

Agency Detail

Agency Detail

Overview

The Agency Detail section contains all agency budgets and a description of services. The Department and Agency Summaries review goals for the coming year and the resources dedicated to achieve those goals.

Program Inventory

The program inventory is a comprehensive list of all programs and services the City provides to the community. The program inventory

- Clearly communicate to citizens about the services/programs the City provides;
- Leverage multi-departmental efforts to achieve success and
- Prioritize resources.

The section is organized into the following functional areas:

- General Administration
- Economic Development
- Independent Agencies
- Finance
- Community Planning and Development
- General Services
- Technology Services
- Public Safety
- Parks, Recreation, and Cultural Facilities
- Public Works
- Aviation
- Health
- Human Services

Department Summary

Charter departments and major organizational units utilize a **Departmental Summary**. The summary includes:

- A mission statement which states the Department's purpose and goals.
- Executive Overview describes the functional unit of the department and lists its programs.
- Department strategies and initiatives describe both on-going and focused efforts to achieve the department's mission statement.

Agency Summary

The budget narrative contains a number of components: Agency Description, Summary of Services, Strategic Initiatives, Performance Measures, Performance Context, Budget Highlights, Significant Budget Changes, and Capital Equipment.

- The **Agency Description** describes the agency's purpose and the major functions within the agency.
- Mission Statement (for those agencies not utilizing a Department Summary).
- The **Summary of Services** describes the purpose of each activity which the organization achieves its mission and desired outcomes/results.
- The **Strategic Initiatives** are a set of activities or strategies to impact some change within a program. Strategic initiatives are very specific in nature. The initiatives should reflect the priorities for the program in the upcoming years.

Overview

- The **Performance Measures** quantify the agency's progress toward achieving the strategic initiatives, and report relevant workload, performance, and outcome information. These measures also
 - Help decision-makers refine strategies and improve results.
 - Help build community understanding of City and County programs.
 - Provides performance data throughout the budget process as well as the rest of the year in order to help guide decision-making and future planning.
- The **Performance Context** includes a brief discussion of the performance measures to:
 - Identify an underlying historical trend.
 - Describe how a particular measure supports the strategic vision of the program or agency.
 - Explain large increase/decrease of a particular measure, particularly if resource changes impact the measure.
 - Explain a new performance measure.
 - Translate measures and acronyms that may be confusing.
- The **Budget Highlights** include an Expenditures summary, a Personnel Complement summary and a Revenue summary.
 - **Expenditure Summary** compares the prior year actual expenditures, the current year appropriation, and the ensuing year recommended budget.
 - **Personnel Complement Summary** compares the prior year budgeted full-time equivalents (FTE), the current year appropriated FTE, and the ensuing year recommended FTE. A full-time equivalent is based on 2,080 annual working hours per employee.
 - **Revenue Summary** compares the prior year actual revenue, the current year estimated revenue, and the ensuing year projected revenue generated by the agency.
 - **Special Revenue Fund Summary** identifies grant, intergovernmental and donation expenditures and FTE that are dedicated to the agencies goals.
- The **Significant Budget Changes** explain notable increases and decreases in the 2011 recommended budget from the 2010 appropriation. Some particular changes that are identified each year are:
 - Large increases and decreases in **revenue**.
 - The budgeted **vacancy savings** are indicated for each agency. Vacancy savings is an estimate of the savings occurring from the time a position becomes vacant until it can be refilled. For agencies with 10-29 employees, vacancy savings is two percent of the total personnel costs. For agencies with 30 or more employees, vacancy savings is three percent of the total personnel costs. No vacancy savings is budgeted for agencies with less than ten employees.
- **Capital Equipment** lists capital items costing \$50,000 or more and all vehicles. It identifies whether the items are new or replacement items and the source of funding.

Financial Statements

Statement of Net Assets; Statements of Revenues, Expenses, and Changes in Net Assets; and Statements of Cash Flows are included for internal service and enterprise funds, and for certain special revenue funds.

How to Read the Budget Narrative

The budget narrative contains a number of components: Agency Description, Program Description, Strategic Initiatives, Performance Measures, Performance Context, Budget Highlights, Significant Budget Changes, and Capital Equipment. Below is an explanation of how to read the budget narrative pages to easily learn about program performance, funding sources, personnel, and budget changes for 2012.

Finance ← **1**

Budget and Management ← **2** 0121000

Agency Description
 The Budget and Management Office (BMO) prepares and oversees the implementation of the City's budget. ← **3**

Program Description ← **4**
 The **Budget and Management Analysis** program enables agencies to effectively deliver public services through strategic allocation and management of resources

Strategic Initiatives ← **5**
 Advance program based analysis and budgeting efforts by continuing program evaluations, best practices research and workload analysis and by identifying service impacts that result from funding decisions. (Fiscal Stewardship)

Performance Measures ← **6**

	2009	2010	2011	2012
	<u>Actual</u>	<u>Actual</u>	<u>Estimated</u>	<u>Objective</u>
Budget and Management Analysis				
Financial Newsletter published	2	2	2	2

Performance Context ← **7**
Financial newsletters supplement formally produced documents such as the annual Budget, the six year Capital Improvements Plan and the annual Citizen Report Card and Citizen Satisfaction Survey.

Budget Highlights

	2009	2010	2011	2012
	<u>Actual</u>	<u>Appropriated</u>	<u>Estimated</u>	<u>Recommended</u>
<u>Expenditures</u>				
General Fund by Type				
Personnel Services				
Services and Supplies				
Capital Equipment				
Internal Services and Misc.				
<u>Personnel Complement</u>				
General Fund (Budgeted)				
Administration				
<u>Revenue</u>				
General Fund				

Significant Budget Changes ← **9**
 In 2011, a savings of \$16,800 not reflected in the numbers above due to reducing a full-time position to part-time.

2012 Changes by Program

Budget and Management Analysis
 An increase of \$40,000 in personnel services representing a prorated full year of two management analyst positions from the previous year.

Legend

- 1**– The Department or Agency name
- 2** - Division name
- 3** - Describes the agency's purpose, structure, and the major functions within the agency .
- 4** - Brief description of programs and activities which the organization achieves its mission and desired outcomes/results.
- 5** - Set of activities or strategies to impact some change within a program. Strategic initiatives are very specific in nature. The initiatives should reflect the priorities for the program in the upcoming year.
- 6** - Performance measures quantify the agency's progress toward achieving the strategic initiatives, and report relevant workload, performance, and outcome information.
- 7** - A brief discussion of the performances measures including an explanation of acronyms. Trends and data changes are identified as well.
- 8** - Includes an expenditures summary, personnel complement (budgeted full-time equivalents - FTE), and a revenue summary. This section also includes a special revenue fund summary identifying grants, intergovernmental and donation expenditures, and FTE that are dedicated to the agency's goals.
- 9** - Identifies and explains notable increases and decreased in the 2012 recommended budget from the 2011 appropriation. Some specific changes identified annually are large increases/decreased in revenue, budgeted vacancy savings, and changes in personnel. Capital equipment (capital items costing \$50,000 or more and all vehicles) are also identified in this section.

Citywide Programs

Program Inventory

The Program Inventory section contains all programs and services the City provides to the community. It helps to answer what the City provides to its citizens instead of who provides the program, such as a specific agency. After the description of the program, there is a list of the agency or agencies responsible for providing the program. The Program Inventory facilitates prioritization during the annual budget process. These programs have multiple funding sources. For further information about a specific program or service, please refer to the corresponding agency's budget section.

Administration

Includes key activities such as policy development and policy direction, establishment of agency goals, objectives and guidance, purchasing, contract management, public education and media relations, and financial management, including budgeting and accounting.

- Career Service Authority
- City Attorney
- Community Planning and Development
- Denver County Court
- Denver Public Library
- Department of Finance
- Environmental Health
- Excise and Licenses
- Fire
- General Services
- Human Rights and Community Relations
- Human Services
- Mayor's Office
- Mayor's Office for Education and Children
- Office of Economic Development
- Office of Emergency Management and Homeland Security
- Office of the Clerk and Recorder
- Office of the Independent Monitor
- Parks and Recreation
- Police
- Public Works
- Safety Administration
- Technology Services
- Undersheriff

311 Operations

Provides customer service functions for City and County non-emergency services in an efficient manner by providing access to government services through one easy to remember number (311). Primary activities include service request documentation and routing, first-call resolution and neighborhood outreach.

- Technology Services

911 Operations

Answers calls for emergency service within the City and County of Denver. Calls are processed by agents and when appropriate, redirected to Denver Health for medical emergencies or Denver Fire for fire-related emergencies. Primary activities include 911 call intake, law enforcement dispatch and performance management.

- Safety Administration

Program Inventory

Accounting (Citywide)

Maintains City ledgers and books (including debt, investments, revenues and expenditures, assets and liabilities), processes vendor disbursements and maintains the County property tax roll. Primary activities include accounting, payroll and financial reporting.

Department of Finance

Active Older Adults

Provides activities for adults over the age of fifty by focusing on education, socialization, physical activity, and adult learning. Primary activities include arts and crafts classes, fitness classes, and social enrichment events such as dances, luncheons and other special events.

Parks and Recreation

Adaptive Recreation

Provides recreational opportunities for youth, adults and seniors with disabilities. Primary activities include inclusionary programming, social enrichment and community excursions.

Parks and Recreation

Adult Sports

Manages tournaments for adult softball, flag football, basketball, volleyball, kickball, and ultimate frisbee throughout the year at several venues and also, coordinates the citywide tennis program. Primary activities include serving more than 1,200 youth and adult with tennis lessons, leagues, camps, and tournaments.

Parks and Recreation

Advocacy

Advocates for the rights of all people, fosters diversity, and encourages participation in City government. Primary activities include Federal Americans with Disabilities Act (ADA) compliance, investigating discrimination complaints and legislation tracking.

Human Rights and Community Relations

Airport Legal Services

Provides legal services to the Department of Aviation. Such legal services include, but are not limited to, the areas of land use, real estate, finance, public debt, revenue, contracts, leases, licensing, and associated ordinances. It also provides legal services to internal departments on general municipal law, contractual, public health, bankruptcy, and environmental and pollution matters.

City Attorney

Program Inventory

Animal Care and Control

Emphasizes public and animal safety and health and encourages responsible pet ownership through enforcing compliance with animal related laws, caring for animals sheltered at the Denver Municipal Animal Shelter, and providing vector control services. Primary activities include animal sheltering, pet adoptions and licensing and veterinarian services.

Environmental Health

Arenas

Manages two of the largest City-owned, single unit spaces: The Denver Coliseum and Red Rocks Amphitheatre and Visitor Center.

General Services

Arts and Culture

Provides all arts and crafts programs, such as pottery, sewing, cooking, drama, music, and dance/creative movement for visitors to the City's recreation centers. Primary activities include arts and crafts classes, language classes, and preschool age programming.

Parks and Recreation

Arts Program Development

Provides cultural experiences for the community through City-produced and supported events, direct Citywide cultural programming, arts education initiatives at the grassroots level, and the public art program. Primary activities include serving as liaison for Film and Special Event permitting; Create Denver Initiative, and fostering a community that attracts, cultivates and mobilizes the creative spirit.

General Services

Auditing

Responsible for auditing the operations and performance of City agencies, departments and programs to ensure the proper and efficient use of City resources, compliance with City contracts, and compliance with the City's prevailing wage ordinance. Primary activities include performance, financial and information technology audits, commissioning the annual independent audit and enforcing prevailing wage.

Auditor's Office

Aviation

Manages the operation, maintenance, planning, and development of Denver International Airport (DIA). Primary activities include safe and efficient day-to-day operations and airfield integrity for DIA's airport operations.

Aviation

Program Inventory

Budget and Management Analysis

Enables agencies to effectively deliver public services through strategic allocation and management of resources through financial analysis, business process improvement services, performance management, and capital planning. Primary activities include budget operations, financial analysis and performance management.

Department of Finance

Buffalo Bill Museum

Preserves and interprets the life and times of "Buffalo Bill" Cody for the benefit of residents and visitors of Denver. Primary activities include the collection, preservation and display of western art and artifacts, historical documents and "Buffalo Bill" Cody memorabilia.

Parks and Recreation

Business Development

Supports Denver's sustainable business and economic development goals by focusing on attracting target businesses, working to retain and grow existing Denver businesses, and conducting outreach and policy activities. Primary activities include creating partnerships, conducting analyses and overseeing two Business Assistance centers.

Office of Economic Development

Capital Projects

Provides planning, programming, design, construction and project management services for building and maintaining the City's infrastructure including buildings, roadways and wastewater infrastructure. Primary activities include managing transportation projects and representing the City in other major projects.

Public Works

Care and Custody of Inmates (Security)

Provides a safe and secure environment for inmates and staff and reduces jail violence and suicide attempts by ensuring that inmates are protected and/or separated from other detainees based on need or behavior. Primary activities include overseeing the populations at the Denver County Jail and the Downtown Detention Center.

Undersheriff

Care and Custody of Inmates (Medical)

Contracts for routine medical care and prescriptions to detainees held at the County Jail, PADF, and Correctional Care Medical Facility (CCMF). Primary activities include the provision of medical services and evaluations for detainees who need special psychiatric care, utilization management and managing a dialysis program.

Undersheriff

Program Inventory

Child Care/Assistance

Helps families achieve and maintain financial self-sufficiency by establishing and enforcing child and medical support services and by paying vendors and providers for the daycare of children whose parents are eligible for such services. Primary activities include education, information and technical assistance to Denver Childcare providers, parents and community groups.

Human Services

Child Support Enforcement

Plans and directs activities to effectively recover support from absent parents. Primary activities include absent parent location, paternity testing, child support order establishment, and enforcement services to TANF, non-TANF, interstate and Denver families.

Human Services

Child Welfare

Protects Denver's children and youth by providing services and advocacy to promote family stability and strengthen family connections to community resources.

Human Services

City Clerk

Serves as the custodian of Denver City records, such as City Council proceedings, ordinances, municipal and building codes, and lobbyist registrations. Primary activities include issuing marriage licenses and committed partnership certificates, campaign finance, lobbyist and bidder disclosure records, and records management.

Office of the Clerk and Recorder

City Council

Enacts all ordinances, levies taxes, appropriates monies for all City government operations, and holds weekly public meetings. Functions as the legislative branch of the City and is comprised of 13 elected members. Primary activities include legislative services and city council operations.

City Council

City Planning

Responsible for preparing plans and regulatory tools that guide future growth, enhancement, and preservation of the Denver community. Primary activities include citywide and small area planning, plan implementation, and regional coordination.

Community Planning and Development

Program Inventory

City Wellness Program

Provides services to ensure a healthy, productive and happy workforce. Activities include offering a full range of exercise equipment and classes, health assessments, biometric testing, fitness challenges, and weight management courses for employees.

Career Service Authority

Civil Litigation

Represents the City and County of Denver in all civil litigation involving revenue, taxation, bankruptcy, and recovery of other monies owed the City. Primary activities include providing legal advice and representation to the Denver Department of Human Services (DDHS), representation in the majority of tort actions filed against the City and representing the City in all employment related litigation and administrative appeals of discipline.

City Attorney

Code Administration and Enforcement

Inspects businesses to ensure compliance with City ordinances, investigates complaints, reviews building plans, site plans, and urban design requirements, and administers the City's alarm ordinances. Primary activities include plan review and permitting, inspections and issuing fines and administrative citations to individuals and businesses that are not in compliance with current City ordinances.

Community Planning and Development
Excise and Licenses

Collections and Technology Services

Selects, processes and catalogs books, audiovisual materials and online resources for adults and children for the Denver Public Library system. Key activities include cataloging and processing materials, collections development and interlibrary loans.

Denver Public Library

Colorado Convention Center

One of the country's largest and most successful convention, trade show and business meeting facilities. The facility has a significant economic impact on the region and generates substantial tax revenue and private sector employment opportunities. Primary activities include day-to-day operation of the Center.

General Services

Colorado State University Extension

Provides educational programs for Coloradans in their communities. Primary activities include creating programs that cater to citizens along the entire life continuum, from youth to older adults, from the very poor receiving food stamps to the established renter or homeowner, and even to commercial operators in the green industry.

Parks and Recreation

Program Inventory

Community/Civic Engagement

Empowers and serves the people and communities of Denver. Primary activities include community engagement, promotion of government participation and human rights support.

Human Rights and Community Relations

Community Corrections

Provides an alternative to the sentencing of inmates by the State Department of Corrections. It is a precursor to acceptance at a community-based program. Primary activities include electronic monitoring, pre-trial services, residential programs and substance abuse treatment.

Safety Administration

Community Health Services

Improves Denver's quality of life through community-oriented public health services such as the Denver Office of HIV Resources and the Denver Healthy People program. Primary activities include health education, outreach and coordination and health policy.

Environmental Health

Community Relations

Educates and informs the public of library services, resources and programs. This program supports the work of the library by providing marketing, marketing research, public relations, publication design, and promotions and also, works in conjunction with the Denver Public Library Friends Foundation to develop the Library's private fundraising efforts. Primary activities include marketing and communication, community outreach and publication and design.

Denver Public Library

Community Relations/Outreach

Links Denver residents and City government and various agencies for the purpose of gaining citizen participation on City issues, forecasting community concerns and empowering people to work together to address challenges and opportunities. Primary activities include City Membership Affiliations and Legislative Lobbyists.

Mayor's Office

Community Service Programs (Safety)

Operates a Work Release Program for sentenced misdemeanants and a Community Corrections Program as an alternative to Department of Corrections sentencing, which acts as a precursor to acceptance at a community based program. Primary activities include Adult Work Offender Program (AWOP), Juvenile Work Offender Program (JWOP) and Victim Information and Notification Everyday (VINE).

Undersheriff

Program Inventory

Community Workforce Development

Provides employment support services, skills assessment, and training development that target the City's unemployed, underemployed and working poor residents. Primary activities include operating workforce centers, jobseeker services and business services.

Office of Economic Development

Construction Management

Manages the reconstruction or remodeling of City buildings and related infrastructure, provides in-house design engineering services and manages contracted architect and engineering services. The primary activity is contract management providing coordination, management, tracking, verification and control of Citywide contract needs.

Public Works

County Clerk

Prepares, receipts and indexes all documents presented for recording. The program also manages digital imaging which is the process of scanning recorded documents into the digital imaging system and performing final quality control verification. Primary activities include customer service, digital imaging, and document recording.

Office of the Clerk and Recorder

Court Services

Provides a safe and secure environment within courtroom settings for the public, inmates and court and jail staff. Primary activities include providing security services for City, County and District courts, serving warrants and other court orders, and transporting incarcerated defendant between trial and detention facilities.

Undersheriff

Crime Prevention

Focuses on reducing crime and recidivism, facilitating coordination among justice system agencies and supporting the development of a data-driven criminal justice system. Primary activities include facilitating discussions and decisions regarding effective criminal justice policy development, jail population management, and evaluation of programs.

Safety Administration

Criminal/General Sessions Court

Adjudicates City ordinance violations other than traffic and state misdemeanors and hears felony cases through preliminary hearings.

Denver County Court

Program Inventory

Denver 8 TV

Provides live and repeat coverage of City Council and selected committee meetings, public hearings, news conferences, election events, and public policy programming as the City's official television station. Primary activities include product development, product management and program scheduling.

Technology Services

Denver Performing Arts Complex

The Denver Performing Arts Complex is a world-renowned, state-of-the-art performing arts center covering 12 acres. It includes the following venues: Temple Hoyne Buell Theatre, the Quigg Newton Denver Municipal Auditorium, Boettcher Concert Hall, the Galleria, Sculpture Park Limelight Supper Club & Lounge, the Helen Bonfils Theatre Complex, and the Crossroads Theater.

General Services

Development Engineering

Determines developer required improvements and reviews private development plans for regulatory compliance in the areas of transportation, survey, right-of-way management and wastewater. Development Engineering also provides inspections and permits for construction of private development projects, in conjunction with the private use of the City rights-of-way. Primary activities include survey administration, inspections, plan reviews, right-of-way permitting and implementing project controls.

Public Works

Direct Services

Works toward giving every individual, within the City and County of Denver, an equal opportunity to participate fully in all aspects of life. Primary activities include sign language interpretation services, compliant investigation (disability access) and discrimination complaints (intake and mediation process).

Human Rights and Community Relations

District Attorney

Prosecutes misdemeanor, juvenile and felony cases in County, Juvenile and District Courts. Primary activities include maintaining an active community education and crime prevention program and providing assistance to witnesses and victims of crime.

District Attorney's Office

Economically Sustainable Communities

Provides funds and assistance for nonprofit facility improvements, neighborhood programs, and the development of new and rehabilitated affordable housing units. Primary activities include housing, neighborhood and community development grants; lending and investments; and supports community-wide collaboration.

Office of Economic Development

Program Inventory

Elections

Provides comprehensive election services for the City and County of Denver including voter services, election operations, logistical support, and election administration. Primary activities include administration, operations and voter records and relations.

Office of the Clerk and Recorder

Emergency Preparedness, Response and Mitigation

Ensures the City has appropriate and effective planning capabilities for large scale incidents and that City agencies are properly exercised and coordinated in response/recovery missions to any natural or manmade disaster. The program also manages and coordinates all activities related to public and environmental health, mass fatality and animal response to ensure a comprehensive approach to providing consistent incident management and effective and efficient interagency coordination to prepare for, and respond to, natural or man-made incidents within the City and County of Denver. Primary activities include managing the Emergency Operations Center, procuring and coordinating resources needed during an emergency or disaster, activating emergency warning systems, citizen and City staff preparedness training and planning, damage assessment and recovery, development of regional capabilities.

Office of Emergency Management and Homeland Security
Environmental Health

Employee Assistance

Provides a worksite based program designed to assist employee-clients to identify and resolve personal and/or work-related concerns and to help agencies address productivity problems. Primary activities include short-term counseling and referral services and training to managers and supervisors in areas such as workplace violence, aggressive behavior and bullying, discrimination and harassment, and team building.

Office of Employee Assistance

Employee Communications

Provides City employees with critical Human Resources information in a timely fashion, responds to all media information requests, publishes/distributes the monthly citywide InSight newsletter and marketing brochures addressing programmatic and benefits topics. Primary activities include responding to all media employee and Colorado Open Records Act (CORA) information requests, publishing and distributing marketing brochures, and event coordination.

Career Service Authority

Energy Management

Manages the acquisition, negotiation, monitoring, tracking and payment of utility bills for electricity, natural gas, steam, chilled water, water and sewer consumed in selected City facilities, and participates in the City's energy conservation efforts. Primary activities include a web-enabled Energy Accounting System; Benchmarking, a Total Cost of Ownership approach to asset management, and a best practices operations and maintenance (O&M) program.

General Services

Program Inventory

Environmental Liability Management

Manages the City's environmental liability through assessing environmental risks and by minimizing activities that present the risk of future environmental liability. Impacts to air, land, water, and structures are addressed under this program. Primary activities include assessments (sites, land and buildings), outreach and coordination and inspections.

Environmental Health

Environmental Sustainability

Implements and supports environmental sustainability initiatives for City operations and the private sector, the program-guided development of Denver's Climate Action Plan, and programs to reduce greenhouse gas emissions in order to position the City as a national leader in global effort to meet the needs of the present without compromising the needs of future generations. Primary activities include Education, Outreach, and Coordination and Sustainability Support.

Environmental Health
Mayor's Office

Ethics

Provides ethics training to City employees and officials; publishes an ethics handbook; provides general information regarding the Code of Ethics; and handles inquiries and complaints regarding possible violations of the Code of Ethics. Primary activities include providing ethics training sessions for all new employees and officers; issuing formal advisory opinions and informal advice about ethics issues; and, responding to citizen and employee complaints about ethics issues involving the City of Denver government personnel.

Board of Ethics

Executive Administration

Directs all City agencies and departments except those administered by other elected officials, administers efficient delivery of municipal services, and coordinates City to ensure that services are provided efficiently and effectively. Primary activities include department oversight and collaboration, citywide performance expectations and organizational priorities.

Mayor's Office

Facilities Management

Repairs and maintains City-owned buildings and provides custodial and security services. Primary activities include providing security and other contract services, repairing building systems and equipment, and conducting special event set-ups.

Denver Public Library
General Services

Program Inventory

Family and Adult Assistance/Protection

Coordinates program activities with employment and support resources to assist families' transition to employment, as well as to provide adult protection, self-sufficiency services, and medical assistance to the elderly and disabled. Primary activities include customer support, family and adult services and community support.

Human Services

Fire Operations Support

Provides effective support functions unique to the Fire Department. Primary activities include training to new firefighters and tenured firefighters, dispatches personnel and equipment to fires, acquires and maintains firefighting, safety and communication equipment, and maintains Fire Department facilities.

Fire

Fire Prevention and Investigations

Addresses safety through decreasing the incidence and severity of fire, explosion, release of hazardous substances, and through ensuring safety at places of public assembly. Primary activities include code enforcement, plan review and fire safety inspections, fire safety permit issuance, fire safety licensing and fire investigations.

Fire

Fire Suppression and Emergency Response

Extinguishes all fires, responds to medical assistance calls, hazardous materials incidents, automobile accidents and other emergencies. Airport Fire and Rescue provides emergency services at the airport including aircraft accident mitigation. Primary activities include fire suppression and emergency response, airport emergency response, fuel inspections and intergovernmental assistance.

Fire

Fitness

Coordinates and offers many different types of fitness classes through the recreation centers. Primary activities include offering a variety of fitness classes in recreation centers citywide, hiring and scheduling certified fitness instructors, and locating substitute instructors.

Parks and Recreation

Fleet Management

Maintain the City fleet through inventory management, procurement of vehicles and equipment and purchase fuel for City fleets. Primary activities include maintenance operations, materials handling and equipment replacement.

Public Works

Program Inventory

Golf

Operates and maintains the City's golf courses, driving range and pro shops at eight locations. Primary activities include grounds maintenance, nightly watering functions and providing starters and rangers for the golf courses.

Parks and Recreation

Graffiti

Removes graffiti from private and commercial property, as well as in the public right-of-way. Primary activities include coordinating graffiti removal projects through volunteer recruitment; maintaining operation of a paint bank for residents; and, coordinating a series of special community involvement projects and initiatives.

Public Works

Hearings and Mediation

Provides employees and agencies free mediation for employment disputes using volunteer employee and outside mediators, and provides training and support for mediators. Primary activities include providing a fair and neutral appeal process for City employees in accordance with the Career Service Rules.

Hearing Office

Human Resources (Civil Service)

Administers the testing process for entry-level and promotional classified positions within the Denver Police and Fire Departments. Primary activities include administrative support to the Police and Fire Departments including entry-level/promotional testing, background investigations, applicant screenings, and disciplinary appeals processes for classified members.

Civil Service Commission

Human Resources (Classification, Compensation, and Benefits)

Maintains the classification and pay plans for Career Service positions, manages the full range of employee benefits, and oversees the Unemployment Compensation and Prevailing Wage Programs for the City. Primary activities include supporting the collective bargaining process for Police, Fire and Sheriff, operating the Wellness Center and identifying and implementing human resource information system (HRIS) upgrades and general maintenance.

Career Service Authority

Human Resources (HR Services)

Provides support for the Shared Services initiative and provides day-to-day support to agencies and departments, primarily in the areas of consultation, performance management and employee relations. Primary activities include aligning core HR and safety functions with business practices and facilitating the development of a positive culture built around communication, respect, collaboration, and results.

Career Service Authority

Program Inventory

Human Resources (Recruitment)

Provides recruitment, testing and selection services for City agencies with emphasis on a full life cycle model in meeting the business needs of its clients.

Career Service Authority

Human Resources (Training, Organizational Development and Employee Relations)

Drafts and interprets CSA rules, addresses issues of importance to employees and managers, oversees the City's ADA Program, and administers the Citywide Training Program to provide education, growth and development opportunities for City employees.

Career Service Authority

Human Services Legal Services

Provides legal advice and representation to the Department of Human Services. Such legal services include, but are not limited to, the areas of protection of vulnerable populations, child support establishment and collection, administrative employment discipline cases, tort and employment law litigation, and legal advice, consultation and training.

City Attorney

Investigations

Manages the investigative function of the police department. Primary activities include follow-up investigations of offenses, examination and analysis of physical evidence, and preparation and submittal of cases to the District Attorney for prosecution.

Police

Licensing

Processes and performs final action on all pertinent applications, licenses and renewals. It also handles the processing of all applications for liquor, special events and cabaret licenses. All public hearings relative to the department are scheduled and assigned hearing officers.

Excise and Licenses

Program Inventory

Marketing (Citywide)

Provides expert assistance and centralized marketing and public relations to all City departments and agencies for developing, implementing, and publicizing events and programs serving City businesses and residents. Primary activities include creating and maintaining brand and logo standard and overseeing sponsorship strategy development resources for programs citywide.

Office of Economic Development

Medical Examiner/Coroner

Investigates all deaths reportable by statute to determine the cause/manner of death, assumes control over evidence, provides expert consultants and witnesses, and coordinates death investigations. Primary activities include autopsies, body transfers and mortuary services, and death certifications.

Environmental Health

Medical/Clinical Health Services

Provides public health clinical services, treatment for Denver's medically indigent, and alcohol and substance abuse services. Primary activities include medical investigations, clinical and epidemiological disease control services, drug consultation services, and substance abuse evaluations and services.

Environmental Health

Mobility/Operational Planning

Provides policy guidance and prepares long-range transportation and infrastructure related plans for the department. Primary activities include the review, analyses and proactive efforts to improve federal, state and regional transportation, infrastructure and special district policies that affect the City and County of Denver.

Public Works

Mountain Parks

Manages the natural resources and recreational amenities located across the mountain parks system. Primary activities include the maintenance of picnic areas, permitted sites, parking areas and trailheads as well as 28 miles of roads.

Parks and Recreation

Municipal Legal Services

Provides legal services for the City, including Denver International Airport (DIA) regarding land use, development, parks and open space, zoning, the acquisition and sale of land and interests therein. Primary activities include providing legal services to City agencies and departments on general municipal law, contractual, public health, bankruptcy, and environmental and pollution matters.

City Attorney

Program Inventory

Natural Resource Protection and Management

Manages forestry, natural areas, open waters, and wildlife; provide heavy equipment support to parks operations, and educates and supervises professional park rangers in the urban and mountain park system. Primary activities include forestry, park rangers and natural areas.

Parks and Recreation

Office of Community Impact

Integrates the Denver's Road Home, the Denver Office of Drug Strategy, and Veteran's Services to work more collaboratively and effectively within Denver Human Services as well as with community partners. Primary activities include coordinating strategic and cost effective delivery of human services in responding to community needs.

Human Services

Outdoor Aquatics

Staffs, operates and supports 16 outdoor pools for the City's Recreation Division. Key activities include aquatics programming such as American Red Cross swimming lessons, organized recreational activities, and programs for people with disabilities as well as organizing special events.

Parks and Recreation

Outdoor Education

Plans, markets and coordinates the delivery of outdoor activities to youth, adults and seniors who might otherwise not be able to experience the educational and environmental values of Colorado's natural resources. Key activities include providing interactive programs to raise public awareness of the natural environment and the environmental values of Colorado's natural resources.

Parks and Recreation

Parking

Manages on-street (meters and signed parking regulations) and off-street (lots and garages) parking assets, enforces parking regulations and collects related fines. Primary activities include enforcing parking regulations, collecting parking fines and penalties, and administering the Residential Parking Permit and Smart Card programs.

Public Works

Parks and Recreation Maintenance

Maintains and repairs all park facilities, park buildings, recreation centers, fountains, and the regional trail system. The program also manages engineering and construction for bond and capital improvement projects for recreation centers, fountains, trails, roads, parking lots, tennis courts, and park structures. Key activities include supporting special events held in parks; staffing and managing the deployment of the band wagon and show wagon for festivals; and conducting an annual preventative maintenance program

Parks and Recreation

Program Inventory

Parks Maintenance (Water Conservation)

Leads strategic planning on best practices implementing projects that promote low-use water practices. Key activities include low water landscape conversions, irrigation design review and product specification, xeriscape gardens and on-going re-use water coordination with Denver Water to further support low-use water practices.

Parks and Recreation

Parks Permitting System

Issues permits to individuals and organizations for picnic sites, athletic fields, tennis courts, assemblies, special events, performance stage use, and revocable vending permits.

Parks and Recreation

Parks Planning, Design and Construction

Provides strategic planning, park master planning, project management, long-range planning, development review and development of the capital improvement program for parks, natural areas, trails, and recreation facilities. Key activities include the development review of public or private projects affecting the park system and assets; long-range strategic and master planning; project management for capital design and construction projects

Parks and Recreation

Patrol

Provides a variety of services including uniformed patrol, crime prevention, emergency incident response, ordinance and statute enforcement, nuisance and criminal investigations, and community problem-solving and partnerships. Primary activities include responding to calls from Denver Citizens, the Public Nuisance Abatement Unit and the Gang Bureau.

Police

Police Support Services

Provides effective administrative services as well as support functions unique to law enforcement agencies that enable the Chiefs and the Department to carry out their mission. Primary activities include managing the Finance Bureau, the Civil Liability Bureau, the Public Information Officer and Legislative Unit, the Internal Affairs Bureau, the Court Liaison Unit, the Mental Health Unit, and the Crisis Intervention Team. The program also oversees the Research, Training and Technology Division and the Police Fleet Maintenance unit.

Police

Police/Sheriff Oversight

Ensures appropriate handling of community and internal complaints by monitoring the investigations of uniformed police and sheriff personnel and making recommendations to the Manager of Safety regarding disciplinary actions for uniformed personnel. Primary activities include accepting citizen complaints, community outreach and managing the community-police mediation program.

Office of the Independent Monitor

Program Inventory

Probation

Conducts assessments and evaluations of defendants and makes sentencing recommendations to the Court. The department monitors compliance with Court Orders for those sentenced to probation. Primary activities include evaluation and treatment referral services for drunk drivers and domestic violence offenders.

Denver County Court

Property Assessment

Appraises/records Denver's real and personal properties, certifies and tracks special tax districts valuations and annual tax increments for tax increment financing (TIF) projects, maintains tax exemption records, and generates value notices. Primary activities include administration, real estate appraisal and business personal property.

Department of Finance

Prosecution and Code Enforcement

Handles all municipal citations relating to traffic, general sessions, environmental, and juvenile offenses. Primary activities include handling nuisance abatement matters in civil court and involuntary commitments of persons, minors and adult.

City Attorney

Public Health Assurance

Enforce compliance with regulations to minimize the risk of communicable and infectious diseases and facilitates environmental protection through, technical assistance, education, environmental assessments, and enforcement. Primary activities include inspections, investigations and complaint response.

Environmental Health

Public Services

Provides access to the Denver community's largest reference and research center, makes available popular and general books and audiovisual materials for circulation and presents programs for families. Primary activities include circulation and library card registration, maintenance and display of circulating collections, and preservation of historical materials.

Denver Public Library

Public Trustee

Processes foreclosure actions and provides foreclosure information and assistance prior to sale of properties, conducts public auctions, deeds unredeemed property involving mortgages in default, and processes releases of deeds of trust. Primary activities include customer service, foreclosure auctions, public auctions, and releases of deeds of trust.

Office of the Clerk and Recorder

Program Inventory

Purchasing (Citywide)

Acquires goods and services for agencies Citywide through best practices procurement methods and provides opportunities for qualified firms to participate in the City's procurement of goods and services. Primary activities include citywide administration for the procurement card and travel card programs as well as the management of surplus property activities.

General Services

Real Estate Management

Performs strategic assessment of the City's real estate portfolio via an assessment of short and long term real estate needs and maximizes asset efficiencies and financial resources available to the City for the benefit of employees and citizens. Primary activities include acquisitions and dispositions, leasing, and asset management.

Department of Finance

Records Management

Custodian of the recordings archives and repository of all of the documents received and recorded by the Clerk and Recorder Recording Section. Primary activities include conducting searches of Denver County-recorded documents.

Office of the Clerk and Recorder

Recreation Centers and Indoor Pools

Offers a variety of classes, activities and programs to youth, adults, seniors, and people with disabilities along with operating the City's 13 indoor pools. Primary activities include competitive swimming teams, aqua aerobic classes, parent-tot lessons, and other recreational sports.

Parks and Recreation

Risk Management

Oversees the identification, analysis and management of the City's risk and exposure to loss related to the activities of the City and its departments, agencies and employees, and inspects City-owned facilities for safety concerns. Primary activities include administration, safety, risk assessment and analysis, and workers' compensation.

Department of Finance

Sheriff Operations Support

Develops, implements and manages training programs for Denver Sheriff Department employees, performs background checks on all deputy sheriff applicants, maintains the National Crime Information Center (NCIC), and collects inmate processing fees. Primary activities include training, resource development and overseeing contracts for inmate medical services.

Undersheriff

Program Inventory

Special Needs

Provides recreational opportunities for youth, adults and seniors with disabilities as well as a variety of assistance payments and social services to eligible residents of Denver. Primary activities include Aid to the Blind, Aid to the Needy Disabled, General Assistance and Community Centered Board for Developmental Disabilities.

Human Services

Special Operations

Promote public safety through traffic enforcement, security and education. Primary activities include the Traffic Operations Bureau and Traffic Investigations Bureau, including Photo Traffic Enforcement, and the Juvenile Bureau. The program also provides the Mayor's executive Security Unit as well as a police presence at Denver International Airport.

Police

Street Maintenance

Maintains public streets and alleys, including resurfacing, pothole patching, street sweeping, and snow removal. Primary activities include street resurfacing and reconstruction, alley maintenance and grading, concrete repair and construction and producing asphalt.

Public Works

Tax Collection and Financial Management

Collects, records and deposits all City taxes and other revenues; manages the City's cash, investments and debt; disburses money as required by law; and enforces tax compliance. Primary activities include administration, financial management and tax compliance/operations.

Department of Finance

Technology Applications

Develops and maintains integrated software and data solutions for City agencies. Primary activities include 911 Communication Center Support, Custom Applications/Document Management, and Internet and Intranet Services.

Technology Services

Technology Customer Support

Provides phone-based computer support for desktops, laptops, and PDAs that are essential to City employees. Primary activities include Cellular Device Management, Desktop Services (PCs, Laptops, Handhelds), and Help Desk Services.

Technology Services

Technology Enterprise Architecture

Program Inventory

Consists of the development, utilization, and maintenance of the City's enterprise applications and databases, including the enterprise resource planning suite of financial, human resources, constituent relationship management, and web portal systems. Primary activities include enterprise service development and support, security design and audit and technology architecture and design.

Technology Services

Technology Infrastructure

Provides network services essential to both City employees and citizens. Primary activities include Backup, Restore, and Disaster Recovery; Messaging (Email and Anti-SPAM); Infrastructure Design and Support (Data Center, Network, Video); and, Network Security and Monitoring.

Technology Services

Technology Project Management

Delivers program management, project management, and budget development assistance to City agencies for technology projects. Primary activities include IT Governance, Project Management and Oversight, and Standards and Policies.

Technology Services

Telecommunications

Administers, regulates and enforces the City's cable contracts with cable providers, manages capital funding, oversees construction of the Denver Institutional Area Network Environment (DIANE), and monitors contractual compliance for public access services. Primary activities include contract management, customer service and enforcement of regulations.

Technology Services

Traffic/Civil Court

Adjudicates all City ordinance traffic tickets, parking violations, civil lawsuits up to \$15,000, name changes and landlord-tenant matters. Primary activities include issuing restraining orders, summonses, garnishments and transcripts of judgment as provided by State Statute.

Denver County Court

Traffic/Mobility Management

Maintains and operations the traffic control system in Denver. Primary activities include the managing the Transportation Management Center, Traffic signal design, review and maintenance and managing the signs and pavement markings.

Public Works

Program Inventory

Trash Collection

Operates weekly trash collection service, bi-weekly recycling program, and large item pick-up and manages special programs for yard and tree waste collection, compost training and litter removal. Primary activities include the Denver Recycles program, Large Item Pickup (LIP) and the Keep Denver Beautiful program.

Public Works

Vehicle Impound Operations

Removes and stores abandoned vehicles from the streets of Denver, collects fees and charges due on impounded vehicles to cover City costs incurred and maintains auto theft records, repossession and private tow logs for law enforcement agencies. Primary activities include the intake, storage, security, release and disposal of confiscated or abandoned property.

Undersheriff

Vehicle Registration and Licensing

Titles and registers all motor vehicles owned by private and corporate residents of the City and County of Denver in accordance with State statutes. Primary activities include administration and the branch/processing center.

Department of Finance

Warrants

Manages over 65,000 active warrants and restraining orders issued by Denver County Court and coordinates the transportation and court appearances of in-custody defendants. Primary activities include providing the Police Department 24-hour verification of County Court warrants, processing over 31,000 new warrants annually, and creating over 18,000 bonds through the bonding office.

Denver County Court

Wastewater Operations

Maintains storm and sanitary sewer systems by monitoring, cleaning, repairing and rehabilitating/reconstructing system components. Primary activities include systems maintenance, quality control and construction operations.

Public Works

Workers' Compensation

Administers the City's self-insured workers' compensation program, evaluates claims and authorizes payments. Primary activities include administration and claims.

Department of Finance

Program Inventory

Youth Programs

Promotes positive youth development through afterschool programming, school readiness and academic success programs, youth crime and violence prevention/intervention, and curfew enforcement. Primary activities include youth Diversion programs, afterschool programming and school readiness and academic success programs.

Mayor's Office for Education and Children
Parks and Recreation
Safety Administration

Zoning Appeals

Provides reasonable relief from the technical requirements of the Zoning Code upon the satisfaction of Zoning Code conditions, allowing citizens to develop and use their property in the most orderly and efficient manner. Primary activities include case management, public notification and stakeholder communication.

Board of Adjustment for Zoning Appeals