation areas, traffic equipment, trash removal/recycling, etc. Loveland provides a very high quality of life for a minimal tax burden on its citizens. | Mar 31, 2011 10:59 AM |
| 68 | The Eisenhower and Madison avenue avant gard intersection is terrible, especially the northbound turn for westbound traffic that get to sit at a red light for NO REASON. | Mar 25, 2011 11:29 AM |

Page 3, Q7. Please prioritize each strategy with 1 being your most important priority for budget balancing strategies.

You may select each priority level only once and you may only choose one level per strategy.

| | | |
|----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| 1 | Eliminate or outsource many services....Get a real retirement age in place for city workers (not based on number of years employed) No retirement benefits paid until age 62 or 65....join the real business world and manage it accordingly.... | Apr 29, 2011 12:22 PM |
| 2 | #2, Invest in projects that generate more existing source.....what are you trying to say? That couldn't be any more unclear. | Apr 28, 2011 10:20 PM |
| 3 | The services that 'give' help or money to citizens should be handled through the agencies set up to do so. It seems to me that this is a duplication of projects. | Apr 19, 2011 1:14 PM |
| 4 | Fees for new development should not be waived. Those who are moving into the community should not expect the same quality of life without providing financial support to maintain it. | Apr 19, 2011 11:25 AM |
| 5 | I believe that the budget shortfall is a temporary thing that will right itself as our economy continues to recover from the big recession of 2007. We would be amenable to a small temporary tax to keep all services status quo until the recovery is complete. | Apr 15, 2011 10:21 AM |
| 6 | End subsidies to companies locating to Loveland. Make new development pay its own way. | Apr 15, 2011 7:35 AM |
| 7 | We should not be interested in cost shifting; or letting infrastructure be neglected to give a fee-tax reduction for a subset group of Loveland's revenue generators. I am concerned that the city staff and elected representatives listen and cater to some subset groups more than they listen to all the taxpayers. | Apr 14, 2011 3:46 PM |
| 8 | Invest in projects that generate more existing sources- this sentence is confusing to me | Apr 14, 2011 1:08 PM |
| 9 | Perhaps it would be wise to renegotiate the Centerra Master Finance Agreement and recapture the sales taxes currently being rebated to McWhinney. | Apr 14, 2011 10:20 AM |
| 10 | Development fees need to be increased (growth should pay its own way) but an increase in taxes on current citizens is just plain wrong. They should not be expected to pay for development - development from which they derive very little benefit. Under the current method of doing business the developers reap the economic benefits but weasel out of being good neighbors of the city by avoiding development and impact fees. If the development was good for the city and its citizens, then why should they be expected to have to pay more to have that development added to the City? | Apr 14, 2011 10:14 AM |
| 11 | I would have rated "Increase existing revenue sources" #1 if it only referred to fees and NOT taxes. DO NOT RAISE TAXES!. Instead, stop giving new development a free ride by reducing their fees, allowing them to keep the fee to benefit their own property, or worst of all - granting direct subsidies with other taxpayer's money. | Apr 14, 2011 10:03 AM |
| 12 | I'm not opposed to increasing revenues, but opposition will be strong. If we can hang on for a few years, ACE may adequately increase our revenues. That means voting again to de-Bruce, of course. | Apr 14, 2011 8:15 AM |

Page 3, Q7. Please prioritize each strategy with 1 being your most important priority for budget balancing strategies.

You may select each priority level only once and you may only choose one level per strategy.

| | | |
|----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| 13 | Until the city can demonstrate that they are running the most efficient organization possible revenue increases (fees/taxes) would not be acceptable. | Apr 14, 2011 7:45 AM |
| 14 | Stop subsidizing bringing in new businesses. It adds to the cost base as much or more than it adds to the revenue base. | Apr 14, 2011 6:55 AM |
| 15 | Don't eliminate any services. Spend a little less on each instead. | Apr 13, 2011 11:56 PM |
| 16 | Make sure that new development pays its own way through adequate impact fees. Quit giving tax breaks to developers and businesses | Apr 13, 2011 8:22 PM |
| 17 | Please provide the public with incentives to intitate/contribute great ideas! | Apr 13, 2011 8:05 PM |
| 18 | This is a terribly loaded question with false choices and I resent that it was limited to such choices. Higher fees and taxes on regular citizens wouldn't be necessary if growth was made to pay its way. Why isn't that an option? | Apr 13, 2011 6:43 PM |
| 19 | If we all have to pay a little more to make sure this city survives, then that is what we should do. | Apr 13, 2011 5:22 PM |
| 20 | Increase taxes and services and get people back to work. | Apr 13, 2011 5:02 PM |
| 21 | It must be determined which services are most important, then how money is going to be provided. You must realize how important your city employees are and the services they provide. | Apr 10, 2011 5:04 PM |
| 22 | Tax rates have not changed, or even remotely kept pace in many years, and the cranky 'no more taxes' citizens have been spoiled. Taxes should be raised incrementally over time if we are to keep the Loveland that many of us want it to continue to be. | Apr 10, 2011 4:36 PM |
| 23 | If the Rialto Bridge falls into the category of a service, it should be eliminated if there are insufficient funds to cover this type of Service. | Apr 10, 2011 4:15 PM |
| 24 | Haven't seen remaining questions yet but regarding specifics, you could 1. reduce usage of street cleaner/sweeping machines 2. consolidate services in region, like SWAT team, utilities. | Apr 10, 2011 11:35 AM |
| 25 | Make development pay - i.e. more police, more schools, etc. Stop giving developers a free ride. | Apr 7, 2011 12:30 PM |
| 26 | With respect to increasing revenue sources specifically, I see absolutely NO reason to decrease fees assessed on development. One of the smartest things Loveland did was make growth pay for itself. I'm sure CEF's were passed on to us in the purchase price for this house but the price was not out of line at all for the value we gained by having paved streets, walking trail, expanding library, etc. | Apr 7, 2011 11:31 AM |
| 27 | Specifically, eliminate all but core functions. | Apr 6, 2011 4:18 PM |

Page 3, Q7. Please prioritize each strategy with 1 being your most important priority for budget balancing strategies.

You may select each priority level only once and you may only choose one level per strategy.

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|----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|
| 28 | rein in planning commission and staff. ...big problem and bureaucracy. I'm not a realtor! | Apr 5, 2011 2:29 PM |
| 29 | If you think your city budget is tight, you ought to see our family budget. Why do you think you get to take more of my money? | Apr 5, 2011 1:03 PM |
| 30 | The City should not be pursuing expansion of facilities while the deficit exists. These projects can wait, or be cut if additional revenue cannot be found. Our taxes are quite low for the services we receive. A small tax increase similar to what Fort Collins recently passed should be considered. | Apr 4, 2011 11:18 PM |
| 31 | I'd prefer a combination of investing in projects that bring a return while seeking ways to reduce the cost per unit with the same service level. I'd even be willing to pay a little more sales tax (slight increase) to help offset in combination with other measures. | Apr 4, 2011 4:17 PM |
| 32 | I think the City has taken major steps in reducing wasteful processes. It is time to eliminate some of the services that only benefit a selected few of the citizens. If the City is providing a service it should be available to and for the benefit of every citizen. The Chilson Center is for, and available to, everyone that wants to use it, vs. funds spent on issues like affordable housing that only people under a certain income level are qualified to receive. We are all taxpayers and should all be able to receive services the City is providing with tax dollars. Or Just raise the taxes 1/2 a percent and continue to provide services as usual. I am not really against helping lower income people, but if cuts need to be made I don't think the people contributing the most should also be the people that are giving up the services while others continue on unaffected. | Apr 4, 2011 3:01 PM |
| 33 | Annex some of the fringe Larimer County subdivisions located within and bordering the city. It will increase fees without greatly taxing city services. | Apr 4, 2011 12:43 PM |
| 34 | Stop using our tax dollars to subsidize events. | Apr 4, 2011 11:35 AM |
| 35 | Scoring on this question is confusing. I'm not sure if I am ranking the questions or scoring each independently. I do not want to increase taxes -- people are not getting pay increases -- just keeping your job is stressful and in many cases, income has declined. Yet the working folks are continuously asked to foot more of the costs for everything. Some services may be eliminated, but that is a case by case choice. Generation of more revenue sources is a good idea, but there is no detail to explain that choice. | Apr 4, 2011 7:08 AM |
| 36 | Reduce social services and eliminate non-critical services. (Example: The Utility Dept has more revenue than they need to operate when the city pay artists to paint pictures on electrical utility boxes.) | Apr 3, 2011 4:43 PM |
| 37 | Tax Centerra! McWhinney should get no exemptions and pay the city 3%. This would bring in almost \$4 million a year!! | Apr 3, 2011 12:59 PM |
| 38 | Quality of life is important to me. | Apr 3, 2011 11:37 AM |
| 39 | NO fees NO tax increases!!! Live within a budget like we ALL do! | Apr 2, 2011 11:04 PM |

Page 3, Q7. Please prioritize each strategy with 1 being your most important priority for budget balancing strategies.

You may select each priority level only once and you may only choose one level per strategy.

| | | |
|----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|
| 40 | Cut spending! It will be years before revenues will return. | Apr 2, 2011 7:40 PM |
| 41 | start to eliminate non-competative enterprises. | Apr 2, 2011 7:23 PM |
| 42 | What services are you referring to? You have allready invested too much money in unneeded things.Such as buying the farm at the corner of Hwy 402 and County Road 7 for \$6.5 million. | Apr 2, 2011 11:13 AM |
| 43 | It would depend upon what is deemed a service: if it is citizen supporting necessary ex police/fire etc-could not eliminate; if it is a nice to have service such as recreation - would cut back as needed to keep a balanced budget. | Apr 2, 2011 9:26 AM |
| 44 | Eliminate some art related staffing, make the building department actually be helpful to people seeking permits. | Apr 2, 2011 8:06 AM |
| 45 | Senior center isn't much , the whole center is for youth not seniors. | Apr 1, 2011 6:48 PM |
| 46 | Suggestions: Eliminate the Council Reserve Fund, get out of ICLEI and any other organization fostered by the UN, take a close look at employee pay AND benefits and compare to private sector (including any pensions). Investigate whether Centerra pays its fair share of city services, such as for fire and police. | Apr 1, 2011 3:49 PM |
| 47 | the bureaucracy for building is unreal in this town. Petty tyrants who love their thumbs up or down power are attracted to this morass and should be fired. | Apr 1, 2011 3:43 PM |
| 48 | Do not increase taxes. | Apr 1, 2011 3:03 PM |
| 49 | We pay enough in taxes & fees. You need to a better job of budgeting and improving efficiencies. | Apr 1, 2011 2:51 PM |
| 50 | raising taxes is not an answer | Apr 1, 2011 2:37 PM |
| 51 | I need more information to understand what each of these options means. | Apr 1, 2011 2:34 PM |
| 52 | we need to cut membership in organizations such as ICLEI. as a consumer i have had to cut back in a lot of places as so should the city. if you are going to eliminate services make sure they arent vital to the city operation. | Apr 1, 2011 1:50 PM |
| 53 | The City should be collecting 3% tax from Centerra just like they do from other businesses! We absolutely have to cut spending and raise revenue without taxing the citizens any more. If this means less services, so be it! | Apr 1, 2011 1:30 PM |
| 54 | Here are some possibilities: Have Centerra pay its full 3% to the City. Get rid of the Council Reserve Fund. As for cost savings we should look at the employee pay and benefits. I have taken a 100% pay reduction to help try to balance the budget for my business. City employees should be willing to give some. We should also rescind our membership in ICLEI and any other non-critical organizations. The time for "belonging" to clubs is OVER and it is now time to govern responsibly. | Apr 1, 2011 1:16 PM |

Page 3, Q7. Please prioritize each strategy with 1 being your most important priority for budget balancing strategies.

You may select each priority level only once and you may only choose one level per strategy.

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|----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| 55 | Most if not all of the city services are bloated beyond efficiency. Many are not really needed, such as street sweeping and sending fire trucks to minor car accidents as an example. There are many more however. Elimination of all public service unions and teacher unions as they have the ability to fund the election of their employers, and thus skew budgets in thier favor outside of reality, is a necessity. | Apr 1, 2011 1:14 PM |
| 56 | Raising taxes and spending more money are not great ideas in this meager economy. The City of Loveland needs to tighten it's belt like many of the residents of the city have had to do. | Apr 1, 2011 1:07 PM |
| 57 | The city of Loveland is full of duplication and you know it, the city is not price sensitive to ANYTHING because it is spending other people's money. We aren't completely broke because idiotic government ideas haven't been allowed to take root, but more and more the city wants to become a Fort Collins or Boulder-THIS WILL NOT BE ALLOWED TO HAPPEN UNDER ANY CIRCUMSTANCES. | Apr 1, 2011 1:03 PM |
| 58 | "Invest in projects that generate more existing sources." I need this translated into english please. | Apr 1, 2011 12:35 PM |
| 59 | Please do not entertain any ICLEI initiatives. | Apr 1, 2011 10:14 AM |
| 60 | I think the City has consistently made very efficient use of resources. To the extent cost per unit can be reduced that is always desirable and I think the City has a continuing successful record of doing so. If City resources can be used to generate sustained quality business investment, that is most desirable. | Apr 1, 2011 8:56 AM |
| 61 | I can see what's coming - somehow an increase in sales tax is going to become the solution to the predicted shortfall. In my own household, if I come up short, I may try to find extra work, but if I can't, or until I do, I cut back. | Mar 31, 2011 11:18 PM |
| 62 | Eliminate the road department for a year. You will say money, and nobody except those out of work will even notice. | Mar 31, 2011 9:15 PM |
| 63 | The city should conduct a review of services being utilized, look at cost to the city vs programming being run by grants received by the city, by how many people, look for duplication (perhaps some non-profits are already providing these services) and look at what could be eliminated. Conduct an evaluation of services being provided by line item. | Mar 31, 2011 4:40 PM |
| 64 | I do not believe that eliminating services is a good idea, I believe finding a new revenue stream is more important. And I would support a sales tax increase. | Mar 31, 2011 2:05 PM |
| 65 | Increasing fees for services of choice would only affect those choosing to use that service and if use decreased it would indicate a lower priority for citizens. Elimination of service could be through reduction in frequency of the service - fewer hours at the library, rec center, etc. | Mar 31, 2011 1:44 PM |
| 66 | It is unrealistic to elimiate needed services, and also unrealistic to ask exisiting services to operate on less and less. At some point, the public must be influenced to understand that they can't get something for nothing. | Mar 31, 2011 1:38 PM |

Page 3, Q7. Please prioritize each strategy with 1 being your most important priority for budget balancing strategies.

You may select each priority level only once and you may only choose one level per strategy.

| | | |
|----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| 67 | Cost reduction, increased efficiencies and increasing revenue stream...eliminating unnecessary or non-value add services is critical to survival here. Bottom line, bottom line, bottom line focus prior to investment. | Mar 31, 2011 10:57 AM |
| 68 | Not sure why the city spends so much money on large projects when they should be moving ahead cautiously | Mar 25, 2011 6:02 PM |
| 69 | PUT A SALARY FREEZE FOR EMPLOYEES AND LET THEM PAY FOR FOR THEIR FAMILY'S HEALTH COVERAGAE | Mar 25, 2011 11:29 AM |

Page 4, Q8. Would you support a ballot measure for any of the following revenue sources?

| | | |
|----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| 1 | We take in plenty of revenue....the problem is SPENDING....Another suggestion regarding health care for city employees....they need to pay portions of the premiums that are more in line with the real world | Apr 29, 2011 12:29 PM |
| 2 | I think general taxes should be raised only after developers have once again paid their capital expansion fees without reduction. Why should their costs be transferred to the general population? | Apr 19, 2011 12:30 PM |
| 3 | The City needs to look at itself, one good way would be to think more in terms of "inside" than "outside," where all the consultants live. | Apr 18, 2011 5:31 PM |
| 4 | I would likely support any of these but would want to know more details about what it is for and the justification | Apr 15, 2011 12:45 PM |
| 5 | Sales taxes cost the poor a greater percentage of their income. We need to support a good quality of life for all in Loveland. Public services should not be cut. Colorado is not a high tax state by any means. We probably can do more to maintain the quality of our life here. | Apr 15, 2011 12:13 PM |
| 6 | I am probably one of the few who believe that taxes CAN be raised if it is to benefit the greater whole. We need to keep up our services and maintain what we have and we cannot expect the costs of such will not increase..... even on a 'fixed income' I believe we all have to tighten our belts at times if need be. | Apr 15, 2011 9:59 AM |
| 7 | Make new development pay its own way. Development fees should not be decreased. They should be increased. | Apr 15, 2011 7:40 AM |
| 8 | Get rid of the "special tax" at Centera. If I'm going to pay taxes I want it to go to the whole city & not stay in a concentrated area. | Apr 14, 2011 7:25 PM |
| 9 | I think a sales tax would be the most efficient way to do it, but I'm not an expert in finance. | Apr 14, 2011 5:17 PM |
| 10 | Perfer an increase in property tax. Other taxes are more regressive. | Apr 14, 2011 4:41 PM |
| 11 | I consider this question in-appropriate since it does not include the following: Would I support reviewing "special deals" special deals given to subset groups; and removing them for good reasons. | Apr 14, 2011 3:52 PM |
| 12 | Agin, renegotiate McWhinney agreement to re-capture that sales tax. | Apr 14, 2011 10:39 AM |
| 13 | See above. | Apr 14, 2011 8:22 AM |
| 14 | Not yet. | Apr 14, 2011 7:47 AM |
| 15 | Increase developer impact fees. Renegotiate with McWhinney to get a bigger share of the sales taxes already being charged. | Apr 14, 2011 6:57 AM |
| 16 | Increase the CEF's for developers. Many years a policy was established to have growth pay its own way. That policy has been fundamental in managing growth in Loveland. Decreasing CEF's for developers benefits a handful of already wealthy people. Increasing CEF's for developers benefits thousands of people. | Apr 13, 2011 8:54 PM |
| 17 | Full impact fees | Apr 13, 2011 8:25 PM |

Page 4, Q8. Would you support a ballot measure for any of the following revenue sources?

| | | |
|----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| 18 | Again, why are building materials excluded from a possible use tax increase? Why are the deficits pushed onto regular citizens when growth hasn't been paying its way? | Apr 13, 2011 6:51 PM |
| 19 | More taxes mean books in the library, more beds in nursing homes, more policemen on the streets, cleaner facilities, and more resources for schools: all this means more jobs and consequently more workers sharing the responsibility. | Apr 13, 2011 5:06 PM |
| 20 | I really feel we should cut expenses where we can before we start adding taxes on individuals and families. | Apr 12, 2011 9:26 PM |
| 21 | Are you out of your mind. Gas prices are soaring & unable to get a job that pays nearly what I used to make. | Apr 11, 2011 11:38 AM |
| 22 | Read my lips -- NO NEW TAXES! | Apr 10, 2011 4:20 PM |
| 23 | In case you haven't noticed, people are having a hard time financially. I've been unemployed for over 3 of the last four years. Guess what...no one has increased my income during this time. I have to cut back. YOU CAN DO THE SAME!!! | Apr 7, 2011 5:49 PM |
| 24 | Having said 'yes' on all 4, I clarify that each increase should be voted on so people can decide whether the tax will bring a service or infrastructure that is commensurate with the cost. | Apr 7, 2011 11:39 AM |
| 25 | Have you ever heard of the one about blood & turnips? If you increase taxes, should I go without food or medicine?? | Apr 6, 2011 4:23 PM |
| 26 | taxes and/government produce -0- | Apr 5, 2011 2:34 PM |
| 27 | I don't have any extra money in my budget to give to the city. Need to feed my family! | Apr 5, 2011 1:04 PM |
| 28 | I would not support just a tax increase - it would need to be in combination with other efforts. | Apr 4, 2011 4:21 PM |
| 29 | A Use Tax would be my first choice. Most businesses purchase things outside of the City (most likely on the internet) and never pay tax on them to the City. Most of our neighboring Cities have a use tax so it shouldn't make us any less business friendly. Just look at the big companies that have left Loveland recently and went to Fort Collins despite the fact that they have a use tax. | Apr 4, 2011 3:08 PM |
| 30 | Mill levy has not changed since, what, 1985? | Apr 4, 2011 2:23 PM |
| 31 | There is enough money in the current budget. It just needs to be cleaned up and stop wasting our tax dollars on the progessive agenda. | Apr 4, 2011 11:38 AM |
| 32 | Thecity gets sufficient revenues. The city must prioritize capital funding projects. The city should stop purchasing private property. By turning private into public property the city, county and school districts reduce their tax revenues and increase their operating and maintenance expenditures.. | Apr 3, 2011 4:56 PM |
| 33 | Get rid of the Council Reserve Fund | Apr 3, 2011 1:10 PM |
| 34 | No Tax increases...at all. Actually reduce taxes across the board by 10% | Apr 2, 2011 11:08 PM |
| 35 | Cut spending! Reduce services. Keep city vehicles longer, etc. Cut spending! | Apr 2, 2011 7:42 PM |

Page 4, Q8. Would you support a ballot measure for any of the following revenue sources?

| | | |
|----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| 36 | Our city taxes are allready too high and we do not recieve any services for our money except police and fire protection. | Apr 2, 2011 11:23 AM |
| 37 | Let's look at where existing tax dollar use is going first-full disclosur/total transparency. | Apr 2, 2011 9:30 AM |
| 38 | I will not support an increase in revenue until I see a reduction in the wasteful spending. Such as paying artists to paint the electrical boxes around town. | Apr 1, 2011 8:00 PM |
| 39 | Cut costs , not spend more. | Apr 1, 2011 6:51 PM |
| 40 | cut spending | Apr 1, 2011 3:45 PM |
| 41 | Enought taxes already! | Apr 1, 2011 2:55 PM |
| 42 | so long as our government is favoring managment and admin while cutting off the workers such as teachers, trash and other vitals I will not support any new tax or property tax mill levy. | Apr 1, 2011 1:55 PM |
| 43 | READ MY TYPE! NO MORE TAXES, CUT SPENDING, QUIT SUBSIDIZING EVERYTHING THAT LOOKS "PRETTY" TO YOU! GET DOWN TO THE MEAT AND POTATOES OF ECONOMIC COMMON SENSE AND GET OUT OF ICLEI AND ANY OTHER ORGANIZATION LIKE IT. | Apr 1, 2011 1:42 PM |
| 44 | The use of taxation to solve problems is of a bygone era and has always reduced productivity and thus eventually, public revenues. This is a proven fact but one that public service and elected officials find the easiest to put forward. It is, however a path to less revenue, not more, and drives revenue creation away from the taxing authority to other less taxing authority areas. This is obvious but resisted by government employees as they are heavily bieased to this solution up front. | Apr 1, 2011 1:26 PM |
| 45 | Cut the "extras" and services before taking more out of my pocket! My pockets are EMPTY!!!! | Apr 1, 2011 1:18 PM |
| 46 | The city of Loveland doesn't have a revenue problem ,the city of Loveland has a S-P-E-N-D-I-N-G problem and it will be stopped. | Apr 1, 2011 1:08 PM |
| 47 | rescind membership in ICLEI and any other similar organizations & Centerra should pay the full 3% to the City | Apr 1, 2011 1:03 PM |
| 48 | many of us in the community are hanging on by the skin of our teeth - we truly cannot afford more taxes of any kind | Apr 1, 2011 12:40 PM |
| 49 | Revoke your deal with the east side shopping mall. No taxes? Unforgivable!!! | Apr 1, 2011 12:39 PM |
| 50 | When the city prioritized things like painted utility boxes over city jobs, this says there is room in the overall budget to re-prioritize where funds are spent. When did a pretty box become more important than a job? This is ridiculous at best. | Apr 1, 2011 10:19 AM |
| 51 | Users of City services should bear a reasonable cost, but often the City provides services to a very broad group of citizens, and those with lesser resources may have a difficult time paying increased fees for benefits that exist for the community as a whole (e.g. library, recreation opportunities) | Apr 1, 2011 9:47 AM |
| 52 | NO MORE TAXES!!! | Mar 31, 2011 11:21 PM |

Page 4, Q8. Would you support a ballot measure for any of the following revenue sources?

| | | |
|----|------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|
| 53 | Taxes are already too high. Live within your means. | Mar 31, 2011 9:19 PM |
| 54 | I could support a new tax that taxed equally. I don't support taxes targeted at certain groups of people (e.g. property owners, auto owners). | Mar 31, 2011 3:58 PM |
| 55 | I don't understand these enough to give an opinion. Would like to not hurt the poorer people which a sales tax often does. | Mar 31, 2011 1:29 PM |
| 56 | Really??.with all hard economic times the only one that seems even viable is sales tax increase (maybe) because people shopping here would help also | Mar 25, 2011 6:05 PM |

Page 4, Q9. Should an increase in these revenues be dedicated to a specific purpose?

| | | |
|----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| 1 | I'm against all the tax/fee increases, but, if I am on the losing side of this, I would say "No." | Apr 28, 2011 10:26 PM |
| 2 | The City needs to remain flexible in the availability of funds available to it. Further, in my opinion, "sustainability" is nothing more than a new buzz word. | Apr 18, 2011 5:31 PM |
| 3 | All taxes should stay in the city limits. | Apr 14, 2011 7:25 PM |
| 4 | I think it should be part of a general fund. | Apr 14, 2011 5:17 PM |
| 5 | The problem with attaching the funds to a specific project is that it limits flexibility and also tends to bias people's attitudes towards that project. I think it would be better to not designate, but I would need more info. | Apr 14, 2011 1:17 PM |
| 6 | Infrastructure support and maintenance. | Apr 14, 2011 10:39 AM |
| 7 | Supplemental Services | Apr 14, 2011 10:16 AM |
| 8 | Present an analysis on which general fund services are placed under the most pressure by additional growth and development and target any new USE TAX revenues toward supplementing funds for those services. | Apr 14, 2011 10:16 AM |
| 9 | I would prefer that new and increased revenues be left flexible, to meet changes in our circumstances. However, I know such increases will be easier to pass if the money is dedicated to specific purposes. | Apr 14, 2011 8:22 AM |
| 10 | If there are gaping holes in the budget then any new monies should go there. | Apr 14, 2011 7:47 AM |
| 11 | Any increase in revenue should not offset the obligations of developers | Apr 13, 2011 8:54 PM |
| 12 | I don't understand why, when there are forecast deficits, the City has millions to buy land on 402 and millions more to buy the Agilent site and sell at a discount. | Apr 13, 2011 6:51 PM |
| 13 | I think it needs to go to meet as many services as possible, so I don't think designating it to one would serve the purpose. | Apr 13, 2011 5:25 PM |
| 14 | A strong education system is critical to a healthy community. Please keep up the public education. | Apr 13, 2011 5:01 PM |
| 15 | This should be disclosed to the public in detail in order for us to decide what we could support. | Apr 12, 2011 9:26 PM |
| 16 | No new taxes for any reason! | Apr 12, 2011 2:38 PM |
| 17 | A BASIC LEVEL OF CITY SERVICES (AS DETERMINED BY CITIZENS/STAFF/COUNCIL) SHOULD ALWAYS BE COVERED, SO THE INCREASE IN REVENUES SHOULD AT LEAST COVER THESE BASIC SERVICES. THE OVERAGE SHOULD GO TOWARD OTHER SERVICES (AS PRIORITIZED BY STAFF/COUNCIL/CITIZENS) | Apr 12, 2011 10:59 AM |
| 18 | Again, tax increases act as a disincentive to business development and increased employment. | Apr 10, 2011 4:20 PM |
| 19 | Yes, but becomes harder to allocate resources when needs changes...some flexibility is needed in revenues and allocations of revenues. | Apr 10, 2011 11:42 AM |

Page 4, Q9. Should an increase in these revenues be dedicated to a specific purpose?

| | | |
|----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|
| 20 | In case you missed it, I said NO INCREASES! | Apr 7, 2011 5:49 PM |
| 21 | Public safety | Apr 7, 2011 12:32 PM |
| 22 | Maybe. But no more unaccountable "Boards" that direct funds. Loveland's Visual Arts Commission. | Apr 7, 2011 9:29 AM |
| 23 | If by some fluke citizens approved a tax hike, dedicating those funds to a specific purpose only means that funds originally intended for those purposes are then just redirected to someone's pet project. Money is fungible. | Apr 6, 2011 4:23 PM |
| 24 | Downtown redevelopment is a key issue for the city. A more vibrant downtown would generate more sales tax. | Apr 4, 2011 4:21 PM |
| 25 | General Fund for general purposes. We have to Trust that the people we elect and the people that run the City have the skill sets needed to spent our taxes on the right things. | Apr 4, 2011 3:08 PM |
| 26 | Downtown redevelopment | Apr 4, 2011 2:23 PM |
| 27 | Loveland is looking a bit shabby. Increased spending in the appearance of of public as well as private properties (enforcing or strengthening current code regarding private properties) could help increase the number of people wanting to live here and the number of businesses wanting to locate here. | Apr 4, 2011 12:53 PM |
| 28 | More tax increase will just generate more waste not better services. | Apr 4, 2011 11:38 AM |
| 29 | Governments at all levels should not be competing against private organizations especially small business who create the majority of jobs to the public. | Apr 3, 2011 4:56 PM |
| 30 | We must attain transparency on all activities, directives of revenue. | Apr 3, 2011 1:10 PM |
| 31 | There are needs across the board - essential services (fire, police, roads, etc) and quality of life (library, rec center, parks, etc). | Apr 3, 2011 11:40 AM |
| 32 | No more revenue increases!!! | Apr 2, 2011 7:28 PM |
| 33 | We dont need any more parking lots down town. You can not even but a pair for sox or a shoes in downtown Loveland. I took my grandchildren to the Nutcracker in December and you did not even provide live music for the event. Tacky!!! | Apr 2, 2011 11:23 AM |
| 34 | I believe we need to take a hard long look first before we talk about tax/fee etc etc increases during these difficult fiscal times. | Apr 2, 2011 9:30 AM |
| 35 | If a dedicated tax is passed it merely frees up money which was previously allocated in the budget for the targeted purpose. Why play the shell game? | Apr 2, 2011 8:08 AM |
| 36 | I will not support an increase in revenue until I see a reduction in the wasteful spending and people are held accountable. | Apr 1, 2011 8:00 PM |
| 37 | I am not for ANY increases! Inflation is affecting the cost of everything, even basics like groceries, and gas is continuing to rise daily. Increasing any in #8 is like a slap in the face to all of us. | Apr 1, 2011 5:23 PM |

Page 4, Q9. Should an increase in these revenues be dedicated to a specific purpose?

| | | |
|----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| 38 | cut spending. the museum and theater should be independent non profit organizations that people who chose can donate to support. | Apr 1, 2011 3:45 PM |
| 39 | and time limited. | Apr 1, 2011 2:55 PM |
| 40 | NO NEW TAXES! Except for the Centerra I mentioned above | Apr 1, 2011 1:42 PM |
| 41 | As I said, increasing taxes has proven to decrease revenues in the end so there will be no increase in revenues. This is the biased and warped thinking process I was refering to above. | Apr 1, 2011 1:26 PM |
| 42 | There should be NO increase in revenues from any of the above options IF you want businesses and citizens to be able to PAY the taxes! | Apr 1, 2011 1:18 PM |
| 43 | Government is incapable of acting responsibly, it cannot be trusted. All it does is spend, spend, spend, regulate, spend, regulate, spend. NO MORE MONEY. | Apr 1, 2011 1:08 PM |
| 44 | Get rid of the Council Reserve Fund & look at upper management pay and benefits | Apr 1, 2011 1:03 PM |
| 45 | How could you even consider "increasing" revenues without specifying a source for those reserves????? That makes NO sense... | Apr 1, 2011 12:41 PM |
| 46 | Let us know the scam you want to fund by stealing our income. | Apr 1, 2011 12:39 PM |
| 47 | An increase in any tax, fee, etc. should be absolute last resort AND it should be thoroughly proven that the budget cannot be tightened anywhere else. Every business and household has to adhere to these same prioritization issues, so the city must also be as diligent and even more so because you are dependent on other peoples' money. | Apr 1, 2011 10:19 AM |
| 48 | It is always nice if a tax will cease when a particular goal is achieved, but if is necessary for a tax to continue to provide the base for general city operations, then restriction of usage would not give flexibility for changing needs. | Apr 1, 2011 9:47 AM |
| 49 | Specific Operating Costs | Apr 1, 2011 8:31 AM |
| 50 | see 8, above | Mar 31, 2011 11:21 PM |
| 51 | Only worthy project is to update the jail. | Mar 31, 2011 9:19 PM |
| 52 | A blanket increase with no indication of source will never fly. | Mar 31, 2011 4:43 PM |
| 53 | Continued fiscal responsibility (balanced budget), maintaining properly maintained parks and infrastructure if needed, economic development, and social services. | Mar 31, 2011 11:06 AM |
| 54 | Bringing in more companies that create jobs. | Mar 31, 2011 11:04 AM |
| 55 | Absolutely. Must have a plan. | Mar 31, 2011 11:01 AM |
| 56 | Depends on where the funds are generated from. If a use or excise tax, then revenue should be dedicated to increasing/protecting the segment that produced it. | Mar 31, 2011 10:59 AM |
| 57 | City employee wages | Mar 28, 2011 8:26 AM |

Page 4, Q9. Should an increase in these revenues be dedicated to a specific purpose?

58 Services need to be prioritized with safety services being ranked highest.

Mar 27, 2011 8:27 PM

Page 4, Q10. If there is an increase to an existing tax or new tax, should it be dedicated to any of these?

| | | |
|----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| 1 | Dedicating funds is a crap shoot. If dedicated to A, what happens when B has a need? How many checkbooks does one need? P.S. The streets in Loveland are a joke — one that isn't very funny. | Apr 18, 2011 5:31 PM |
| 2 | Development of downtown is critical | Apr 18, 2011 10:40 AM |
| 3 | I think our police are well-funded; we seem to have a surplus and they are paid well. Econ develop seems to get what it needs. The cultural areas seem to have had more hits in the past few years so I support them | Apr 15, 2011 12:45 PM |
| 4 | Nothing in the list sounds trivial to me. Not sure about economic development. Can we be sure that money would be used for the common good? | Apr 15, 2011 12:13 PM |
| 5 | We need to maintain these services for the entire city. | Apr 15, 2011 9:59 AM |
| 6 | These are all important | Apr 15, 2011 8:26 AM |
| 7 | Government should not choose which businesses get tax breaks and which don't. Let the free market pick the winners and losers. | Apr 15, 2011 7:40 AM |
| 8 | Dislike seeing the cops patrolling the church traffic. If it's not on city time then they should be in uniform or use the city/police car. | Apr 14, 2011 7:25 PM |
| 9 | I don't think it has to go to one specific use unless there is a need in some of these areas that greatly outweighs the needs of the rest. | Apr 14, 2011 5:17 PM |
| 10 | City should invest more in affordable housing. | Apr 14, 2011 4:41 PM |
| 11 | The cart is again being put ahead of the horse. We should be looking at all the "special deals", especially to developers, and seeing if they need to be removed or shrunk. CEF fees should not be altered and thus affect any of these items. | Apr 14, 2011 3:52 PM |
| 12 | Again - I think that all of these are important. Putting a designator on one tends to prioritize them, and bias people's thinking. Clearly, there are some who will vote against an increase if it is designated as something they don't think is as important. Since we won't all agree on what is most important, then it may be better to leave it open. For example, I don't have children, so I could say, I won't vote for anything that has to do with the schools. I won't do that though, because I believe that educating our children has high value for our community and our culture. Same with the arts and recreation. Our city benefits by having outstanding services, arts, culture, and well maintained parks. It attracts economic development. If we let things slip, then development will look elsewhere. | Apr 14, 2011 1:17 PM |
| 13 | Support Remodel of Pullium Building | Apr 14, 2011 1:06 PM |
| 14 | Police Fire and Streets are the basic services the City MUST provide, all else should be funded with special revenues. | Apr 14, 2011 10:16 AM |
| 15 | All "yesses" I checked are services where growth most increases the demand, in my judgment. If the question was specific as to what type of tax, and it was a sales or property tax, all of my answers would be "No" | Apr 14, 2011 10:16 AM |
| 16 | Please see above. | Apr 14, 2011 8:22 AM |

Page 4, Q10. If there is an increase to an existing tax or new tax, should it be dedicated to any of these?

| | | |
|----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| 17 | Core services should get any new money, the funding of those with new dollars would free up a (probably) lesser amount for amenities. | Apr 14, 2011 7:47 AM |
| 18 | not sure if the other areas need more | Apr 14, 2011 5:05 AM |
| 19 | Let's not become the Colorado Springs of the North. | Apr 13, 2011 8:33 PM |
| 20 | No new taxes. See previous comments | Apr 13, 2011 6:51 PM |
| 21 | Downtown redevelopment | Apr 13, 2011 6:01 PM |
| 22 | Loveland is growing. Let's support this trend. | Apr 13, 2011 5:06 PM |
| 23 | I feel everything listed here is deserving of funding. I feel economic development should pay for itself. | Apr 13, 2011 5:04 PM |
| 24 | I had a problem deciding on economic development. We have to increase taxes only for the essential operations on the city until such time as we come out of the recession and taxes increase to a point where the cuts are no longer necessary. | Apr 12, 2011 9:26 PM |
| 25 | The ones I marked no on already have donations lined up. Importance of things must be determined. | Apr 10, 2011 5:15 PM |
| 26 | (see No. 11) | Apr 10, 2011 4:39 PM |
| 27 | See above two comments! | Apr 10, 2011 4:20 PM |
| 28 | Pattern of my response is largely related to previous questions: increase in revenues should be allocated as excise tax or user tax to specific uses...but general needs must also be met by general increases....hopefully less so by general increases and more so by "economic development" bringing in more of the needed funds. | Apr 10, 2011 11:42 AM |
| 29 | Once again, NO INCREASES! | Apr 7, 2011 5:49 PM |
| 30 | The police especially seem to be rolling in dough - highest paid officers in the county - I think funding for streets, Rialto and museum are about right at current levels. | Apr 7, 2011 11:39 AM |
| 31 | Economic Development - if you mean in the form of less government regulation, I am for that. | Apr 7, 2011 9:29 AM |
| 32 | Again, money is fungible. | Apr 6, 2011 4:23 PM |
| 33 | The city staff should decide where the money goes. | Apr 5, 2011 8:07 AM |
| 34 | We need to ensure the funding of our core services/needs. | Apr 4, 2011 11:22 PM |
| 35 | I think most of these areas are sufficient. I'd like to see more towards downtown redevelopment. | Apr 4, 2011 4:21 PM |
| 36 | See #9 | Apr 4, 2011 3:08 PM |

Page 4, Q10. If there is an increase to an existing tax or new tax, should it be dedicated to any of these?

| | | |
|----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|
| 37 | No more tax increases. Clean up unnecessary spending. There are many many areas that need to be cleaned up. ie.e McWhinney needs to start paying all the sales collected and pay for the services the City of Loveland provides to Centerra. There is a boat load of money for you!! | Apr 4, 2011 11:38 AM |
| 38 | Form a Library District. I am interested in keeping vital service (Public Safety) sustained to today's standards. With our population growth - public safety needs to have the resources it needs. | Apr 4, 2011 9:45 AM |
| 39 | Start cutting services instead of looking for new ways to tax | Apr 4, 2011 7:57 AM |
| 40 | Decision of where \$ goes should be based on 1) impact of service to majority of the community 2) adequacy of current funding. We are all tightening our belts, govt should follow what it's citizens are being asked to do | Apr 4, 2011 7:12 AM |
| 41 | Specifc taxes not allowed in the general fund is part of the problem that has gotten us here. | Apr 3, 2011 6:10 PM |
| 42 | How many more parks do we need to build, maintain and operate during the most severe economic recession since the great depression. | Apr 3, 2011 4:56 PM |
| 43 | We have too many parks already. The main objective should be tourism. When my family came here in the 1800's there were two bases of income. Tourism and agriculture. Ag is gone, at least tourism brings in capitol. And then they go home! | Apr 3, 2011 1:10 PM |
| 44 | Cut services and spending.... | Apr 2, 2011 7:42 PM |
| 45 | No more TAXES!!! | Apr 2, 2011 7:28 PM |
| 46 | The Railto theater needs a lot of work on thee stage however, this money should be raised privatly. | Apr 2, 2011 11:23 AM |
| 47 | Let's take a realistic look at what the necessary services are as checked above, and RE: the nice to have-let's look at cut backs or efficiencies that could be put in to place; let's examine what could become self supporting ex Rialto, Museums | Apr 2, 2011 9:30 AM |
| 48 | No taxes should be raised! The rest of us are on budgets and don't overspend. We live within our budget. Do you want to drive all of us running businesses out of Loveland!?!? | Apr 2, 2011 7:10 AM |
| 49 | What do you mean by "Economic Development"? Increasing job opportunities? Paying out money for "feasibility planning"? Laying out hard earned tax-payer's funds for "attracting new businesses"? I'm not for any tax increases - period! But, if the city council goes against popular opinion and DOES raise taxes, they should use the medical method of triage and use the funds for the most pressing item that will serve and benefit the most people. | Apr 1, 2011 5:23 PM |
| 50 | We must tighten our belts and decrease support of non essential services. 1 year of spending at the budgeted \$ for Museum, parks, and Rialto would save \$ for taxparers that can't afford to use them anyway! And the children's exposure to the Arts, they won't die without it for 1 year! | Apr 1, 2011 4:35 PM |
| 51 | Manage more effectively, or cut pay and benefits, or reduce payroll. No additional taxes! | Apr 1, 2011 3:51 PM |
| 52 | support the fire and police, fix streets with the money you already have. | Apr 1, 2011 3:45 PM |

Page 4, Q10. If there is an increase to an existing tax or new tax, should it be dedicated to any of these?

| | | |
|----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| 53 | Only for attracting new companies and improving the ability of existing companies to be successful and expand. | Apr 1, 2011 2:55 PM |
| 54 | I would need to understand better what the existing and future needs are of these departments and before I could dedicate additional funds to them. Why isn't Human Services listed as a possibility? | Apr 1, 2011 2:37 PM |
| 55 | again, some things are great but when times are tight we need to focus on the vitals. | Apr 1, 2011 1:55 PM |
| 56 | NO NEW TAXES! Except for the Centerra I mentioned earlier | Apr 1, 2011 1:42 PM |
| 57 | Again, the increase of any tax decreases eventual revenues. the question is " the decrease in taxes with the eventual increase in revenues resulting, what should the new revenues be used for?". Again, your question starts with a false premis. | Apr 1, 2011 1:26 PM |
| 58 | The FUN stuff needs to GO! and when was the last time YOU actually rode the BUS regularly. | Apr 1, 2011 1:18 PM |
| 59 | If the funds are increased for police then the city will just transfer the extra and do whatever the hell it wants with the money, there is no accountability-none whatsoever. | Apr 1, 2011 1:08 PM |
| 60 | INFRASTRUCTURE first, kids need park services more than the museum needs money to display offensive quasi-religious "art". We need police & fire services more than a liberal based library | Apr 1, 2011 1:03 PM |
| 61 | Culture is nice - but let's put our money where it needs to be at the present time, museums and theatres are not the place. Keeping our parks nice and safe if beneficial, on limited incomes you can enjoy a picnic, the scenery and equipment at the parks. This helps families still provide entertainment for them selves. | Apr 1, 2011 12:40 PM |
| 62 | I do not support any new tax until it can be shown unequivocally that the budget has been tightened and streamlined as much as possible and then prioritization shown for absolute must haves versus nice-to-haves in the expenditures. | Apr 1, 2011 10:19 AM |
| 63 | See above comment. The foregoing are all appropriate uses for city resources and provide the community atmosphere that makes this a desirable place to live. Police and Streets are basic City responsibilities that should be funded with general tax revenues--fire would also except an area wide authority is needed | Apr 1, 2011 9:47 AM |
| 64 | NO MORE TAXES !!! | Mar 31, 2011 11:21 PM |
| 65 | Most of the list already have bloated budgets. What about the jail? | Mar 31, 2011 9:19 PM |
| 66 | Transit, Rialto, and Library are unnecessary. | Mar 31, 2011 6:05 PM |
| 67 | Without an indication of a set project or need, I would NEVER support this. | Mar 31, 2011 4:43 PM |
| 68 | general fund | Mar 31, 2011 1:47 PM |
| 69 | I don't know if they need help or not. Not enough information to give a good answer. | Mar 31, 2011 1:29 PM |
| 70 | I truly think the transit should pay for itself. | Mar 31, 2011 1:11 PM |

Page 4, Q10. If there is an increase to an existing tax or new tax, should it be dedicated to any of these?

| | | |
|----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| 71 | increases should be earmarked to maintain the services that the City is required by charter to provide. the rest is "fluff" and funding for these should only be maintained or increased in solid economic times. health, safety issues should be top priority. | Mar 31, 2011 12:39 PM |
| 72 | Answered "no" because I need more information on projected needs in the next 5, 10 and 20 years before committing to funding decisions. | Mar 31, 2011 11:08 AM |
| 73 | As much as I enjoy the arts, entertainment, and libraries, it would be more important for the city to use it's collective buying power for the public infrastructure and the protection of citizens in lean economic times. | Mar 31, 2011 11:06 AM |
| 74 | I think this is an unfair question for a survey, without being able to review the budget consumption for the prior year for these groups how could anyone make an educated decision as to where to allocate funds? Where are the deficits? Where is there surplus? Who has funds for growth/investment? Who is operating at or near a baseline???? | Mar 31, 2011 11:01 AM |
| 75 | The first thing people always want to cut are our services that add to quality of life in lieu of saving police and fire. But we really do have enough staff in both of these departments and there are other ways to fund these services. Do not cut our parks, museums and library. They are vital to bringing in tourists and "quality" residents. | Mar 26, 2011 3:46 PM |
| 76 | A survey shows that the City of Loveland has more police officers per capita than anywhere else in the northern Colorado area | Mar 25, 2011 6:05 PM |

Page 4, Q11. Would you be willing to support a ballot measure to create a new district to fund the operations of the following services? (A new district is a separate legal entity.)

| | | |
|----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| 1 | These districts are a recipe for disaster...Creating districts only creates the need for more employees and more paperwork | Apr 29, 2011 12:29 PM |
| 2 | Development/developer impact fees are the best way to ensure that growth pays its own way. | Apr 23, 2011 2:07 PM |
| 3 | It is my understanding that the creation of such a District would limit or do away with that facility's ability to receive funds from other sources. | Apr 19, 2011 12:30 PM |
| 4 | There are already too many separate entities. | Apr 18, 2011 5:31 PM |
| 5 | Not a carte blanche endorsement - I tend to support specific plans | Apr 18, 2011 10:40 AM |
| 6 | I think we have great parks and they need maintenance but I don't think we need a separate funding mechanism | Apr 15, 2011 12:45 PM |
| 7 | I'm not clear on the pros and cons. | Apr 15, 2011 12:13 PM |
| 8 | I would need to know a lot more about what a 'new district' means....It could make it more complicated. | Apr 15, 2011 9:59 AM |
| 9 | We need a better Fire ISO rating in Loveland, our Home owners insurance will be reduced and the taxes will be close to a wash for us. | Apr 15, 2011 9:59 AM |
| 10 | Transit in northern Colorado should join the RTD district. That would spread the costs to a larger area, reduce administration and overhead costs and accelerate the connections with Longmont and the Denver Metro area. | Apr 15, 2011 7:40 AM |
| 11 | I don't understand the question. | Apr 14, 2011 7:25 PM |
| 12 | This also smells of cost shifting. Is this another move to reduce taxes-fees for special subset groups, such as developers. | Apr 14, 2011 3:52 PM |
| 13 | Cultural Services {Pullium Bldg.} | Apr 14, 2011 1:06 PM |
| 14 | New districts generally are created to have their own taxing authority, and they are no longer part of the overall community plan. | Apr 14, 2011 10:26 AM |
| 15 | Creating new "districts" sounds like shorthand for property tax increases; which I will not support unless the city refrains from any further preferential property tax treatment for new development and, hopefully, renegotiates existing preferential agreements with Centerra and others. If the services listed above are under budget pressure it is not because ordinary citizens have failed to do their part! | Apr 14, 2011 10:16 AM |
| 16 | I can see adding a branch library and/or neighborhood parks, but I'm not sure I like taxing people for things other residents already have.' | Apr 14, 2011 8:22 AM |
| 17 | The expertise of these services and the recycle program are what Loveland extra special. | Apr 13, 2011 8:54 PM |
| 18 | Most of these should probably be "Maybe, with more information." | Apr 13, 2011 8:33 PM |
| 19 | Why do we need to create districts to pay for things our current taxes already cover? | Apr 13, 2011 8:25 PM |

Page 4, Q11. Would you be willing to support a ballot measure to create a new district to fund the operations of the following services? (A new district is a separate legal entity.)

| | | |
|----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|
| 20 | See previous comments. I'd only support a new tax when the city stops giving my taxes to rich developers. Isn't the City supposed to be making growth pay for itself? | Apr 13, 2011 6:51 PM |
| 21 | Downtown | Apr 13, 2011 6:01 PM |
| 22 | We cannot live without a strong fire department. | Apr 13, 2011 5:01 PM |
| 23 | Would need to know more information on the 3 items. | Apr 10, 2011 5:15 PM |
| 24 | See all comments above. | Apr 10, 2011 4:20 PM |
| 25 | All these things are slick ways to increase taxes. The answer is NO!!!! | Apr 7, 2011 5:49 PM |
| 26 | We need to improve the airport and regional transportation. | Apr 5, 2011 8:07 AM |
| 27 | another way for one to create taxes and overhead for FTEs and not supply service. Do like we do in the business arena, Learn to deliver outstanding services with less to stay solvent | Apr 5, 2011 4:24 AM |
| 28 | Need more information | Apr 4, 2011 3:08 PM |
| 29 | McWhinney and Centerra needs to refund all the sales tax collected since they opened, and they need to pay for all the services the City of Loveland provides them free of charge. | Apr 4, 2011 11:38 AM |
| 30 | This is a gimmick, not a solution. | Apr 3, 2011 6:10 PM |
| 31 | We should look at employee pay and benny's. I'm sure there could be cost savings to be had in there. | Apr 3, 2011 1:10 PM |
| 32 | Cut spending. | Apr 2, 2011 7:42 PM |
| 33 | Make these services privately owned. | Apr 2, 2011 7:28 PM |
| 34 | Theater should stand on its own not at tax payer expense. | Apr 1, 2011 6:51 PM |
| 35 | Would not a "new district" call for hiring more government people to manage such a district? We seem to be top heavy with government administrators already! | Apr 1, 2011 5:23 PM |
| 36 | We can't even afford to keep our homes up with so much unemployment! What would we want to support another entity for??? | Apr 1, 2011 4:35 PM |
| 37 | Busses are running with two or three on board. It would be cheaper to provide a call N ride system | Apr 1, 2011 2:55 PM |
| 38 | why? we are so busy creating committees and forums and doing studies we cant see the light at the end of the tunnel. you cannot tell me there are not enough talented people on the cities staff right now that could look at these issues and the budget and figure it out without having to create a separate entity. If there arent we need new government and employees. | Apr 1, 2011 1:55 PM |
| 39 | Not if this is another way to ask to raise taxes. Get the money from Centerra paying their fair share | Apr 1, 2011 1:42 PM |

Page 4, Q11. Would you be willing to support a ballot measure to create a new district to fund the operations of the following services? (A new district is a separate legal entity.)

| | | |
|----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| 40 | New district creation is just another way to institute new taxation . It is a way to circle around to that discussion again demonstrating the predisposition to new taxation as the false but preferred government solution to any tax situation. That is - keep or increase services regardless, just raise taxes. It is a failed premise and is demonstrated to be a loser but government bias always refuses to admit it. | Apr 1, 2011 1:26 PM |
| 41 | Defund all the green garbage and ICLEI shit and you can use that money instead. | Apr 1, 2011 1:08 PM |
| 42 | Got more god damn districts (for tax purposes) than people already | Apr 1, 2011 12:39 PM |
| 43 | NO – taxing districts like the Centerra one, rob tax funding from the city to fill the pockets of businesses taking advantage of the city tax payers. EVEN PLAYING FIELD ACROSS THE BOARD please. | Apr 1, 2011 10:19 AM |
| 44 | Transit, Rialto, and Library are unnecessary. | Mar 31, 2011 6:05 PM |
| 45 | You just expanded the library, are you saying there isn't enough money to support the general operations of this but yet you expanded the library? | Mar 31, 2011 4:43 PM |
| 46 | I don't know enough about this. How would it be funded? And, would the money used to fund these now be given back (e.g. reduction in taxes)? We can't keep the current tax structure AND fund these with additional taxes through a new district. | Mar 31, 2011 3:58 PM |
| 47 | How would a new district help? | Mar 31, 2011 1:29 PM |
| 48 | Again, an unfair check box question for a survey. Without a full budget review and information on the use of the proposed entity, how could one make an educated decision?? | Mar 31, 2011 11:01 AM |

Page 5, Q12. Several of our services are supported by fees.

Which of the following services should the City consider increasing the fees to reduce their reliance on General Fund taxes?

| | | |
|----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| 1 | The items I responded no to are budget items that are responsibilities of a municipality...the other items ie enforcement (raise the ticket fines) or bus service (fee for service/should self support), rec center..totally optional and should self support.... | Apr 29, 2011 12:45 PM |
| 2 | Sometimes a small increase will not be much noticed (or create much of a hardship) but with many people contributing, it can make a large difference.... | Apr 15, 2011 10:03 AM |
| 3 | Don't increase fees on services used primarily by youth, seniors or low income. | Apr 15, 2011 7:45 AM |
| 4 | Do not raise fees that will only hurt law abiding and in many cases disadvantaged citizens (transit, library, recreation). | Apr 14, 2011 10:24 AM |
| 5 | Traffic enforcement, maybe. I don't know what the current fees and fines are. Re street maintenance; the longer maintenance is deferred, the more it costs to fix them – maybe 10 times more. | Apr 14, 2011 8:33 AM |
| 6 | I would need to have MORE information on how much is spent for each one. The library fee would help provide more books. | Apr 10, 2011 5:32 PM |
| 7 | Hummm...some caveats for each... | Apr 10, 2011 11:57 AM |
| 8 | The answer is still the same. PEOPLE DO NOT HAVE MONEY! Learn to reduce expenses just like the rest of us. | Apr 7, 2011 5:54 PM |
| 9 | Regarding Development Planning, I would like to more criteria assessed whenever growth is planned, eg, is low income and senior housing within walking distance of transit route, minimize water consumption and minimize driving to reach popular destinations, amusement centers for kids that they can walk or bike to. Loveland seems unusually car-dependent for a city with 70,000 people. So if it takes money to develop for lower cost operation then I expect that expense will pay for itself. | Apr 7, 2011 11:54 AM |
| 10 | I think charging a \$10 per household fee per year for the library would be OK. Currently, it is free and \$10 shouldn't be a hardship. The Rec Center is already more expensive than comparable facilities so I don't think that makes sense. And I don't know enough about the other services to provide adequate opinions. | Apr 4, 2011 4:37 PM |
| 11 | I know that these areas would not be able to be self-supportive but minor increases in each area would have a long term effect on the Cities costs. Just make sure the increases aren't too large or they may actually reduce the usage of the service and end up having the reverse effect. | Apr 4, 2011 3:21 PM |
| 12 | I am not sure where Street Maintenance fees come from??? | Apr 4, 2011 9:55 AM |
| 13 | Start becoming more effecient and quit adding bureaucratic expansion | Apr 4, 2011 8:00 AM |
| 14 | Use lodging tax. | Apr 3, 2011 7:19 PM |
| 15 | I would not support any tax increases. The bus service is mostly a joke. It may only be essential for seniors, dissabled. | Apr 3, 2011 1:28 PM |

Page 5, Q12. Several of our services are supported by fees.

Which of the following services should the City consider increasing the fees to reduce their reliance on General Fund taxes?

| | | |
|----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|
| 16 | Traffic fees are to high and we all know that in tough economic times, there are more tickets handed out to help reduce the budget. Its a FACT! Let the police give warnings and use common sense in traffic issues. The money spent on minor traffic violations stays in the pockets of consumers who can buy basic goods and the taxes generated far exceeds that of a traffic ticket. | Apr 2, 2011 11:19 PM |
| 17 | Reduce spending..... | Apr 2, 2011 7:47 PM |
| 18 | You need to use the money you have to fix the bridge over the irrigation ditch on Boise. Also 99% of the man holes need to be fixed so they are not dips in the pavement. | Apr 2, 2011 11:36 AM |
| 19 | First let's take a long hard look at how current tax dollars are being used, and if all appropriate businesses/individuals are supporting the city as they need to be. | Apr 2, 2011 9:35 AM |
| 20 | Traffic enforcement? Does that mean increasing fees for speeding? Having police escort at funerals? Street maintenance? Are Lovelanders charged a fee when pot holes are filled? What fees are included with street maintenance? More people will be using the transit service with the price of gas increase. | Apr 1, 2011 5:43 PM |
| 21 | First and foremost: Development Planning and Review should do it's job for the budget given now; this area is going to hell in a handbasked and what was "reviewed and planned" to stop it?! | Apr 1, 2011 4:41 PM |
| 22 | all listed are options except street maintenance. As a country our infastructure is crumbling and we are busy expanding the library. Priorities. | Apr 1, 2011 1:59 PM |
| 23 | Increasing fees drives people away from the service thuys decreasing revenues. This is economics 1. Decreasing fees increases use of services thus increasing revenues. Economics 1 , Do you not understand or do you not want to understand? | Apr 1, 2011 1:47 PM |
| 24 | NO MORE MONEY-WHAT PART DO OF NO DON'T YOU UNDERSTAND. | Apr 1, 2011 1:16 PM |
| 25 | increase taxes on those entities that serve only a small portion of the total population! Traffic tickets do not need to be increased above the level they are currently! | Apr 1, 2011 12:45 PM |
| 26 | Traffic and Streets are things that the government should be in charge of. I'm on the fence about Development Planning and Review, however, the others are all optional services that have other possible means of having the end-users needs met. They should not be funded by tax dollars when there is a shortage. They are nice-to-haves. | Apr 1, 2011 10:27 AM |
| 27 | Raising the fees at the Rec Ctr will cause use to decrease and income to decrease. Seems like increasing fees for development and planning will further discourage new construction. | Apr 1, 2011 8:57 AM |
| 28 | All transportation services should be self funding, or eliminated. Ridership is so low as to be ridiculous. | Mar 31, 2011 9:24 PM |
| 29 | Why don't you ask the citizens where they believe the budget should be cut? I have a number of ideas. | Mar 31, 2011 4:48 PM |

Page 5, Q12. Several of our services are supported by fees.

Which of the following services should the City consider increasing the fees to reduce their reliance on General Fund taxes?

30 Don't know what Development Planning and Review is- why would there be a fee?

Mar 31, 2011 1:33 PM

Page 5, Q13. Street Maintenance Fees (street resurfacing) on your monthly utility bill at the 2010 rate are intended to cover 50% of the Street Maintenance Program.

What percentage of the street maintenance should be covered with fees?

| | | |
|----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| 1 | ZERO....this is a requirement of any municipality....This should be paid for out of the general budget with property tax revenue and sales tax revenue..... | Apr 29, 2011 12:45 PM |
| 2 | Leave it alone. Just add more efficiency in the field. | Apr 18, 2011 5:36 PM |
| 3 | I spend lots of money on the outside appearance of my house, approximately \$10,000 in the last 2 years. No matter what I do, the value of my property and its appearance are impacted negatively by the shape the street and curbs are in. | Apr 15, 2011 10:05 AM |
| 4 | We must invest in our infrastructure. Maintain what has already been developed before building new roads. | Apr 15, 2011 7:45 AM |
| 5 | I like how smooth our roads are compared to Fort Collins & Greeley. I'd be willing to pay a little bit more if the maintenance gets better or stays the same. | Apr 14, 2011 7:32 PM |
| 6 | Businesses need to pay according to how much traffic they generate and the size of vehicles. | Apr 14, 2011 10:50 AM |
| 7 | If anything, reduce it and capture more fees for long term street maintenance as part of development fees. | Apr 14, 2011 10:24 AM |
| 8 | It's also ok with me if they stay at 50%. Well-maintained streets benefit everyone; they lower the costs of driving, busing, and buying anything brought here by truck, including food. | Apr 14, 2011 8:33 AM |
| 9 | With state and federal dollars going away we will have to increase our share if we want the same service. | Apr 14, 2011 7:48 AM |
| 10 | should be lower unless tied directly to usage | Apr 14, 2011 7:01 AM |
| 11 | i really don't have enough knowledge to comment | Apr 13, 2011 8:11 PM |
| 12 | 100% | Apr 13, 2011 7:24 PM |
| 13 | Why not 100%? | Apr 13, 2011 6:09 PM |
| 14 | At least until the crisis is over, if it's ever over | Apr 13, 2011 5:28 PM |
| 15 | Some areas need more maintenance sooner, others later; some streets/areas more expensive some less. Residents should pay some for both their own areas plus for "through-usage/common usage". Seems like 50% is fair balance for now, without more information. | Apr 10, 2011 11:57 AM |
| 16 | This is yet another thing to reduce---and CAN be reduced with some serious thought. | Apr 7, 2011 5:54 PM |
| 17 | Loveland's street maintenance program seems to be keeping the overall cost of streets at a reasonable level. I think fees on the utility bill help residents to understand that there is a cost however - smooth street surfaces do not magically appear, for free. | Apr 7, 2011 11:54 AM |
| 18 | Not just citizens using our streets, sales tax should help cover some of the costs. | Apr 6, 2011 4:03 PM |

Page 5, Q13. Street Maintenance Fees (street resurfacing) on your monthly utility bill at the 2010 rate are intended to cover 50% of the Street Maintenance Program.

What percentage of the street maintenance should be covered with fees?

| | | |
|----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|
| 19 | I don't understand this well enough. Where does the other 50% currently come from - the general fund? | Apr 4, 2011 4:37 PM |
| 20 | Why should only utility customers pay for streets maintenance when I see "heavy trucks" from all over the country using our roads for commerce (especially to and from Estes Park). Also tourists and people commuting, ect. | Apr 4, 2011 9:55 AM |
| 21 | I have a concern that these fees have been diverted to street construction improvements ie Madison and Eisenhower and justified by using a "spin" that well yes we had to re-surface the street. I have lived on my street for 16 years and only once has it been chip sealed or cracks tarred and it is hurting...so where is the money going! | Apr 4, 2011 9:36 AM |
| 22 | Use lodging tax. | Apr 3, 2011 7:19 PM |
| 23 | I don't know. What are you spending the other 50% on? It's possible that more is needed for street maintenance. I do not like seeing cops on ticketing traffic, when they are needed to fight crime! And why do we need so many police? We have too many for this little town, save some cash there. | Apr 3, 2011 1:28 PM |
| 24 | Current level now seems adequate, but I don't know all the issues. | Apr 3, 2011 11:47 AM |
| 25 | Hats off to the street repair people. The streets in Loveland are pretty good.Do it right the first time and the expense will drop. | Apr 2, 2011 11:19 PM |
| 26 | 0% Cut spending... You're not allowing 0% Protest the was this question is worded. | Apr 2, 2011 7:47 PM |
| 27 | We all ready pay large streetmenance fees and you can;t fix the man holes. | Apr 2, 2011 11:36 AM |
| 28 | I believe about 30% should be considered. | Apr 1, 2011 11:40 PM |
| 29 | Guess this answers my previous question. I have to confess I was not aware that we were paying a 50% fee. 50 % of what - my utility bill? the total cost of whatever was done divided by the total population of Loveland? | Apr 1, 2011 5:43 PM |
| 30 | Delay new paving if necessary until tax receipts improve. Just fill potholes. Supervise existing employees more effectively and expect more from them. | Apr 1, 2011 4:00 PM |
| 31 | This a core responsibility | Apr 1, 2011 2:59 PM |
| 32 | depends on where the rest of the money comes from. | Apr 1, 2011 1:59 PM |
| 33 | If the street mainainance department were made efficient and the HR requirements were equal to that of the private sector, you will be able to cut expenses dramatically. Again, this has been proven true every time it is tried. Cities across the country are proving this. Our city employees simply do not want to face this as it will mean a decrease in thier income and benifits. That is always the case in this situation. | Apr 1, 2011 1:47 PM |
| 34 | Use property tax. Your poll is rigged. | Apr 1, 2011 1:16 PM |
| 35 | less than 50% | Apr 1, 2011 12:53 PM |

Page 5, Q13. Street Maintenance Fees (street resurfacing) on your monthly utility bill at the 2010 rate are intended to cover 50% of the Street Maintenance Program.

What percentage of the street maintenance should be covered with fees?

| | | |
|----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| 36 | I don't know or have evidence to support other than the status quo. | Apr 1, 2011 10:27 AM |
| 37 | Actually in housing areas only those who WANT their street redone should pay. Loveland does way too much too often of this type of work. | Mar 31, 2011 9:24 PM |
| 38 | How is the other 50% funded now? If it's with other taxes, I would expect these taxes to be reduced by 30%. | Mar 31, 2011 4:26 PM |
| 39 | But I would like more input on maintenance. Seems like we wasted a lot of money on the intersection next to Sam's Club. Doesn't seem better and seems confusing. | Mar 31, 2011 1:33 PM |
| 40 | Where do the remaining funds come from? | Mar 31, 2011 11:13 AM |
| 41 | Another ridiculous question without enough information. This is like throwing a dart at a dart board! | Mar 31, 2011 11:09 AM |
| 42 | Aren't we getting support from the state and license fees to help with this cost? And, all in all, our streets really are in fairly decent shape. | Mar 26, 2011 3:53 PM |
| 43 | Seems like street maintenance is a long drawn out process that costs a lot of money...surely it can be done in a more timely manner, costing less money | Mar 25, 2011 6:10 PM |
| 44 | How is a street maintenance fee different than a general tax? Who doesn't use the streets! There should be no "Fee" because it should already be covered the general tax base. | Mar 25, 2011 4:36 PM |

Page 5, Q14. Please prioritize each strategy with 1 being your most important priority for these budget balancing values.

You may select each priority level only once and you may only choose one level per value.

| | | |
|----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| 1 | A balanced budget is critical...if we,as a municipality, cannot do this EVERYTHING should be on the table and assessed... | Apr 29, 2011 12:45 PM |
| 2 | I'm not sure of the phrasing of "Limit operating impact of capital projects" - if they are funded and in the budget, then they should have no impact to the operating budget - if they break the budget, they should be closely scrutinized as to why they might be necessary | Apr 18, 2011 10:47 AM |
| 3 | Reserves are important to protect the city during down cycles. We must maintain our existing infrastructure before building new infrastructure. Operating costs must be addressed up front when funding is sought for new infrastructure. | Apr 15, 2011 7:45 AM |
| 4 | I believe City employees are paid too much; they get "tied to their job" because there is little in the private sector that pays as well. Then we have employees that are bored and not really "into" their job. | Apr 14, 2011 10:57 AM |
| 5 | Ensure that growth pays it own way. Stop subsidizing business relocations. | Apr 14, 2011 10:50 AM |
| 6 | Thank You City Counsel for winning the ACE Project. That should bring welcome and much needed prosperity. Some of that will come to the City and you will fill your coffers once again. | Apr 14, 2011 12:17 AM |
| 7 | would like to know all services currently provided to provide a better answer | Apr 13, 2011 8:11 PM |
| 8 | That was very difficult, I know everyone of them is important | Apr 13, 2011 5:28 PM |
| 9 | Not sure exactly what you mean by "limiting operating impact on capital projects". Try using people speech not government speech. | Apr 12, 2011 2:40 PM |
| 10 | That was a really tough one ... I would hate to rank any of these as 'least important' ... | Apr 10, 2011 4:47 PM |
| 11 | As mentioned earlier, perhaps street sweeping/cleaning could be reduced, services within areas (Berthod + Loveland; Loveland + Fort Collins; Larimer Co + Weld Co) could be shared/consolidated: SWAT, some utilities, some law enforcement, | Apr 10, 2011 11:57 AM |
| 12 | When, on average, public employees make twice as much as their employers (taxpayers), there is an imbalance that need to be corrected. | Apr 5, 2011 1:08 PM |
| 13 | Difficult to rate as some of these strategies are not clear to me. | Apr 4, 2011 4:37 PM |
| 14 | It is more important that the service that the City will be proving are provided at the high quality that they are now. If you reduce the quality of the serves so that you can provide more services, eventually none of the services will be worth having. | Apr 4, 2011 3:21 PM |
| 15 | Not impressed with your "spell Check"! existing spelled incorrectly throughout this survey. | Apr 4, 2011 9:55 AM |

Page 5, Q14. Please prioritize each strategy with 1 being your most important priority for these budget balancing values.

You may select each priority level only once and you may only choose one level per value.

| | | |
|----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|
| 16 | We all have to live within our means. No new taxes, balance the budget with what we have! | Apr 3, 2011 1:28 PM |
| 17 | State employees make almost double of the private sector when all pay and benefits are averaged in. No bonuses and stay within budget. | Apr 2, 2011 11:19 PM |
| 18 | Cut spending and services | Apr 2, 2011 7:47 PM |
| 19 | You need to have the men and women who are leaning on their shovels, working rather than resting. They also ride around in the city pickups a lot. These actions do not produce revenue. | Apr 2, 2011 11:36 AM |
| 20 | if you are providing a service, do it well, but cut some out that you are currently providing | Apr 1, 2011 3:51 PM |
| 21 | Revenues and expenditures are seldom "equal", the best choice would be to have revenue GREATER than expenditures. | Apr 1, 2011 1:51 PM |
| 22 | Compensate employees as equal to the private sector, not other public sectors as they are still bloated Remove and replace employees to upgrade the work ethic and efficiency. city bias against but necessary. Cut back on the over maintainance of city services now in existance to keep city employees and equipment busy in order to create a need for them to keep them working and on the books. This is a standard method of institutionalization of inefficiency that must be overcome. Get rid of the extra equipment and manpower, we will prosper without it! We will be dragged down with it. a proven fact. | Apr 1, 2011 1:47 PM |
| 23 | Working for the government with all the great benefits that go along with it should not also come with a higher pay check than those working in the private sector. | Apr 1, 2011 1:22 PM |
| 24 | Live within your means-no new taxes. | Apr 1, 2011 1:16 PM |
| 25 | I don't know anyone who hasn't either taken a cut in pay or benefits to keep their job or are layed off - increaseing the wages of city workers at tax payers expense is not fair. I can't afford more money for someone to get a raise when my wages have been cut and family members have lost their jobs | Apr 1, 2011 12:52 PM |
| 26 | I've worked in places where employees had to take pay cuts in order to keep their job, I don't see the city employees as in any different of a position. If they can make their budgets more efficient and individuals do their jobs exceptionally well, then they should be compensated appropriately, but across the board, collective bargaining is bad for business--bad because it discourages individuals going above and beyond to perform well in their jobs, bad cause it limits what the employee can expect/demand/ask and the tax payers are ultimately the employer here. Of course I want good employees that do their jobs well, but I don't want slackards using the system to stay employed and then get a nice retirement--hardly anyone in a private sector business has this luxury anymore. FAIR PLAYING FIELD, equal OPPORTUNITY TO succeed, but NO GUARANTEE of outcomes/results. I want to see producers, not moochers or looters. | Apr 1, 2011 10:27 AM |

Page 5, Q14. Please prioritize each strategy with 1 being your most important priority for these budget balancing values.

You may select each priority level only once and you may only choose one level per value.

| | | |
|----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| 27 | Not a useful or fair question--can't accomplish goals without financial stability and competent, appropriately paid staff. | Apr 1, 2011 10:27 AM |
| 28 | There are services that the city currently subsidizes that they should not be (Rialto, Museum) | Apr 1, 2011 8:57 AM |
| 29 | I think government benefits should reflect what's going on in the private sector. When the private sector recovers, then I would place salaries & benefits for employees as a higher priority. | Mar 31, 2011 4:26 PM |
| 30 | Reserves are intended to be used during this period of recession, that is why I put it a #7 | Mar 31, 2011 2:09 PM |
| 31 | Employees in Colorado are taking Salary hits even at the CEO level. 5-10% decreases in Salaries are typical...in times of recession, having competitive wages and benefits is not as critical, especially with unemployment rates above 5%. People need to be valued, but there are ways to do that without increasing salaries in this environment. Salary/ wages and benefits is your most controllable expense. This sounds like hard knocks approach, and it is, but it is effective for profitability. | Mar 31, 2011 11:09 AM |
| 32 | You're losing quality employees to outside jobs that pay better. I really don't want to lose these great civil servants to the private sector and replaced with people who are "just willing to do the work for the low pay". We have great customer service in the city - but it's dwindling with the lack of moral from not giving the employees raises and keeping their pay competitive. You will get what you pay for and if you continue to cut, furlough and offer no raises and benefits, this town will suffer. City employees should be considered vital resources - not just excess, disposable baggage. | Mar 26, 2011 3:53 PM |
| 33 | Is the City really looking at the situation as a whole with out protecting pet areas?? | Mar 25, 2011 6:10 PM |

Page 5, Q15. While social services programs are traditionally managed at the County level of government, the City contributes to social services.

Should the City use tax revenue to support the following programs?

| | | |
|----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| 1 | We have plenty of churches that would be happy to help people in needy...the only thing the city MAYBE should coordinate would be a referral service for the needy....the reason that budgets are strained is that cities have taken on services we have no business being in.STOP taking the fed's \$ with all the strings attached... | Apr 29, 2011 12:45 PM |
| 2 | There are agencies for ALL these services that are duplicated by the city. | Apr 19, 2011 1:19 PM |
| 3 | They should be funded at a level that allows them to have an impact | Apr 18, 2011 10:47 AM |
| 4 | In just about all of these cases, the question is over "how much", not simply "yes or no" | Apr 14, 2011 10:24 AM |
| 5 | Tough running a city isn't it? | Apr 13, 2011 8:38 PM |
| 6 | MAYBE PERCENTAGE OF CITY CONTRIBUTION SHOULD BE LOWER, BUT NOT ELIMINATED | Apr 12, 2011 11:00 AM |
| 7 | It is important that the city help the county w/help to the elderly who have little money and the disabled. | Apr 10, 2011 5:32 PM |
| 8 | Yes...but need to make sure qualifications are met. I am not so sure about the "Affordable Housing Fee Waivers"; we need affordable housing but this should be focused on rental units...we need to get away from the notion that everyone deserves or has earned a house to live in...that is one of the notions that got the U.S. and world into a global recession...people took out and were given mortgages they could not afford and could not qualify for. | Apr 10, 2011 11:57 AM |
| 9 | A well-run non-profit is an excellent mechanism to provide service at the lowest possible cost and much cheaper than having low income and homeless people end up in the county jail. | Apr 7, 2011 11:54 AM |
| 10 | The city has no business being involved in social service programs. This is the responsibility of charitable organizations. If there is a real need, citizens will organize and raise the funds necessary. | Apr 6, 2011 4:26 PM |
| 11 | These are all "nice" programs, but are not the essential function of any government. All we can afford at this time are the essentials. | Apr 5, 2011 1:08 PM |
| 12 | When the economy is better and the City's financial health is strong then some of these services could return. I think we need to continue to provide the opportunity for low income kids to have some access to recreation services other wise they could end up getting into trouble with the law which would cost us even more in the long run. Bus service will help ensure that low income workers can get to work. | Apr 4, 2011 3:21 PM |
| 13 | We cannot continue to hold a hand out to everyone. I would support some of these items if they were limited to set amount of time. Help people get back on their feet, but don't provide them with an unlimited use of crutches. | Apr 4, 2011 1:02 PM |
| 14 | Should get rid of the food and utility sales taxes all together. | Apr 4, 2011 10:28 AM |

Page 5, Q15. While social services programs are traditionally managed at the County level of government, the City contributes to social services.

Should the City use tax revenue to support the following programs?

| | | |
|----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|
| 15 | There should be no fees for houses or apartments that are not occupied. Reduce vacant inventories without fees or increasing tax revenues. | Apr 3, 2011 5:03 PM |
| 16 | Again the busses are a waste for transit except for seniors, dissabled. These folks are on fixed income and need a break. | Apr 3, 2011 1:28 PM |
| 17 | Must insure that affordable housing fee waivers directly benefit the customer, not the developer. | Apr 3, 2011 11:47 AM |
| 18 | When the private sector has money to spend they give generously to non-profits groups. Let us decide who we want to support | Apr 2, 2011 11:19 PM |
| 19 | Cut spending and services | Apr 2, 2011 7:47 PM |
| 20 | I question that you have people to oversee these projects to make them efficient | Apr 2, 2011 11:36 AM |
| 21 | No tax dollars should be used to support Illegal immigrants who are not US citizens. You should provide how much of our current dollars are used here. | Apr 2, 2011 9:35 AM |
| 22 | My choices may seem harsh, but I'm concerned that many of these benefits support illegal immigrants, and if some method is used to insure that's not the case, my vote may have been different. | Apr 1, 2011 5:43 PM |
| 23 | these are not properly the realm of the government, but of charities to provide. get out of the way and charities will arise. Americans are the most generous people on earth. | Apr 1, 2011 3:51 PM |
| 24 | If the human service agency grants are really working, the rest of the choices should be reduced significantly | Apr 1, 2011 2:59 PM |
| 25 | These programs make people dependant on government and warp the marketplace in favor of non productive at the expense of the productive. These programs are also the traditional and historic responsibility of the private sector charities. Cities have taken them on for power and political advantage, not for the betterment of the people involved. They are a drag on cities and outside of thier authority. It also makes dependant people vote for more dependancy. In additon these policies create a class of people who do not have a stake in cutting waste and taxation as they are the recipieants of that waste and taxation. This is institutionalized socialism in our capitalistic society. individual charity will take care of these areas efficiently while giving the recipients a sence of self worth and respect that government never does and in fact destroys in this area it is not suited or authorized to be involved. These areas are one of if not the biggest failures beause of noncompatibility that government is involved with. | Apr 1, 2011 1:47 PM |
| 26 | Loveland has become a welfare state and now you want other people to pay for your mismanagement of the poeple's money. The poor would need help paying for THEIR electricity if the federal, state and local governments weren't waging war against the energy sector in particular and the private sector in general, destroying jobs and bankrupting the country. THEY CAN PAY THEIR OWN RENT, HEAT, FOOD AND THEY CAN GO BUY THEIR OWN DAMN CAR. | Apr 1, 2011 1:16 PM |

Page 5, Q15. While social services programs are traditionally managed at the County level of government, the City contributes to social services.

Should the City use tax revenue to support the following programs?

| | | |
|----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| 27 | Charity should be privately operated not funded by government whenever possible. Let taxpayers divert their funds as they see fit to do to those organizations that provide that. | Apr 1, 2011 10:27 AM |
| 28 | I only checked 'yes' on these because they are needed services. However - I suspect these areas are prone to misuse - I'm not sure how much scrutiny is given to how qualified the various recipients are to receive aid. | Mar 31, 2011 11:32 PM |
| 29 | I believe all of these services are important. I don't believe City government should be involved. BUT --- if you remove funding for these services I would expect those taxes to not be collected; the city can not just use them for something else. | Mar 31, 2011 4:26 PM |
| 30 | Affordable Housing should encompass secondary units on sufficiently sized lots; duplexing of SF homes; infilling lots; rehabing homes rather than just SF new homes | Mar 31, 2011 2:47 PM |
| 31 | people are resilient, let them seek help from other sources (family, friends, churches, etc) not from my hard earned money. once the recession is over, then maybe, we can pick back up on our generosity | Mar 29, 2011 1:15 PM |

Page 6, Q16. The TABOR ballot measure (aka de-Brucing) approved by the voters allowing the City to keep and spend any revenue over the TABOR revenue limit expires at the end of 2012.

Would you consider referring another ballot question to allow the City to keep and spend the revenue over the limit?

| | | |
|----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| 1 | Missing investment opportunities that improve the communities' well being because funds that are already available are required to be returned is a poor way to operate. | Apr 25, 2011 2:10 PM |
| 2 | We have never liked TABOR, it interrupts our representative form of government from functioning efficiently. | Apr 15, 2011 10:35 AM |
| 3 | Keep the best part of TABOR, which requires governments to ask the voters in increase taxes. Get rid of the worst part of TABOR which rachets spending down during recession - the worst time to cut spending and services. | Apr 15, 2011 7:49 AM |
| 4 | I understand what is meant by TABOR or de-Brucing, however, the general public may be confused by this question. | Apr 14, 2011 7:35 PM |
| 5 | Ensure that citizens vote on any proposed tax increase. | Apr 14, 2011 10:55 AM |
| 6 | Will change this answer to "No" in a heartbeat if city proposes inequitable sales/property tax hikes. | Apr 14, 2011 10:29 AM |
| 7 | TABOR is an abomination. | Apr 14, 2011 8:36 AM |
| 8 | How is o'l Dougie doing? | Apr 13, 2011 8:41 PM |
| 9 | Maybe: only if the City wasn't going to raise taxes without a vote. | Apr 13, 2011 6:59 PM |
| 10 | Tabor should never have happened, we should do another referendum | Apr 13, 2011 5:30 PM |
| 11 | TABOR should never have been enacted in the first place ... the cost of trying to fight it and live with it since its inception have cost way more than any 'savings' to the taxpayers. | Apr 10, 2011 4:49 PM |
| 12 | the intent of TABOR appears good to me. The processing of and implementation of and use of appears to be fairly appropriate. Some of the state-level "interpretations" appear to be misguided. | Apr 10, 2011 12:05 PM |
| 13 | Of course. | Apr 7, 2011 11:56 AM |
| 14 | One of the most important issues in this county is Does government have to live within it's means like the rest of us? Tabor puts citizens and government on a level playing field. Those who want it otherwise can more to states that will accommodate them. | Apr 7, 2011 9:40 AM |
| 15 | However, this question needs more explanation in order for my answer to be meaningful. | Apr 4, 2011 4:39 PM |
| 16 | I think TABOR is stupid. We need to be careful of who we elect to office not tie their hands. | Apr 4, 2011 3:23 PM |
| 17 | As long as the city continued to have a surplus of funds. | Apr 4, 2011 1:09 PM |

Page 6, Q16. The TABOR ballot measure (aka de-Brucing) approved by the voters allowing the City to keep and spend any revenue over the TABOR revenue limit expires at the end of 2012.

Would you consider referring another ballot question to allow the City to keep and spend the revenue over the limit?

| | | |
|----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|
| 18 | I voted to keep TABOR. De Brucing is the worst thing to happen to this city. Home Rule stinks! What makes any town think they are above the constitution of this state, or nation? | Apr 3, 2011 1:37 PM |
| 19 | This is a no brainer in my opinion. | Apr 3, 2011 11:48 AM |
| 20 | Tabor is there for a reason. Balance the buget and quite spending money we won't have. | Apr 2, 2011 7:49 PM |
| 21 | cut spending. | Apr 1, 2011 3:54 PM |
| 22 | Live within your means | Apr 1, 2011 3:01 PM |
| 23 | Government is outside of it's responsibilities and thereore should not be rewarded by being allowed to go outside the limits reasonalbly placed on it. No "over the limit" on anything. deal with it as is! | Apr 1, 2011 1:58 PM |
| 24 | Hell no. Quit taking care of illegal aliens and you'll have lots of money. | Apr 1, 2011 1:19 PM |
| 25 | Any monies the city gets they spend...Give extra back to the people who generate it. Wanna spend all the peoples money??? Move to Detroit!!! | Apr 1, 2011 12:44 PM |
| 26 | I fully support TABOR, the city needs to learn to do more with less like any business. | Apr 1, 2011 10:30 AM |
| 27 | ABSOLUTELY! | Apr 1, 2011 10:30 AM |
| 28 | I don't know how to answer this except to say that I would do about anything to get out from under TABOR. | Mar 31, 2011 6:02 PM |
| 29 | TABOR is stupid and limiting. Each community should be able to vote for their taxes and government services without being bound by TABOR. Let's just vote to eliminate it in our town for good. | Mar 26, 2011 3:55 PM |

Page 6, Q17. If the ballot measure is referred, should there be a sunset provision (requiring that it come back to the voters)?

| | | |
|----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| 1 | keeping laws and measures under review is good. | Apr 25, 2011 2:10 PM |
| 2 | It's time to get rid of TABOR and let our representative form of government work as it is suppose to. We don't think the general public can really know all there is to know about repercussions of votes by the general public on many issues. We still can voice our opinion to our representatives and vote them out if we feel they are not listening. | Apr 15, 2011 10:35 AM |
| 3 | Get rid of TABOR forever, it was an extreme bill that handcuffs both citizens and local government. | Apr 15, 2011 10:09 AM |
| 4 | I would support a permanent fix to TABOR, but politically it is best to sunset the provision. | Apr 15, 2011 7:49 AM |
| 5 | Tabor sucks | Apr 14, 2011 10:57 AM |
| 6 | Sunset...periodic review is good. As times progress, needs and ideology change. | Apr 10, 2011 12:05 PM |
| 7 | That is pure government of the people and by the people. | Apr 7, 2011 9:40 AM |
| 8 | I do not know. | Apr 5, 2011 9:59 AM |
| 9 | See #16 | Apr 4, 2011 3:23 PM |
| 10 | A fine idea to assure the city never spends beyond what it has. | Apr 4, 2011 1:09 PM |
| 11 | Na | Apr 4, 2011 8:02 AM |
| 12 | Tabor is needed period! | Apr 3, 2011 1:37 PM |
| 13 | no taxation without representation | Apr 1, 2011 3:54 PM |
| 14 | Since change is always inevitable, sunsetting everything is advisable | Apr 1, 2011 1:58 PM |
| 15 | But there isn't going to be a ballot measure ,and if there is it will get defeated as sure as I am taking this survey. | Apr 1, 2011 1:19 PM |
| 16 | We have elected council members and competent staff. They can be relied upon to control and balance taxing and expenses. | Apr 1, 2011 10:30 AM |
| 17 | Am not sure what referred means? Delayed or approved?? Not well worded question. | Mar 31, 2011 1:41 PM |
| 18 | Get rid of it permanently. | Mar 26, 2011 3:55 PM |

Page 6, Q18. If the ballot measure should come back to the voters, then in what number of years?

| | | |
|----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| 1 | allow long term financial planning a chance to come to fruition and not simply make the cities finances a short term shell game. | Apr 25, 2011 2:10 PM |
| 2 | Maybe we should look at it in 50 years. | Apr 15, 2011 10:09 AM |
| 3 | Keep the sunset timeline short to help sell the measure to the voters. Lovelanders have a general distrust of government. | Apr 15, 2011 7:49 AM |
| 4 | Would have said 10 years, but my trust in city government not to give money away to those who don't need it has severely eroded. | Apr 14, 2011 10:29 AM |
| 5 | really think it should be every two years, better for monitoring what that money is used for. | Apr 14, 2011 12:24 AM |
| 6 | Too limited a set of options. The form forced a choice so I checked the lowest (5 years), but would only support it if would be brought back in 3 years. | Apr 13, 2011 6:59 PM |
| 7 | 5 years might be too short to do long-term planning but compromises pretty well with our 2-year and 4-year election cycles. To save money, the "ballot" issues should be coordinated on 2-, 4-, or 8-year cycles...so there does not need to be the need for expensing special elections and to promote greater voter turnout. | Apr 10, 2011 12:05 PM |
| 8 | Actually, I have no option to choose my preferred answer, which is ONE year. | Apr 7, 2011 5:56 PM |
| 9 | The shorter the better. | Apr 7, 2011 9:40 AM |
| 10 | should be 1- | Apr 5, 2011 2:39 PM |
| 11 | NO YEARS | Apr 5, 2011 4:27 AM |
| 12 | See # 16 | Apr 4, 2011 3:23 PM |
| 13 | Never | Apr 4, 2011 8:02 AM |
| 14 | Sooner the better. | Apr 3, 2011 1:37 PM |
| 15 | Every 2 years | Apr 2, 2011 11:21 PM |
| 16 | I believe in the next election (1 or 2 yrs.) | Apr 1, 2011 11:42 PM |
| 17 | Every Year | Apr 1, 2011 5:40 PM |
| 18 | less than 5. live within your income, stop taking more and more and more. | Apr 1, 2011 3:54 PM |
| 19 | 3 would be better, 2 even better. But no "more money" measure is acceptable period. | Apr 1, 2011 1:58 PM |
| 20 | Not going to have a ballot measure. | Apr 1, 2011 1:19 PM |
| 21 | even less than 5 years sunset would be better; spend the city's money more wisely! I have to spend my family's money more wisely now; why not you? | Apr 1, 2011 12:46 PM |
| 22 | every year, not every 5 years... who wrote this poll... a Progressive...or commie? | Apr 1, 2011 12:44 PM |
| 23 | 1 year please. | Apr 1, 2011 12:35 PM |

Page 6, Q18. If the ballot measure should come back to the voters, then in what number of years?

| | | |
|----|----------------------------------------------------------------|----------------------|
| 24 | One year would be better. You always spend more than you have. | Mar 31, 2011 9:27 PM |
| 25 | Not sure what #17 means. Wanted to leave this blank. | Mar 31, 2011 1:41 PM |

Page 6, Q19. If the ballot measure is referred, should there be restrictions placed on the use of the excess TABOR funds to include these current services?

| | | |
|----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| 1 | If, the idiotic ballot measure passes then spread the \$ around...I vehemently disagree with extending this...we need to live within our means....PERIOD.... | Apr 29, 2011 12:49 PM |
| 2 | meaning of question is unclear | Apr 20, 2011 12:42 AM |
| 3 | The fund usage should be very visible | Apr 18, 2011 10:48 AM |
| 4 | Let our government function without tying the hands of our representatives behind their backs. If we do not agree with their decisions, we can vote them out! | Apr 15, 2011 10:35 AM |
| 5 | We have a city to run and it needs to be run like a business. Certainly we want some reserves, but not so much that we can't maintain needed services. | Apr 15, 2011 10:09 AM |
| 6 | We might not know what is needed 5 years down the road so it should be 'any general purpose'. I trust that the City Council, an ELECTED body, will make the best decisions for its citizens. | Apr 15, 2011 10:04 AM |
| 7 | Restrict the TABOR excess funds to "basic" services to help sell the measure. | Apr 15, 2011 7:49 AM |
| 8 | I general I dislike the idea of special districts. | Apr 14, 2011 7:35 PM |
| 9 | If additional revenues are coming in due to increasing the tax base, target those revenues to services that are demanded more due to the new growth. | Apr 14, 2011 10:29 AM |
| 10 | Police, Fire, Library, Streets | Apr 14, 2011 9:27 AM |
| 11 | That's how I feel. However, restricting its use will make it easier to pass. | Apr 14, 2011 8:36 AM |
| 12 | IF we elect Councilors who have the best interests of the citizens of Loveland, we can depend on them to manage the budget. IF we elect Councilors who are in the pockets of the developers, Loveland will cease being a good place to live. (I have lived here for 47 years.) | Apr 13, 2011 8:56 PM |
| 13 | It is not right that the survey forces an answer to this question. Don't want any excess TABOR funds used by the city. Trust me, I need it more than government does. | Apr 12, 2011 2:42 PM |
| 14 | Any restrictions should be determined by what is in effect at that time. | Apr 10, 2011 6:02 PM |
| 15 | NO INCREASES!!!! | Apr 7, 2011 5:56 PM |
| 16 | Where really needed not just collectively bargained!!! | Apr 7, 2011 9:40 AM |
| 17 | The survey required an answer. There should have been one that allowed for objection. Again, money is fungible. Politicians will always use it as a way of buying votes. The less there is available for buying votes, the better our electoral process. | Apr 6, 2011 4:28 PM |
| 18 | I would also include street maintenance, but not new construction. | Apr 5, 2011 1:09 PM |
| 19 | Why is there no option that includes Police, Fire & Streets but not Parks? Parks should not be included. | Apr 4, 2011 11:30 PM |

Page 6, Q19. If the ballot measure is referred, should there be restrictions placed on the use of the excess TABOR funds to include these current services?

| | | |
|----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|
| 20 | Not enough knowldege to adequately answer this question. Like what's included/excluded now. | Apr 4, 2011 4:39 PM |
| 21 | See # 16 | Apr 4, 2011 3:23 PM |
| 22 | Parks get Lottery funds. Why do you not have an option for Police, Fire and Street Maintenance & Construction which seem to be solid "basic" programs. | Apr 4, 2011 9:57 AM |
| 23 | If we don't give the money to the city, there is no chance they will waste it | Apr 4, 2011 8:02 AM |
| 24 | City officials must learn how to set priorities and provide the essential city services the public cannot do without . City sales taxes have increased every year due to annualized price increases. In an aging society the general public wages and /or retirement funds have not kept up with the price increases from both the public and private sectors. The city needs to understand that increasing taxes and fees accordingly to meet the general publics entitlement demands and/or expectations from local government agencies cannot sustain itself. We all are living beyond our means in a very turbulent, unpredictable economic global society. In the present and in the future, there will never be sufficient funds for local governments to continue doing what they were able to do in the past . There will be more people, demanding more services, and entitlements demanded by today's and tommorrow generation. Government's at all levels who wish to survive will have to balance the cost of services against the amount of revenues they receive. Not to do so they will face bankruptcies and potential public demonstrations that could grow into public revolutions if we don't live according to what we can and cannot afford to provide the general public.. | Apr 3, 2011 5:35 PM |
| 25 | Any left over capitol should go into a rainy day fund. That way when hard times roll around there is some cushion. | Apr 3, 2011 1:37 PM |
| 26 | Tabor will not be defeated. It's there for a good reason. Stop spending. Balance the budget | Apr 2, 2011 7:49 PM |
| 27 | The fire and police can handle their own projects but we do need money spent on maintenance of streets. However we do not need new roads such as the mess on Madison and Eisenhower. | Apr 2, 2011 11:41 AM |
| 28 | Again, I would expect the city council to use the triage system to put the money to use where it would benefit the most people in the best way. | Apr 1, 2011 5:46 PM |
| 29 | Police and Fire, Street Maintenance | Apr 1, 2011 4:43 PM |
| 30 | you keep repeating the same ideas. are you listening? | Apr 1, 2011 3:54 PM |
| 31 | Core responsibilities only | Apr 1, 2011 3:01 PM |
| 32 | I think that the less restrictions the better with the idea that our professional staff and elected officials can make decisions within a budgetary framework. | Apr 1, 2011 2:42 PM |
| 33 | there should be restrictions on all spending. | Apr 1, 2011 2:00 PM |

Page 6, Q19. If the ballot measure is referred, should there be restrictions placed on the use of the excess TABOR funds to include these current services?

| | | |
|----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| 34 | This city and others as well have been trying to get around thier responsibility to the taxpayers and around Tabor constantly. That puts Government against the people who pay for it, bottom line. The employees have taken over and the employers (the taxpayers) are now the servants. This is a reality that has to be reversed. That is what Tabor was all about and the reaction of government against Tabor has made it very clear who Government sees as its position in this relationship, and it is not as the servants, but, unfortunately, as the masters, with the people as the servants to government. This is obvious at every level of government and especially seen at the city level where we the poeple can observe it close at hand. | Apr 1, 2011 1:58 PM |
| 35 | You're not going to get more money to piss way. | Apr 1, 2011 1:19 PM |
| 36 | It should go to necessities and essentials, not art, theatre etc.. | Apr 1, 2011 12:54 PM |
| 37 | Restrictions should be full disclosure and due diligence to show above and beyond a shadow of doubt the necessity and the lack of ability to find in the original budget the funds required. It should be a LAST RESORT. IF the funds are not justified then they should go into a rainy day fund for city to build reserves. We must be frugal at all times with tax revenues. | Apr 1, 2011 10:30 AM |
| 38 | This question is worded poorly | Apr 1, 2011 9:11 AM |
| 39 | Looks like Police and Fire are the choices ... | Mar 31, 2011 11:34 PM |
| 40 | Police portion should be for gang control, and real crimes, NOT for any more traffic enforcement. | Mar 31, 2011 9:27 PM |
| 41 | i don't understand this question. If you are saying limit it to these services, no. If you are saying include these services, yes to all. | Mar 31, 2011 1:42 PM |
| 42 | Don't understand question. | Mar 31, 2011 1:41 PM |
| 43 | Police Fire and Street Maintenance and Construction--Again, Parks are awesome but there should never be a time when we cut police and fire budgets so that parks don't have to take a hit. | Mar 31, 2011 12:43 PM |
| 44 | LEAVE OFF FIRE since it may go to a separate district. I do NOT SUPPORT providing fire services to Johnstown. | Mar 25, 2011 11:38 AM |

Page 7, Q20. The City needs to find \$3.5 million in solutions.

What proportion of the solution should come from revenue versus expenditures?

| | | |
|----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| 1 | I saw a Jeep Patriot with government license plate 428-VKH on the street. If that is a city vehicle, why is the city buying expensive Jeeps for city employees to drive? The city should be buying economy cars with tax money. | Apr 28, 2011 10:44 PM |
| 2 | If there is a feasible way to reduce costs so as to effect the general public equitably ... I would support further cost reduction measures. | Apr 25, 2011 2:34 PM |
| 3 | simply collect all sales tax revenue owed the city from Centerra- i.e. reverse the decision to rebate 40% of the city sales tax collected; also reinstate the CEF paid by developers to offset the costs of growth | Apr 19, 2011 12:45 PM |
| 4 | Just a thought: Are we now charging homeowners insurance for fire response? If not, maybe we should. I would vote for a 1/2 cent sales tax increase with a life of 3 years to help budget, but if approved, I would want to see a city budget decrease (real tangent decrease, not balance sheet, bookkeeping, tax relief hokus pokus) for those three years. | Apr 15, 2011 11:34 PM |
| 5 | Increase development fees to insure new development pays its own way. | Apr 15, 2011 7:52 AM |
| 6 | Please do not reduce or eliminate capital expansion fees. | Apr 14, 2011 7:41 PM |
| 7 | I would rather have increased revenue than sacrifice the quality of life in Loveland | Apr 14, 2011 5:36 PM |
| 8 | Again it appears the city does not want to look at the "special deals" in place for developers; and to have an unbiased body see if they are arbitrary and excessive. I do not understand why this is not put on the table for discussion and input. Our past and future growth has certainly made it conducive to be a developer in Loveland; and then we want to continually give special fee'tax breaks. I do not understand. | Apr 14, 2011 4:06 PM |
| 9 | Growth must pay its own way. | Apr 14, 2011 11:30 AM |
| 10 | The citizens of Loveland like the services they receive and should not go backwards, so let those who can afford to shop pay extra sales taxes. | Apr 14, 2011 11:01 AM |
| 11 | Again, depends on the source of revenue. If Loveland would capture all the revenue it is owed but seems to enjoy giving away, then I would say 100% revenue. If Loveland wants to just tax all it's citizens more, than I would say 0% revenue. | Apr 14, 2011 10:41 AM |
| 12 | There has been far too much cost reduction to date and should avoid any more over the next decade. | Apr 14, 2011 8:37 AM |
| 13 | not sure | Apr 14, 2011 8:11 AM |
| 14 | This is a poor question. There is no option for less than 50% revenue. | Apr 14, 2011 7:55 AM |
| 15 | Would prefer - 70% cost reduction & 30% revenue. | Apr 14, 2011 12:38 AM |
| 16 | the 75% should come from developers | Apr 13, 2011 8:57 PM |
| 17 | Renegotiate Centerra agreement so that they pay more of their fair share of taxes like everyone else does. | Apr 13, 2011 8:33 PM |

Page 7, Q20. The City needs to find \$3.5 million in solutions.

What proportion of the solution should come from revenue versus expenditures?

| | | |
|----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| 18 | Since the survey doesn't allow for other revenue options (such as renegotiating Centerra's tax giveaway), I would not support any new tax or fee increase on my family. We have enough bills with school costs, etc. | Apr 13, 2011 7:14 PM |
| 19 | The City has already cut to the bone. | Apr 13, 2011 4:41 PM |
| 20 | Hard to determine for me...but this is the "ballpark": not all from revenue, not all from cost reduction. | Apr 10, 2011 12:22 PM |
| 21 | NO INCREASES!!!! | Apr 7, 2011 6:01 PM |
| 22 | And for the 75% revenue portion, I recommend sending the bill to the McWhinneys. If it weren't for the fee reductions they won from an earlier city council, for their new apartment buildings, Loveland wouldn't be in this fix in the first place. Look at the demand these additional people will place on city service? How quickly we see the consequences when growth is not made to pay for itself! | Apr 7, 2011 12:18 PM |
| 23 | ask yourself how we got into this morass... | Apr 5, 2011 2:42 PM |
| 24 | The City already provides cost efficient value for the services provided. Revenue should be increased. | Apr 4, 2011 11:43 PM |
| 25 | Raising taxes or revenue is not the answer. stop spending money on the painting of electrical boxes, talking speakers at crosswalks that you cannot understand, and any other frivolous crap that the city really does not need. Stop spending money on the "comfy" items and stay on budget. | Apr 4, 2011 4:08 PM |
| 26 | Cut out govt pay raises! Get rid of the unions. Bring tourism back so they will spend their money, and go home!! | Apr 3, 2011 1:54 PM |
| 27 | Minimal services and eliminate departments that are non essential | Apr 2, 2011 11:29 PM |
| 28 | Get rid of the fat cats that just sit in their office and then go to the coffee shop. Get rid of the engineers that designed the Madison Ave.- Eisenhower intersection. | Apr 2, 2011 11:53 AM |
| 29 | RE: revenue - if this comes in form of charging businesses or redoing deals that have led to significant tax breaks which are hurting the city - that would be fine | Apr 2, 2011 9:45 AM |
| 30 | This is my only choice since I am opposed to any tax increases. Maybe as we, the citizens, have to tighten our belts, our city should be attempt to do the same. | Apr 1, 2011 5:59 PM |
| 31 | Our country and our state is unemployed and broke. No more spending. | Apr 1, 2011 5:44 PM |
| 32 | Doesn't this amount equal the amount of the tax giveaway to the McWhinney developers? Isn't it time to stop meeting behind closed doors with developers and giving away the store? Wasn't approximately a million dollars given away to Beierwaltes and crew never to be seen again? | Apr 1, 2011 2:49 PM |

Page 7, Q20. The City needs to find \$3.5 million in solutions.

What proportion of the solution should come from revenue versus expenditures?

| | | |
|----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| 33 | The whole city government philosophy is bloated and needs a totally different outlook to start. It is not only advisable for the confidence of the people in the community , it is necessary for the economic viability of the city. The old ways do not and will not work any more. What is it about this we do not understand. Government at previous levels is not affordable and people can easily see that city employees are not to be trusted any longer with the status quo or any attempt under guise to continue it. Recognize this and live with it. | Apr 1, 2011 2:15 PM |
| 34 | NO NEW TAXES, Get the money from Centerra | Apr 1, 2011 2:12 PM |
| 35 | Cut spending, lay off city workers, cut the school budget and quit feeding, housing and providing health care for illegal aliens. | Apr 1, 2011 1:23 PM |
| 36 | the city keeps going outside its roll in government by offering sweetheart deals to companies, this hurts us... stay within your role. | Apr 1, 2011 12:57 PM |
| 37 | again, can the city say they have looked everywhere to make cuts and make reductions in existing budget? I think not, I know for sure more utility boxes are planned to be painted, that an artist will be paid to consult on Rialto bridge project, etc., etc. This is not frugality, this is not common sense, this is not spending tax money appropriately. I would fully support those things if there was a surplus and business was booming, however, it is not, so we cannot be stupid with spending and spending prioritization. | Apr 1, 2011 10:35 AM |
| 38 | I think a lot of costs have already been reduced. I am, however, very displeased with the city's compensation package for the new city manager. Supplying him a car is ridiculous and his pay is excessive when compared to other city manager's pay. | Apr 1, 2011 9:15 AM |
| 39 | Question is ambiguous. Do you mean revenue INCREASES? If so, it should be as I marked. If you mean EXISTING revenue, then what difference does it make? Sorry, this question escapes me. | Mar 31, 2011 9:37 PM |
| 40 | We can't continue to "cut taxes" we need to look at increasing revenue to pay for services. | Mar 31, 2011 2:17 PM |
| 41 | Generally speaking, you can not reach profitability by squeezing pennies out of an organization. Cost reduce at every opportunity, make reductions in overhead where possible and MAXIMIZE viable revenue streams. | Mar 31, 2011 11:18 AM |
| 42 | as an individual, I have to balance my household budget by initially cutting costs and then if that is not sufficient finding a supplemental income. the city should start by cutting its costs! | Mar 29, 2011 1:23 PM |
| 43 | I actually prefer 0% cost reduction and 100% revenue. You have cut and cut enough. You're bare bones right now. Find a way to bring money back into the community. | Mar 26, 2011 4:00 PM |
| 44 | If the consumer index shows only a 1% inflation rate and the city has said they have made budget reductions according to the newspaper, why would the city need to find \$3.5 million?? When out shopping at all the shops at Promenade, I fail to see where there is a revenue problem....are we getting all the information? | Mar 25, 2011 6:18 PM |

Page 7, Q21. Please prioritize each strategy with 1 being your most important priority for cost reduction strategies.

You may select each priority level only once and you may only choose one level per strategy.

| | | |
|----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| 1 | Duplication of services..... | Apr 19, 2011 1:24 PM |
| 2 | This assumes that there ARE non-essential services. I doubt that there would be enough of them to make much of a difference. | Apr 14, 2011 8:41 AM |
| 3 | depending on what you call non-essential!! | Apr 13, 2011 8:17 PM |
| 4 | Not sure what you mean by "non-essential services". Some are really nice but truly non-essential (for example, the museum), but others, like Parks, are <u>indeed</u> essential to us and our kids and other families. It would be a miserable place to live without them. | Apr 13, 2011 7:14 PM |
| 5 | This was difficult not knowing what the non-essential services are. | Apr 12, 2011 9:51 PM |
| 6 | HOW CAN THE COST PER UNIT OF SERVICE BE ARBITRARILY REDUCED IF THOSE COSTS ARE DEPENDENT UPON OUTSIDE COSTS (SUCH AS THE PRICE OF GAS) WHICH HAVE NOT BEEN REDUCED? DOES ONE JUST SAY "OK, I'M ONLY WILLING TO PAY "X" DOLLARS FOR SUCH SERVICE, EVENTHOUGH IT COSTS "X + 0.5X" TO DELIVER THE SERVICE?" THE 0.5X COST HAS TO BE MADE UP SOMEWHERE...? | Apr 12, 2011 11:05 AM |
| 7 | Can anyone actually agree on "non-essential services"? Some would argue supporting library and museum are "essential" for education, communication, community....good luck. | Apr 10, 2011 12:22 PM |
| 8 | Would anyone recognize non-essential services? | Apr 4, 2011 4:46 PM |
| 9 | DO NOT use a shotgun approach with "all departments". Not all services are created equal. Let's get back to basics until we can get past this economic slump. When things come back - make "nice to have" services pay more of their own way. Citizens should not expect their government to provide everything to everyone. Essential services like Fire and Police protection are basic needs. | Apr 4, 2011 10:12 AM |
| 10 | Laissez-faire free market competition. Eliminate the genius who planned the streets and those stupid roundabouts! | Apr 3, 2011 1:54 PM |
| 11 | I believe the first and last questions are asking the same thing. All departments are not equal in importance or necessity, which is why I don't believe in across the board cuts. Nonessential services should be zeroed out before the funding for essential services are reduced. Essential would be streets, police, fire and nonessential would be art related, neighborhood services, a lot of the planning staff, and the staff related to so called business support. | Apr 2, 2011 8:36 AM |
| 12 | This is not rocket science. Just do it! | Apr 1, 2011 2:15 PM |
| 13 | The question is a joke. 5%? Your budget has grown every year for decades-5%? Incompetent. | Apr 1, 2011 1:23 PM |

Page 7, Q21. Please prioritize each strategy with 1 being your most important priority for cost reduction strategies.

You may select each priority level only once and you may only choose one level per strategy.

- | | | |
|----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| 14 | City has done a good job controlling costs--if there is any further room for reduction that should be first. An across the board cut of all departments doesn't take into account the flexibility to tailor cost reductions where most appropriate. | Apr 1, 2011 10:41 AM |
| 15 | Reduction of services is not the only option--what about non service expenditures? There are many, the city must look there FIRST. | Apr 1, 2011 10:35 AM |
| 16 | I can't find, or don't know where to look, the total payroll that the city pays out each year. I did find a table of salaries paid various positions, however, and cuts could be done here. Of course no one will agree to that, but ... 5-10% is do-able. | Apr 1, 2011 12:01 AM |
| 17 | Making a 5% goal, forces all departments to come up with cost reduction strategies that fit their environment. If a target isn't set, you will not get enough cost reduction. Eliminating non-value add essential services is a direct cost reduction. These cost reductions, however, must be done strategically. One dept may need a 25% reduction while another may only need 7-8%....budget mapping and cost reduction analysis are a must. | Mar 31, 2011 11:18 AM |

Page 7, Q22. The City rents the Pulliam Building, Library Gertrude Scott Building, Civic Center and Lagoon to the public for group events generating \$10,000 annually. How much of the cost to provide these facilities should be recovered from facilities rentals?

| | | |
|----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| 1 | Like the next question, it would have been nice to know how much of the cost to provide these facilities is currently recovered from facilities rental. | Apr 28, 2011 10:44 PM |
| 2 | This is an item that needs more info provided. | Apr 25, 2011 2:34 PM |
| 3 | I can't tell from the wording of the question if you mean the cost of the entire facility year round or just for the event in question or how you determine what the cost of the event only would be; also can't tell how much of cost is currently reflected in the \$10,000 so my answer is just a guess | Apr 19, 2011 12:45 PM |
| 4 | Church services are held in TSD buildings on Sundays. What is the financial agreement in this situation? | Apr 14, 2011 1:42 PM |
| 5 | Depends. Commercial groups should pay full costs plus. Non-profits groups should perhaps have a sliding fee but still recover minimum 50 - 75%. | Apr 14, 2011 11:30 AM |
| 6 | \$10k sounds like a woefully small amount. What percentage of costs do rentals recover now? Must be tiny. | Apr 14, 2011 10:41 AM |
| 7 | What is the annual budget to support those spaces currently? What percentage of that is \$10,000? | Apr 14, 2011 7:55 AM |
| 8 | I find this question confusing. The answer is a guess. | Apr 14, 2011 12:38 AM |
| 9 | how much now is being recovered????????? The public cannot afford to pay exhorbitant fees and they should be used, so thus the low number | Apr 13, 2011 8:17 PM |
| 10 | 100% recovery IF that means the renter is only really paying for additional costs to the City. But it should be sliding scale - less for non-profit public interest / community service groups and educational programs, more for private clubs/groups. | Apr 13, 2011 7:14 PM |
| 11 | I need more info on this. If the use of these facilities generates \$10,000/yr then the "cost to provide these facilities should be recovered fro facility rentals"? Is this money going to the facility or to the city? | Apr 10, 2011 6:14 PM |
| 12 | Ideally, the cost-per-event should be 100% recovered from the group(s) renting. Is this possible and still have groups utilize the facilities or will they go elsewhere and city loses what revenue as well as "community" it does get? Can and will private entities pick up slack...meeting rooms at hotels and restaurants? Do private entities (hotels/restaurants) resent and disapprove of the lower-cost (if it is) of city owned structures? How do these private entities feel and fair in the mix? | Apr 10, 2011 12:22 PM |
| 13 | Or less than 25%. Loveland suffers from a lack of meeting space for groups. | Apr 7, 2011 12:18 PM |
| 14 | All but normal maintenance. | Apr 7, 2011 9:44 AM |
| 15 | Sell the Pulliam Building. A private enterprise would operate a meeting hall if there were really a need for such a facility. | Apr 6, 2011 4:51 PM |
| 16 | Why would the City want to incur costs that were not covered by the rental? Either the costs are covered or there shouldn't be a rental. | Apr 4, 2011 4:46 PM |

Page 7, Q22. The City rents the Pulliam Building, Library Gertrude Scott Building, Civic Center and Lagoon to the public for group events generating \$10,000 annually. How much of the cost to provide these facilities should be recovered from facilities rentals?

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| 17 | This may be too little. Not sure what other revenue is generated during the events. Would this still make Loveland competitive with surrounding towns? | Apr 4, 2011 1:27 PM |
| 18 | What is it today?? | Apr 4, 2011 10:12 AM |
| 19 | The private sector, not the public sector should be in the business of renting facilities to the general public. Public buildings should be used for public business and not for private businesses. | Apr 3, 2011 6:03 PM |
| 20 | Good deal there. | Apr 3, 2011 1:54 PM |
| 21 | Make money from these buildings or at least break even as not to increase debt | Apr 2, 2011 11:29 PM |
| 22 | Not enough information provided.. What percentage of cost is currently recovered? | Apr 2, 2011 9:57 AM |
| 23 | How much of the current cost is covered?-would want to know this first | Apr 2, 2011 9:45 AM |
| 24 | The rental costs should cover the costs of operation for the events and a reasonable capital fee. | Apr 2, 2011 8:36 AM |
| 25 | only for the building and the one time use ie custodial fees, utilities. do not be trying to fix the whole wasteful budget through your fees. | Apr 1, 2011 4:00 PM |
| 26 | I think this depends on the current rate and whether it is a non-profit or for-profit group that is using the building. Many non-profits contribute significantly to the health and well being of our community so they should get a substantial discount. | Apr 1, 2011 2:49 PM |
| 27 | City meetings were held in private and religious buildings before cities got into the busines of providing them. Let the buildings pay thier way or sell them off to those who have the expertis to make them pay for themselves. This is basic. | Apr 1, 2011 2:15 PM |
| 28 | It would be helpful in answering this question if I knew what percentage is currently being covered? | Apr 1, 2011 2:12 PM |
| 29 | They should operate like a business and be self sufficient, competing with private venues equally and therefore maintained equally as well. | Apr 1, 2011 10:35 AM |
| 30 | These facilities should be self-sufficient. grant funding should be applied for for those that are historic in nature (ie both pulliam and civic center could be placed on historic register) making them eligible for grant funding and private funding sources. | Mar 31, 2011 4:55 PM |
| 31 | These buildings are not only used for groups. They are also used for City purposes. | Mar 31, 2011 4:34 PM |
| 32 | Can't answer without knowing how the cost is supported today | Mar 31, 2011 2:17 PM |
| 33 | other wise it is still a cost center...make these revenue streams! | Mar 31, 2011 11:18 AM |
| 34 | I find it hard to believe that we rent them out for less than 100%, why should my tax dollars go to events I don't participate in!! | Mar 29, 2011 1:23 PM |

Page 7, Q22. The City rents the Pulliam Building, Library Gertrude Scott Building, Civic Center and Lagoon to the public for group events generating \$10,000 annually. How much of the cost to provide these facilities should be recovered from facilities rentals?

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| 35 | They are private rentals! They should cover all of their expenses. I shouldn't have to support someone's meeting, wedding or personal event. Dumb question. Here's an easy way to recoup costs - take it. The people who use these facilities should pay for it. | Mar 26, 2011 4:00 PM |
| 36 | The cost to reserve these are are super cheap...why??? Obviously this would be a good way to bring in more revenue by increasing the fees. | Mar 25, 2011 6:18 PM |

Page 7, Q23. The Rialto Theater generates revenue from rental of the theater, a fee on ticket prices on shows by outside productions, ticket sales by shows produced internally, and concession sales. Currently it recovers 35% of its operating costs.

How much of the cost to operate the theater should be reco...

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| 1 | Further info is needed to value the cost/ benefit of services received from the Rialto Theaters cultural contributions. | Apr 25, 2011 2:34 PM |
| 2 | Need to generate a little bit more directly, but don't go too far or attendance declines and nearby restaurants and other businesses will suffer. | Apr 14, 2011 10:41 AM |
| 3 | Make every effort to increase revenues to 50% to 60%. | Apr 13, 2011 8:46 PM |
| 4 | why are you asking this??? The Rialto is a fantastic community theatre and needs to be supported!!! | Apr 13, 2011 8:17 PM |
| 5 | Same comment as before. | Apr 13, 2011 7:14 PM |
| 6 | The cost recovery needs to be balanced against the Rialto's ability to put 'feet' on 4th Street. | Apr 13, 2011 4:41 PM |
| 7 | Why does the city own the theater????? This is definitely one of those non-essentials question 21 talked about. | Apr 11, 2011 12:05 PM |
| 8 | Essentials only - the theater is not essential! | Apr 11, 2011 11:41 AM |
| 9 | Again, ideally 100%, but Rialto also draws more people to downtown and nearby restaurants and stores which it seems the restaurants and stores should be happy for...which is the greater, over-all good for the community. | Apr 10, 2011 12:22 PM |
| 10 | We need to use tax money to support the city and its residents. Users of the Rialto can pay for the Rialto. This CAN be a profit center instead of a loss center. | Apr 7, 2011 6:01 PM |
| 11 | Perhaps the Rialto management could construct a plan to gradually increase cost recovery, especially as the expansion makes the location more attractive for more activities. | Apr 7, 2011 12:18 PM |
| 12 | Sell the Rialto Theater. If there is real interest in providing this type of entertainment, a private enterprise would operate it, like the Carousel Dinner Theater in Fort Collins. Alternatively, citizens who want to support the arts could ban together and fund the theater themselves. | Apr 6, 2011 4:51 PM |
| 13 | The Rialto is one of the only things that's keeping downtown alive. City support should not be reduced. | Apr 4, 2011 4:46 PM |
| 14 | Would this still make Loveland competitive with surrounding towns? | Apr 4, 2011 1:27 PM |
| 15 | Get out of this business. Quit wasting the tax payers money | Apr 4, 2011 8:08 AM |
| 16 | The Rialto theatre is a mini theatre and should be privatized. If the Rialto must be subsidized with public funds it should be funded by increasing its ticket prices and financed by individual ticket holders or subsidized thru a private trust fund. | Apr 3, 2011 6:03 PM |
| 17 | Why not? It should have paid for itself a long time ago. You can't tell me the bills are that high. Where's the revenue goin? | Apr 3, 2011 1:54 PM |

Page 7, Q23. The Rialto Theater generates revenue from rental of the theater, a fee on ticket prices on shows by outside productions, ticket sales by shows produced internally, and concession sales. Currently it recovers 35% of its operating costs.

How much of the cost to operate the theater should be reco...

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| 18 | Make money from these buildings or at least break even as not to increase debt | Apr 2, 2011 11:29 PM |
| 19 | Fix the floor of the stage. | Apr 2, 2011 11:53 AM |
| 20 | The Rialto should become self supporting | Apr 2, 2011 9:45 AM |
| 21 | it should be a non profit doing fundraising from outside donors to support the arts there. | Apr 1, 2011 4:00 PM |
| 22 | I recently attended a performance at the Rialto for a \$15 ticket price and the value of the performance was higher than that. Some ticket prices could rise and then make some tickets available to Boys and Girls Club or other agencies where some people can NEVER afford the ticket price. | Apr 1, 2011 2:49 PM |
| 23 | Cities are not in the theater business, theaters are . If it is put on a economic footing, those who want it will figure a way to make it pay. the premis that it cannot pay for itself is a false and non sustainable one up front. | Apr 1, 2011 2:15 PM |
| 24 | The Rialto is a unique facility that enhances the stature of our community and provides benefits to a broad section of the citizens. It also draws people from other communities and is one of the amenities attracting new business and residents. It should have general support from the City because of the general benefit to our community. | Apr 1, 2011 10:41 AM |
| 25 | They should operate like a business and be self sufficient, competing with private venues equally and therefore maintained equally as well. If the city can't do this efficiently, then let a private business come in and do it more efficiently and effectively. | Apr 1, 2011 10:35 AM |
| 26 | I assume you mean TAXES now provide 65%? If so, close the doors, that is ludicrous. | Mar 31, 2011 9:37 PM |
| 27 | Again ... I don't believe the City should be in the entertainment business. | Mar 31, 2011 4:34 PM |
| 28 | 35% may be the right amount if other revenue is generated by people spending money downtown when they attend an event. | Mar 31, 2011 2:17 PM |
| 29 | Again, change this from a cost center to a profit or atleast a break even center. | Mar 31, 2011 11:18 AM |
| 30 | see comments on 22. This line of questioning makes me want to call the city to find out why I am paying for things I don't utilize. The city's primary goal is infrastructure and protection. If I want to participate in arts or leisure, I would expect to have to pay for the services to do so. | Mar 29, 2011 1:23 PM |
| 31 | they can easily raise rental fees and tickets fees. They are way too low right now. But the city needs to support the theater too - the theater is vital for bringing in business to downtown. And business coming in means more revenue. Take away the anchor of downtown (theater) and business is going to go away and decrease your revenue. | Mar 26, 2011 4:00 PM |

Page 7, Q24. The Planning Department generates less than 10% of the cost to provide development services. What percent of these costs should be recovered through fees charged at the development applications?

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| 1 | Provided that standards for development are kept high, this is an area where cost/benefit tends to be a quality investment for the community. | Apr 25, 2011 2:34 PM |
| 2 | 50% total for development fees/costs. 10% at time of building permit and then 10% a year for the next 4 years. This gives reasonable time for development profits or sales to pay their way. | Apr 15, 2011 11:34 PM |
| 3 | A small increase to 15% | Apr 15, 2011 10:39 AM |
| 4 | Since I am not 'up on this' and we do want to remain competitive with other communities, I am not solid on this issue in my understanding of what might be needed. This is my best guess. | Apr 15, 2011 10:09 AM |
| 5 | Require new development to pay its own way. | Apr 15, 2011 7:52 AM |
| 6 | about 15% | Apr 14, 2011 2:29 PM |
| 7 | New growth create more demand for services. Growth needs to pay it way upfront. | Apr 14, 2011 11:30 AM |
| 8 | Good God! 10% is just way too little. What's it like in other communities? I'd like to say 100% or even higher, but then city council would just give the money back to developers in some other form. | Apr 14, 2011 10:41 AM |
| 9 | As a former Realtor, I know that these fees add to the cost of housing. | Apr 14, 2011 8:41 AM |
| 10 | There would have to be some relaxing on the CEF side but we should be concerned with making the city departments run efficiently (100% cost recovery) first and then worry about the future capital needs. | Apr 14, 2011 7:55 AM |
| 11 | deveolpers should pay....I have no idea what is fair...but what are surrounding communitis doing? | Apr 13, 2011 8:17 PM |
| 12 | This is a no-brainer. Why is this even in question? | Apr 13, 2011 7:14 PM |
| 13 | I don't really know. So much depends on what revenues are subsequently developed and established through these development services. Need more information here. | Apr 10, 2011 12:22 PM |
| 14 | Quit supporting developers. This should help reduce the fraud and corruption involved in bribes to developers. | Apr 7, 2011 6:01 PM |
| 15 | Or even more than 50. But then, I'm the one who wants Planning Dept to work to reduce the level of car trip dependency which does not seem to have been a criteria in the past so I would give them more work to do for this additional cost, which I would imagine, would come from development fee. | Apr 7, 2011 12:18 PM |
| 16 | I would have like to see an option for maybe 25%. | Apr 4, 2011 4:46 PM |
| 17 | Maybe it could be 10-15% but I would need more information. 'Wouldn't want the fees to be so high that it stopped companies from building here. | Apr 4, 2011 3:31 PM |
| 18 | At least. If people want to be here, they will pay it. Not sure we want development that is here because it is cheap. | Apr 4, 2011 1:27 PM |

Page 7, Q24. The Planning Department generates less than 10% of the cost to provide development services. What percent of these costs should be recovered through fees charged at the development applications?

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| 19 | It depends on the development. Is commercial and residential development charged the same? Commercial should pay more - but weigh the benefit of "new jobs", ect. | Apr 4, 2011 10:12 AM |
| 20 | Unlike other venues and rentals listed above Planning is a part of economic growth and over charging for development services could have a negative impact and be a deterrent to community growth and renewal. | Apr 4, 2011 9:42 AM |
| 21 | overcharging potential revenue generation sources does not seem like a good start for negotiations | Apr 4, 2011 7:24 AM |
| 22 | Using public funds to subsidize private development services is the wrong incentive to sales taxes. Best to charge the actual full burden rate that the city's planning department services accrue requiring a claw back contract by the city enforcing the developer to pay back the 90% cost to the Planning Department.. | Apr 3, 2011 6:03 PM |
| 23 | What planning? Fire all of these stupid asses. We would all be better off! | Apr 3, 2011 1:54 PM |
| 24 | Once again I feel that the reduction of the city engineers would save a lot of money. They have too much time of their hands. | Apr 2, 2011 11:53 AM |
| 25 | Numbers would be helpful: what is the cost of development applications? It is hard to answer questions without more specific information. | Apr 2, 2011 9:45 AM |
| 26 | There is a difference in the amount of staff required for a simple remodel or building change and a complete subdivision development. The fees for staffing should reflect these real costs. | Apr 2, 2011 8:36 AM |
| 27 | Does this mean housing development? It seems to me that a moratorium on housing permits (if that's what this means) would enable existing homes to sell rather than continuing to glut the market with spec homes. | Apr 1, 2011 5:59 PM |
| 28 | If a project is viable, it should be able to stand on its own. | Apr 1, 2011 4:08 PM |
| 29 | am not sure the city should be doing this at all. | Apr 1, 2011 4:00 PM |
| 30 | Loveland needs to be competitive with the other local municipalities for planning and development | Apr 1, 2011 3:05 PM |
| 31 | If fees are increased 10 times, the development will go away. Which proves the point that increasing fees destroy the development. This will then require the city to cut back and eliminate the massive fee structure and regulation hindering development in our area. Over the years, the city has stifled much development and now it is paying for it and will pay for it in the future. It must cut way back on regulation and fees and let the market take it's course, which is always proven to be good. | Apr 1, 2011 2:15 PM |
| 32 | The fees to develop anything in this city are outrageous and administered unfairly-big breaks going to large companies like the McWhinney's when they were developing Centera while saddling local small businesses attempting to expand or move with HUGE fees (1/3 of the cost of a project my husband and I did a few years ago went to Building permits and fees! | Apr 1, 2011 1:27 PM |
| 33 | The poll is rigged. | Apr 1, 2011 1:23 PM |

Page 7, Q24. The Planning Department generates less than 10% of the cost to provide development services. What percent of these costs should be recovered through fees charged at the development applications?

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| 34 | Seems like there should be a button for less than 50% and more than 10%--that would be my choice. | Apr 1, 2011 10:41 AM |
| 35 | Not sure what development services include. If it's general building permit fees, etc., then I think they are plenty high enough. | Apr 1, 2011 12:01 AM |
| 36 | worst department in city Needs to be streamlined for builders | Mar 31, 2011 11:39 AM |
| 37 | Development applications should support themselves. Less than 10%! Really! | Mar 31, 2011 11:27 AM |

Page 7, Q25. Is there anything else that you would like us to consider?

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| 1 | Let us just live within our means without having to jack up the tax revenues.... | Apr 29, 2011 12:52 PM |
| 2 | If city employees have a defined benefit pension plan, it should be changed to be a defined contribution retirement plan. No tax money has ever gone toward my retirement savings, and taxpayers shouldn't be on the hook for a pension for public employees. | Apr 28, 2011 10:44 PM |
| 3 | It is not in the communities best interest to hard line the budget. If members of the community are receiving inequitable benefits, start with those and work to make equitable adjustments to balance income and expenditures. Provide genuine value of service! | Apr 25, 2011 2:34 PM |
| 4 | Get rid of the duplicated "agency based" services. Do not replace high level managers....the city is top heavy in management | Apr 19, 2011 1:24 PM |
| 5 | Waiving development fees only helps the developers. Developers can choose to pass on the fees to buyers or consider them a cost of doing business. The city should not be subsidizing developers by waiving fees which are needed to provide services provided by the city to the new development. | Apr 19, 2011 11:47 AM |
| 6 | Plan, plan, & plan - look for efficiencies, be frugal, but not stingy! | Apr 18, 2011 10:52 AM |
| 7 | 1) Each department do a line item justification for their share of the annual budget with a report to the city manager as to why they: keep as is, delete, increase or decrease that respective line item. This is time consuming but once done, it will show that results must be proven. 2) Provide training to each manager or department head concerning cost effectiveness, inventory costs and life cycle of expenditures. 3) Each department is to have goals, milestones and reviews concerning expenditures. Do these reports every 6 months to keep all on track. 4) Get in touch with some marketing folks and get a "Budget Buy-In" program going. Ownership of budget challenges from all is one of the best ways to promote savings, unnecessary expenditures and ideas. Get as many folks involved as possible. "Learn to Love, LOVELAND", "We Love LOVELAND" vs "I love LOVELAND", Love is first in LOVELAND", ect. 5) I am not privy to the deal made with ACE as far as incentives, but that's not what's important. What is important is that we keep ACE going to promote employment. Don't need to remind you that working folks pay for everything...including taxes (realestate, sales, purchasing, utilities) 6) Somehow, Someway we have to start/promote bigger recycling businesses. Computers, TVs, VCRs any video/audio. The numbers are in the billions. Hate to say this, but the following is a good idea. In California (No I am not from there, just happen to study "green") if a device has a cord, plug or batteries, or any gas...ie., freon, it cannot go in a landfill. Lots of companies are now big in the Ecycling. Thanks for listening! | Apr 15, 2011 11:34 PM |
| 8 | The City of Loveland is a desirable place to live with many wonderful ammenities. This attracts business and opportunites, like ACE. If we don't maintain what we have, we will lose opportunities in the future. | Apr 15, 2011 3:29 PM |
| 9 | Don't Panic. Stay a steady course and don't react to verbose extremists. We have a bright future! | Apr 15, 2011 10:13 AM |
| 10 | I think more meetings with publicized announcements in the papers and encouragement of letters to the editor... | Apr 15, 2011 10:09 AM |

Page 7, Q25. Is there anything else that you would like us to consider?

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| 11 | 1. Renegotiate the Centerra Master Finance Agreement (since McWhinney is always trying to amend it anyway) to recapture the sales taxes currently rebated to McWhinney. 2. End subsidies for business relocations. New rooftops just create higher costs. 3. Make growth pay its own way. | Apr 15, 2011 7:52 AM |
| 12 | Please make the next survey easier to understand. I feel as though I needs a lawyer with me to understand what is being asked. In the future no ranking of items that are already difficult to understand. | Apr 14, 2011 7:41 PM |
| 13 | Although difficult, I would strongly encourage more cooperation between the cities to cut and hold costs as much as possible. If we can combine resources to solve problems for Northern Colorado rather each city we should try very hard. | Apr 14, 2011 5:58 PM |
| 14 | I went to several financial sustainability meetings. The agendas and control of the meetings indicated the staff was not interested in hearing about or discussing "special deals" given to developers. If the city is not willing to put these items fairly on the table for discussion and investigation, then it will have failed the citizens and taxpayers. The CEF meetings, with primarily developer attending to sell their contention that fees need to be reduced, are not aiilar. The meetings should be at least balanced with input from taxpayers. It does not appear the city wants to make sure that these are balanced. meetings. I seriously question if it makes sense to have a long term policy of chasing excessive development with low CEF fees (and the resultant cost shifting to the tax payers) for quality sustainability of Lovelands infrastructure and well being. | Apr 14, 2011 4:06 PM |
| 15 | I think the comments to specific questions pretty well cover it. | Apr 14, 2011 10:41 AM |
| 16 | not that I can think of. | Apr 14, 2011 10:33 AM |
| 17 | Please don't consider eliminating the CEF fees that have been in place in Loveland for nearly 30 years. | Apr 14, 2011 9:30 AM |
| 18 | Please make growth pay for itself with appropriate fees for rich developers. | Apr 14, 2011 8:36 AM |
| 19 | The city does almost everything well but in past years there has not been such a pressing need to take a (very) hard look at the operation. At that same time costs of everything have been rising and the city needs to make sure that it evaluates the wishes of the citizens of Loveland regarding the services they want to receive and then show what reductions can be made or what revenues need to be increased. | Apr 14, 2011 7:55 AM |
| 20 | Not off hand. | Apr 14, 2011 12:38 AM |
| 21 | Do not decrease the CEF's WHATEVER YOU DO! | Apr 13, 2011 8:57 PM |
| 22 | Good luck. Like I said, running a city is hard. | Apr 13, 2011 8:46 PM |
| 23 | Stop tax giveaways and breaks for developers and businesses Make sure growth pays 100 percent of its costs through impact fees Quit using city resources for economic development Make Centerra pay its fair share of sales taxes to the community | Apr 13, 2011 8:33 PM |
| 24 | where do you get the 3.5 million dollar solution? Is this projected shortfalls? Why so much in the prudent reserve?? Maybe the city ought to ask itself how it just got the ACE contract and go with those answers!! | Apr 13, 2011 8:17 PM |

Page 7, Q25. Is there anything else that you would like us to consider?

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| 25 | 1. I keep reading how McWhinney is always wanting to change the terms of their agreement with Loveland, So the City should use that to recover the sales tax giveaway and maybe some of the property tax, too. 2. Increase development fees to pay for any infrastructure costs like road & intersection rebuilding, etc. 3. Stop spending City taxes on risky development schemes. Let the developers use the free market. 4. Stop giving out fee waivers & other subsidies for business relocation. | Apr 13, 2011 7:14 PM |
| 26 | A bus schedule included in our monthly bill once or twice a year, maybe would encourage more people to ride and drive less. It's hard to use it because you don't know the schedule when you might ride on a spur of the moment. | Apr 13, 2011 5:34 PM |
| 27 | Continue to support culture and the arts. That emphasis is attracting progressive people with a strong self of community awareness to Loveland. | Apr 13, 2011 5:15 PM |
| 28 | I think Loveland is a wonderful city is so many ways and I don't want the quality of life here to be affected any more than it has to be. We also have some very bright people heading our city government, as well as our residents. Using all the information you can gather and analyzing it, I really believe we can cut the 3.5 million dollars and live with those cuts until we are able to 'loosen our belt' financially as a city. It won't all be comfortable, I hope the cuts and extra revenues are spread to each resident as evenly as possible. | Apr 12, 2011 9:51 PM |
| 29 | If the police department would start issuing traffic tickets, primarily for red light violations, I think the city would cover thier budget shortfall. | Apr 12, 2011 8:08 AM |
| 30 | Just like the family budget, there must be clear definition between wants & needs. To me need include very little - police & fire protection along with road maintenance. Everything else is a "nice to have". Right now, taxpayers can't afford to pay additional taxes for the nice to have things. Surprised you are even considering tax increases in this horrible economy. | Apr 11, 2011 12:05 PM |
| 31 | Recreation and art are non-essential in economically challenging times. These area should be the highest priority for financial cuts. The areas of police and fire protection, and economic development, should be the lowest priority for cuts. | Apr 11, 2011 10:40 AM |
| 32 | Development needs to pay its own way but, unfortunately for most citizens, it has not. Therefore, development fees should be set at sufficient levels to pay for the infrastructure, fire, police, library, street maintenance, pollution and other costs that the rest of the citizens pay for as a consequence of the development. Fees waived during downturns in the economy need to be increased much sooner as the economy improves. Those fees do not prevent development in the long term because over the long term they are always to low relative to there actual impact and actual investment decisions. | Apr 11, 2011 9:34 AM |
| 33 | Everything needs to have more information given on these before I can give a definite answer to them. | Apr 10, 2011 6:14 PM |
| 34 | I think it's very important to explain the economic benefits of the services the City provides that many say we can do without, specifically Cultural Services ... what other service does the City provide that draws people from every state in the union, and many countries all over the world as the Rialto and Musuem do? | Apr 10, 2011 4:55 PM |
| 35 | Please balance the budget annually. | Apr 10, 2011 4:34 PM |

Page 7, Q25. Is there anything else that you would like us to consider?

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| 36 | No...this was a pretty decent and comprehensive survey. I hope you have a high percentage of feedback. Each question/question bank allowed for more specific comments. | Apr 10, 2011 12:22 PM |
| 37 | Please dump iclei | Apr 9, 2011 9:04 PM |
| 38 | Yes, cancel memberships to ICLEI and all other "Socialist" organizations. Fire the recently imported city manager and hire someone who actually has lived in Loveland and has the true interests of the city at heart. | Apr 7, 2011 6:01 PM |
| 39 | Loveland may be proud of its recent growth, which is now resuming. Recognize however, that those of us who moved to Loveland from other places, moved here because of its high quality lifestyle at a reasonable cost. We did not move here to subsidize developers to develop more cheaply at the expense of people who paid for CEF's when they bought their house. And I'll bet most of the people who moved here before CEF's went into effect do not see benefit in subsidizing developers either. Clearly Loveland is located in a region that is experiencing growth. Why should developers be the ones to profit at everyone else's expense? Loveland needs to plan for the day when it has built to its city limits, development fees cease yet city services are still needed. Loveland needs to think long term. And to expect more recessions. No one more one-time exclusions for favored businesses. | Apr 7, 2011 12:18 PM |
| 40 | Non profits that receive help in the form of tax breaks or direct funding should use there volunteer base to help with city expenditures. | Apr 7, 2011 9:44 AM |
| 41 | Loveland could really benefit having a indoor ice hockey rink. lovelanders have to go to Greeley, Windsor, Ft,Collins to practice and play. These rinks operate usually operate 16-18 hours a day. It would be nice to make it affordable for low income children too. | Apr 7, 2011 8:50 AM |
| 42 | Goverment should not run charities or bankroll private development. Stay out of downtown redevelopment - leave that to the Chamber of Commerce. | Apr 6, 2011 4:51 PM |
| 43 | Not at this time. | Apr 5, 2011 10:43 AM |
| 44 | In my business, salaries are the largest overhead line item. In 2008 I stopped all bonuses, gave a 2% pay cut, stopped retirement contributions, changed to a less expensive healthcare plan and reduced company compensation of health insurance premiums, and required all emplyees to take an additional 5 unpaid days off every year on top of no holiday pay. After all of these cost cutting measures I still had to lay-off half my work force just to stay in buiness. I think that the city should look at a similar set of austerity measures. All of these measures are still in place today with the exception of the 5 unpaid days. I was finally able to give those back this year. The holidays are still unpaid and it will be at least 2014 before my employees are making what the were in 2007! | Apr 5, 2011 8:25 AM |
| 45 | Waste recovery and pickup | Apr 5, 2011 4:29 AM |
| 46 | During and after snow storms, the recreation trails are plowed before many city streets. Why aren't the plows used for the rec trails clearing the streets? Is it because the Parks Dept. and Streets Dept. each have their own plows? Couldn't these services be combined? Regardless, I do think that our Streets Dept. does a great job. | Apr 4, 2011 11:43 PM |

Page 7, Q25. Is there anything else that you would like us to consider?

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| 47 | This questionnaire did not allow for currently unemployed as a category. Not sure if it matters that much. Also, I would have liked options for neutral or don't know. I would have liked more explanation prior to asking the questions. Sometimes I felt like I didn't know enough to be able to provide an appropriate opinion. | Apr 4, 2011 4:46 PM |
| 48 | Increase sales tax just enough to cover the expected short fall and let the economy take care of the rest. I would think that 0.25 to 0.50% should be enough to get the ball moving and no one would feel the increase very much. it would be the least painful way to solve the problem for every citizen. A lot of the additional tax would be paid by outsiders coming to shop here. | Apr 4, 2011 3:31 PM |
| 49 | This is a great city. We should be proud and take care of our city as if we are proud of it. | Apr 4, 2011 1:27 PM |
| 50 | I would like to see a good "balance" between getting back to basics while stimulating job growth that will sustain a reasonable quality of life in Loveland for residents. Regionalize more, eliminate duplication of services, I applaud the Fire district concept and encourage the formation of a Library district. Recreation should pay its own way. | Apr 4, 2011 10:12 AM |
| 51 | Reduce and eliminate redundant roles of management within the city structure. Flattening of the hierarchy like that which many businesses have done. Recover some of the financial incentives provided through tax districts or waivers from various business entities in the area until we balance the budget! | Apr 4, 2011 9:42 AM |
| 52 | If you would note that by getting out of free enterprise business, the length of this survey would have been reduced considerably. Tax payers need to be get back in making decisions that do not involve the health and safety of the community. Bureacrats, government employers do not have the best interest of the community at heart. Reduce government, it will be less complicated and every gains except those who are living off the public dole | Apr 4, 2011 8:08 AM |
| 53 | Creating more volunteer positions to continue city services - with a payment of in kind' choices as incentive. Similar to the sr. work for property tax credits. Volunteersw could be given a choice of incentives such as rec center privileges, Rialto tickets, etc. | Apr 4, 2011 7:24 AM |
| 54 | Yes! Look into the number of consultants the city hires to do their job. Perhaps the city should outsource some of the things the city does to the public sector instead of doing it themselves. This could save a significant amount of money. Yes! Limit the number of credit and debit cards the city uses to purchase items. The fewer number of credit cards the lower the expenditures in various city departments. | Apr 3, 2011 6:03 PM |
| 55 | Take a hint from the statement on the planners! If we fired all of you, Loveland could save millions! | Apr 3, 2011 1:54 PM |
| 56 | I come from the UK. When we have an emergency we dial 999, we are asked the nature of our emergency, Fire, Ambulance or Police. Should I need an ambulance it is sent out. The police and Fire Depts do not arrive on the scene as they are not needed. I have seen all three emergency services respond to a fall in a nursing home. Not only is this not cost effective but it ties up the emergency services. | Apr 3, 2011 12:04 AM |

Page 7, Q25. Is there anything else that you would like us to consider?

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| 57 | Reduce all taxes across the board by 10%. Out source to the private sector as much as possible to reduce the city's overhead costs. And don't spend more than you make | Apr 2, 2011 11:29 PM |
| 58 | Cut spending. It's going to be years before revenues return to the level that have allowed quality services we've enjoyed for the past 10 years. Times will remain tough for several more years and everything is going up in trying to maintain previous years spending levels. Not possible anymore. | Apr 2, 2011 7:56 PM |
| 59 | Cut the mayor or the city manager position. Only one is needed | Apr 2, 2011 1:28 PM |
| 60 | The high paid salary people should take a reduction in pay in order to get a balanced budget. The city has no reason to be working on the county roads as far as an alignment study from Boyd Lake Ave to State highway 60. Fix the man holes. | Apr 2, 2011 11:53 AM |
| 61 | Each time spending comes up: there should be a very deliberate review of whether the spending by a city government is within what is constitutionally allowed. The must have services should be a priority. Frivolous spending should be eliminated. | Apr 2, 2011 9:45 AM |
| 62 | Stop being a puppet for the McWhinnys. | Apr 2, 2011 8:36 AM |
| 63 | I am not informed enough to know exactly where to find additional revenues for the expenditures, but there has got to be some new ideas and areas where they can be found. Everyone is getting tired and upset of the continual increase in taxes and expenses. We must decrease the fees that are being put in place of taxes (car licensing, etc.) | Apr 1, 2011 11:48 PM |
| 64 | Do we really need 2 or 3 assistant managers, assistant this and that? | Apr 1, 2011 5:59 PM |
| 65 | Gov't wage and salary cuts, including benefits. | Apr 1, 2011 5:44 PM |
| 66 | Hire only Larimer county companies and employees for projects, consults, etc. Keep the money here. | Apr 1, 2011 4:49 PM |
| 67 | Whatever you end up doing, balance the budget. | Apr 1, 2011 4:08 PM |
| 68 | is this new survey because you didn't get the spendthrift answers you wanted the first time around? Our building contractor with 40 years experience in construction in several states told us Loveland is easily the absolute hardest place he ever did a project! that is not a compliment! | Apr 1, 2011 4:00 PM |
| 69 | You must live within your means. Core responsibilities are priorities. | Apr 1, 2011 3:05 PM |
| 70 | I would love to see a 'financial fair' where departments made their case to the public as to how they spend money and what the gaps are. I believe citizens can participate in budgetary matters but only when they have enough information to work from. I cannot make very intelligent recommendations without more information. | Apr 1, 2011 2:49 PM |

Page 7, Q25. Is there anything else that you would like us to consider?

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| 71 | if you have a rental property then it should pay for itself, if not, sell. sorry, sounds tough but so long as the government has the mindset that its ok to operate in the red then we will have financial issues. it once again comes down to priorities and financial responsibility. perhaps we should look at why the rialto only recovers 35%. the city manager has 2 assistants, and business manager, information officer, exec assistant. Really? city attorney's office: City Attorney, a Deputy City Attorney, four Assistant City Attorneys, and a Legal Assistant. that is only 2 departments. Dont even get me started on the school district. Dont get me wrong, I understand that pretty much every city operates with a huge admin/managment overhead, perhaps its time to change that. Perhaps its time to listen to the people rather than the party. | Apr 1, 2011 2:19 PM |
| 72 | Yes, City employees should not have a full vote in any election and should be bared from funding any elected officials. They are basically funding those who provide thier own jobs. In addition, election laws for city elections need to be revised to make it easier for individuals to make it know where they stand and make individual citizens more able to contribute more to thiere preferred candiates. | Apr 1, 2011 2:15 PM |
| 73 | Yes, thanks for the opportunity. Subsidizing any particular job is to make a determination that that is more important than others. Whatever is subsidized becomes bigger, thus needing more subsidy. We need to let the free market determine what job or service is needed by supply and demand. If a person can't make a living doing what they do, they need to find a need and work to fill it or go somewhere where there is a NEED for what they do so they can get paid. Is an artist more important to a community than a nurse? Should our tax money pay nurses to go door to door to give enemas just because the nurse needs a job? If that person is good at what they do and a private entity is willing to pay for their services, let it be. This is NOT a public/taxpayer responsibility. What difference does it make if a power box is colorful when there are NEEDS that the whole community shares..... | Apr 1, 2011 2:12 PM |
| 74 | Start serving the people instead of ruling over them like Lords over Serfs. Cut government allowing private sector to fill the void. We can do it better and more efficiently than government can. | Apr 1, 2011 1:27 PM |
| 75 | Reduce the city budget by 8-10% every year for the next 5 years. | Apr 1, 2011 1:23 PM |
| 76 | We, the working minority, are overtaxed as it is. I do not aprove of tax increases. I think the Rialto should be as self sufficient as possible. If we spen any money on "extras" it should be Parks and Rec that actually provide good service for the community | Apr 1, 2011 1:14 PM |
| 77 | As I said previously, no increases in taxes. | Apr 1, 2011 1:13 PM |
| 78 | I would greatly support Tax Equity with Centerra and how having it pay the full 3% to the city in these economic difficult times would bring in \$3.9 million a year. Get rid of the Council Reserve Fund. On the cost savings we should look at the employee pay and benefits. We should also rescind our membership in ICLEI and any other similar organizations. | Apr 1, 2011 1:01 PM |
| 79 | Have the city council members publicly read the charter and realize their role and the city gov't role and stick to that. Stop going outside your roles and duties. | Apr 1, 2011 12:57 PM |
| 80 | Get ready to be voted out of office...can't control the budget? can't be trusted to run the city. | Apr 1, 2011 12:46 PM |

Page 7, Q25. Is there anything else that you would like us to consider?

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| 81 | I think the City has done a very good job of balancing services and costs and tax burdens. Tough choices to be made--I am confident the Council and staff will handle them well. The ACES project, or if it does not come, the revival of the HP property will be a great benefit--visionary and the City has done a very good job on this. I look forward to more innovation from the City. | Apr 1, 2011 10:41 AM |
| 82 | Non-service expenditures. We must be fiscally conservative at all levels and make the books balance, no picking winners and losers in business, no silly nice-to-have expenditures given higher priority over essential services. | Apr 1, 2011 10:35 AM |
| 83 | Cut. I do. | Apr 1, 2011 12:01 AM |
| 84 | I doubt you really wanted my comments, but you did ask. Discussion at several local gatherings has turned to Loveland's purported financial issues, and my comments represent the general consensus. I'll bet few bother to speak out, as they feel you will never listen. I'm just stubborn, and feel I can't complain if I do not speak out, so here you go. | Mar 31, 2011 9:37 PM |
| 85 | All city departments should seek federal/state grant funding as well as private funding to support many of the projects done by the city. I see this rarely done except by those interested in saving historic properties. It could be that these grants are not acknowledged in the newspapers, but it looks like the city is missing out on all kinds of grant funding sources as I see cities all over the state receiving these, just not Loveland. Especially POLICE AND FIRE! | Mar 31, 2011 4:55 PM |
| 86 | no | Mar 31, 2011 2:17 PM |
| 87 | This survey would have been better had the information needed to make an informed decision were included. | Mar 31, 2011 11:27 AM |
| 88 | Must continue to acquire and maintain open space | Mar 31, 2011 11:19 AM |
| 89 | Revenue> Cost | Mar 31, 2011 11:18 AM |
| 90 | Why do we have 3 city managers???? We functioned for years with only 1 manager. You need to start eliminating these high end positions. There are way too many of them in the city. Remove a city manager or two and you can have additional people on the front end to help the citizens. Really, 3 city managers??? That is the biggest waste in personnel if there ever was. | Mar 26, 2011 4:00 PM |
| 91 | Look at the structure of the city within. Even though I have heard of layoffs of personnel, often those are the workers that are laid off. Have you looked at management too? | Mar 25, 2011 6:18 PM |
| 92 | Salary freeze for employees, furlough days, increase employee cost of family insurance coverage | Mar 25, 2011 11:43 AM |