

# **Independent Agencies**

# Independent Agencies Summary

	2010 Actual	2011 Appropriated	2012 Recommended
<b>General Fund</b>			
<b>Agencies</b>			
City Council	\$3,937,421	\$4,246,158	\$4,199,800
Office of Telecommunications	299,429	328,600	0
Clerk and Recorder	6,532,813	8,104,600	8,848,900
Career Service Authority	8,177,648	9,794,245	9,839,800
Hearing Office	366,821	403,500	435,200
Board of Adjustment for Zoning Appeals	242,820	261,600	257,900
Auditor	5,487,634	6,274,200	5,957,900
<b>Subtotal Operating</b>	<u>\$25,044,585</u>	<u>\$29,412,903</u>	<u>\$29,539,500</u>
<b>Expenditures</b>			
Personnel Services	\$21,137,205	\$23,691,229	\$24,144,614
Services and Supplies	3,526,000	5,263,675	4,881,619
Capital Expenditures	0	0	32,580
Internal Services & Misc.	381,381	457,999	480,687
<b>Total</b>	<u>\$25,044,585</u>	<u>\$29,412,903</u>	<u>\$29,539,500</u>
<b>Special Revenue Funds</b>			
General Government	\$1,713,525	\$1,658,454	\$1,435,728
<b>Total Special Revenue Funds</b>	<u>\$1,713,525</u>	<u>\$1,658,454</u>	<u>\$1,435,728</u>
<b>Personnel Complement</b>			
General Fund	331.9	319.4	335.9
Special Revenue Funds	2.0	2.0	2.0
<b>Total Personnel Complement</b>	<u>333.9</u>	<u>321.4</u>	<u>337.9</u>

# Independent Agencies

**City Council**

**0201000**

## Agency Description

The Denver City Council constitutes the legislative branch of the City and County government. The Denver City Council is composed of thirteen elected members of whom eleven represent districts and two are elected at-large.

## Mission

To give thoughtful consideration to all proposed legislation, to assist constituents with City related issues and to make decisions in accordance with the best interest of the citizens and the City and County of Denver.

## Program Descriptions

The **City Council** program goal is to enact all ordinances, levy taxes, appropriate monies for all city government operations and hold weekly public meetings. Primary activities include the following:

- Legislative Services administers the City Council office and provides coordination and administrative support to the Council members and the legislative process.
- City Council Operations consists of Council members and their staff. City Council activities include attendance at committee meetings and individual involvement with City agencies, the Mayor, City residents, and civic organizations.

## Strategic Initiatives

Due to the recent election of six new Council members, City Council budget strategic initiatives will be developed for the submission of the October proposed budget.

## Budget Highlights

<b>Budget Highlights</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>\$</b>	<b>%</b>
	<u>Actual</u>	<u>Appropriated</u>	<u>Recommended</u>	<u>Change</u>	<u>Change</u>
<b><u>Expenditures</u></b>					
<b>General Fund by Type</b>					
Personnel Services	\$3,517,614	\$3,672,783	\$3,718,026	\$45,243	1.2%
Services and Supplies	342,857	545,131	454,119	(91,012)	(16.7%)
Capital Equipment	0	0	0	0	0.0%
Internal Services and Misc.	<u>76,949</u>	<u>28,244</u>	<u>27,655</u>	<u>(589)</u>	<u>(2.1%)</u>
	<b>\$3,937,421</b>	<b>\$4,246,158</b>	<b>\$4,199,800</b>	<b>(\$46,358)</b>	<b>(1.1%)</b>
<b>General Fund by Activity</b>					
Legislative Services	\$794,500	\$835,676	\$773,780	(\$61,896)	(7.4%)
Operations	<u>3,142,920</u>	<u>3,410,482</u>	<u>3,426,020</u>	<u>15,538</u>	<u>0.5%</u>
	<b>\$3,937,421</b>	<b>\$4,246,158</b>	<b>\$4,199,800</b>	<b>(\$46,358)</b>	<b>(1.1%)</b>

## City Council

0201000

<b>Budget Highlights</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>\$</b>	<b>%</b>
	<u>Actual</u>	<u>Appropriated</u>	<u>Recommended</u>	<u>Change</u>	<u>Change</u>
<b>Special Revenue Fund by Activity (Estimated)</b>					
City Council	\$5,342	\$750	\$750	\$0	0.0%
<b>Total Program Expenditures</b>	<b>\$3,942,763</b>	<b>\$4,246,908</b>	<b>\$4,200,550</b>	<b>(\$46,358)</b>	<b>(1.1%)</b>
<b><u>Personnel Complement</u></b>					
<b>General fund (Budgeted)</b>					
Legislative Services	7.00	6.75	6.00	(0.75)	(11.1%)
Operations	<u>36.00</u>	<u>35.50</u>	<u>36.75</u>	<u>1.25</u>	<u>3.5%</u>
	<b>43.00</b>	<b>42.25</b>	<b>42.75</b>	<b>0.50</b>	<b>1.2%</b>
<b><u>Revenue</u></b>					
<b>General Fund</b>					
Miscellaneous Transfers	\$0	\$35,900	\$0	(\$35,900)	(100.0%)
Misc. General Government	5,557	0	0	0	0.0%
Internal Svc & Indirect Charges	<u>747</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.0%</u>
	<b>\$6,304</b>	<b>\$35,900</b>	<b>\$0</b>	<b>(\$35,900)</b>	<b>(100.0%)</b>

## Significant Budget Changes by Program

### City Council

- A net increase of \$27,000 and 1.25 FTE due to changes in the hours of the new council aide appointments made by the new council members in July 2011.
- A decrease of \$47,700 and 0.75 FTE due to the transfer of a program administrator to the Arts and Venues Denver Special Revenue Fund.
- An increase of \$65,000 in services and supplies due to reinstating temporary budget reductions from the 2011 budget.
- A decrease of \$106,900 in services and supplies due to reductions in lease payments. This is due to five City Council district offices and the Scientific and Cultural Facilities District moving into City-owned spaces that no longer require a lease. This includes a savings of \$29,600 in 2011 and a savings of \$77,300 in 2012.
- A net decrease of \$78,700 in services and supplies due to a one-time roll forward of the 2010 budget for rent payments. This temporary increase to the 2011 budget is not projected for 2012.
- A 2011 savings of \$75,000 in services and supplies in City Council District Operations.
- A revenue increase in 2011 of \$35,900 due to transferring the cash balance from two special revenue funds to the General Fund.

No vacancy savings is budgeted for 2012. The budgeted furlough savings is \$39,839.

## Capital Equipment

None.

# Independent Agencies

## Office of Telecommunications

0211000

### Agency Description

For 2012, the Office of Telecommunications (OTC) is merging with Denver 8 TV (a division within Technology Services). OTC serves as a liaison between Denver residents and the City's cable provider. OTC advises City Council on State and Federal telecommunications policy; administers, regulates and enforces the City's cable contracts with cable providers; manages capital funding and administers fund distribution for the construction of the Denver Institutional Area Network Environment (DIANE); represents the City within the Greater Metro Telecommunications Consortium; monitors contractual compliance for public access services; reviews telecommunications agreements; audits franchise agreement payments; and represents the City in Federal Communications Commission rulemaking proceedings.

### Mission

To identify, serve, and support the cable and telecommunication needs of the City and County of Denver and its residents.

### Program Description

The **Telecommunications** program goal is to administer, regulate and enforce the City's cable franchise agreement, manage capital funding, oversee construction of the Denver Institutional Area Network Environment (DIANE), and monitor contractual compliance for public access services. Primary activities include:

- Contract Management
- Customer Service
- Enforcement of Regulations
- Franchise Fee Audits
- Policy Advisement and Direction

### Strategic Initiatives

Strategic initiatives are now captured within Denver 8 TV.

### Performance Measures

	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimated</b>	<b>Objective</b>
<b>Telecommunications</b>				
Mandatory Public Access Television board meetings attended	8	5	5	6
Percent of Cable Franchise Renewal project complete	5%	30%	70%	100%
Percent of annual work program fulfilled by public access provider	80%	90%	100%	100%
Customer complaints received and resolved with cable provider	77	94	75	100
Public access quarterly performance reports analyzed	0	3	4	4

### Performance Context

- Having a City representative at the **Public Access Television board meetings** is essential to administer the public access TV agreement with the provider, to ensure compliance by providing a proactive and necessary

# Independent Agencies

## Office of Telecommunications

0211000

presence, and to identify potential issues and offer solutions before problems develop. One meeting in 2010 was cancelled by the access provider and the Denver 8 TV/Telecommunications Director was not able to attend one meeting in 2011.

- The **cable franchise agreement** dictates the compensation paid to the City by the cable provider for access to local public rights-of-way (ROW). It delineates the franchise fee and Public, Education, and Government (PEG) Fee payments to the City, which bring in a collective \$7 million in City revenue. The current agreement expires December 31, 2012. The City is required to demonstrate what community “needs and interests” are for cable TV service. The Community Ascertainment Process will be completed in 2011, so that agreement renewal negotiations can begin in late 2011.
- The **work program** is a contractual requirement between the City and public access television. It has goals and measurements to assist the City in monitoring whether contract provisions are being met. With the hiring of a management analyst in 2010, monitoring and enforcement of the contract provisions is resulting in program compliance.
- **Customer complaints** in 2011 are anticipated to be less than 2010 because the current cable provider had no major technology roll outs affecting subscribers. It is anticipated that customer complaints will increase in 2012 due to the likely digitization of the “basic only” cable service.
- With the hiring of a management analyst in 2010, a resource is now dedicated to the **quarterly performance report analysis**; thus, the number of reports is projected to increase in 2011 and 2012.

### Budget Highlights

	2010	2011	2012	\$	%
	<u>Actual</u>	<u>Appropriated</u>	<u>Recommended</u>	<u>Change</u>	<u>Change</u>
<b><u>Expenditures</u></b>					
<b>General Fund by Type</b>					
Personnel Services	\$236,787	\$270,140	\$0	(\$270,140)	(100.0%)
Services and Supplies	55,647	51,519	0	(51,519)	(100.0%)
Capital Equipment	0	0	0	0	0.0%
Internal Services and Misc.	<u>6,994</u>	<u>6,941</u>	<u>0</u>	<u>(6,941)</u>	<u>(100.0%)</u>
	<b>\$299,429</b>	<b>\$328,600</b>	<b>\$0</b>	<b>(\$328,600)</b>	<b>(100.0%)</b>
<b>General Fund by Activity</b>					
Administration	\$299,429	\$328,600	\$0	(\$328,600)	(100.0%)
<b><u>Personnel Complement</u></b>					
<b>General Fund (Budgeted)</b>					
Administration	3.00	3.00	0.00	(3.00)	(100.0%)
<b><u>Revenue</u></b>					
<b>General Fund</b>					
Misc. General Government	\$43	\$0	\$0	\$0	0.0%
Cable Franchise Fees	<u>6,139,785</u>	<u>6,298,600</u>	<u>0</u>	<u>(6,298,600)</u>	<u>(100.0%)</u>
	<b>\$6,139,828</b>	<b>\$6,298,600</b>	<b>\$0</b>	<b>(6,298,600)</b>	<b>(100.0%)</b>

# Independent Agencies

Office of Telecommunications

0211000

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## Significant Budget Changes by Program

### Telecommunications

- A decrease of \$270,100 and 3.0 FTE, a manager 2, a management analyst II, and an operations assistant, due to the Denver 8 TV and Office of Telecommunications merger. There is an equal increase within Denver 8 TV.
- A decrease of \$51,500 in supplies and services, due to the Denver 8 TV and Office of Telecommunications merger. This is an equal increase within Denver 8 TV.
- A decrease of \$6,900 in internal services, due to the Denver 8 TV and Office of Telecommunications merger. There is an equal increase within Denver 8 TV.
- A revenue decrease of \$6,298,600 in cable franchise fees due to the Denver 8 Office of Telecommunications merger. A revenue amount of \$6,456,100 is budgeted within Denver 8 TV for 2012, which is a \$157,500 increase over 2011.

### Capital Equipment

None.

# Clerk and Recorder Summary

	2010 Actual	2011 Appropriated	2012 Recommended
<b>General Fund</b>			
<b>Programs</b>			
Clerk and Recorder Administration	\$1,023,669	\$963,000	\$971,900
Clerk and Recorder's Office	1,491,785	1,839,300	1,803,900
Election Division	4,017,359	5,302,300	6,073,100
<b>Total</b>	<b>\$6,532,813</b>	<b>\$8,104,600</b>	<b>\$8,848,900</b>
<b>Expenditures</b>			
Personnel Services	\$4,689,018	\$5,254,343	\$5,876,002
Services and Supplies	1,688,931	2,558,169	2,634,550
Capital Expenditures	0	0	32,580
Internal Services & Misc.	154,863	292,088	305,768
<b>Total General Fund</b>	<b>\$6,532,813</b>	<b>\$8,104,600</b>	<b>\$8,848,900</b>
<b>Special Revenue Funds</b>			
General Government	\$158,362	\$75,000	\$75,000
<b>Total Special Revenue Funds</b>	<b>\$158,362</b>	<b>\$75,000</b>	<b>\$75,000</b>
<b>Personnel Complement</b>			
General Fund	121.0	104.0	132.0
<b>Total Personnel Complement</b>	<b>121.0</b>	<b>104.0</b>	<b>132.0</b>

# Clerk and Recorder

## Departmental Summary

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### Mission

To respond to each customer who has cause to interact with the department for any purpose in an efficient and respectful manner; diligently abide by mandates prescribed by specific provisions of Title 30 of the Colorado Revised Statutes; and effectively and efficiently plan, prepare, and execute all steps necessary to fairly afford the voting public its right to enfranchisement.

### Executive Overview

The Clerk and Recorder is an elected official charged with performing all of the duties required of the county clerk and recorder by the Colorado Constitution. The Clerk and Recorder also serves as Public Trustee, City Clerk and Ex-Officio Clerk of the City and County of Denver. The Office of the Clerk and Recorder is an independent agency that records, preserves and makes available to the public certain vital documents including real estate transactions, marriages and City Council proceedings. In addition, the Clerk and Recorder provides comprehensive election services for the City and County of Denver. The Clerk and Recorder's complete charge is accomplished through the operation of five divisions having distinct functions and specific responsibilities including: City Clerk, Public Trustee, Records, Recording and Elections.

Services are provided through the following programs:

- Administration
- City Clerk
- County Clerk (Recordings Section)
- Elections
- Public Trustee
- Records Management

### Departmental Strategies and Initiatives

- Continue to develop and enhance the new Clerk and Recorder website including development of web-based electronic campaign finance reporting to fully implement the campaign finance electronic filing requirement, and phase two of the e-Foreclosure Search application allowing the public to obtain foreclosure information online.
- Provide staff with the training and tools to perform more efficiently to continue to provide excellent customer service and to also initiate team building projects.
- Continue to use Ballot TRACE (Ballot Tracking, Reporting, and Communications Engine) in the 2012 election cycle, implement new methods to prevent human error when using the system, and integrate GIS technology with the system to enhance ballot tracking. Ballot TRACE is an online service on [www.Denvervotes.org](http://www.Denvervotes.org) that allows Denver voters to easily track the progress of their ballots through the U.S. mail.
- Continue implementation of the Records Imaging Initiative including training more staff to assist with the quality control process as records are converted into digitized format, having all records available during this process, and generate savings through operational efficiencies to fund the completion of the project.
- Continue the Inventory of Historic Records project, an extensive inventory of records in the possession of the Office of the Clerk and Recorder. Input data related to the inventory into a database specifically designed to maintain information about the existence of a record, its recommended retention period, and the record location.
- Provide new and innovative ways to improve customer service and find greater efficiencies including providing all Clerk and Recorder records at locations that make the most sense from a high customer service perspective.
- Conduct updated accessibility surveys on all voting sites in preparation for the 2012 Presidential Election.

# Independent Agencies

## Office of the Clerk and Recorder Administration

0711000

### Agency Description

The Office of the Clerk and Recorder Administration provides management and policy direction, marketing, communications and public outreach functions, fiscal management, technology support, and guidance for the entire department.

### Program Descriptions

The **Administration** program includes primary activities such as policy development and policy direction, establishment of agency goals, objectives and guidance, purchasing, and financial management. Additionally, this agency's administration program includes the following activities:

- Business Analysis and Database Development provides support to all divisions of the department to identify opportunity where efficiencies may be gained with the support of technology, programs, and tools designed to provide quality service to customers and help staff complete work related tasks.
- Communications/Marketing is responsible for initiatives and programs designed to inform the public about department products and services, policies and procedures, voter outreach and other useful information that assists internal and external customers to conduct business with the Office of the Clerk and Recorder. Communications also coordinates the Clerk and Recorder website.

### Strategic Initiatives

- Increase ease of public access to records by completing the second and third phases of the Records Imaging Initiative.
- Start phase two of the new e-Foreclosure search website application. This application will greatly increase access and ease of use with regard to foreclosure information in Denver.
- Continue to promote training and certification of staff members in election credentialing programs, and other programs designed to enhance knowledge in specific subjects concerning Clerk and Recorder related responsibilities.
- Continue to improve Denver's existing success with delivering elections that are fair, accurate, secure, transparent, and efficient. Develop and advocate for election models that take Denver's current fiscal condition into consideration.
- Improve and enhance the new Clerk and Recorder website that was rolled out to the public in summer 2011.
- Greatly increase the volume of historical election records available to the public online.
- Create several informational mailings to voters in advance of the Presidential primary and general elections.

### Performance Measures

	2009 <u>Actual</u>	2010 <u>Actual</u>	2011 <u>Estimated</u>	2012 <u>Objective</u>
<b>Administration</b>				
Percent of employees with goal related performance reviews	100%	100%	100%	100%
Percent of employees with new performance plans	N/A	N/A	100%	100%
Percent of employees satisfied (per bi-annual employee survey)	N/A	71%	N/A	75%
Percent of total website redesigned	50%	50%	100%	N/A
Number of new office policy/procedure documents created	12	4	1	N/A

### Performance Context

- Each employee is required to have a modernized **performance evaluation plan** on file.
- The **employee survey** is provided to employees every other year.
- The **website** was completed and made live in 2011 for the entire Clerk and Recorder's office, consolidating the content of five separate websites and greatly streamlining navigation. Phase one of a new Public Trustee e-Foreclosure search application will be completed in 2011.
- Writing **new office policies and procedures** is an on-going project. In 2009, procedures were written for the Public Trustee Division responsibilities. In 2010 written policies and procedures concerning activity within the Clerk and Recorder Recording and Records divisions were completed. Cashier cash handling practices were also completed. The focus for 2011 was on Public Trustee cash flow/handling practices. This process was a joint project between the Auditors Office and the Public Trustee accounting personnel. Continued revisions to existing policies and procedures are anticipated in 2012 in light of the presence of a newly- elected Clerk and Recorder.

<b>Budget Highlights</b>	<b>2010 Actual</b>	<b>2011 Appropriated</b>	<b>2012 Recommended</b>	<b>\$ Change</b>	<b>% Change</b>
<b><u>Expenditures</u></b>					
<b>General Fund by Type</b>					
Personnel Services	\$975,609	\$863,735	\$872,568	\$8,833	1.0%
Services and Supplies	44,841	96,489	96,525	36	0.0%
Capital Equipment	0	0	0	0	0.0%
Internal Services and Misc.	<u>3,218</u>	<u>2,776</u>	<u>2,807</u>	<u>31</u>	<u>1.1%</u>
	<b>\$1,023,669</b>	<b>\$963,000</b>	<b>\$971,900</b>	<b>\$8,900</b>	<b>0.9%</b>
<b>General Fund by Activity</b>					
Administration	\$429,965	\$535,106	\$539,110	\$4,004	0.7%
Technology Support	302,078	160,774	162,455	1,681	1.0%
Communications/Marketing	<u>291,625</u>	<u>267,120</u>	<u>270,335</u>	<u>3,215</u>	<u>1.2%</u>
	<b>\$1,023,669</b>	<b>\$963,000</b>	<b>\$971,900</b>	<b>\$8,900</b>	<b>0.9%</b>
<b><u>Personnel Complement</u></b>					
<b>General Fund (Budgeted)</b>					
Administration	4.00	5.00	5.00	0.00	0.0%
Technology Support	4.00	2.00	2.00	0.00	0.0%
Communications/Marketing	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>	<u>0.00</u>	<u>0.0%</u>
	<b>11.00</b>	<b>10.00</b>	<b>10.00</b>	<b>0.00</b>	<b>0.0%</b>

### Significant Budget Changes by Program

There are no significant budget changes in 2012.

The budgeted vacancy savings is \$8,932. The budgeted furlough savings is \$14,984.

### Capital Equipment

None.

# Independent Agencies

Clerk and Recorder's Office

0130000

## Agency Description

Pursuant to Colorado law and the Charter of the City and County of Denver, the Clerk and Recorder/Public Trustee is responsible for managing personnel and technology to collect, preserve and disseminate records (data and images in digital and hard copy formats) that reflect and verify ownership, transfer, encumbrance, and foreclosure rights of all real property in the City and County of Denver. The City Clerk also records marriage and domestic partnership commitments filed in Denver; administers records for elections, campaign finance and lobbyist information; has executive authorization to formally execute all contractual agreements with the City; and executive and legislative authorization to formally implement and publish all policies, ordinances and appointments in the City and County of Denver.

## Program Descriptions

The **County Clerk** program goal is to prepare, receipt, and index 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.

The **Public Trustee** program goal is to process releases of deeds of trust and administer all foreclosures in the City and County of Denver. This program is also responsible for foreclosure withdrawals, redemptions, cures, and foreclosure auctions. Primary activities include customer service, foreclosure filings, public auctions, and releases of deeds of trust.

The **City Clerk** program goal is to publish ordinances and resolutions and maintain municipal records including all City Council proceedings, rules and regulations, bonds and permits, contracts and official appointments. Primary activities include issuing marriage licenses and committed partnership certificates, lobbyist and bidder disclosure records, and records management.

## Strategic Initiatives

- Complete automation of Lobbyist Registration and Reporting database utility.
- Continue to maintain and improve efficiency levels within the department to help ensure the overall success of the Department.
- Continue to closely monitor issues with past and present indexing discrepancies to enable efficient search and retrieval of recorded documents.
- Continue to maintain and improve the quality control efforts related to the Records Imaging Initiative.
- Begin phase two of the new web-based e-Foreclosure search application.

## Performance Measures

	2009 Actual	2010 Actual	2011 Estimated	2012 Objective
<b>County Clerk</b>				
<b>Document processing time (maximum number of business days):</b>				
Recording	3	1	1	1
Digital imaging	2	2	2	2
Certification date	2	2	2	2
Return of recorded documents	1	1	1	1

Performance Measures	2009 Actual	2010 Actual	2011 Estimated	2012 Objective
<b>Public Trustee</b>				
Foreclosures	10	10	10	10
Release of deeds	11	11	11	11
<b>Agency production:</b>				
<b>County Clerk</b>				
Documents recorded (per day)	695	726	673	670
Total number of documents recorded (annually)	173,786	153,625	142,632	145,000
<b>Public Trustee</b>				
Releases - average processed (per day)	135	132	121	128
Foreclosures - average processed (per day)	25	22	15	16
Digital images - average processed (per day)	675	621	617	600
Total number of foreclosures processed (annually)	6,141	4,661	4,500	4,000
Total number of releases processed (annually)	34,064	27,807	38,000	39,000
<b>Records</b>				
Percent of records requests responded to within 24 hours	100%	100%	100%	100%
Error rate of all indexed materials	<2%	<2%	<2%	<2%

**Performance Context**

- The office of the Public Trustee has seen a slight decrease in the **number of foreclosures** in 2011. Economic indicators show that the adjustable rate mortgage crisis has slowed dramatically; however, the rate of foreclosures has not slowed to pre-2007 levels.
- The increase of **releases of deeds of trust** can be attributed to the financial institutions relaxing their lending practices slightly, even though their lending practices are still strict. Economic indicators show that homeowners are still experiencing difficulty in maintaining their mortgage payments.
- The estimated **number of foreclosures** in 2012 is based on trends seen in 2011. There are three main economic issues that will need to be watched closely; unemployment, rising fuel costs and rising food costs. Colorado’s unemployment rate is currently at 9.2%, slightly below the national average of 9.25%. If the rate of unemployment and the basic price of fuel and food continue to increase, the number of foreclosures could increase to 2009 levels. Releases could continue trending up as lenders continue to explore re-financing as a viable option to foreclosure.
- The maximum number of business days to **process new recordings** has remained static due to the overall decrease in documents submitted for recording and the increase in electronic recordings submitted.
- **Digital imaging and certification date** have remained constant due to documents being processed consistently on time and effective cross training of all department personnel to cover the process when needed.
- Under a new agency rule, campaigns and issue committees will be required to file **campaign finance reports** electronically. In limited circumstances, the Clerk may provide a waiver to this requirement. An ordinance which became effective January 1, 2011 mandates that campaign finance reports shall be placed on the website for public inspection no later than the next business day after the report due date

# Clerk and Recorder's Office

0130000

Budget Highlights	2010 <u>Actual</u>	2011 <u>Appropriated</u>	2012 <u>Recommended</u>	\$ <u>Change</u>	% <u>Change</u>
<b><u>Expenditures</u></b>					
<b>General Fund by Type</b>					
Personnel Services	\$1,322,370	\$1,508,097	\$1,476,739	(\$31,358)	(2.1%)
Services and Supplies	57,282	128,241	128,200	(41)	(0.0%)
Capital Equipment	0	0	0	0	0.0%
Internal Services and Misc.	112,130	202,962	198,961	(4,001)	(2.0%)
Budget Savings	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.0%</u>
	<b>\$1,491,785</b>	<b>\$1,839,300</b>	<b>\$1,803,900</b>	<b>(\$35,400)</b>	<b>(1.9%)</b>
<b>General Fund by Activity</b>					
Administration	\$221,739	\$547,910	\$527,113	(\$20,797)	(3.8%)
County Clerk's Office	315,303	358,039	319,097	(38,942)	(10.9%)
Office of the Public Trustee	541,458	542,394	562,348	19,954	3.7%
Office of the City Clerk	222,495	204,445	206,493	2,048	1.0%
Records Management	<u>190,788</u>	<u>186,512</u>	<u>188,849</u>	<u>2,337</u>	<u>1.3%</u>
	<b>\$1,491,785</b>	<b>\$1,839,300</b>	<b>\$1,803,900</b>	<b>(\$35,400)</b>	<b>(1.9%)</b>
<b>Special Revenue Fund by Activity (Estimated)</b>					
County Clerk	\$158,362	\$75,000	\$75,000	\$0	0.0%
<b>Total Program Expenditures</b>	<b>\$1,650,146</b>	<b>\$1,914,300</b>	<b>\$1,878,900</b>	<b>(\$35,400)</b>	<b>(1.8%)</b>
<b><u>Personnel Complement</u></b>					
<b>General Fund (Budgeted)</b>					
Administration	1.00	1.00	1.00	0.00	0.0%
County Clerk's Office	8.00	8.00	7.00	(1.00)	(12.5%)
Office of the Public Trustee	11.00	11.00	11.00	0.00	0.0%
Office of the City Clerk	5.00	4.00	4.00	0.00	0.0%
Records Management	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>	<u>0.00</u>	<u>0.0%</u>
	<b>28.00</b>	<b>27.00</b>	<b>26.00</b>	<b>(1.00)</b>	<b>(3.7%)</b>
<b><u>Revenue</u></b>					
<b>General Fund</b>					
Misc. General Government	\$13,703	\$0	\$0	\$0	0.0%
Fines and Forfeits	(126,802)	0	0	0	0.0%
Fees	6,317,517	4,784,700	4,784,700	0	0.0%
Charges for Services	<u>2,888</u>	<u>3,000</u>	<u>3,000</u>	<u>0</u>	<u>0.0%</u>
	<b>\$6,207,306</b>	<b>\$4,787,700</b>	<b>\$4,787,700</b>	<b>\$0</b>	<b>0.0%</b>

## Significant Budget Changes by Program

### Elections

A reduction of \$42,100 and 1.0 FTE Operations Coordinator in 2011 due to the transfer of this position from the Office of the Clerk and Recorder to the Election Division.

The budgeted vacancy savings is \$21,478. The budgeted furlough savings is \$22,853.

### Capital Equipment

None.

# Independent Agencies

Election Division

0701000

## Agency Description

The Elections Division of the Office of the Clerk and Recorder is an independent agency that provides comprehensive election services for the City and County of Denver including voter records, election operations, voter relations, and election administration. The division also promotes public participation in the election process through formal programs.

## Program Descriptions

The **Elections** program goal is to provide comprehensive election services for the City and County of Denver by conducting fair, accurate, accessible, secure, transparent, efficient, and reliable elections. In addition to conducting elections, the program maintains all voter registration records, official election records, candidate certification records, ballot access documents, election results, campaign finance records, and historical election documents. The division also promotes public participation in the election process through formal programs including community outreach, poll worker recruitment, poll worker training, and voter education campaigns.

The descriptions of each primary activity are as follows:

- **Election Administration and Planning** provides management, records archiving, project management, purchasing coordination, administrative and operative support, communications support for the division, office and facilities coordination, and overall supervision of staff in all functional areas. This group is responsible for developing and tracking the yearly budget and maintaining elections records according to legal mandates.
- **Operations** provides voting operational support, ballot production, voting site management, election technology coordination, and logistical field support. The Operations Department is responsible for preparation of standard and customized reports and maps; and tabulation and compilation of election results. This department is responsible for the acquisition and operation of voting locations; election supply management and distribution, equipment management and distribution, election audit coordination and voting machine programming, maintenance, and distribution. The Operations Department is responsible for ensuring that voting locations are accessible and in compliance with all applicable federal, state and local laws including the Help America Vote Act and the Americans with Disabilities Act.
- **Voter Records** is responsible for ballot management, voter registration management, and voter data coordination. Voter Records is responsible for processing mail-in ballot applications; ballot processing, preparation, duplication, and ballot counting; canvass coordination; compilation and distribution of data for all state and federal statistical reports, and the preparation of standard and customized voter file reports. This department is responsible for voter registration, petition management and all correspondence coordination. Voter Records is also responsible for managing the SCORE II system, the address library, the internal election management database, Ballot TRACE, and the development of database applications that support election functions.
- **Voter Relations** provides services to support the conduct of elections including customer service, campaign finance, training coordination, and personnel coordination functions. Voter Relations is responsible for all customer service functions including front counter coordination, electronic communication coordination, customer product request coordination, and phone bank management. This department is responsible for all personnel coordination including recruitment, training, onboarding, placement, offboarding and evaluation processes. The department also manages the campaign finance process for the City and County of Denver.

## Strategic Initiatives

- Continue to develop internal election management system. Transfer current database from Access to SQL.

- Implement Online Ballot Access System for military and overseas citizens.
- Continue to develop Ballot TRACE with a goal of managing the system internally.
- Complete the reprecincting project for the City and County of Denver. Once the State has completed the redistricting project, all of the precincts in Denver will need to be re-drawn.
- Conduct new accessibility surveys on all voting sites.
- Implement a new campaign finance system online. The system will provide an enhanced process for filing reports and provide better public access to reports.

**Performance Measures**

	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<u>Actual</u>	<u>Actual</u>	<u>Objective</u>	<u>Objective</u>
<b>Elections</b>				
Percent of Denver schools contacted to participate in student poll worker program	100%	70%	100%	100%
Number of election staff certified by the Secretary of State	3	6	4	2
Number of additional processes reviewed and refined	7	6	5	5
Number of new candidate services for local candidates	3	5	3	3
Number of new online services provided to the public	3	2	2	2
Number of interactions with voters	559,354	1,180,455	1,400,000	1,700,000

**Performance Context**

- Elections Division is primarily responsible for the following kinds of elections:
  - Presidential Elections: every four years, the next is November 2012
  - Gubernatorial Elections: every four years, the next is November 2014
  - Primary Elections: in coordination for each of the above
  - Municipal Elections: every two years, the next is May 2013
  - School Board: every two years, the next is November 2011
  - Special Ballot Initiative: when needed
  - Special Elections: when needed
- Presidential and Gubernatorial elections have the largest voter turn out. Resources are budgeted accordingly.
- The election model affects how resources must be budgeted. Presidential and Gubernatorial elections must be conducted as polling place elections. All other elections may be conducted as mail ballot elections. Generally, polling place elections cost more than mail ballot elections.
- Comparative budget and performance data should be used to compare similar elections. For instance, the 2012 Presidential election performance data should be compared to the 2008 Presidential election performance data.
- **Secretary of State Certification** is required to satisfy Rule 40 of the Colorado Secretary of State Election Rules and section 1-1-302 of the Colorado Revised Statutes.
- **Online services** for the public, such as Ballot TRACE, increase the election system’s accessibility and transparency.

**Election Division****0701000**

<b>Budget Highlights</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>\$</b>	<b>%</b>
	<b>Actual</b>	<b>Appropriated</b>	<b>Recommended</b>	<b>Change</b>	<b>Change</b>
<b><u>Expenditures</u></b>					
<b>General Fund by Type</b>					
Personal Services	\$2,391,038	\$2,882,511	\$3,526,695	\$644,184	22.3%
Services and Supplies	1,586,807	2,333,439	2,409,825	76,386	3.3%
Capital Equipment	0	0	32,580	32,580	0.0%
Internal Services and Misc.	<u>39,513</u>	<u>86,350</u>	<u>104,000</u>	<u>17,650</u>	<u>20.4%</u>
	<b>\$4,017,359</b>	<b>\$5,302,300</b>	<b>\$6,073,100</b>	<b>\$770,800</b>	<b>14.5%</b>
<b>General Fund by Activity</b>					
Administration	\$2,990,419	\$2,460,982	\$3,052,298	\$591,316	24.0%
Voter Records	226,601	1,483,669	734,887	(748,782)	(50.5%)
Operations	521,591	612,364	1,556,571	944,207	154.2%
Voter Relations	<u>278,747</u>	<u>745,285</u>	<u>729,344</u>	<u>(15,941)</u>	<u>(2.1%)</u>
	<b>\$4,017,359</b>	<b>\$5,302,300</b>	<b>\$6,073,100</b>	<b>\$770,800</b>	<b>14.5%</b>
<b><u>Personnel Complement</u></b>					
<b>General Fund (Budgeted)</b>					
Administration	69.00	53.00	81.00	28.00	52.8%
Voter Records	3.00	6.00	6.00	0.00	0.0%
Operations	4.00	5.00	5.00	0.00	0.0%
Voter Relations	<u>6.00</u>	<u>3.00</u>	<u>4.00</u>	<u>1.00</u>	<u>33.3%</u>
	<b>82.00</b>	<b>67.00</b>	<b>96.00</b>	<b>29.00</b>	<b>43.3%</b>
<b><u>Revenue</u></b>					
<b>General Fund</b>					
Internal Svc & Indirect Charges	\$333,735	\$192,500	\$233,600	\$41,100	21.4%
Charges for Services	<u>4,297</u>	<u>4,000</u>	<u>3,200</u>	<u>(800)</u>	<u>(20.0%)</u>
	<b>\$338,032</b>	<b>\$196,500</b>	<b>\$236,800</b>	<b>\$40,300</b>	<b>20.5%</b>

**Significant Budget Changes****2012 Changes by Program****Elections**

- An increase of \$42,100 and 1.0 FTE Operations Coordinator due to the transfer of this position from the Office of the Clerk and Recorder to the Election Division.
- An increase of \$483,100 and 28.0 FTE in personnel services for on-call personnel that will be needed for the 2012 Presidential Primary and General Elections. The number of FTE for on-call personnel is derived by totaling the cost of over 700 temporary part-time positions and dividing that number by the average cost of a full-time temporary worker.
- An increase of \$44,600 in overtime compensation needed for the 2012 Presidential Primary and General Elections.

- An increase of \$55,000 in services and supplies due to costs associated with tracking overseas ballot activity online.
- A net increase of \$41,800 in services and supplies due to an increase of \$147,200 in operational expenses including mail ballot production and printing services and election supplies needed for the 2012 Presidential Primary and General Elections. This is partially offset by a decrease of \$105,400 in postage and mailing costs and poll worker compensation.
- An increase of \$15,000 in internal services for the utilization of the City's motor pool for the 2012 Presidential Primary and General Elections.
- A reduction of \$606,600 in 2011 not reflected above due to savings generated as a result of holding the 2011 Municipal Elections as a mail ballot election rather than a polling place election. By holding the 2011 Municipal Elections as a mail ballot election, a savings of \$462,000 was generated in personnel and a savings of \$104,600 was generated in services and supplies.
- A decrease of \$25,000 in services and supplies due to operational efficiencies generated by utilization of the City motor pool for elections.
- An increase of \$32,600 in capital equipment to replacement of voting booths for the 2012 election.

The budgeted vacancy savings is \$13,616. The budgeted furlough savings is \$22,446.

**Capital Equipment**

None.

# Independent Agencies

Career Service Authority

0601000

## Agency Description

Career Service Authority (CSA) provides Human Resource (HR) services for employees of the City and County of Denver. CSA recruits, examines and certifies applicants for employment and promotion; designs and administers the personnel rules that govern appointments, promotions, demotions, transfers and layoffs; designs and administers compensation and benefit plans and wellness programs, and provides organizational development, workforce management, employee development and employee relations services.

## Program Descriptions

The Career Service Authority upholds the merit system by providing human resource services to employees and agencies within the City and County of Denver for the benefit of City employees and the Denver community.

**Administration** provides management and policy direction, provides fiscal management, internal agency support, technology support, and guidance for the entire department. It is also dedicated to increasing the use of HR metrics to guide decisions and developing strategy within the City and County of Denver.

**Employee Communications (Citywide)** provides communications services within CSA and citywide, publishes the citywide *InSight* newsletter, and runs citywide employee recognition programs. It is also responsible for responding to all media employee and Colorado Open Records Act (CORA) information requests, publishing and distributing marketing brochures, and event coordination.

**Human Resources (Recruiting)** 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.

**Human Resources (Classification, Compensation and Benefits)** maintains the classification and pay plan for all City jobs excluding Police and Fire. It supports the collective bargaining process for Police, Fire and Sheriff by collecting and reporting compensation and benefits data and participating in collective bargaining sessions. This division manages the full range of benefits that contribute to the wellbeing of City employees. It oversees the Unemployment Compensation and Prevailing Wage Programs for the City. In addition, this division operates the Wellness Center and has implemented a Citywide Wellness Program. The division also functions in a lead capacity by identifying and implementing human resource information system (HRIS) upgrades and general maintenance.

**Human Resources (Employee Relations and Training)** administers the citywide training program, which provides career counseling; education, growth and development opportunities for City employees; and organizational development services to City agencies. In addition, this division drafts, interprets, and applies CSA rules, addresses issues of importance to employees and management, and manages the City's Americans with Disabilities Act (ADA) Program. The division also audits and processes personnel actions for City agencies and departments, and stores and retrieves personnel records.

**Human Resources (HR Services)** directly supports 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. This division focuses on aligning core HR and safety functions with business practices and facilitates the development of a positive culture built around communication, respect, collaboration, and results.

## Strategic Initiatives

### Administration

- Provide continued support of CSA's internal operations.
- Provide actionable Denver Employee Survey results to agencies and departments across the City.

- Increase engagement of CSA employees.

**Employee Communications (Citywide)**

- Collaborate with the City's Marketing Office to standardize CSA communications, including agency website, messaging and collaterals.
- Create CSA-specific intranet to provide easy access in a central location for frequently used information, forms and materials to support a motivated and prepared workforce.
- Develop a marketing strategy for each CSA function in order to encourage the use of CSA programs.

**Human Resources (Recruiting)**

- Identify and implement efficiencies in policies and procedures for the recruiting, selection, and certification processes.
- Update exams for the heaviest-volume recruitments.
- Implement new testing and certification processes for the Administrative Support Assistant series

**Human Resources (Classification, Compensation and Benefits)**

- Evaluate and implement second phase of the citywide employee wellness initiative including the premium discount program.
- Provide ongoing evaluation of the new common evaluation review date process to provide timeliness and efficiency.
- Provide ongoing evaluation of the new flexible pay ranges to ensure alignment to the market.

**Human Resources (Employee Relations and Training)**

- Implement newly created citywide management enhancement training program for mid-level managers.
- Implement strategic plan for management philosophy.
- Implement improvements to the Career Development Program for trainees, interns and apprentices.
- Upgrade the agency scanning system and transition all paper documents to the new, electronic system; continue focus on reducing or eliminating paper processes to increase efficiency and improve customer service.

**Human Resources (HR Services)**

- Create a CSA Help Desk function for automated data tracking and better reporting of HR metrics in order to improve service delivery to customer agencies.
- Evaluate HR services, workflows and procedures; host feedback sessions with departments/agencies.
- Emphasize staff career development through training and increased focus on best practices in order to ensure successful service delivery.

Performance Measures	2009 Actual	2010 Actual	2011 Estimated	2012 Objective
<b>Administration</b>				
Percent of engaged employees (CSA specific)	85%	73%	75%	75%
<b>Employee Communications (Citywide)</b>				
Number of articles or ads published in <i>InSight</i> newsletter	151	143	160	160
Utilization of City intranet	N/A	83%	90%	90%
<b>Human Resources (Recruiting)</b>				
Average time to refer Certification List (both Exempt and Non-Exempt positions)	24.5 days	24.2 days	24 days	24 days
Number of applications accepted	33,455	47,956	44,800	44,000
Number of positions filled	1,384	1,560	1,400	1,400
<b>Human Resources (Classification, Compensation and Benefits)</b>				
Unemployment claim savings	\$1.75 million	\$1.07 million	\$1 million	\$1 million
Error rate in pay survey salary tables	0.0%	0.0%	0.0%	0.0%
Average number of days to complete a job audit	32 days	31 days	35 days	40 days
Satisfaction rate of job audit services	83.1%	85.4%	85%	80%
Health insurance renewal rate	11.9%	7.6%	8.0%	12.0%
<b>Human Resources (Employee Relations and Training)</b>				
Number of seats filled in training classes	4,597	7,430	7,000	7,000
Satisfaction with CSA training programs (on 5 pt. scale)	4.6	4.6	4.6	4.6
Number of personnel actions processed	20,287	20,969	21,000	21,000
Accuracy rate of personnel actions	97%	97%	97%	97%
ADA consultations	494	722	600	600
<b>Human Resources (HR Services)</b>				
Number of touch points	N/A	7,421	8,000	8,000

**Performance Context**

**Administration**

- CSA Administration surveys Denver employees to gauge satisfaction with the department’s performance. **Engaged employees** go above and beyond what is expected of them to help the organization succeed; engagement is when an employee expends discretionary effort and is therefore the most productive.

**Employee Communications (Citywide)**

- **CSA’s contributions to the *InSight* newsletter**, benefits brochures, and other publications reflect an increased effort in recent years to keep City employees abreast of important information, ad hoc media releases, internal news bulletins, and one-on-one briefings in periods of dramatic change or crisis.
- CSA is working with Technology Services to leverage analytic tools that will provide an enhanced ability to track website metrics for evaluating performance. This technology tracks the number of times content on the CSA site (HR Online Center) is viewed or clicked on, and the amount of time the user remains on the site.

**Human Resources (Recruiting)**

- To best reflect CSA’s performance, CSA monitors the **“average time to refer Certification List”** to measure only the part of the recruiting, testing and certification process that occurs within CSA.

**Human Resources (Classification, Compensation and Benefits)**

- **Unemployment claim savings** reflects the difference between potential liability to the City and the amount the City actually paid for all UI claims. This difference is due to the work City staff performs when representing the City on unemployment claims and in UI hearings.
- The **error rate in pay survey salary tables** measures the rate at which errors occur when the tables are uploaded into the payroll system. The goal is to have errors in less than 0.5 % of the table cells.
- There were 199 **job audits** conducted in 2009 and 240 conducted in 2010.
- **Health insurance renewal rate** is the negotiated health insurance renewal with carriers. In 2010, 7.6% was 5% less than the average market renewal rate.

**Human Resources (Employee Relations and Training)**

- Typically, an **ADA consultation** involves an employee, agency HR representative or leave administrator from the Controller’s Office asking for CSA’s input on an FMLA certification or related leave matter; this may or may not ultimately lead to the interactive process.

**Human Resources (HR Services)**

- In 2009, CSA began rolling out service to 16 agencies with an employee base of 6,000 to create a customer-focused service delivery model, minimizing liability gaps and inconsistency. Metrics were developed to help agencies identify trends in employee relations, leave management, performance management and disciplinary matters.

**Budget Highlights**

	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>\$</b>	<b>%</b>
	<b>Actual</b>	<b>Appropriated</b>	<b>Recommended</b>	<b>Change</b>	<b>Change</b>
<b><u>Expenditures</u></b>					
<b>General Fund by Type</b>					
Personnel Services	\$7,637,040	\$8,885,100	\$9,142,440	\$257,340	2.9%
Services and Supplies	447,594	833,964	605,619	(228,345)	(27.4%)
Capital Equipment	0	0	0	0	0.0%
Internal Services and Misc.	<u>93,013</u>	<u>75,181</u>	<u>91,741</u>	<u>16,560</u>	<u>22.0%</u>
	<b>\$8,177,648</b>	<b>\$9,794,245</b>	<b>\$9,839,800</b>	<b>\$45,555</b>	<b>0.5%</b>
<b>General Fund by Activity</b>					
Administration	\$1,244,939	\$1,324,746	\$1,536,571	\$211,825	16.0%
Training	1,149	0	0	0	0.0%
HR Operations	2,164,060	3,394,622	3,458,506	63,884	1.9%
Workforce Management	1,191,969	1,387,659	1,222,030	(165,629)	(11.9%)
Classification, Compensation, and Benefits	1,870,002	1,713,532	1,714,717	1,185	0.1%
Employee Relations & Org. Development	1,397,742	1,593,749	1,598,838	5,089	0.3%
Communication and Marketing	<u>307,783</u>	<u>379,937</u>	<u>309,138</u>	<u>(70,799)</u>	<u>(18.6%)</u>
	<b>\$8,177,648</b>	<b>\$9,794,245</b>	<b>\$9,839,800</b>	<b>\$45,555</b>	<b>0.5%</b>

# Career Service Authority

0601000

Budget Highlights	2010	2011	2012	\$	%
	Actual	Appropriated	Recommended	Change	Change
<b>Special Revenue Fund by Activity (Estimated)</b>					
Administration	\$130,031	\$144,000	\$154,000	\$10,000	6.9%
HR (Classification, Compensation, and Benefits)	1,239,369	1,208,704	1,105,978	(102,726)	(8.5%)
HR (Workforce Management)	<u>180,420</u>	<u>230,000</u>	<u>100,000</u>	<u>(130,000)</u>	<u>(56.5%)</u>
	<b>\$1,549,821</b>	<b>\$1,582,704</b>	<b>\$1,359,978</b>	<b>(\$222,726)</b>	<b>(14.1%)</b>
<b>Total Program Expenditures</b>	<b>\$9,727,469</b>	<b>\$11,376,949</b>	<b>\$11,199,778</b>	<b>(\$177,171)</b>	<b>(1.6%)</b>

## Personnel Complement

### General Fund (Budgeted)

Administration	8.00	9.00	11.00	2.00	22.2%
HR Operations	37.00	43.00	42.00	(1.00)	(2.3%)
Workforce Management	12.00	14.00	12.00	(2.00)	(14.3%)
Classification, Compensation, and Benefits	19.00	18.00	17.00	(1.00)	(5.6%)
Employee Relations & Org. Development	17.75	19.75	17.75	(2.00)	(10.1%)
Communication and Marketing	<u>3.00</u>	<u>4.00</u>	<u>3.00</u>	<u>(1.00)</u>	<u>(25.0%)</u>
	<b>96.75</b>	<b>107.75</b>	<b>102.75</b>	<b>(5.00)</b>	<b>(4.6%)</b>

### Special Revenue Fund (Estimated)

Administration	2.00	2.00	2.00	0.00	0.0%
HR (Classification, Compensation, and Benefits)	0.00	0.00	0.00	0.00	0.0%
HR (Workforce Management)	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.0%</u>
	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>0.00</b>	<b>0.0%</b>
<b>Total Personnel Complement</b>	<b>98.75</b>	<b>109.75</b>	<b>104.75</b>	<b>(5.00)</b>	<b>(4.6%)</b>

Budget Highlights	2010	2011	2012	\$	%
	Actual	Appropriated	Recommended	Change	Change
<b>Revenue</b>					
<b>General Fund</b>					
Use Charges	\$1	\$0	\$0	\$0	0.0%
Miscellaneous Intergovernmental	137,014	128,700	116,800	(11,900)	(9.2%)
Misc. General Government	984,494	30,000	45,000	15,000	50.0%
Internal Svc & Indirect Charges	776,695	1,038,500	1,235,100	196,600	18.9%
Fees	<u>13,657</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.0%</u>
	<b>\$1,911,861</b>	<b>\$1,197,200</b>	<b>\$1,396,900</b>	<b>\$199,700</b>	<b>16.7%</b>

## Significant Budget Changes by Program

### Administration

- An increase of \$321,500 in personnel services due to a 2011 vacancy savings added back into the 2012 budget.
- A net increase of 16,600 in internal services due to changes in the billing process for cellular phone charges.

- A revenue increase of \$196,600 due to reimbursement from enterprise funds for human resources services.
- A decrease of \$78,000 and 1.0 FTE professional human resources staff due to scaling back operations.

**Employee Communications (Citywide)**

- A decrease of \$78,000 and 1.0 FTE professional human resources staff due ending a limited position.

**Human Resources (Classification, Compensation and Benefits)**

- A decrease of \$78,000 and 1.0 FTE professional human resources classification staff due to scaling back operations.
- A decrease of \$215,000 in services and supplies reflects a one-time increase in the 2012 budget for the dependent audit and a subsequent decrease in 2011 when those expenses were not continued.
- A decrease of \$138,900 in the Special Revenue Fund due to the temporary suspension of the employee tuition reimbursement program.

**Human Resources (HR Services)**

- An increase of \$82,000 in personnel services due to changes in the cost of funding shared services.
- A decrease of \$78,000 and 1.0 FTE professional human resources staff due to scaling back operations.

**Human Resources (Recruiting)**

- A decrease of \$78,000 and 1.0 FTE recruiter position due to scaling back operations.

The budgeted vacancy savings is \$140,166. The budgeted furlough savings is \$154,891.

**Capital Equipment**

None.

# Independent Agencies

Hearing Office

0603000

## Agency Description

The Hearing Office for the Career Service Board is the administrative forum created by Denver City Charter § 9.1.1 for employee appeals from agency actions as set forth in Career Service Rule 19-10. The Hearing Office conducts all hearings authorized by Career Service Rule 19 and issues decisions resolving the concerns raised in appeals, administers the Workplace Mediation Program and reports directly to the Career Service Board.

## Mission

The Hearing Office endeavors to provide a fair, neutral and efficient process for appeals for Career Service employees and provides free and prompt mediation services for employment disputes of City and County of Denver employees.

## Program Description

The **HR Hearings and Mediation** program goal is to provide employees and agencies free mediation for employment disputes using volunteer employee and outside mediators; and provide training and support for mediators. It also provides a fair and neutral appeals process for City employees in accordance with Career Service Rules.

## Strategic Initiative

- Expand the use of the Workplace Mediation Program, into all City agencies to use for a greater variety of disputes and train additional talented and interested City employees within the larger agencies. Expansion of the program increases the usefulness for employees and supervisors to allow multi-party discussions of issues which do not rise to the level of appealable or grievable disputes, without additional cost to the program.

## Performance Measures

	2009	2010	2011	2012
	Actual	Actual	Estimated	Objective
<b>HR Hearings and Mediation</b>				
Percent of appeals set for hearing within 60 days of file date	71%	88%	90%	95%
Percent of decisions issued within 45 days of close of record	84%	69%	85%	90%
Percent of orders issued within 48 hours of response time	95%	94%	85%	95%

## Performance Context

- The average **appeal** was set for hearing 65 days after the appeal was filed. Our performance goal is to set hearings within 60 days of the date of filing. Compliance with this goal was affected in 2010 by 16 cases requiring resolution of jurisdictional issues before the matters could be set for hearing, as well as a five-month vacancy in the position of paralegal.
- The Hearing Office goal is to **issue decisions within 45 days of the close of record**. In 2009, the average decision was issued within 36 days. In 2010, decisions were issued an average of 54 days after the close of record. Sixty-nine percent of all cases were issued within 45 days for two major reasons: 1) three consolidated whistleblower appeals consuming 26 days of hearing, the first such cases to be litigated on the 2007

Whistleblower Protection Ordinance, which involved multiple issues and witnesses and voluminous exhibits in the complex technology field, and 2) four layoff appeals presenting issues of first impression under CRS § 14-45, Actions in Lieu of Layoff. The absence of a paralegal for almost half of 2010 also negatively affected our ability to issue timely decisions for that period.

- The **percent of orders issued within 48 hours of response time** remained approximately the same as 2009, despite a five-month vacancy in the position of paralegal.

<b>Budget Highlights</b>	<b>2010 Actual</b>	<b>2011 Appropriated</b>	<b>2012 Recommended</b>	<b>\$ Change</b>	<b>% Change</b>
<b><u>Expenditures</u></b>					
<b>General Fund by Type</b>					
Personnel Services	\$362,649	\$396,236	\$428,162	\$31,926	8.1%
Services and Supplies	2,492	5,539	5,539	0	0.0%
Capital Equipment	0	0	0	0	0.0%
Internal Services and Misc.	<u>1,678</u>	<u>1,725</u>	<u>1,499</u>	<u>(226)</u>	<u>(13.1%)</u>
	<b>\$366,821</b>	<b>\$403,500</b>	<b>\$435,200</b>	<b>\$31,700</b>	<b>7.9%</b>
<b>General Fund by Activity</b>					
<b>Administration</b>	<b>\$366,821</b>	<b>\$403,500</b>	<b>\$435,200</b>	<b>\$31,700</b>	<b>7.9%</b>
<b><u>Personnel Complement</u></b>					
<b>General Fund (Budgeted)</b>					
Administration	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>0.00</b>	<b>0.0%</b>

**Significant Budget Changes**

**HR Hearings and Mediation**

- No significant budget changes.

No budgeted vacancy savings. The budgeted furlough savings is \$7,164.

**Capital Equipment**

None.

# Independent Agencies

## Board of Adjustment for Zoning Appeals

0910000

### Agency Description

The Board of Adjustment for Zoning Appeals (BOAZ) is an independent agency that hears appeals regarding permit denials and cease and desist orders issued by the Community Planning and Development (CPD) Department. The agency is also responsible for the administrative review of zoning decisions and the granting of zoning permits with special exception review. The Board is authorized by the Denver City Charter and its exact powers are governed by the Denver Zoning Code. The Board is comprised of five regular members and two alternate members, all of whom are appointed by the Mayor. A full-time staff of three supports and conducts daily operations for the Board.

### Mission

To provide the citizens of Denver with fair, timely and efficient access to the zoning appeals process set out in the Charter and the Zoning Code of the City and County of Denver.

### Program Descriptions

The **Zoning Appeals** program goal is to provide reasonable relief from the technical requirements of the Zoning Code upon the satisfaction of Zoning Code requirements, allowing citizens to develop and use their property in the most consistent and efficient manner possible. Primary activities include:

- Case Management (docketing and preparing case files for the board to review during the hearing process)
- Community Planning and Development Partnership Activities
- Public Notification
- Stakeholder Communication (regarding hearing schedules and decisions)
- Zoning Code Reviews

### Strategic Initiatives

- Allow for the most orderly and efficient development and use of citizens' property through City Council hearings and decisions.
- Continue to provide notice within 30 days 100 percent of the time via two-part notice process for concerned parties.
- Encourage environmental conscientiousness by conducting as much business as possible electronically, using recyclable sign boards, etc.
- Live within our means through efficient use of agency resources.

### Performance Measures

	2009	2010	2011	2012
	Actual	Actual	Estimated	Objective
<b>Zoning Appeals</b>				
Total number of cases	229	208	210	210
Number of cases initiated via web obtained forms	45	55	65	70
Percent of cases initiated via web obtained forms	19%	26%	30%	33%
Number of cases heard within 90 days	170	165	170	180
Percent of cases heard within 90 days	74%	76%	78%	80%
Percent of cases heard within 60 days	65%	70%	72%	75%
Average number of visits to the Board's website each day	30	89	92	100

# Board of Adjustment for Zoning Appeals

0910000

Performance Measures	2009	2010	2011	2012
	Actual	Actual	Estimated	Objective
Total number of website visits per year	11,144	32,612	34,000	36,500
Spanish language applications reviewed	7	5	6	7

## Performance Context

- **Total number of cases** decreased significantly between 2006 (297 cases) and 2010 (208 cases) due to the economic downturn. The number of cases filed through mid 2011 approximates the number filed through mid 2010. It is expected that the number of cases will remain about the same for 2010 and 2011.
- **Number and percent of cases initiated via web obtained forms** reflects an increased use of the Board’s electronic forms available on *Denvergov.org*. It is projected that the use of electronic forms will increase as citizens become more aware of this option.
- **Number and percent of cases heard within 90 to 60 days** reflects the Board’s efforts to process and hear cases efficiently and expeditiously to provide the highest quality of customer service.
- **Average number of visits to the Board’s website each day and total number of website visits per year** reflects the increased use of *Denvergov.org* by those seeking information about the Board and its processes. Website usage is projected to increase as additional improvements are made to the Board’s material on *Denvergov.org*.
- **Spanish language applications reviewed** has not changed much since 2008. Although these applications are not a large part of the Board’s total number, the agency believes that providing them is a part of providing the highest level of customer service.

Budget Highlights	2010	2011	2012	\$	%
	Actual	Appropriated	Recommended	Change	Change
<b>Expenditures</b>					
<b>General Fund by Type</b>					
Personnel Services	\$233,146	\$247,505	\$244,498	(\$3,007)	(1.2%)
Services and Supplies	3,627	7,433	7,093	(340)	(4.6%)
Capital Equipment	0	0	0	0	0.0%
Internal Services and Misc.	<u>6,046</u>	<u>6,662</u>	<u>6,309</u>	<u>(353)</u>	<u>(5.3%)</u>
	<b>\$242,820</b>	<b>\$261,600</b>	<b>\$257,900</b>	<b>(\$3,700)</b>	<b>(1.4%)</b>
<b>General Fund by Activity</b>					
Administration	\$197,574	\$213,318	\$207,469	(\$5,849)	(2.7%)
Hearings	<u>45,245</u>	<u>48,282</u>	<u>50,431</u>	<u>2,149</u>	<u>4.5%</u>
	<b>\$242,820</b>	<b>\$261,600</b>	<b>\$257,900</b>	<b>(\$3,700)</b>	<b>(1.4%)</b>
<b>Personnel Complement</b>					
<b>General Fund (Budgeted)</b>					
Administration	3.00	3.00	3.00	0.00	0.0%
Hearings	<u>1.35</u>	<u>1.35</u>	<u>1.35</u>	<u>0.00</u>	<u>0.0%</u>
	<b>4.35</b>	<b>4.35</b>	<b>4.35</b>	<b>0.00</b>	<b>0.0%</b>

## Board of Adjustment for Zoning Appeals

0910000

<b>Budget Highlights</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>\$</b>	<b>%</b>
	<b><u>Actual</u></b>	<b><u>Appropriated</u></b>	<b><u>Recommended</u></b>	<b><u>Change</u></b>	<b><u>Change</u></b>
<b>Revenue</b>					
<b>General Fund</b>					
Misc. General Government	(131)	\$0	\$0	\$0	0.0%
Fees	<u>35,932</u>	<u>30,900</u>	<u>26,100</u>	<u>(4,800)</u>	<u>(15.5%)</u>
	<b>\$35,801</b>	<b>\$30,900</b>	<b>\$26,100</b>	<b>(4,800)</b>	<b>(15.5%)</b>

### Significant Budget Changes by Program

#### Zoning Appeals

- A decrease of \$6,500 in personnel services due to not needing to budget for bilingual pay 2012 and staff turnover.

No vacancy savings is budgeted for 2012. The budgeted furlough savings is \$4,596.

#### Capital Equipment

None.

# Independent Agencies

**Auditor**

**0301000**

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## Agency Description

The Auditor's Office is responsible for examining and evaluating the operations and performance of City agencies, departments and programs for the purpose of ensuring the proper, efficient and effective use of City resources; auditing compliance with City contracts; and ensuring compliance with the City's prevailing wage ordinance. The Auditor also chairs the independent Audit Committee, which reviews audits and other reports issued by the Auditor's Office. The Committee also contracts for and oversees the external auditor that conducts the annual independent audit of the City's finances.

## Mission

To promote open, accountable, efficient and effective government by performing impartial reviews and other audit services that provide objective and useful information to improve decision making by management and the people.

## Program Descriptions

The **Auditing** program goal is to examine and evaluate 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 the following:

- Management Services oversees the human resource functions of the office and administers the budget, inventory and expenditures. It also provides IT support to all functions of the Auditor's Office. The Contracts section reviews each contract for accuracy and compliance with all City rules, regulations and ordinances, prior to the Auditor's signature.
- Audit Services conducts performance, financial and information technology audits of City departments and contractors. Audit Services independently develops and executes an annual audit plan and requires formal audit response and follow-up requirements for audited entities. These audits are conducted in accordance with Generally Accepted Government Auditing Standards (GAS) promulgated by the United States Comptroller General.
- The Audit Committee is responsible for commissioning the annual independent audit of the City finances, supervising the work of the external auditor, receiving the reports and communicating the findings and recommendations of the external auditor to the Mayor, the Manager of Finance, City Council and the public. The Audit Committee, chaired by the Auditor, consists of the Auditor and two appointments each of the Mayor, Auditor and City Council.
- Communication Services provides both external and internal reports for the Auditor's Office. This includes the production of a variety of management reports to provide informational and management guidelines and indicators (or benchmarks) to act as a catalyst to improve the performance of various aspects of government and community initiatives, programs and goals.
- Prevailing Wage is responsible for enforcing the City's Prevailing Wage and Living Wage Ordinance. Under the Ordinance, the Auditor is charged with ensuring that contractor employees on City projects are working within the appropriate wage and job classification, as established by the Career Service Authority (CSA). This also includes monitoring and enforcing prevailing wage requirements on all construction projects at Denver International Airport (DIA).
- Airport Audit Services performs accounting and auditing services for DIA and is a field office for the Auditor. The General Fund is reimbursed directly by DIA.

### Strategic Initiatives

- Implement the Formal Anti-Fraud Program.
- Execute a Performance Metrics Program.
- Implement a Control Self Assessment Advisory Service Training Program.
- Expand audit services to include focused environmental and construction audits.

### Performance Measures

	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actual</b>	<b>Actual</b>	<b>Estimated</b>	<b>Objective</b>
<b>Auditing</b>				
<b>Audit Services</b>				
Audit recommendation implementation rate (Percent of audit recommendations implemented)	95%	92%	97%	97%
<b>Communication, Information, Prevailing Wage</b>				
<b>Division and Labor Liaison</b>				
Total number of invoices processed	8,142	9,398	9,600	10,000
Total dollar value of wages collected for underpaid workers	\$412,204	\$319,377	\$248,000	\$230,000

### Performance Context

- One key measure of the general effectiveness of an audit function is the organization's **audit recommendation implementation rate**. While the Division has had an audit follow-up process in place and has tracked the status of various audit findings and recommendations, the 2011 audit plan includes increased hours for audit follow-up, trend analysis and reporting activities. The Division will continue to implement a more robust and enhanced follow-up program that will include significant hours for more in-depth audit work to verify that corrective actions have been taken to address prior audit findings. The program will include regular and formal reporting to the City's elected officials, audit committee members, and operational management on the status of various audit findings and recommendations.
- Prevailing Wage **invoices processed** reflects the number of invoices reviewed when payment is requested by city contractors. Any payment request involving Prevailing Wage work must be approved. The volume of city work has been going up annually due to a number of factors including the Better Denver Bond program. It is anticipated that with major work expansion at DIA the number of invoices to be processed will continue to rise annually.
- **The annual dollar value of wages collected for underpaid workers** reflects the amount of the underpayments and the money subsequently secured for the workers. The goal is to work with contractors and reduce the number and dollar value of the initial underpayments, thus reducing the amount of money needed to be subsequently collected for the workers. The dollar amounts of underpaid wages are also, in part, a reflection of the volume of work.

<b>Budget Highlights</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>\$</b>	<b>%</b>
	<b>Actual</b>	<b>Appropriated</b>	<b>Recommended</b>	<b>Change</b>	<b>Change</b>
<b><u>Expenditures</u></b>					
<b>General Fund by Type</b>					
Personnel Services	\$4,460,947	\$4,965,122	\$4,735,486	(\$229,636)	(4.6%)
Services and Supplies	984,849	1,261,920	1,174,699	(87,221)	(6.9%)
Capital Equipment	0	0	0	0	0.0%
Internal Services and Misc.	<u>41,836</u>	<u>47,158</u>	<u>47,715</u>	<u>557</u>	<u>1.2%</u>
	<b>\$5,487,634</b>	<b>\$6,274,200</b>	<b>\$5,957,900</b>	<b>(\$316,300)</b>	<b>(5.0%)</b>
<b>General Fund by Activity</b>					
Management Services	\$1,081,750	\$1,108,613	\$1,043,925	(\$64,688)	(5.8%)
Audit Services	2,051,753	2,470,728	2,487,403	16,675	0.7%
Audit Committee	845,490	1,039,009	839,903	(199,106)	(19.2%)
Communications, Prevailing Wage	479,868	495,436	500,066	4,630	0.9%
Airport Audit Services	585,064	649,163	650,788	1,625	0.3%
Airport Prevailing Wage	<u>443,706</u>	<u>511,251</u>	<u>435,815</u>	<u>(75,436)</u>	<u>(14.8%)</u>
	<b>\$5,487,634</b>	<b>\$6,274,200</b>	<b>\$5,957,900</b>	<b>(\$316,300)</b>	<b>(5.0%)</b>
<b><u>Personnel Complement</u></b>					
<b>General Fund (Budgeted)</b>					
Management Services	13.00	9.00	8.00	(1.00)	(11.1%)
Audit Services	27.75	26.00	24.00	(2.00)	(7.7%)
Communications, Prevailing Wage	5.00	5.00	5.00	0.00	0.0%
Airport Audit Services	8.00	7.00	7.00	0.00	0.0%
Airport Prevailing Wage	<u>6.00</u>	<u>7.00</u>	<u>6.00</u>	<u>(1.00)</u>	<u>(14.3%)</u>
	<b>59.75</b>	<b>54.00</b>	<b>50.00</b>	<b>(4.00)</b>	<b>(7.4%)</b>
<b><u>Revenue</u></b>					
<b>General Fund</b>					
Misc. General Government	\$7,972	\$0	\$0	\$0	0.0%
Internal Svc & Indirect Charges	<u>816,959</u>	<u>817,000</u>	<u>817,000</u>	<u>0</u>	<u>0.0%</u>
	<b>\$824,931</b>	<b>\$817,000</b>	<b>\$817,000</b>	<b>\$0</b>	<b>0.0%</b>

### Significant Budget Changes by Program

#### Auditing

- A net decrease of \$401,200 and 4.0 FTE due to the reduction in the number of Audit Services teams from eight to six. This includes a decrease \$325,500 in personnel services due to abolishing one internal audit supervisor, one senior internal auditor, one staff internal auditor and one administrative support assistant and an increase of \$58,000 in services and supplies for management consulting services to offset the reduction of staff. This also includes a savings of \$133,700 that will be realized in 2011. The quality and impact of audit products will remain consistent with previous years.
- A decrease of \$145,300 in services and supplies due to a decrease in the contract for the external audit.

The budgeted vacancy savings is \$68,075. The budgeted furlough savings is \$81,481.

#### Capital Equipment

None.

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