

NOTE TO READERS:

This is a quick content analysis of the budget focus groups held in Longmont during that last two months. Often, this type of analysis is done with more than one person looking at the same material, discussing any differences in coding, and evaluating the final product in terms of inter-rater reliability. Given the time frame needed for completion, I did not even have time to go back and re-check my initial work, let alone work with another researcher on the project. The following results are based only on a first-reading, and they should be reviewed with that in mind.

KEY:

*: signifies the number of times the comment was reflected. If no asterisk appears, it was a lone comment

Blue: synopsis of key points emphasized in focus groups

Red: money-generating solutions

Green: money-saving solutions

Purple: reductions recommended

COMMENTS WHICH WERE ELIMINATED INLCUDED:

Make more efficient

Don't change anything

Be more effective

Improve existing departments

Evaluate what citizens want

Cut everything 10%

Cut everything but basic needs

NEIGHBORHOODS	GENERAL COMMENTS	MONEY GENERATING	MONEY SAVINGS	REDUCTIONS RECOMMENDED
<p>Keep what have but don't expand. The most important service is code enforcement. Priorities are property value and upkeep that affects economic viability. Utilize volunteers wherever you may find them. Limit efforts to those things that affect the most people. Affordable housing important. Use block grant money differently. Place some onus back on the neighborhood for inclusivity. OK to downsize "capacity."</p>				
<p>Overall Need</p>	<p>City character/community maintained ***** Attracts residents to stay ***** Improves safety **** Maintain property values **** Drives growth (business & resident) **** Quality of life **</p>			
<p>Neigh needs & maintain OOL (Future planned subdivision or redevelopment)</p>	<p>More cost effective to maintain than revitalize or build ** Share resources within various neighborhoods Keeps attributes disbursed in community Would help neighborhoods to attain city benchmarks</p>	<p>Fees & Taxes ***** Raise development fees Utilize foreclosures Sin taxes City vehicle Tax Increase fees for non-residents Raise utilities rate for general fund Change tax burden from sales to property Industrial chamber of commerce for big business help in funding some services Private donations</p>	<p>Utilize Volunteers (create an "All American Volunteer City") ***** Don't waste money on outside consultant studies. Do the studies in-house Use community college students Cross-train to help work other departments during slow times</p>	<p>Though planning and zoning drives a city, reduce it in slow times ** This service area not essential. Self-funded neighborhoods Outsource work w/ temporary workers</p>
<p>Inclusive (Neighborhood leader training)</p>	<p>Inclusivity=respect, cooperation, diversity, neighborliness, cohesive ***** Reduced inclusivity increases need for police response</p>		<p>Use NGLA to facilitate and organize Use church groups & neighborhood leaders ***</p>	<p>Drop neighborhood inclusiveness Drop things that only benefit a few</p>
<p>Improvement grants</p>	<p>Time spent now saves dollars later</p>	<p>Grants help keep vitality and cohesiveness ** Fund through volunteerism Have HOA provide some funding</p>	<p>Use volunteers **</p>	<p>Reduce NGLA grants/block party money *** Limit grants to things that help whole community *** Neighborhood should do this, not government ** Eliminate duplicate funding when funded by other levels of government Eliminate resources for neighborhood development</p>
<p>Training: increase capacity/problem solve</p>	<p>Communication keeps neighbors together & increases capacity *** Pride=care</p>			
<p>Capacity (mediation)</p>	<p>Great success rate; use mediation If gone, more contention. Need someone to listen**</p>		<p>Use non-profit organizations more* Use volunteers Train existing groups to do these services</p>	<p>Building capacity is least priority **** Combine with NGLA Train existing groups to do these services</p>
<p>Resource referral</p>	<p>Better information/promotion of resources **</p>		<p>System for people to find own resources "services-help direct"</p>	<p>Ok to downsize *** Use non-profit agency to head up neighborhood resources</p>
<p>Cultural competency/training</p>	<p>Keep up cultural competencies Honor diversity</p>			<p>Ok to downsize</p>

Neigh character (Code enforcement)	Would move if neighborhoods deteriorated – including businesses ***** If codes not enforced neighborhood quality lowered ***** Code enforcement the most important/very important service ***** Maintains value of property *** Maintains orderliness ** Minimizes diversity Evaluate using our facilities for volunteer work	Increase fines or initiate fines ***	Partnerships (business grants, foreclosures) *** Have HOA and NGLA handle more code enforcement issues	Neighborhood character should be done residents**
Parks maintenance/ improvements	Parks are a huge QOL asset ***** Parks helps inclusivity-gives people a mutual place to enjoy neighborhood** Newer neighborhoods have small yards, need parks	Fees: Park maintenance tax (“head tax”), use tax, dog fees to sustain ***	Use volunteers to adopt a trail; adopt a park, organize neighborhood (*****) Use community service workers Plant more native plants - less grass Privatize some maintenance services Put costs on developer Use neighborhood residents	Because of open space, we could do without parks (esp. underutilized ones) Reduce cost for maintaining open space Reduce poorly attended events in parks Put new trails/parks on hold
Historic preservation	Critical to identity, roots, tradition and pride			Can be reduced Historical preservation should be up to the neighborhood, volunteers
Housing Affordable housing & Emergency grants	Allows people to remain in neighborhood *** Helps stabilize families, elderly, low income *** Affordable housing is needed *** We’re down in permits for new homes AH has adverse impact on tax base; need a balance Enforce rules, don’t allow buy out		Use business surplus & service groups for AH projects Utilize senior center project board and senior volunteer population	Reduce money for affordable housing Move AH to another area of responsibility
	Purchasing educ/foreclose			
SAFETY	GENERAL COMMENTS	MONEY GENERATING	MONEY SAVINGS	REDUCTIONS RECOMMENDED
<p>Priorities are safety and property value. Police patrol and code enforcement most important. Look to regionalize. Use volunteers wherever they may be found. Hold neighborhoods, schools, and parents more accountable. Cross train city fire staff to handle other duties. Reduce redundant response to medical/accident scenes. Assess higher fines in muni court. Review MPR. Role of administration questioned. OK to downsize muni probation, fire education, SRO, emergency preparedness & risk.</p>				
Overall Need	Safety promotes bus/resident stability ***** Vital services; cut QOL, not life-safety services ***** Enhances property values ***** Don’t erode what’s been built; hard to recover *** Higher insurance rates if community deteriorated Growth places exponential impact on public safety More crime if laws not enforced	User fees *** Re-evaluate employee benefit package Eliminate tax exemption for charities County wide tax revenue sharing	Regionalization (IGA’s) ***** Cross train ***	
Field Ops Code Enforcement	Low code enforcement decreases property values *** More cross-dept communication on code enforcement Needed to maintain QOL (2 officers not enough) Low code enforcement hurts business		Use community service labor Use volunteers	
Fire response	Important locally and regionally Quick response saves lives	Charge for false fire alarms	Cross train firefighters when not on fires (code/animal control) ** Don’t drive pumper trucks on non-emergency calls	Restructure: make FD voluntary, part paid-part voluntary FD ***
EMS				Are services duplicated at one scene (fire-EMS-ambulance-police response) *****

Police patrol	Attract the problems we don't want ("squatting, "lesser crimes) ***** Cut backs leave things falling through the cracks ** More repeat offender costs (more crime) More vandalism related to foreclosures			
Police BST				
DV unit	DV has huge intergenerational impact on our community			Can this be handled through other services?
Special Ops Fire public education		Charge schools for service *** Find sponsors for safety programs	Use volunteers or interns	Less important Postpone Combine w/ fire injury prevention
Fire special-haz,rescue,arson		Fine responsible parties (business) for haz mat incidents		
PSU				Combine fire education and fire injury prevention
SRO	Important; juvenile crime growing	Schools should incur costs ***		Have schools/parents do education ***** Could reduce or reevaluate ***
SWAT			Regionalize	
A-C	Wildlife response needed		Use volunteers or interns	
Traffic		Patrol Diagonal Hwy for fine revenue	Use volunteers	
Gang	Needed to control gang activity Enhanced response is working			
Major case investigation Fire field inspections		Charge for services		
Persons & Property crime unit	Criminals are growing more creative/ sophisticated Needed Less resolution, more unhappy citizens			
Intelligence unit	Keep up with cybercrime			
SEU	Helps lessen drug use culture			
Management Oversight FD/PD	Question importance ***** Equipment replacement efficiencies	In house grant writer (esp PD) **	Joint administration ** Combine services regionally	More temporary v FTE
Support Dispatch	Greater education about use of 9-1-1		Better MRP (eliminate "silly" CFS; less gas/resource waste to respond) ***** Contract these services	
Fire IT				
Fire training				
Fire GIS mapbook				
Fire recruit/promotions				Cut here
Police crime analysis				
Police Records Mgt				
Police IT	More investment in IT to increase efficiencies Reduce paperwork through technology		Contract these services	
Crime prevention	Cutting this would be short sighted ** Building design standards to include CPTED		More citizen involvement needed (volunteers, interns, residents, sponsors, beat meetings) *****	Could cut during tough economic times

Police volunteer services			Expand use & training of volunteers, esp. of seniors, interns, tech savvy *****	Make coordinator a volunteer position
Police P&E				
Police personnel/training				Cut recruitment costs
CIRA				
LEU for fire/police				
Muni court City attorney	City attorney essential			Reduce muni probation
Municipal court		Make fees/fines high enough to cover court and enforcement costs ***** Public records fees Parking meters Bicycle registrations Vehicle confiscations Assess fines for false alarms Assess fines for fires	Divert from court; use RJ ***	Is muni court necessary? **
Police court liaison				Is it efficient to transfer prisoners? Don't spend more money on jails
Risk Reduction Emergency Preparedness Safety/Loss	Use siren only			Doesn't help much; could be cut Less important ***
CULTURAL	GENERAL COMMENTS	MONEY GENERATING	MONEY SAVINGS	REDUCTIONS RECOMMENDED
Make programs self sustaining through fee schedules, esp. for non-residents. City should charge a user fee for city buildings. Focus should be on youth and senior services. Library most important service. Don't start planning projects when there is no funding. OK to downsize early education, ice rink, Sister Cities, and museum/library hours of operation. Eliminate services that can be done by private industry, schools, or the county (or find ways to partner).				
Overall Need	Prioritize based on usage ***** Youth services most important **** Loss makes city much less attractive for residents, business, etc **** Focus on programs that benefit all **** Affordability important *** Require civic service in high school Change lottery policy to fund other services CCPA classrooms	Only sustain programs that can be funded through fees (sliding scales, non-resident fees ok) ***** Rent out city facilities **** Private donation boxes *** Raise taxes ** Seek grants ** Increase muni court fines ** Church contributions to special areas Metered parking Promote tourism	Hire temps (w/o benefit package) Promote volunteering ***** Partner w/private sector, eliminate services that compete with private industry, business "adopt a service"	Combine school and county programs – computer labs *****
5013C grant Non-profit human services	Human services is our safety net for community safety Do these agencies promote self-sufficiency? What demographics need more services and what will cutting cost us later on? Finance prevention efforts that minimizes need for intervention	Move toward non-profit status where they can become eligible for corporate matches		Focus on basic human needs only ** Minimize duplication **
Learning Library adult services	Library important *****	Assess fees, esp. non-resident fees and computer lab ***** Have vending, café, bookstore at library	Promote volunteer help (e.g., volunteers for adult computer lab) ***	Buy fewer multiple copies of books Library district v city library Reduce hours and/or coordinate hours

		for revenue Charge for adult PC use		with FRCC*** Eliminate duplication (senior center/library computer labs)
Library children services			Have seniors provide childhood education programs	
Library teen services				Cut support
Library homebound				
Library meeting rooms		Charge for use		
Interlibrary loan				
Museum exhibits-education	Discovery program important			Museum not essential ***
Museum mgt		Support through fees *****	Promote volunteer assistance	Reduce hours
Community relations				
Callahan house		Sustain through fees *** Sell to historical society		Cut support
Vance Brand auditorium	Symphony beneficial	Sell auditorium		
Sister Cities	Broadens cultural relations			Cut Program***
Health/Wellness Recreation administration		Increase fees toward self sufficiency *** Business support for athletics ** Advertise sports field rental		Focus on core youth needs Reduce services
Aquatics	Important			
Athletic programs				
Comm. events	Multi-cultural events Brings people together at no cost	Performing arts & arts brings in tremendous revenue to the city Charge for events		Eliminate events funded by city (use businesses, donations, sponsors) **** Cut concerts in the park
Concessions		Make it a money maker or self sufficient	Use volunteers	
Recreation programs (gen'l, outdoor, special needs)	Important for youth Prioritize services for youth Important youth programs are affordable	Private organizations to provide scholarships		Ok to reduce outdoor recreation
Special recreation programs				
Ice rink	Put it at the mall	Raise fees toward self sufficiency **		Ok to eliminate ****
Parks & trails development/improvement	High priority	Charge user fees	Adopt a park Ask neighborhood to do more Eliminate wasted water	No master plan without money to finance
Union reservoir				
Social Wellness Senior activities	Critical service ***** Assists citizens in engagement A reason why someone chooses to live here	Self support through fees and donations	Use volunteers	Reduce or give to private sector
Senior physical fitness				
Caregiver referral				
Senior service referral				
Early education				Bright Eyes only services a few

GRIP				
Youth counseling	Absence results in more crime Reaches out to minorities		Use volunteers	Eliminate family success program Cut duplication
Family resource referral	Individuals need to take more responsibility			
Youth asset development				
ECONOMIC HEALTH	GENERAL COMMENTS	MONEY GENERATING	MONEY SAVINGS	REDUCTIONS RECOMMENDED
Economics drives a city. Safety, sustainability, QOL all tied to economic health. Divided between focusing on downtown or the mall. Want full scale shopping ability (high end to discount, small businesses). OK to downsize LEGI or to charge for professional services. Sugarmill area not a high priority.				
Overall Need	Will impact primary jobs, city deteriorate, lower paying jobs, less services **** Draws people here or absence forces them away **** Bring in revenue; make Longmont a destination city (downtown, arts, entertainment) *** Quality business that makes Longmont unique ** Too little middle class promotes have's v have-not's ** Support Longmont Economic Council Area Work and live in Longmont Find areas outside of downtown County is an obstacle Increased crime & disorder Lowered property values	Find grant money *** Pay fees up front Freeze salaries Guidelines for sales tax (filing costs more than revenue; tax too high)		
Business support Economic liaison	How to attract higher paying primary jobs ***** Best practices around "buy locally/employ local companies" *** Attract more retail *** Why have businesses turned us down ** Businesses leave because losing money Get money from something besides retail Economy drives everything High employment means low crime	Avoid land lock, expand borders More emphasis on new business Distant health care a loss to community		
Business develop assistance	Emphasis on downtown ***** Shops that cater to all economic groups ***** Need resources for new businesses *** Healthy economy = start up and growth of business Low business development forces people to shop elsewhere Retail leakage (e.g., mall theatre) Self-sustaining is a goal Job training	Fees for services ** Expand beyond small businesses to manufacturing ** Developers pay feasibility study costs	Use volunteer experts ****	Should city be doing LEGI? Why is it free? ***** Use local business experts (or CU) as advisors/partners ***** Too much duplication**** Regionalize efforts (programs, revenue sharing) **** What is benefit from LDDA Fund LEGI with soft money or by those who use it Outsource economic development Don't invest here *****
Future opportunities SE urban renewal	Improve Sugarmill site			

Special develop (LDDA)	Important			
Planning & zoning	Focus on smaller firms *** Develop benefits for businesses to come here Not enough balance between small business and primary employers General pool of incentives v funding initiatives Don't make it easy on employers who don't contribute (Butterball)	Get money from state ***	Streamline approval process	Focus should be future not on direct business support Don't do assessment studies if input doesn't change anything
Urban renewal \$ support	Focus on mall ***** Mall not responsibility of the city ** Invest in N. Main	Shop Longmont campaign Mall tax district Federal \$ to move Hwy287 to CR1 ** Light rail to bring people here **		Not a priority until other things in place
ENVIRONMENTAL HEALTH	GENERAL COMMENTS	MONEY GENERATING	MONEY SAVINGS	REDUCTIONS RECOMMENDED
Important for QOL. Find other labor sources to maintain parks. Important to recycle and xeriscape. Raise fines for haz mat; charge park fees or make them private.				
Overall Need	Attracts people and business ***** QOL **** Property value Safety Need for watch dogs	Increase property tax Fees		
Aesthetics Grounds maintenance			More volunteer involvement ***** Adopt a neighborhood/park ***** Use private contractors (allow advertising) ***** Use college interns	No further parks until economy picks up Less important than other things
Energy conservation	Important, esp. given costs N.CO could be epicenter for green tech Attract new business Sustainability for future generations	Provide for an optional money donation to a specific service in each utility billing	Water conservation & more xeriscaping, esp. by city ***** Recycling ***** Solar lighting / rebates for solar **	
Planning subdivisions	Protects health; enforce federal and state regulations ** Different fee structures not environmentally friendly	Sinking funds established from development fees	Force new growth to invoke xeriscape principles ** Focus on building green	
EPA/hazards compliance	Good water * Reduced pollution	Re-coop full costs for haz mat spills and monitoring		
Natural environment Parks-open space maintenance	Preserve natural environment Preserve wildlife Restrict access	User fees for park use**	Use volunteers *	Convert parks to private use
Forestry maintenance				Could be reduced
Right of way maintenance			Adopt a right-of-way	Could be reduced Mow less
Visitor services (Sandstone/Union)		Fees at Union/Sandstone Friends for Sandstone **	Volunteer visitor services	