

Public Works

Public Works Department Summary

	2010 Actual	2011 Appropriated	2012 Recommended
General Fund			
Administration Division	\$4,484,542	\$4,556,900	\$4,866,800
Transportation Division	30,045,497	31,038,709	34,943,000
Operations Division	41,118,309	6,284,400	45,481,000
Total	\$75,648,347	\$41,880,009	\$85,290,800
Expenditures			
Personnel Services	\$46,013,606	\$48,820,325	\$49,692,100
Services and Supplies	16,759,532	18,907,048	20,133,291
Capital Expenditures	0	0	148,000
Internal Services & Misc.	12,875,210	14,434,727	15,317,409
Total General Fund	\$75,648,347	\$82,162,100	\$85,290,800
Internal Service Funds			
Fleet Maintenance	\$18,924,986	\$21,640,900	\$23,180,600
Asphalt Plant	6,828,044	21,640,900	8,415,200
Total	\$25,753,030	\$43,281,800	\$31,595,800
Expenditures			
Personnel Services	\$7,639,360	\$8,304,777	\$8,389,362
Services and Supplies	17,432,417	19,900,160	21,885,002
Capital Expenditures	289,099	893,000	276,835
Internal Services & Misc.	392,155	1,246,863	1,044,601
Total Internal Service Funds	\$25,753,030	\$30,344,800	\$31,595,800
Enterprise Funds			
Wastewater Management	\$86,487,302	\$109,276,244	\$111,677,900
Total	\$86,487,302	\$109,276,244	\$111,677,900
Expenditures			
Personnel Services	\$19,340,219	\$22,780,960	\$23,242,734
Services and Supplies	38,943,418	58,448,154	56,792,324
Capital Expenditures	1,257,559	1,178,426	4,384,500
Internal Services & Misc.	26,946,105	26,868,704	27,258,342
Total Enterprise Funds	\$86,487,302	\$109,276,244	\$111,677,900
Transfers			
Alternative Transportation SRF	\$25,200	\$25,200	\$25,200
Total Transfers	\$25,200	\$25,200	\$25,200
Special Revenue Funds			
General Government	\$6,473,900	\$8,853,900	\$12,550,700
Total Special Revenue Funds	\$6,473,900	\$8,853,900	\$12,550,700

Public Works Department Summary

	2010 Actual	2011 Appropriated	2012 Recommended
Personnel Complement			
General Fund	739.5	705.2	697.2
Internal Service Funds	116.0	116.0	116.0
Enterprise Funds	314.2	308.2	307.2
Capital Funds	1.5	1.0	0.0
Total Personnel Complement	1,171.2	1,130.4	1,120.4
Capital Improvements			
Capital Improvement Funds		\$49,816,240	\$49,930,200
Bond Project Funds		40,365,447	41,854,533
Grant/Other Capital Funds		43,436,040	19,565,501
Enterprise Funds		42,500,000	22,874,000
Total Capital Improvements		\$176,117,727	\$134,224,234

Public Works

Departmental Summary

Mission

"Protecting the Present and Building the Future" – Public Works accomplishes this through: management of basic public services—such as rights-of-way, thoroughfares and other public facilities including streets, alleys, highways, drainage ways, sewers, trash collection, bridges, viaducts, lighting, traffic signals, street marking, signage and parking—to meet the needs of the public; planning, design, construction, operation and maintenance of public facilities for waste management and surface transportation; enforcement of federal, state and local laws relating to public and private property; and custody of engineering and survey documents in perpetuity.

Executive Overview

The Department of Public Works delivers services that help to define the quality of life in Denver and is comprised of ten divisions (including internal service and enterprise funds). The Department's responsibilities include year-round road maintenance and repair; household trash and recycling collection service to approximately 173,000 households; graffiti abatement; design and construction management of streets, bridges, storm and sanitary sewers, and public buildings; transportation services through its Parking Management, Transportation Planning, and Traffic Engineering and Operations offices; oversight and regulation of development and use of the public right-of-way; and implementation and oversight of the Environmental Management System (EMS). Resources in Capital Projects Management and Right-of-Way Services are shared between the General Fund and the Wastewater Management Enterprise Fund, and their costs are allocated appropriately.

Services are provided through the following programs:

- Administration
- Capital Projects
- Construction Management
- Development Engineering
- Fleet Management
- Graffiti
- Mobility/Operational Planning
- Parking
- Street Maintenance
- Traffic/Mobility Management
- Trash Collection
- Wastewater Operations

Departmental Strategies and Initiatives

- Complete and/or implement Master Plans to manage the infrastructure and maximize investment of City funds:
The plans include the following:
 - Strategic Transportation Plan
 - Strategic Parking Plan
 - Sanitary and Storm Sewer Master Plans
 - Solid Waste Management Master Plan
- Continue leadership and coordination of capital project management and execution including the annual capital improvement program (CIP) projects and RTD FasTracks.

Public Works-Administration

Office of the Manager

5011000

Agency Description

The Office of the Manager provides overall policy direction, management, and communications for the Public Works Department; oversees the Engineering, Operations, Finance and Administration, and Policy Planning and Communication areas of the Department; and serves as the final authority for fiscal and personnel matters in the Department.

Appointed by the Mayor, the Manager of Public Works is a member of the Mayor’s Cabinet and sits on the State Board of Equalization.

Program Description

The **Administration** program includes primary activities such as policy development and direction and establishment of agency goals and objectives. Additionally, this agency’s administration program includes serving as the final authority for fiscal and personnel matters in the Department.

Strategic Initiatives

- Develop and implement a sustainable budget while maintaining services.
- Ensure that the City and County of Denver interests and needs are coordinated with RTD/FasTracks.
- Create jobs for the community through the effective and efficient management of capital projects from design through construction.
- Create and maintain an environment that sustains employee morale.

Budget Highlights

Budget Highlights	2010	2011	2012	\$	%
	Actual	Appropriated	Recommended	Change	Change
<u>Expenditures</u>					
General Fund by Type					
Personnel Services	\$392,897	\$475,955	\$568,528	\$92,573	19.4%
Services and Supplies	198,159	230,010	229,990	(20)	(0.0%)
Capital Equipment	0	0	0	0	0.0%
Internal Services and Misc.	<u>15,149</u>	<u>13,335</u>	<u>15,482</u>	<u>2,147</u>	<u>16.1%</u>
	\$606,207	\$719,300	\$814,000	\$94,700	13.2%
General Fund by Activity					
Administration	\$606,207	\$719,300	\$814,000	\$94,700	13.2%
<u>Personnel Complement</u>					
General Fund (Budgeted)					
Administration	6.25	5.25	6.25	1.00	19.0%

Office of the Manager**5011000**

Budget Highlights	2010	2011	2012	\$	%
	<u>Actual</u>	<u>Appropriated</u>	<u>Recommended</u>	<u>Change</u>	<u>Change</u>
<u>Revenue</u>					
General Fund					
Misc. General Government	\$2,634	\$0	\$0	\$0	0.0%
Highway Users Trust Fund	<u>17,786,111</u>	<u>16,065,200</u>	<u>16,973,500</u>	<u>908,300</u>	<u>5.7%</u>
	\$17,788,745	\$16,065,200	\$16,973,500	\$908,300	5.7%

Significant Budget Changes by Program**Administration**

- An increase of \$70,900 in personnel services due to reinstating temporary 2011 vacancy savings.
- An increase of 1.0 FTE due to the transfer in of a limited administrative support assistant. This position is funded by the Better Denver Bond Program.
- An increase of \$1,900 in internal services due to an increase in workers' compensation costs.

The budgeted vacancy savings is \$8,842. The budgeted furlough savings is \$9,884.

Capital Equipment

None.

Public Works-Administration

Finance and Administration

5012000

Agency Description

Finance and Administration supports the Department of Public Works by providing financial, accounting, purchasing, information technology, and safety services; and coordinating records management. In addition, the agency provides construction contract management on a citywide basis.

Program Descriptions

Administration includes key activities such as policy development and direction, purchasing, human resource support, technology support and financial management. Additionally, this agency's administration program includes:

- Management of the City's Motor Center that provides employees with vehicles to use when carrying out City business.
- Research and Analysis activities that include budget development; financial reporting and tracking; policy and program analysis and Departmental coordination of citywide initiatives.
- Safety and Loss activities that include administering safety programs for department personnel; conducting accident prevention training; conducting investigations; performing liability determination and mitigation; conducting hazardous materials training and response; administering the Commercial Drivers License process; training, drilling and managing the Public Works Emergency Response Team; and administering the departmental workers' compensation program.

The **Construction Management** program goal is to manage the reconstruction or remodeling of city buildings and related infrastructure, provide in-house design engineering services and manage contracted architect and engineering services. The primary activity is contract management providing coordination, management, tracking, verification and control of citywide contract needs. Also included is oversight of the Xcel Energy franchise agreement.

The **Parking** program goal is to manage the city's on-street and off-street parking assets. The primary Parking Program activity within Finance and Administration is collections. The Collections unit provides contract oversight, contractor payments, revenue reconciliation and write-off policies for the City's delinquent parking violations. The Collections unit also includes parking cashiers who collect payments for parking and meter fines, boot and towing fees, and monthly garage parking. They also process applications for residential parking permits and sell parking meter SmartCards.

Strategic Initiatives

- Continue to work with shared services providers to ensure Public Works receives support necessary to continue providing the highest level of service delivery to Denver residents.
- Implement citywide construction contract administration shared services initiative.

Performance Measures

	2009 Actual	2010 Actual	2011 Estimated	2012 Objective
Administration				
Number of on-the-job at-fault vehicle accidents	47	47	45	42
Number of on-the-job first aid injuries	115	95	92	90
Number of at-fault property damage claims	122	125	122	120
Training classes conducted	442	400	500	550
Number of lost time on-the-job injuries	14	6	6	5

Finance and Administration

5012000

Performance Measures	2009	2010	2011	2012
	Actual	Actual	Estimated	Objective
Construction Management				
Average number of contract payments per month	238	432	500	500
Number of contracts administered	463	498	500	500
Contracts awarded – dollar amount	\$181,000,000	\$118,071,000	\$75,000,000	\$75,000,000
Capital funds	\$89,641,218	\$62,558,638	\$50,000,000	\$50,000,000
Bond funds	\$207,082,296	\$99,948,535	\$50,000,000	\$10,000,000
State and Federal funds	\$25,715,548	\$29,745,705	\$30,000,000	\$30,000,000
Parking				
Number of residential parking permits issued	14,823	30,347	15,000	15,000

Performance Context

- The number of **training classes** conducted in 2010 decreased due to a training position being held vacant. With that position filled, training will increase in 2011 and 2012 to address risk exposure and hazard mitigation.
- The **number of contract payments per month** increased from 2009 to 2010 because many of the bond funded construction contracts were in the bidding process during 2009 and moved into the payment process in 2010.
- The Better Denver Bond program continues through 2012; however, the amount of work and **bond funds** encumbered and expended will slowly decrease over 2011 and 2012 as the program winds down. Additionally, 2009 included \$27 million for Justice Center bond payments.
- **The number of residential parking permits issued** includes renewals and guest permits. The number of permits increased in 2010 due to it being a renewal year (3 year renewal cycle).

Budget Highlights

Budget Highlights	2010	2011	2012	\$	%
	Actual	Appropriated	Recommended	Change	Change
Expenditures					
General Fund by Type					
Personnel Services	\$2,624,609	\$2,588,981	\$2,327,528	(\$261,453)	(10.1%)
Services and Supplies	317,308	445,205	464,746	19,541	4.4%
Capital Equipment	0	0	0	0	0.0%
Internal Services and Misc.	<u>68,444</u>	<u>84,114</u>	<u>88,326</u>	<u>4,212</u>	<u>5.0%</u>
	\$3,010,363	\$3,118,300	\$2,880,600	(\$237,700)	(7.6%)
General Fund by Activity					
Administration	\$478,474	\$478,011	\$550,700	\$72,689	15.2%
Accounting	1,077,315	1,089,419	442,757	(646,662)	(59.4%)
Research & Analysis	327,779	347,127	182,894	(164,233)	(47.3%)
Safety and Loss	178,180	181,648	283,780	102,132	56.2%
Information Services	311,063	252,168	0	(252,168)	(100.0%)
Contract Administration	365,327	379,927	564,864	184,937	48.7%
Collections	<u>272,222</u>	<u>390,000</u>	<u>855,605</u>	<u>465,605</u>	<u>119.4%</u>
	\$3,010,363	\$3,118,300	\$2,880,600	(\$237,700)	(7.6%)

Finance and Administration

5012000

Budget Highlights	2010	2011	2012	\$	%
	Actual	Appropriated	Recommended	Change	Change
<u>Personnel Complement</u>					
General Fund (Budgeted)					
Administration	5.50	5.50	5.50	0.00	0.0%
Accounting	19.00	15.00	5.00	(10.00)	(66.7%)
Research & Analysis	6.00	4.00	2.00	(2.00)	(50.0%)
Safety and Loss	3.00	2.00	3.00	1.00	50.0%
Information Services	3.00	2.00	0.00	(2.00)	(100.0%)
Contract Administration	5.00	6.00	8.00	2.00	33.3%
Collections	<u>0.00</u>	<u>0.00</u>	<u>8.00</u>	<u>8.00</u>	<u>0.0%</u>
	41.50	34.50	31.50	(3.00)	(8.7%)
<u>Revenue</u>					
General Fund					
Misc. General Government	\$55	\$0	\$0	\$0	0.0%
Internal Svc & Indirect Charges	304,799	0	0	0	0.0%
Fines and Forfeits	<u>308,373</u>	<u>800,000</u>	<u>800,000</u>	<u>0</u>	<u>0.0%</u>
	\$613,227	\$800,000	\$800,000	\$0	0.0%

Significant Budget Changes by Program

Administration

- A net decrease of \$254,700 and 2.0 FTE due to the transfer of positions between divisions within Public Works. This includes a transfer of 4.0 FTE and \$337,200 out to other Public Works divisions and a transfer of 2.0 FTE and \$82,500 into Finance and Administration from other Public Works divisions.
- A decrease of \$52,300 and 1.0 FTE due to the abolishment of an administrative support assistant responsible for courier services. This includes \$50,800 in personnel services and \$1,500 in internal services due to reduced operating and maintenance costs based on the permanent reduction of a vehicle used by this position.
- A decrease of \$47,000 in personnel services due to downgrading a position from a senior accountant to a staff accountant.
- An increase of \$19,100 in services and supplies due to reinstating a temporary 2011 reduction to miscellaneous supplies and materials.
- An increase of \$4,900 in internal services due to changes in workers' compensation and fleet costs.

Construction Management

- A continued savings of \$64,100 in personnel services due to charging the costs of a contract compliance coordinator to the Better Denver Bonds Program.

The budgeted vacancy savings is \$30,056. The budgeted furlough savings is \$39,603.

Capital Equipment

Funding Source/Item	Quantity	New/Replacement
Planned Fleet Replacement (11804-5053000)		
Equipment Leases	7	Replacement

Public Works–Administration

Policy, Planning and Communication

5013000

Agency Description

The Policy, Planning and Communication Division provides policy guidance and prepares long-range transportation and infrastructure related plans for the department. It also provides communication, marketing and public relation services for the department.

Program Descriptions

The **Administration** program within Policy Planning and Communication provides marketing and public outreach functions. Primary activities include the following:

- Communication utilizing media, marketing, public relations and web concepts to communicate and deliver value to citizens by familiarizing them with specific Public Works programs and/or initiatives while managing expectations; responds to all media inquiries; develops partnerships with City Council; briefs Council on Public Works issues; responds to inquiries and provides Council with information on the status of initiatives and projects; and provides analysis as needed to assist informed policy decisions. The Office develops internal communication strategies and employee programs that support Public Works goals and objectives, delivers internal messages and develops and implements strategies for communication programs that build consensus among all employees.

The **Mobility/Operational Planning** program goal is to provide policy guidance and prepare long-range transportation and infrastructure related plans for the department. This includes review, analyses and proactive efforts to improve federal, state and regional transportation, infrastructure and special district policies that affect the City, including Denver Regional Council of Governments (DRCOG), Colorado Department of Transportation (CDOT), Regional Transportation District (RTD) and the creation and implementation of internal City policies (e.g., sidewalks, parking, districts). Primary planning projects include the Strategic Transportation Plan; Strategic Parking Plan; Denver Moves; and the Denver Comprehensive Plan. Primary special district projects includes reviewing requests; reviewing expenditures; and coordinating the collection of Impact Fees according to the Gateway agreements.

Strategic Initiatives

- Create strategic, organized and creative public outreach plans with targeted audiences including the media, City Council and citizens to support Public Works projects and initiatives.
- Create an efficient system for communication regarding special graffiti abatement requests and events. This includes overseeing a complete design and content update of “Brush Off” and creating a website for all graffiti related issues in Denver.
- Continue to implement the Strategic Transportation Plan through ongoing transportation policy and planning efforts such as the Strategic Parking Plan, Denver Moves, East Side Mobility Study, Colfax Streetcar Feasibility Study, and the Living Streets Initiative.
- Ensure that City and County of Denver interests and needs are coordinated with outside entities such as CDOT and the RTD FasTracks/EAGLE P3 program through participation in Environmental Impact Statements, evaluations and development of ongoing intergovernmental agreements.
- Develop and implement a comprehensive Bicycle and Pedestrian Program through the completion and implementation of the Bicycle and Pedestrian Master Plans and the Denver Moves - Multimodal Accessibility & Connectivity Plan.

Policy, Planning and Communication

5013000

Performance Measures	2009 Actual	2010 Actual	2011 Estimated	2012 Objective
Administration				
Overall dollar amount of positive public relations placed for Public Works	\$500,000	\$4,852,130	\$600,000	\$3,000,000
Number of website hits on all Public Works sites	46,520	213,623	250,000	250,000
Number of new communications campaigns for Public Works programs	6	9	6	7
Mobility/Operational Planning				
Metropolitan Districts	42	43	44	44
Business Improvement Districts	6	7	7	7
Local Maintenance Districts	27	28	29	29
Local Improvement Districts	7	8	9	9
General Improvement Districts	2	2	2	2

Performance Context

- The **overall dollar amount of positive public relations placed for Public Works** represents information related to citywide issues provided by Public Works to the media. 2010 Actual was higher than anticipated due to positive publicity for two successful Graffiti Brush Offs, the final installation of smart meters, and the new overnight parking program. 2011 Estimate is low due to several temporary staff absences and increases appear in 2012 when staff returns to full status.
- The **number of website hits on all Public Works** sites represents the frequency with which the general public has accessed information about Public Works' services. In 2010 denvergov.org improved its search engine optimization to more accurately reflect the true number of website hits.

Budget Highlights	2010 Actual	2011 Appropriated	2012 Recommended	\$ Change	% Change
Expenditures					
General Fund by Type					
Personal Services	\$780,828	\$830,764	\$929,117	\$98,353	11.8%
Services and Supplies	80,424	206,170	224,171	18,001	8.7%
Capital Equipment	0	0	0	0	0.0%
Internal Services and Misc.	<u>6,719</u>	<u>16,266</u>	<u>18,912</u>	<u>2,646</u>	<u>16.3%</u>
	\$867,973	\$1,053,200	\$1,172,200	\$119,000	11.3%
General Fund by Activity					
Administration	\$23,255	\$0	\$0	\$0	0.0%
Communication	254,936	348,762	355,396	6,634	1.9%
Policy and Planning	<u>589,781</u>	<u>704,438</u>	<u>816,804</u>	<u>112,366</u>	<u>16.0%</u>
	\$867,973	\$1,053,200	\$1,172,200	\$119,000	11.3%
Special Revenue Fund by Activity (Estimated)					
Mobility/Operational Planning	\$100,583	\$0	\$0	\$0	0.0%
Total Program Expenditures	\$968,555	\$1,053,200	\$1,172,200	\$119,000	11.3%

Policy, Planning and Communication

5013000

Budget Highlights	2010	2011	2012	\$	%
	<u>Actual</u>	<u>Appropriated</u>	<u>Recommended</u>	<u>Change</u>	<u>Change</u>
<u>Personnel Complement</u>					
General Fund (Budgeted)					
Communication	3.00	3.00	3.00	0.00	0.0%
Policy and Planning	<u>7.00</u>	<u>6.00</u>	<u>7.00</u>	<u>1.00</u>	<u>16.7%</u>
	10.00	9.00	10.00	1.00	11.1%

Significant Budget Changes by Program

Mobility/Operational Planning

- An increase of 1.0 FTE and \$77,000 in personnel services due to the transfer of a senior city planner position from Right-of-Way Services.
- An increase of \$18,000 in services and supplies due to reinstating a temporary 2011 reduction to miscellaneous supplies and materials.
- An increase of \$2,700 in internal services due to an increase in workers' compensation costs.

The budgeted vacancy savings is \$14,462. The budgeted furlough savings is \$15,578.

Capital Equipment

None.

Public Works – Transportation

Right-of-Way Services

5032000/5064000

Agency Description

Right-of-Way Services (RWS) manages all activities associated with private development and use of the City's street right-of-way, including the City's on-street parking assets and all issues pertaining to development driven changes affecting storm water conveyance, sanitary sewer and water quality requirements per applicable policies, rules and regulations and statues. This office determines developer required improvements and reviews private development plans for regulatory compliance in the areas of transportation, survey, right-of-way management, and wastewater. Right-of-Way Services also provides inspection and permits for construction of private development projects, in conjunction with the private use of the City rights-of-way.

Program Descriptions

The **Development Engineering** program goal is to determine developer required improvements and review 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 the following:

- Survey administers all of the City's land surveying needs including right-of-way management and review of land development matters. This office is responsible for maintaining surveying records as well as easements, dedications, land survey plats, and vacations.
- Inspection assures construction of high quality transportation infrastructure by providing permitting and inspection services to private developers and utility contractors. This group also manages the short-term use of the City's right-of-way by contractors and vendors through the issuance of various permits. This office permits and inspects the construction of private development projects in conjunction with the private use of City rights-of-way and wastewater lines connected to the City's system.
- Plan Review oversees all design phase concepts and plans for conformity to the City's adopted standards, regulations and ordinances. This office determines developer required improvements and reviews private development plans for regulatory compliance in the areas of transportation, wastewater, survey and right-of-way management. In coordination with Community Planning and Development, Development Services reviews building plans, site plans, and urban design requirements and also conducts inspections.
- Right-of-Way Permitting manages activities associated with private development and use of the City's right-of-way. This office determines developer required improvements and performs initial reviews of private development plans for regulatory compliance in the areas of transportation, wastewater, survey and right-of-way management.
- Project Controls provides programmatic oversight on all capital and bond related projects. The primary functions are program integration, scheduling, cost estimating, training, and management of the integrated design and construction contract. In addition, this office performs right-of-way and public project plan review and is responsible for setting Public Works' construction, transportation and water quality standard.

The **Parking** program goal is to manage the City's on-street parking assets. The primary Parking activity within Right-of-Way Services includes Right-of-Way Enforcement. The Enforcement section issues citations for on-street, off-street and private property parking violations. It administers vehicle booting and towing for the City, provides parking enforcement for sporting events, special events, holidays and concerts, and also performs field checks and investigations of contested tickets. Enforcement also installs, repairs and maintains parking meters and parking pay stations in addition to collecting the fees from the meters and pay stations. It enforces parking regulations, collects parking fines and penalties. It also analyzes Denver's parking ordinances and the overall parking system.

Strategic Initiatives

- Implement the Project Control System to provide Project Managers, Management and Policy Makers with uniform reports detailing the status of projects schedules and budgets.
- Continue to work toward special event on-street parking within the Central Business District.
- Continue to work with Development Services to establish a new permitting system which will provide accurate, real time updates to field inspectors.
- Continue to cleanup the address assignments.
- Consolidate multiple databases and programs into a central location to increase efficiency, accountability and reporting on large capital projects.

Performance Measures

	2009	2010	2011	2012
	Actual	Actual	Estimated	Objective
Development Engineering				
Revocable permits	167	677	700	720
Vacations	20	16	16	20
Dedications	63	64	76	79
Subdivision reviews	72	5	6	7
Land survey plats	577	553	550	575
Rezoning	103	30	63	68
Site plans	474	108	63	66
Traffic impact studies	17	16	3	3
Miscellaneous transportation plans	578	326	211	228
Construction permits	6,074	4,779	5,000	5,100
Percentage of street cuts inspected before paving	83%	84%	84%	85%
Street occupancy permits	10,600	12,207	10,600	10,000
Development Engineering-Wastewater				
Sanitary studies	30	28	30	32
Sanitary plans	30	25	30	30
Drainage studies	85	72	80	85
Drainage plans	85	75	82	85
Combination drainage/sanitary plans	16	16	15	20
Parking				
Parking meter sacking permits	2,126	2,025	2,100	2,150
Number of customer service calls	74,648	77,123	80,000	75,000
Field investigations	1,314	792	600	600
Number of citations written annually for meter violations	212,313	203,268	220,000	220,000
Total number of citations written per year	649,761	622,811	630,000	640,000
Average vehicles booted per day	25	12	10	8
Number of meters repaired	1,848	312	300	325
Total number of meters	5,747	6,300	6,400	6,400

Performance Context

- **Revocable permits** include Utility Reviews and Easement Relinquishments.

Right-of-Way Services

5032000/5064000

- Performance in many of the **Development Engineering** measures demonstrates a significant reduction in 2009 and 2010 due to the declining economy. The housing market decline reduced the overall number of permits being issued for residential and commercial development, which impacts many Survey related functions including subdivision reviews and traffic impact studies. A modest economic recovery is anticipated in 2011 and continuing into 2012.
- **Street occupancy permits** increased in 2010 as a result of the Better Denver Bond program, increased utility sector activity (i.e., Xcel Energy, Denver Water), FasTracks and the Denver Union Station projects. As these projects wrap up, it is anticipated that renewed private development will allow for only a modest decrease.
- **Field investigations** are initiated by citizens and are conducted through a physical check of signs and meters for legibility, accuracy, coin jams, etc. The sign replacement program and the new meters should result in decreased field investigations in 2011.
- The total **number of customer service calls** is expected to increase in 2011 due to the change in the street sweeping fine.
- The **number of citations** began decreasing in 2009 as parking payment options were expanded to customers. A conservative increase in the number of citations is anticipated as the economy continues to improve and commercial activity increases.
- The **number of meters repaired** decreased significantly in 2010 because clearing coin jams is no longer counted as a repair. The number will continue to decrease further due to the deployment of new meters.
- The **total number of meters** increased in 2011 due to replacing the parking kiosks in Cherry Creek North with the new smart meters. Additionally, new smart meters will be deployed along the Colfax corridor.

Budget Highlights

	2010	2011	2012	\$	%
	<u>Actual</u>	<u>Appropriated</u>	<u>Recommended</u>	<u>Change</u>	<u>Change</u>
Expenditures					
General Fund by Type					
Personal Services	\$9,246,929	\$10,297,736	\$10,695,564	\$397,828	3.9%
Services and Supplies	4,558,530	5,581,248	5,665,219	83,971	1.5%
Capital Equipment	0	0	15,000	15,000	0.0%
Internal Services and Misc.	<u>514,126</u>	<u>616,016</u>	<u>705,817</u>	<u>89,801</u>	<u>14.6%</u>
	\$14,319,587	\$16,495,000	\$17,081,600	\$586,600	3.6%
General Fund by Activities					
Administration	\$130,260	\$60,667	\$154,325	\$93,658	154.4%
Survey	952,551	1,007,693	1,060,671	52,978	5.3%
Inspection	2,109,067	2,866,998	2,446,395	(420,603)	(14.7%)
Development Services	586,701	685,832	753,296	67,464	9.8%
Permitting and Enforcement	9,996,364	11,367,299	11,618,628	251,329	2.2%
Project Control Office	<u>544,642</u>	<u>506,511</u>	<u>1,048,285</u>	<u>541,774</u>	<u>107.0%</u>
	\$14,319,587	\$16,495,000	\$17,081,600	\$586,600	3.6%
Personnel Complement					
General Fund by (Budgeted)					
Administration	0.00	0.00	1.00	1.00	0.0%
Survey	12.00	10.00	10.00	0.00	0.0%
Inspection	23.00	30.00	23.00	(7.00)	(23.3%)
Development Services	7.00	7.00	8.00	1.00	14.3%

Right-of-Way Services

5032000/5064000

Budget Highlights	2010	2011	2012	\$	%
	<u>Actual</u>	<u>Appropriated</u>	<u>Recommended</u>	<u>Change</u>	<u>Change</u>
Permitting and Enforcement	97.50	94.50	97.50	3.00	3.2%
Project Control Office	<u>6.00</u>	<u>4.00</u>	<u>11.00</u>	<u>7.00</u>	<u>175.0%</u>
	145.50	145.50	150.50	5.00	3.4%

Revenue

General Fund

Use Charges	\$9,283,270	\$9,635,000	\$9,825,000	\$190,000	2.0%
Miscellaneous Intergovernmental	0	400,000	400,000	0	0.0%
Misc. General Government	377,258	150,000	150,000	0	0.0%
Licenses and Permits	7,857,192	6,893,500	5,353,500	(1,540,000)	(22.3%)
Fines and Forfeits	23,251,902	26,338,800	27,518,000	1,179,200	4.5%
Fees	630,115	523,000	523,000	0	0.0%
Charges for Services	<u>574,819</u>	<u>551,500</u>	<u>551,500</u>	<u>0</u>	<u>0.0%</u>
	\$41,974,556	\$44,491,800	\$44,321,000	(170,800)	(0.4%)

Budget Highlights-Wastewater Enterprise Fund

Expenditures

Enterprise Fund by Type

Personnel Services	\$3,503,386	\$3,699,554	\$3,868,963	\$169,409	4.6%
Services and Supplies	34,359	305,548	305,551	3	0.0%
Capital Equipment	0	0	0	0	0.0%
Internal Services and Misc.	<u>64,928</u>	<u>87,198</u>	<u>84,486</u>	<u>(2,712)</u>	<u>(3.1%)</u>
	\$3,602,674	\$4,092,300	\$4,259,000	\$166,700	4.1%

Enterprise Fund by Activities

Administration	\$221,459	\$409,804	\$412,608	\$2,804	0.7%
Development Review	670,794	752,396	762,994	10,598	1.4%
Inspection	1,331,988	1,458,700	1,180,387	(278,313)	(19.1%)
Quality Control Lab	896,033	911,699	896,128	(15,571)	(1.7%)
Right-of-Way Permitting & Enforcement	482,398	549,669	678,545	128,876	23.4%
Project Control Office	<u>0</u>	<u>10,032</u>	<u>328,338</u>	<u>318,306</u>	<u>3172.9%</u>
	\$3,602,674	\$4,092,300	\$4,259,000	\$166,700	4.1%

Personnel Complement

Enterprise Fund (Budgeted)

Administration	2.00	2.00	2.00	0.00	0.0%
Development Review	9.00	9.00	9.00	0.00	0.0%
Inspection	13.00	15.00	11.00	(4.00)	(26.7%)
Quality Control Lab	8.50	7.50	7.50	0.00	0.0%
Right-of-Way Permitting & Enforcement	8.00	8.00	9.00	1.00	12.5%
Project Control Office	<u>4.00</u>	<u>0.00</u>	<u>4.00</u>	<u>4.00</u>	<u>0.0%</u>
	44.50	41.50	42.50	1.00	2.4%

Enterprise Fund Revenue

Use Charges	\$60	\$0	\$0	\$0	0.0%
Fees	40,091	0	0	0	0.0%
Charges for Services	<u>251,716</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.0%</u>
	\$291,867	\$0	\$0	\$0	0.0%

Significant General Fund Budget Changes by Program**Development Engineering**

- A net increase of \$262,100 and 3.0 FTE due to the transfer of positions between divisions within Public Works. This includes a transfer of 1.0 FTE and \$77,000 to Policy, Planning and Communication and a transfer of 4.0 FTE and \$339,100 into Right-of-Way Services from other Public Works divisions.
- An increase of \$67,000 in services and supplies due to reinstating a temporary 2011 reduction to professional services.
- A decrease of 1.0 FTE due to the abolishment of a senior engineer position that was charged to the Better Denver Bonds. This position is no longer needed due to nearing the completion of the Better Denver Bond Program.
- A decrease of \$170,400 in personnel services due to charging the Better Denver Bond Program for the personnel costs of a management analyst position. This includes a savings of \$73,000 in 2011 and \$97,400 in 2012.

Parking

- An increase of \$157,500 and 3.0 FTE due to increasing the enforcement based on the new overnight parking policy. This includes \$140,500 in personnel services for 3 additional positions, including a parking enforcement supervisor, a parking meter collector and an electrical maintenance worker and \$17,000 in services and supplies for increased contract charges from the meter vendor. These costs will be offset an increase of \$693,400 in parking fine revenue.
- An increase of \$89,800 in internal services due to increased workers compensation costs and increased fleet maintenance costs.
- An increase to parking fine revenue of \$5,500,000 due to modifying the enforcement of the fine for parking in a Street Sweeping area. The increased amount will be charged based on street sweeping areas being considered tow-away zones. This includes a revenue increase of \$2,750,000 in both 2011 and 2012, reflected in the numbers above.

The budgeted vacancy savings is \$161,131. The budgeted furlough savings is \$171,997.

Significant Enterprise Fund Budget Changes by Program**Development Engineering**

- An increase of \$115,400 and 1.0 FTE in personnel services due to the transfer of one manager position from the Wastewater Executive Office.

No vacancy savings is budgeted for 2012. The budgeted furlough savings is \$66,032.

Capital Equipment

Funding Source/Item	Quantity	New/Replacement
General Fund		
Plotter	1	Replacement
Planned Fleet Replacement (11804-5053000)		
Van	3	Replacement

Public Works–Transportation

Capital Projects Management

5033000/5065000

Agency Description

Capital Projects Management provides planning, programming, design, construction, and project management services for building and maintaining the City's infrastructure including buildings, roadways and wastewater infrastructure.

Program Descriptions

The **Capital Projects** program goal is to provide planning, programming, design, construction, and project management services for the City's infrastructure including buildings, roadways and wastewater infrastructure. The primary activities include the following:

- Transportation Project Management provides planning, bridge program management, project management and development, design and construction management, and inspection for federal, capital, and local improvement districts and bond projects to improve neighborhood quality, traffic flow improvement, and to invest in the quality of life for Denver residents. Transportation Projects Management also provides plan review, bidding, construction management, and inspection functions for the Parks and Recreation Department. Staff members represent the City in the planning, design, and construction processes.
- Major Projects Management Office is the City and County of Denver's representative for major projects such as the Denver Justice Center Program, the Better Denver Bond Program, the Annual Facility Maintenance and Repair Program and other major projects. The office represents citizens, businesses and the City and County of Denver during the design and construction of vertical capital projects. The office is responsible for the resolution of issues between the contractor and the City agency. The office provides project management support and oversight for other City agencies to ensure project requirements are addressed. Additionally, the office provides planning and programming, project development, design and construction management and project inspection for wastewater projects. Wastewater projects include sanitary and storm sewers, storm water facilities, detention ponds, creeks, gulches, South Platte River flood control and prevention, bridges and culverts.

Strategic Initiatives

- Continue to improve the quality of life of Denver residents through implementation of projects funded through the Better Denver Bond Program and Capital Improvement Program.
- Continue to collaborate with GreenPrint Denver and Municipal Separate Storm Sewer Systems (MS4) permit requirements to improve neighborhood quality and cleanliness.
- Meet the program needs by completing capital projects on time and within budget.
- Provide the City with high quality infrastructure to support the Wastewater Management Division.

Performance Measures

	2009 Actual	2010 Actual	2011 Estimated	2012 Objective
Capital Projects				
Number of new projects initiated	38	31	28	25
Number of projects completed	44	43	46	41
Number of projects completed on time	41	40	43	38
Percentage of projects completed on time	93%	92%	93%	93%

Capital Projects Management

5033000/5065000

Performance Measures	2009	2010	2011	2012
	Actual	Actual	Estimated	Objective
Number of projects completed within budget	42	40	43	38
Percentage of projects completed within budget	95%	92%	93%	93%
Number of completed plans or studies that include an infrastructure recommendation	5	4	4	5
Percentage of non-CDOT reported structures inspected (3 year inspection cycle)	100%	100%	100%	100%
Percentage of vehicle damaged infrastructure repaired within 30 days (City-owned property)	93%	93%	95%	95%
Capital Projects-Wastewater				
Number of projects initiated	43	37	16	4
Number of projects completed	34	35	31	17
Number/percentage of projects completed on time	32/94%	28/80%	28/90%	16/94%
Number/percentage of projects completed within budget	33/97%	33/94%	29/94%	15/95%
Number of completed plans or studies that include an infrastructure recommendation	4	6	4	4

Performance Context

- Measures relating to the **Capital Projects** program identify a high level of activity in project management due to the 2007 Better Denver Bond program. The projects in the design and bidding process will remain relatively high with the large complex bond projects moving through design/bidding in 2011 and construction in 2012. The City has applied for federal funding on transportation projects and was successful in obtaining four studies to be done in 2012 and projects in the 2012, 2013 and 2014 funding cycle.
- Number of completed plans or studies that include an infrastructure recommendation** is measured because of the importance of proactive infrastructure maintenance planning.
- Measures for **structure inspection** assure compliance with state requirements for such inspections. Data from the inspections provides information used to develop cost effective structural maintenance practices.
- The **percentage of vehicle damaged infrastructure repaired** remains consistently high. These measures for vehicle damage assist in assuring that bridge/roadway safety devices are repaired as soon as possible.

Budget Highlights

Budget Highlights	2010	2011	2012	\$	%
	Actual	Appropriated	Recommended	Change	Change
Expenditures					
General Fund by Type					
Personal Services	\$3,699,063	\$3,344,609	\$3,681,318	\$336,709	10.1%
Services and Supplies	193,983	255,614	269,196	13,582	5.3%
Capital Equipment	0	0	15,000	15,000	0.0%
Internal Services and Misc.	<u>107,442</u>	<u>109,177</u>	<u>114,686</u>	<u>5,509</u>	<u>5.0%</u>
	\$4,000,489	\$3,709,400	\$4,080,200	\$370,800	10.0%

Capital Projects Management

5033000/5065000

Budget Highlights	2010 <u>Actual</u>	2011 <u>Appropriated</u>	2012 <u>Recommended</u>	\$ <u>Change</u>	% <u>Change</u>
<u>Expenditures</u>					
General Fund by Activity					
Administration	\$938,496	\$663,315	\$692,559	\$29,244	4.4%
Project Management	2,099,985	1,985,670	2,351,163	365,493	18.4%
Major Projects	<u>962,008</u>	<u>1,060,415</u>	<u>1,036,478</u>	<u>(23,937)</u>	<u>(2.3%)</u>
	\$4,000,489	\$3,709,400	\$4,080,200	\$370,800	10.0%
<u>Personnel Complement</u>					
General Fund (Budgeted)					
Administration	7.00	6.00	5.00	(1.00)	(16.7%)
Project Management	28.00	27.00	25.00	(2.00)	(7.4%)
Major Projects	<u>9.00</u>	<u>8.00</u>	<u>8.00</u>	<u>0.00</u>	<u>0.0%</u>
	44.00	41.00	38.00	(3.00)	(7.3%)
<u>Revenue</u>					
General Fund					
Use Charges	\$400	\$0	\$0	\$0	0.0%
Miscellaneous Intergovernmental	317,415	125,200	125,000	(200)	(0.2%)
Misc. General Government	103	0	0	0	0.0%
Internal Svc & Indirect Charges	156,216	156,200	0	(156,200)	(100.0%)
Fees	<u>41,943</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.0%</u>
	\$516,077	\$281,400	\$125,000	(156,400)	(55.6%)

Budget Highlights-Wastewater Enterprise Fund

<u>Expenditures</u>					
Enterprise Fund by Type					
Personnel Services	\$3,509,370	\$4,019,507	\$4,114,968	\$95,461	2.4%
Services and Supplies	66,501	415,731	415,759	28	0.0%
Capital Equipment	0	0	49,000	49,000	0.0%
Internal Services and Misc.	<u>39,884</u>	<u>54,662</u>	<u>52,773</u>	<u>(1,889)</u>	<u>(3.5%)</u>
	\$3,615,757	\$4,489,900	\$4,632,500	\$142,600	3.2%
Enterprise Fund by Activities					
Administration	\$367,705	\$481,463	\$490,732	\$9,269	1.9%
Project Management	3,158,391	3,708,714	3,831,917	123,203	3.3%
Major Projects	89,640	213,691	214,889	1,198	0.6%
Project Controls	<u>20</u>	<u>86,032</u>	<u>94,962</u>	<u>8,930</u>	<u>10.4%</u>
	\$3,615,757	\$4,489,900	\$4,632,500	\$142,600	3.2%
<u>Personnel Complement</u>					
Enterprise Fund (Budgeted)					
Administration	4.00	4.00	4.00	0.00	0.0%
Project Management	34.00	34.00	34.00	0.00	0.0%
Major Projects	1.00	1.00	1.00	0.00	0.0%
Project Controls	<u>0.00</u>	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>	<u>0.0%</u>
	39.00	40.00	40.00	0.00	0.0%

Significant General Fund Budget Changes by Program

Capital Projects

- An increase of \$648,800 and 1.0 FTE due to reinstating temporary 2011 budget reductions. This includes \$500,000 in personnel services for charging construction management costs to the Better Denver Bond program, \$135,300 for vacancy savings and \$13,500 for reductions in professional services.
- A continued savings of \$636,200 due to continuing to charge the Better Denver Bond Program for project management costs and for the cost of an engineer position.
- A decrease of \$268,600 and 4.0 FTE due to the transfer of positions to other divisions within Public Works. This includes a transfer of 3.0 FTE and \$217,200 to Right-of-Way Services and a transfer of 1.0 FTE and \$51,400 into Finance and Administration.
- A net increase of \$5,500 in internal services due to changes in workers' compensation and fleet maintenance costs.

The budgeted vacancy savings is \$66,972. The budgeted furlough savings is \$62,474.

Significant Enterprise Fund Budget Changes by Program

Capital Projects

- An increase of \$45,000 in capital equipment due to an increase in capital equipment purchases in 2012.

No vacancy savings is budgeted for 2012. The budgeted furlough savings is \$71,364.

Capital Equipment

Funding Source/Item	Quantity	New/Replacement
General Fund		
Plotter	1	Replacement
Enterprise Fund		
Utility Vehicle	1	Replacement

Public Works–Transportation

Traffic Engineering Services

5034000

Agency Description

Traffic Engineering Services (TES) is responsible for the design, installation, and operation of the City's system of traffic control systems and off-street parking assets. The City Traffic Engineer provides policy and management support to the Department of Public Works and coordinates with other engineering division performance centers. The agency plans, designs and implements the City and County of Denver's multimodal transportation system in conjunction with other city/local, regional, and state agencies.

Program Descriptions

The **Traffic/Mobility Management** program goal is to maintain and operate the traffic control system in Denver. Primary activities include the following:

- Traffic Signals designs, reviews, evaluates, implements, and maintains the traffic signal system and the Intelligent Transportation System (ITS). This section collaborates and supports other agencies to provide and implement mobility modifications and improvements to the City and County of Denver. It also responds to requests from customers for transportation system-related modifications and, in particular, traffic signal timing improvements for corridors and individual intersections.
- Signs and Pavement Marking designs, fabricates, installs, and maintains all traffic signs and pavement markings. This includes all regulatory and warning signs, vehicle lane lines, bike lanes, pedestrian crosswalks, symbols, and messages to ensure safe and efficient travel for all modes of mobility. This group develops concepts for and reviews, evaluates, implements, and supports the design of transportation system signing and pavement marking improvements.
- Transportation Management Center (TMC) provides traffic monitoring seven days a week for quick response to changing traffic conditions. The TMC supports special events, emergency response and road construction activities by implementing and maintaining Variable Message Signs, Highway Advisory Radios and a Blankout Sign System. It provides information to roadway customers by publishing camera views and traffic information on the City of Denver website. The TMC designs, develops, and implements Intelligent Transportation System (ITS) and communications to reduce delays and congestion for roadway customers.
- School Crossing Guards provides funding for the Intergovernmental Agreement with Denver Public Schools for the School Crossing Guards program.
- Street Lighting reimburses the local energy company for installation of new street lights and repair of existing street lights. Street Lighting construction is managed by the Traffic Engineering Services section of Public Works. Other Xcel franchise issues are managed by Finance and Administration.

The **Parking** program goal is to oversee all City-owned parking lots and garages and perform research and analysis on the City's parking resources and functions both on and off street. The primary Parking activity within Traffic Engineering Services is to design and implement operational improvements to increase the effectiveness of Denver's parking system through analysis on rates, parking restrictions and placement of meters, pay stations, and loading zones.

Strategic Initiatives

- Begin implementing the Strategic Parking Plan including the Parking Area Management Plans for larger areas and also create more focused solutions, where appropriate, with the Right-of-Way Enforcement and Policy & Planning groups.

- Continue implementing a neighborhood based sign replacement program to build upon the success of the programmed versus reactionary approach to sign replacement citywide.
- Continue the emphasis on multimodal travel solutions.

Performance Measures

	2009 Actual	2010 Actual	2011 Estimated	2012 Objective
Traffic/Mobility Management				
Emergency signal maintenance calls	3,559	2,994	3,005	2,900
Traffic signalized intersections	1,257	1,249	1,252	1,250
Number of new or rebuilt traffic signalized intersections	21	45	45	45
Total traffic signal controller cabinets replaced	109	120	92	100
Durable Pavement Marking Program – Schools Completed	33	64	65	50
Durable Pavement Marking Program – Signalized Intersections	300	194	250	200
Durable Pavement Marking Program – NON-Signalized Intersections	N/A	312	240	150
Traffic signals receiving preventative maintenance	32%	33%	33%	33%
Total signs installed	40,174	23,954	20,000	20,000
Peak traffic hours staffed by TMC	4,732	4700	4700	4700
Number of event hours staffed by TMC	741	581	600	600
Parking				
Parking Area Management Plans Initiated	N/A	N/A	1	1

Performance Context

- The number of **emergency signal maintenance calls** are slowly decreasing due to Mill levy capital improvements increasing the reliability of the system.
- The goal for the **number of new or rebuilt traffic signalized intersections** is to rebuild 45 intersections per year. The industry standard is a 25 year effective service life.
- The desired outcome of the **Durable Pavement Marking program** is to have marked crosswalks and stop bars visible year round.
- The **Durable Pavement Marking Program** in 2010 was focused on the schools. This resulted in an increase in 2010 to the number of schools completed and a decrease in the number of signalized intersections completed. It is anticipated that the number of non-signalized intersections will temporarily decrease in 2012 due to a budget savings measure.
- The goal is to see a reduction in the number of **total signs installed** due to the success of the sign replacement program. The backlog of signs that were in poor condition has been significantly reduced.
- **Parking Area Management Plans** are a new initiative recommended by the Strategic Parking Plan. Strategies were tested on the Downtown Overnight Parking program. A formal Area Management plan is underway in 2011.

Traffic Engineering Services

5034000

Budget Highlights	2010 <u>Actual</u>	2011 <u>Appropriated</u>	2012 <u>Recommended</u>	\$ <u>Change</u>	% <u>Change</u>
<u>Expenditures</u>					
General Fund by Type					
Personal Services	\$7,155,307	\$7,899,148	\$8,345,872	\$446,724	5.7%
Services and Supplies	1,960,338	2,190,481	2,056,460	(134,021)	(6.1%)
Capital Equipment	0	0	103,000	103,000	0.0%
Internal Services and Misc.	<u>716,187</u>	<u>744,671</u>	<u>700,868</u>	<u>(43,803)</u>	<u>(5.9%)</u>
	\$9,831,834	\$10,834,300	\$11,206,200	\$371,900	3.4%
General Fund by Activity					
Administration	\$1,377,751	\$954,591	\$1,767,081	\$812,490	85.1%
Traffic Signals/ITS	2,951,757	3,230,665	3,079,794	(150,871)	(4.7%)
Signs and Pavement Marking	3,562,204	4,245,070	4,004,168	(240,902)	(5.7%)
Parking Operations	1,440,740	1,763,433	1,639,425	(124,008)	(7.0%)
Transportation Management Center	452,382	547,741	622,932	75,191	13.7%
School Crossing Guards	<u>46,998</u>	<u>92,800</u>	<u>92,800</u>	<u>0</u>	<u>0.0%</u>
	\$9,831,834	\$10,834,300	\$11,206,200	\$371,900	3.4%
<u>Personnel Complement</u>					
General Fund (Budgeted)					
Administration	9.00	9.00	9.00	0.00	0.0%
Traffic Signals/ITS	35.00	34.00	34.00	0.00	0.0%
Signs and Pavement Marking	53.00	51.00	54.00	3.00	5.9%
Parking Operations	7.00	6.00	5.00	(1.00)	(16.7%)
Transportation Management Center	<u>7.00</u>	<u>6.00</u>	<u>6.00</u>	<u>0.00</u>	<u>0.0%</u>
	111.00	106.00	108.00	2.00	1.9%
<u>Revenue</u>					
General Fund					
Use Charges	\$4,455,151	\$4,917,500	\$5,240,000	\$322,500	6.6%
Miscellaneous Intergovernmental	782,340	1,213,000	1,213,000	0	0.0%
Misc. General Government	119,846	25,000	25,000	0	0.0%
Fines and Forfeits	(1,938)	0	0	0	0.0%
Charges for Services	<u>1,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.0%</u>
	\$5,356,399	\$6,155,500	\$6,478,000	\$322,500	5.2%

Significant Budget Changes by Program

Traffic/Mobility Management

- An increase of \$232,800 and 2.0 FTE due to transferring positions from the Finance and Administration division within Public Works.
- An increase of \$366,000 in services and supplies due to reinstating temporary 2011 budget reductions in the 2011 budget. This includes \$250,000 for a reduction in sign and marking materials, \$90,000 for a reduction in professional services and \$26,000 for a reduction in miscellaneous supplies and materials.
- A decrease of \$500,000 in services and supplies due to a reduction to the pavement marking program. This will result in 200 fewer intersections being updated in 2012.

- A net decrease of \$43,800 in internal services due to changes in the fleet and workers compensation costs.

Parking

- A revenue increase of \$827,500 due to changes in the rates and policies at the Cultural Center parking garage, the Justice Center parking garage, the Wellington Webb Building parking garage and the 303 W. Colfax St. parking garage. This includes a revenue increase of \$297,500 in 2011 and \$530,000 in 2012.

The budgeted vacancy savings is \$120,831. The budgeted furlough savings is \$135,438.

Capital Equipment

Funding Source/Item	Quantity	New/Replacement
General Fund		
Plotter	2	Replacement
Fusion Splicer	1	Replacement
Miscellaneous minor equipment		Replacement
Planned Fleet Replacement (11804-5053000)		
Aerial Bucket Truck	1	Replacement
Truck	2	Replacement

Related General Fund Projects	2010	2011	2012	\$	%
	<u>Actual</u>	<u>Appropriated</u>	<u>Recommended</u>	<u>Change</u>	<u>Change</u>
Expenditures					
Street Lighting (01010-5038000)	\$1,893,586	\$2,575,000	\$2,575,000	\$0	0.0%

Street Lighting reimburses the local energy company for installation of new street lights and repair of existing street lights. Street Lighting construction is managed by the Traffic Engineering Service section of Public Works. Other Xcel franchise issues are managed by Finance and Administration.

Public Works-Operations

Street Maintenance

5051000/5054000

Agency Description

Street Maintenance is responsible for maintenance, sweeping, and snow removal on public streets and alleys. Maintenance of the City's 1,879 centerline miles (5,658 lane miles) and 5,135 alleys is performed by either City staff or contractors to deliver budgeted levels of service for pavement maintenance, including pothole patching; paving and grading of unimproved streets and alleys; and maintaining curbs, gutters, and curb ramps.

Program Descriptions

The **Street Maintenance** program goal is to maintain public streets and alleys through the following primary activities:

- Customer Service works with the 311 Call Center to respond to inquiries related to agency activities, including creating and monitoring work orders and performing other administrative duties.
- Street Resurfacing and Reconstruction implements recommendations from the agency's infrastructure management program by performing resurfacing and reconstruction of asphalt streets to extend the life of streets and provide a serviceable transportation network. Most resurfacing activities are performed seasonally, with reconstruction occurring year-round in response to failed pavements and street cave-ins.
- Pothole Patching repairs potholes to reduce the impact of poor pavement condition on vehicles and to extend the serviceability of streets and alleys. Pothole patching is performed on a year-round basis.
- Alley Maintenance and Grading performs general maintenance on asphalt paved alleys and seasonal grading of unimproved alleys that have not been surfaced with asphalt or concrete pavement.
- Street and Alley Sweeping cleans public streets and alleys by removing dirt, leaves, and debris. This reduces air and water pollution, keeps sediment and litter from entering the storm drainage system, and provides for a clean environment in the City. Sweeping after snow removal operations removes residual de-icing materials from streets before they enter the storm drainage system or are dispersed into the air. Sweeping is performed on a year-round basis at frequencies established to maintain equitable levels of cleanliness through the City.
- Concrete Repair and Construction responds to work order requests and implements recommendations from the agency's infrastructure management program by performing repairs to existing concrete infrastructure including curb and gutter, curb ramps, and concrete streets and alleys. Work is performed year-round, weather permitting, by agency staff and contractors.
- Snow Removal Program removes snow and ice from designated snow routes during and after snowstorms in order to maintain mobility, improves motorist safety, and facilitate runoff of snowmelt into the storm drainage system. The agency uses liquid and dry de-icers, as an alternative to sand, to reduce air and water pollution in snow runoff.
- Asphalt Plant produces asphalt for resurfacing and maintaining the City's streets and alleys. The agency orders materials for asphalt production, ensures compliance with local, state, and federal air emissions standards as well as OSHA requirements, produces asphalt to meet Street Maintenance's annual paving program schedule, manages the Hot-in-Place recycling contract, and coordinates special projects. It also produces asphalt for other City agencies including the Parks and Recreation Department and Denver International Airport. The Asphalt Plant is an Internal Service Fund and it invoices City agencies for purchased asphalt.

Strategic Initiatives

- Continue to sweep 40,000+ tons of debris off the streets that would otherwise contribute to air and water pollution.
- Manage de-icer application rates to minimize chloride introduction into the environment and PM10 particulates into the atmosphere.
- Continue to improve the snow deployment decision process by monitoring the weather forecast and looking at future forecasts using state of the art resources.
- Provide City and County of Denver agencies with the highest quality asphalt at the lowest cost.
- Continue to be the City and County of Denver’s leader in recycling by incorporating nearly 50,000 tons of milled asphalt into new asphalt production.
- Continue to produce Hot Mix Asphalt at below industry standard pricing.

Performance Measures

	2009	2010	2011	2012
	Actual	Actual	Estimated	Objective
Street Maintenance				
Of total potholes, percent patched based on external requests	3.0%	3.6%	3.5%	3.5%
Average pothole request response time (days)	.90	1.0	1.0	1.0
Total lane miles swept	101,991	113,669	100,000	100,000
Total cubic yards of debris collected	40,689	41,338	40,000	40,000
Cubic yards of debris collected per mile	.40	.36	.40	.40
Percent of streets in satisfactory or better condition	64.5%	65.31	64.34	70.0
Average pavement condition index (PCI) of network	72.6	79.31	78.34	80.0
Number of unpaved public alleys	175	98	0	0
Tons of asphalt produced	204,417	207,349	200,000	200,000
Asphalt Percent of savings over outside vendor	14%	7%	10%	10%
Cost-per-ton of asphalt produced	\$29.23	\$31.62	\$31.00	\$31.00

Performance Context

- **Cubic yards of debris** is the amount of materials swept up by sweepers and then disposed of at the landfill to avoid water and air pollution.
- The **percentage of streets in satisfactory or better condition** in the City and County of Denver has improved due to making better use of available resources. The predominant industry standard for average condition index is 75-80.
- The **number of unimproved public alleys** in the City that have never been paved with a hard surface (concrete or asphalt) is declining as Street Maintenance continues to improve Denver’s infrastructure. The program to overlay public alleys that are unimproved with asphalt will be complete at the end of 2011. Paving of private alleys will be addressed in 2012.
- The **percent of savings over outside vendor** decreased in 2009 and 2010 due to producing less asphalt which drives the unit price up. The production of asphalt decreased due to reductions to the alley paving program.

Street Maintenance

5051000/5054000

Budget Highlights	2010 <u>Actual</u>	2011 <u>Appropriated</u>	2012 <u>Recommended</u>	\$ <u>Change</u>	% <u>Change</u>
<u>Expenditures</u>					
General Fund by Type					
Personal Services	\$11,305,762	\$11,839,410	\$11,960,058	\$120,648	1.0%
Services and Supplies	2,360,660	2,079,243	2,434,461	355,218	17.1%
Capital Equipment	0	0	0	0	0.0%
Internal Services and Misc.	<u>5,088,501</u>	<u>6,001,447</u>	<u>6,509,781</u>	<u>508,334</u>	<u>8.5%</u>
	\$18,754,924	\$19,920,100	\$20,904,300	\$984,200	4.9%
General Fund by Activity					
Administration	\$6,466,408	\$1,734,883	\$7,994,861	\$6,259,978	360.8%
Customer Service	228,136	242,340	237,664	(4,676)	(1.9%)
Street Resurfacing and Reconstruction	4,962,535	5,851,216	3,878,366	(1,972,850)	(33.7%)
Pothole Patching	1,481,487	1,596,378	720,982	(875,396)	(54.8%)
Alley Paving and Grading	20	865,021	1,098,701	233,680	27.0%
Street and Alley Sweeping	2,698,378	3,924,919	2,426,781	(1,498,138)	(38.2%)
Concrete Repair and Construction	1,118,214	1,604,677	27,071	(1,577,606)	(98.3%)
Snow Removal	<u>1,799,745</u>	<u>4,100,666</u>	<u>4,519,874</u>	<u>419,208</u>	<u>10.2%</u>
	\$18,754,924	\$19,920,100	\$20,904,300	\$984,200	4.9%
<u>Personnel Complement</u>					
General Fund (Budgeted)					
Administration	12.76	12.30	12.50	0.20	1.6%
Customer Service	4.00	4.00	4.00	0.00	0.0%
Street Resurfacing and Reconstruction	51.76	50.08	60.96	10.88	21.7%
Pothole Patching	12.80	9.60	9.60	0.00	0.0%
Alley Paving and Grading	14.08	12.16	16.28	4.12	33.9%
Street and Alley Sweeping	35.20	34.40	35.20	0.80	2.3%
Concrete Repair and Construction	18.20	17.80	0.20	(17.60)	(98.9%)
Snow Removal	<u>33.20</u>	<u>31.00</u>	<u>30.60</u>	<u>(0.40)</u>	<u>(1.3%)</u>
	182.00	171.34	169.34	(2.00)	(1.2%)
<u>Revenue</u>					
General Fund					
Miscellaneous Intergovernmental	\$447,356	\$241,700	\$241,700	\$0	0.0%
Misc. General Government	9,727	0	0	0	0.0%
Internal Svc & Indirect Charges	<u>4,347,859</u>	<u>5,400,000</u>	<u>4,358,700</u>	<u>(1,041,300)</u>	<u>(19.3%)</u>
	\$4,804,942	\$5,641,700	\$4,600,400	(1,041,300)	(18.5%)

Budget Highlights-Internal Service Fund

	2010	2011	2012	\$	%
	<u>Actual</u>	<u>Appropriated</u>	<u>Recommended</u>	<u>Change</u>	<u>Change</u>
<u>Expenditures</u>					
Asphalt Plant Internal Service Fund by Type					
Personal Services	\$570,651	\$694,528	\$707,397	\$12,869	1.9%
Services and Supplies	6,046,985	7,526,872	7,526,881	9	0.0%
Capital Equipment	68,153	296,000	0	(296,000)	(100.0%)
Internal Services and Misc.	<u>142,252</u>	<u>186,500</u>	<u>180,922</u>	<u>(5,578)</u>	<u>(3.0%)</u>
	\$6,828,044	\$8,703,900	\$8,415,200	(\$288,700)	(3.3%)
Asphalt Plant Internal Service Fund by Activities					
Administration	\$921,250	\$203,903	\$270,605	\$66,702	32.7%
Production	<u>5,906,794</u>	<u>8,499,997</u>	<u>8,144,595</u>	<u>(355,402)</u>	<u>(4.2%)</u>
	\$6,828,044	\$8,703,900	\$8,415,200	(\$288,700)	(3.3%)
<u>Personnel Complement</u>					
Asphalt Plant Internal Service Fund (Budgeted)					
Administration	1.00	2.00	2.00	0.00	0.0%
Production	<u>8.00</u>	<u>8.00</u>	<u>8.00</u>	<u>0.00</u>	<u>0.0%</u>
	9.00	10.00	10.00	0.00	0.0%
<u>Revenue</u>					
Asphalt Plant Internal Service Fund					
Misc. General Government	\$27,395	\$0	\$0	\$ 0	0.0%
Internal Svc & Indirect Charges	<u>7,418,976</u>	<u>8,700,000</u>	<u>8,700,000</u>	<u>0</u>	<u>0.0%</u>
	\$7,446,371	\$8,700,000	\$8,700,000	\$ 0	0.0%

Significant General Fund Budget Changes by Program

Street Maintenance

- An increase of \$350,700 in services and supplies due to reinstating a temporary 2011 budget reduction for miscellaneous supplies and materials.
- An increase of \$496,900 in internal services due to an increase in fleet maintenance and fuel costs.
- A decrease of \$242,800 and 2.0 FTE due to the purchase of new pothole patching technology. This includes a decrease of \$114,000 in personnel services for the abolishment of two equipment operator specialist positions and a decrease of \$28,700 in internal services due to reduced fleet operating and maintenance costs based on the permanent reduction of four pieces of equipment. This also includes a savings of \$100,100 that will be realized in 2011. The new technology will allow for a pothole to be patched with a one-person crew rather than a two-person crew. This will allow a reduction of staff but will result in the same production level.

The budgeted vacancy savings is \$169,314. The budgeted furlough savings is \$168,531.

Significant Internal Service Fund Budget Changes by Program

Street Maintenance

- A decrease of \$296,000 in capital equipment due to purchasing less capital equipment in 2012.
- A net decrease of \$5,600 in internal services due to changes in fleet maintenance and workers' compensation costs.

No vacancy savings is budgeted for 2012. The budgeted furlough savings is \$10,736.

Capital Equipment

Funding Source/Item	Quantity	New/Replacement
Planned Fleet Replacement (11804-5053000)		
Asphalt Paver	1	Replacement
Asphalt Rotomill	1	Replacement
Backhoe with plow	1	Replacement
Dump Truck	2	Replacement
Patching Truck	3	Replacement
Plow	2	Replacement
Roller	2	Replacement
Spreader	2	Replacement
Sweeper	2	Replacement

Agency Description

Solid Waste Management (SWM) manages and operates safe, cost effective, and environmentally responsible solid waste and recycling services, and related programs for the benefit of Denver residents. This is accomplished by providing weekly trash collection service to approximately 173,000 homes; regularly scheduled large item pickup (LIP); every-other-week collection of recycling to 106,113 homes and compost collection to 2,200 homes; removing graffiti from public rights-of-way and approved private and commercial property; developing special recycling programs; and administering the Keep Denver Beautiful program.

Program Descriptions

The **Trash Collection** program provides weekly trash collection for single family Denver homes, municipal facilities and Denver Public Schools; it operates a solid waste transfer station that efficiently transports waste to the landfill; and, it operates a repair shop to maintain dumpsters and trash and recycling containers. There are three trash collection methods used by SWM - manual trash collection, automated dumpster collection, and automated barrel collection. Automated barrel collection includes once-every-three week collection of overflow (excess) trash that does not fit in the barrel. Other primary activities include the following:

- The Denver Recycles program is a subscription service that provides every other week residential recycling collection to single family homes and a number of special and seasonal services. Denver Recycles is currently managing a limited fee-based program that provides composting collection service for yard debris, food waste and non-recyclable paper. In addition to residential collection, Denver Recycles collects recyclables from Denver Public Schools and municipal facilities. Denver Recycles partners with Wastewater Management to manage a curbside household hazardous waste collection program. Some of the special services and seasonal programs include: the Denver LeafDrop program; Holiday Treecycle program; Master Composter training and outreach program; free Learn to Compost classes; and, electronic waste recycling services. Denver Recycles is also responsible for managing a robust education and outreach program to encourage and increase waste reduction, reuse and increase recycling.
- The Large Item Pickup (LIP) program collects oversized articles on a nine week rotation; assists in a limited number of civic special events and neighborhood cleanups; manages a contract for the collection and recycling of appliances; and maintains a complaint collection truck and a night route that empties public waste receptacles in the public right-of-way in select downtown areas.
- The Keep Denver Beautiful program provides support and direction to neighborhood organizations in maintaining a clean and beautiful City; educates the public on how to best prevent and abate graffiti; coordinates volunteer litter and graffiti removal activities; and, coordinates sponsorships to promote neighborhood clean-up projects and litter reduction.

The **Graffiti** program removes graffiti, with property owner permission, from private and commercial property, as well as in the public right-of-way. This program coordinates graffiti removal projects through volunteer recruitment; maintains operation of a paint bank for residents; and, coordinates a series of special community involvement projects and initiatives. The Graffiti program also manages a robust graffiti prevention education program directed at youth.

Strategic Initiatives

- Implement the “Master Plan for Managing Solid Waste in the Mile High City”. This master plan provides the City with a vision — and options for implementation — for Denver’s future collection, transfer and disposal of solid waste, recyclables and organics.

Solid Waste

5052000

Performance Measures	2009	2010	2011	2012
	Actual	Actual	Estimated	Objective
Trash Collection				
Number of households serviced	169,400	170,000	172,000	173,000
Tons of trash collected	221,797	216,382	220,000	220,000
Tons per work-hour for trash collection	1.1	1.18	1.2	1.2
Average cost-per-ton for solid waste disposed	\$14.97	\$16.37	\$18.00	\$19.40
Number of rotations for large item collection	10	5	5	5
Recycling tons collected	29,092	31,116	32,000	32,000
Compost tons collected	0	1,000	1,000	1,000
Recycling as a percentage of waste stream	11.6%	12.92%	13.04%	13.04%
Tons per work-hour for recycling collection	0.97	1.09	1.25	1.25
Average per-ton recycling revenue	\$31.31	\$34.02	\$36	\$36
Recycling subscription rate	58%	62%	63%	64%
Graffiti				
Square feet of graffiti removed per work-hour	236.09	320	240	240
Square feet of graffiti removed (in millions)	3.98	5.15	4.5	4.5
Average days to complete work orders	1.71	1.7	2	2

Performance Context

- The City’s solid waste management program serves **residential households** with seven units or fewer.
- Although the number of homes serviced continues to increase, the **tons of trash** collected is expected to remain constant at approximately 220,000 tons per year.
- Average **cost-per-ton** for solid waste disposed in 2011 was based on estimated increases in landfill disposal rates as a result of a new landfill disposal rate contract that was to be finalized in 2011.
- The number of rotations for large item collection decreased from once every five weeks to once every nine weeks as a part of the budget savings in 2010.
- Recycling as a percentage of waste stream is calculated by dividing recycling and compost tons collected by total tons collected (trash plus recycling and composting).

Budget Highlights

Budget Highlights	2010	2011	2012	\$	%
	Actual	Appropriated	Recommended	Change	Change
Expenditures					
General Fund by Type					
Personal Services	\$10,808,207	\$11,543,722	\$11,184,115	(\$359,607)	(3.1%)
Services and Supplies	5,196,539	5,344,077	6,214,048	869,971	16.3%
Capital Equipment	0	0	15,000	15,000	0.0%
Internal Services and Misc.	<u>6,358,638</u>	<u>6,849,701</u>	<u>7,163,537</u>	<u>313,836</u>	<u>4.6%</u>
	\$22,363,385	\$23,737,500	\$24,576,700	\$839,200	3.5%

Solid Waste

5052000

Budget Highlights	2010	2011	2012	\$	%
	<u>Actual</u>	<u>Appropriated</u>	<u>Recommended</u>	<u>Change</u>	<u>Change</u>
General Fund by Activity					
Administration	\$1,484,640	\$1,205,892	\$1,491,498	\$285,606	23.7%
Trash Collection	14,884,494	15,706,989	16,314,017	607,028	3.9%
Large Item Pickup	1,538,166	1,741,299	1,625,945	(115,354)	(6.6%)
Recycling	3,106,009	3,507,217	3,661,799	154,582	4.4%
Graffiti Program	1,234,104	1,461,485	1,374,519	(86,966)	(6.0%)
Keep Denver Beautiful	<u>115,971</u>	<u>114,618</u>	<u>108,922</u>	<u>(5,696)</u>	<u>(5.0%)</u>
	\$22,363,385	\$23,737,500	\$24,576,700	\$839,200	3.5%
Special Revenue Fund by Activity (Estimated)					
Trash Collection	\$51,532	\$77,000	\$40,000	(\$37,000)	(48.1%)
Total Program Expenditures	\$22,414,917	\$23,814,500	\$24,616,700	\$802,200	3.4%
<u>Personnel Complement</u>					
General Fund (Budgeted)					
Administration	11.00	10.33	9.33	(1.00)	(9.7%)
Trash Collection	123.25	119.25	116.25	(3.00)	(2.5%)
Large Item Pickup	21.00	19.00	18.00	(1.00)	(5.3%)
Recycling	24.00	24.00	22.00	(2.00)	(8.3%)
Graffiti Program	19.00	19.00	17.00	(2.00)	(10.5%)
Keep Denver Beautiful	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>	<u>0.0%</u>
	199.25	192.58	183.58	(9.00)	(4.7%)
<u>Revenue</u>					
General Fund					
Misc. General Government	\$1,088	\$0	\$0	\$0	0.0%
Internal Svc & Indirect Charges	2,098	0	0	0	0.0%
Charges for Services	<u>1,645,665</u>	<u>2,039,600</u>	<u>1,739,600</u>	<u>(300,000)</u>	<u>(14.7%)</u>
	\$1,648,851	\$2,039,600	\$1,739,600	(\$300,000)	(14.7%)

Significant Budget Changes by Program

Trash Collection

- An increase of \$330,000 in services and supplies due to reinstating a temporary 2011 reduction for the purchase of replacement dumpsters, dumpster lids, and recycling carts.
- An increase of \$315,000 in services and supplies due to an increase of tipping and hauling fees.
- A net increase of \$281,100 in internal services due to changes in workers' compensation and fleet costs.
- An increase of \$260,000 due to continuation of the compost program to 2,200 homes. This includes an increase to expenditures of \$130,000 in 2011 and \$130,000 in 2012, consisting of \$100,000 per year in services and supplies and \$30,000 per year in internal services for fleet maintenance and operation costs. This will be offset by a revenue increase of \$475,200 from service fees, including \$237,600 in both 2011 and 2012.

- A net decrease of \$288,100 and 4.0 FTE’s due to the abolishment of four positions. This includes a decrease in personnel services of \$203,500 due to the abolishment of two administrative support assistant positions and two senior utility worker positions and an increase in personnel services of \$15,900 for additional on-call personnel. This also includes a net savings of \$100,500 that will be realized in 2011. The majority of the duties have been absorbed by existing staff and the remaining duties will be transferred to the additional on-call personnel.
- A decrease of \$163,600 and 1.0 FTE due to the reorganization of the dumpster collection routes. This includes a decrease of \$59,500 in personnel services due to the abolishment of an equipment operator specialist and a decrease of \$34,100 in internal services due to reduced operating and maintenance costs based on the permanent reduction of a vehicle. This also includes a savings of \$70,000 that will be realized in 2011.
- A net decrease of \$52,300 and 2.0 FTE due to converting 2,500 manual trash collection homes to automated barrel collection. This includes a decrease of \$113,900 in personnel services due to the abolishment of an equipment operator position and a senior utility worker position. This also includes a savings of \$90,800 that will be realized in 2011. This also includes an increase of \$125,000 in 2012 in services and supplies for the purchase of the 2,500 barrels and a net increase in internal services of \$27,400. The automated barrel route will allow for increased efficiency and service.
- A revenue decrease of \$300,000 due to a temporary increase to 2011 revenue from improvements in the recycling processing market.

Graffiti

- A decrease of \$211,000 and 2.0 FTE’s due to the abolishment of two senior utility worker positions. This includes a savings of \$108,800 that will be realized in 2011 and \$102,200 in 2012. Graffiti trucks will now be operated by one-person crews rather than two-person crews and there will not be an impact on service levels.

The budgeted vacancy savings is \$159,052. The budgeted furlough savings is \$166,040.

Capital Equipment

Funding Source/Item	Quantity	New/Replacement
General Fund		
Plotter	1	Replacement
Planned Fleet Replacement (11804-5053000)		
Compactor	2	Replacement
Front loader	1	Replacement
Rear loader	4	Replacement
Side loader	4	Replacement

Public Works-Fleet Maintenance

Fleet Maintenance

5053000

Agency Description

The Fleet Management Division maintains approximately 1,900 vehicles and pieces of equipment for the City and County of Denver and the required inventories of parts, tools and supplies. The agency procures vehicles and equipment and purchases fuel for the City fleet. Fleet Management reviews equipment usage, identifies vehicles eligible for retirement and prepares specifications for the purchase of new equipment.

Program Descriptions

The **Fleet Management** program goal is to maintain the city fleet through inventory management, procure vehicles and equipment and purchase fuel for city fleets. Management of the internal service fund includes strategic planning, billing, computer operations, managing the city fueling system, rate analysis and budgeting. Other primary activities include the following:

- Maintenance Operations repairs and maintains fleet vehicles and equipment. It operates seven maintenance and repair locations providing comprehensive scheduled maintenance and repair service to light, heavy and off-road equipment.
- Materials Handling audits, inventories, orders, issues and receives all materials. It provides obsolescence control and new product research and acquires capital equipment for use by Fleet Management as well as for other City agencies. It also maintains an inventory of parts, materials and consumable goods for distribution at seven repair locations and the warehouse.
- Equipment Replacement determines agency equipment applications and then ensures specification requirements are developed to procure the best piece of equipment for the intended application.

Strategic Initiatives

- Enhance fuel security by tripling the number of digits it takes to access the fueling system. New security layers will be added to allow or restrict fueling based on driver ID, vehicle, and using department. Accountability will be increased by listing employee names with fueling transactions that appear on the billing.
- Advance technology for diagnosing vehicles by increasing the use of subscriptions to manufacturers' on-line diagnostic tools to significantly reduce the paper consumption of parts and service manuals and increase productivity through up-to-date information and on-line vehicle diagnostics.
- Partner with user agencies to identify the cost drivers that increase maintenance costs for agencies, share the information with decision-makers through reports and monthly meetings and provide training to change driving habits.
- Employ best practices to reduce the life cycle cost of tires through enhanced monitoring and identify the types of tires that are best suited for various operating applications.
- Test premium brake components to validate overall savings in the cost of brake repairs, reduce staff costs and increase vehicle availability through decreased downtime.
- Maximize the use of GPS technology in city vehicles to reduce idling, enhance routing, identify unsafe driving habits, and increase accountability.

Fleet Maintenance

5053000

Performance Measures	2009	2010		2011	2012
	Actual	Actual	Estimated	Objective	Objective
Fleet Management					
Hours of staff training received	1,626	2,021	1,653	1,653	
Percent of agencies provided with utilization reports prior to development of their budgets	100%	100%	100%	100%	100%
Participation in Fleet Management Employee Association	81%	57%	65%	75%	75%
Excellency rating via customer survey	N/A	95%	96%	96%	96%
Percent of vehicles that are hybrid or all-electric	4.7%	5.1%	5.4%	5.8%	5.8%
Percent of alternative fuel units	46%	46%	46%	47%	47%
Percent of fuel that is alternative	49%	52%	52%	52%	52%
Inventory turnover rate	3.17	2.68	3.03	3.1	3.1

Performance Context

- Fleet continues to gather a **customer survey** to gauge and measure customer satisfaction while pinpointing areas to improve service delivery.

Budget Highlights	2010	2011	2012	\$	%
	Actual	Appropriated	Recommended	Change	Change
Expenditures					
Internal Service Fund					
Personnel Services	\$7,068,708	\$7,610,249	\$7,681,965	\$71,716	0.9%
Services and Supplies	11,385,430	12,828,288	14,358,121	1,529,833	11.9%
Capital Equipment	220,945	142,000	276,835	134,835	95.0%
Internal Services and Misc.	<u>249,902</u>	<u>1,060,363</u>	<u>863,679</u>	<u>(196,684)</u>	<u>(18.5%)</u>
	\$18,924,986	\$21,640,900	\$23,180,600	\$1,539,700	7.1%
Internal Service Fund Activities					
Administration	\$1,574,673	\$2,448,750	\$2,410,165	(\$38,585)	(1.6%)
Maintenance	13,762,720	14,160,106	15,870,274	1,710,168	12.1%
Materials Handling	3,273,859	4,767,133	4,778,839	11,706	0.2%
Replacement	<u>313,733</u>	<u>264,911</u>	<u>121,322</u>	<u>(143,589)</u>	<u>(54.2%)</u>
	\$18,924,986	\$21,640,900	\$23,180,600	\$1,539,700	7.1%
Special Revenue Fund by Activity (Estimated)					
Fleet Management	\$6,321,785	\$8,776,900	\$12,510,700	\$3,733,800	42.5%
Total Program Expenditures	\$25,246,771	\$30,417,800	\$35,691,300	\$5,273,500	17.3%
Personnel Complement (Budgeted)					
Internal Service Fund					
Administration	17.00	16.00	16.00	0.00	0.0%
Maintenance	78.00	78.00	78.00	0.00	0.0%
Materials Handling	11.00	11.00	11.00	0.00	0.0%
Replacement	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>	<u>0.0%</u>
	107.00	106.00	106.00	0.00	0.0%

Fleet Maintenance

5053000

Budget Highlights	2010	2011	2012	\$	%
	Actual	Appropriated	Recommended	Change	Change
Revenue					
Internal Service Fund					
Use Charges	\$168	\$0	\$0	\$0	0.0%
Miscellaneous Intergovernmental	8,041	0	0	0	0.0%
Misc. General Government	32,022,908	0	0	0	0.0%
Internal Svc & Indirect Charges	18,817,515	21,052,600	22,552,600	1,500,000	7.1%
Interest Income	29	0	0	0	0.0%
Charges for Services	<u>445,329</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.0%</u>
	\$51,293,990	\$21,052,600	\$22,552,600	\$1,500,000	7.1%

Significant Budget Changes by Program

Fleet Management

- An increase of \$3,733,800 in the special revenue funds. For more detail, please see the Special Revenue Fund section in the budget book.
- An increase of \$1,507,900 in services and supplies due to an increase in fuel costs.
- A decrease of \$198,500 in internal services due a decrease in the certificate of participation payments for the new Central Platte Service Center.

No vacancy savings is budgeted for 2012. The budgeted furlough savings is \$122,933.

Capital Equipment

Funding Source/Item	Quantity	New/Replacement
Fleet Maintenance Internal Service Fund		
GPS tracking system	1	New
Oil analysis system	1	New
Pickup truck	1	Replacement
Utility vehicle	1	Replacement
Miscellaneous minor equipment		

Public Works – Wastewater Management

Wastewater Executive Office

72100-5061000

Agency Description

The Wastewater Executive Office oversees all aspects of Wastewater functions and operations. It formulates and implements policies and maintains a revenue base sufficient to support operational requirements and capital improvement programs, while emphasizing cost control in operating units.

Program Descriptions

Administration includes key activities such as policy development and policy direction, establishment of agency goals, purchasing, human resource support, technology support, financial management and accounting services. Additionally, this agency's administration program includes following activities:

- Customer Service reviews adjustments to billings and responds to customer inquiries for both sanitary sewer charges and storm drainage service charges. It determines storm drainage charges by measuring the impervious area on land parcels through aerial photography and field inspections.
- Support Services manages the Wastewater Management Division headquarters, WMD motor pool and Central Platte Campus.
- Safety provides investigations and training in employee safety.

Strategic Initiatives

- Develop and implement an advanced security system to encompass the entire Central Platte Public Works campus.
- Pursue a fully electronic records management system.

Performance Measures

	2009	2010	2011	2012
	Actual	Actual	Estimated	Objective
Wastewater Operations				
Average number of days to complete sanitary sewer account reviews/work-ups	32.7	16.9	20.0	20.0
Average number of days to complete storm drainage account reviews/work-ups	21.1	20.4	20.0	20.0

Budget Highlights

	2010	2011	2012	\$	%
	Actual	Appropriated	Recommended	Change	Change
<u>Expenditures</u>					
Enterprise Fund by Type					
Personnel Services	\$4,511,171	\$5,406,591	\$5,472,841	\$66,250	1.2%
Services and Supplies	3,776,815	10,535,204	8,966,259	(1,568,945)	(14.9%)
Capital Equipment	600,000	232,300	349,000	116,700	50.2%
Internal Services and Misc.	<u>4,578,939</u>	<u>3,274,747</u>	<u>4,657,200</u>	<u>1,382,453</u>	<u>42.2%</u>
	\$13,466,926	\$19,448,842	\$19,445,300	(\$3,542)	(0.0%)

Wastewater Executive Office

72100-5061000

Budget Highlights	2010	2011	2012	\$	%
	Actual	Appropriated	Recommended	Change	Change
Enterprise Fund by Activity					
Executive Office	\$605,929	\$420,370	\$402,874	(\$17,496)	(4.2%)
Administration/HR	314,846	259,583	44,006	(215,577)	(83.0%)
Administrative Services	344,960	462,414	470,757	8,343	1.8%
Finance	139,495	156,664	156,427	(237)	(0.2%)
Information Services	873,920	1,724,442	1,697,606	(26,836)	(1.6%)
Accounting Services	7,990,715	12,562,708	12,323,526	(239,182)	(1.9%)
Customer Services	1,265,450	1,555,397	1,621,911	66,514	4.3%
Support Services	1,612,494	1,989,458	2,192,258	202,800	10.2%
Safety	<u>319,114</u>	<u>317,806</u>	<u>535,935</u>	<u>218,129</u>	<u>68.6%</u>
	\$13,466,926	\$19,448,842	\$19,445,300	(\$3,542)	(0.0%)
Personnel Complement (Budgeted)					
Executive Office	4.00	4.00	4.00	0.00	0.0%
Administration/HR	4.00	2.00	0.00	(2.00)	(100.0%)
Administrative Services	6.00	6.00	6.00	0.00	0.0%
Finance	4.25	4.25	4.25	0.00	0.0%
Information Services	9.00	9.00	9.00	0.00	0.0%
Accounting Services	22.00	20.00	21.00	1.00	5.0%
Customer Services	19.00	18.75	18.75	0.00	0.0%
Support Services	8.00	8.00	8.00	0.00	0.0%
Safety	<u>4.00</u>	<u>3.00</u>	<u>5.00</u>	<u>2.00</u>	<u>66.7%</u>
	80.25	75.00	76.00	1.00	1.3%
Revenue					
Use Charges	\$4,528	\$0	\$0	\$0	0.0%
Property Taxes	16,063	20,200	16,000	(4,200)	(20.8%)
Miscellaneous Transfers	13,500,000	15,973,800	15,973,800	0	0.0%
Misc. General Government	644,740	0	0	0	0.0%
Investment Service	(11,574)	0	0	0	0.0%
Internal Svc & Indirect Charges	639,108	335,000	600,000	265,000	79.1%
Interest Income	(31,070)	150,000	100,000	(50,000)	(33.3%)
Fees	0	32,600	37,000	4,400	13.5%
Charges for Services	<u>44,571,043</u>	<u>61,904,605</u>	<u>65,933,425</u>	<u>4,028,820</u>	<u>6.5%</u>
	\$59,332,838	\$78,416,205	\$82,660,225	\$4,244,020	5.4%

Significant Budget Changes by Program

Administration

- An increase of \$103,900 and 1.0 FTE in personnel services due to reinstating a temporary budget reduction from the 2011 budget.
- A net increase of \$116,700 in capital equipment due to building improvements at the Central Platte Campus.

Wastewater Executive Office

72100-5061000

- A net decrease of \$56,400 in personnel services due to the transfer of positions between divisions within Public Works. This includes a transfer of 2.0 FTE and \$173,000 out to other Public Works divisions and a transfer of 2.0 FTE and \$116,600 into the Wastewater Executive Office from other Public Works divisions.
- A revenue increase of \$4,244,000 due to changes in the rate structure for Sanitary and Storm Sewer.

No vacancy savings is budgeted for 2012. The budgeted furlough savings is \$92,097.

Capital Equipment

Funding Source/Item

Wastewater Enterprise Fund	Quantity	New/Replacement
Miscellaneous minor equipment		Replacement

Related Transfer	2010	2011	2012	\$	%
	<u>Actual</u>	<u>Appropriated</u>	<u>Recommended</u>	<u>Change</u>	<u>Change</u>
Expenditures					
Alternative Transportation SRF Transfer (72100-9911400)	\$25,200	\$25,200	\$25,200	\$0	0.00%

The **Alternative Transportation Special Revenue Fund Transfer** provides Wastewater Management’s share of funding for the alternative transportation program.

Public Works – Wastewater Management

Wastewater Operations

72100-5062000

Agency Description

The Wastewater Operations division maintains the sanitary and storm systems by monitoring, cleaning, repairing, and rehabilitating/reconstructing system components.

Program Descriptions

The **Wastewater Operations** program goal is to maintain sanitary and storm systems by monitoring, cleaning, repairing, and rehabilitating/reconstruction system components. Primary activities include the following:

- Systems Maintenance cleans lines by clearing, jetting and flushing approximately 2,200 miles of sanitary and storm sewer systems.
- Television Crews televise sanitary and storm sewer systems to identify existing and potential problem areas as well as assist planning engineers with their long range sewer rehabilitation projects. Televising is done on all new sewer installations for acceptance and in support of water quality.
- Quality Control enforces city ordinances and rules and regulations concerning pretreatment devices, disconnected taps and illicit discharges to the sewer systems. It obtains samples of industrial discharges to assess industrial waste surcharges, monitors sources of pollution entering the storm system and meters categorical industries.
- Water Quality administers and coordinates the City's National Pollutant Discharge Elimination System (NPDES) permit.
- Laboratory performs chemical analyses on water, wastewater and solid samples to verify compliance with existing codes and regulations.
- Construction Operations repairs, rebuilds and constructs small storm sewer systems and concrete structures. It repairs manholes and adjacent structures. It also cleans channels and unimproved ditches and runs bucket machines to clean sewer lines.
- National Pollutant Discharge Elimination System (NPDES) as authorized by the Clean Water Act, the NPDES permit program controls water pollution by regulating point sources that discharge pollutants into waters of the United States. Point sources are discrete conveyances such as pipes or man-made ditches. Individual homes that are connected to a municipal system, use a septic system, or do not have a surface discharge do not need an NPDES permit; however, industrial, municipal, and other facilities must obtain permits if their discharges go directly to surface waters.

Strategic Initiatives

- Enacting superior preventative maintenance and inspection practices to provide high quality sanitary and storm sewer service to the citizens of the City and County of Denver.
- Define and carry out excellent water quality practices as put forth by various water quality initiatives and best management practices to provide a safe living environment to the citizens of the City and County of Denver.
- Optimize the performance of the sanitary and storm sewer collection systems by constructing new sanitary and storm sewers when needed to meet the growing sewer needs of the citizens of the City and County of Denver.

Wastewater Operations

72100-5062000

Performance Measures	2009	2010	2011	2012
	Actual	Actual	Estimated	Objective
Wastewater Operations				
Average response time to repair plugged main:				
Weekend (in minutes)	33.7	41.2	60	60
Weekday (in minutes)	17.7	19.4	20	20
Linear feet of sanitary and storm sewer line inspected	2,059,430	2,348,122	2,200,000	2,200,000
Linear feet of unimproved gulches and ditches maintained	14,250	14,155	14,000	14,000
Number of manhole adjustments	1,835	2,465	2,000	2,000
Number of point repairs	144	166	130	130
Linear feet of sanitary and storm sewer pipe installed	1,490	2,462	2,500	2,500

Performance Context

- Based on the 2009 and 2010 data, Wastewater Operations is more than meeting the 1 hour (weekend) or 30 minute (weekday) **average response time**. Mains are repaired as calls are received with regards to possible backup situations.
- Despite being hampered by winter storms and truck downtime in prior years, Wastewater has increased **inspections** of sewer system integrity and functionality. This is done through the use of closed-circuit TV cameras.
- **Manhole adjustments** are done in conjunction with the paving program in Street Maintenance and occasionally due to other factors. As this is on an as-needed basis, the number of manholes adjusted will vary from year to year.
- **Point repairs** refer to defective sewers needing repair. The number of repairs that take place in a year depends on the number of structural deficiencies that are detected through our television inspections.

Budget Highlights

Budget Highlights	2010	2011	2012	\$	%
	Actual	Appropriated	Recommended	Change	Change
Expenditures					
Enterprise Fund by Type					
Personal Services	\$7,816,290	\$9,655,308	\$9,785,962	\$130,654	1.4%
Services and Supplies	35,065,742	47,191,671	47,104,755	(86,916)	(0.2%)
Capital Equipment	657,559	946,126	3,986,500	3,040,374	321.3%
Internal Services and Misc.	<u>1,247,092</u>	<u>1,383,297</u>	<u>1,462,783</u>	<u>79,486</u>	<u>5.7%</u>
	\$44,786,685	\$59,176,402	\$62,340,000	\$3,163,598	5.3%
Director of Operations	\$33,871,433	\$45,360,266	\$45,377,986	\$17,720	0.0%
Systems Maintenance	4,862,209	6,410,297	8,455,529	2,045,232	31.9%
Television Crews	1,237,492	1,308,163	1,320,087	11,924	0.9%
Quality Control	911,231	1,053,964	1,045,321	(8,643)	(0.8%)
Laboratory	392,085	427,154	525,244	98,090	23.0%
Construction Operations	2,273,345	3,160,429	4,251,470	1,091,041	34.5%
NPDES	<u>1,238,887</u>	<u>1,456,129</u>	<u>1,364,363</u>	<u>(91,766)</u>	<u>(6.3%)</u>
	\$44,786,685	\$59,176,402	\$62,340,000	\$3,163,598	5.3%

Wastewater Operations

72100-5062000

Budget Highlights	2010	2011	2012	\$	%
	Actual	Appropriated	Recommended	Change	Change
Personnel Complement (Budgeted)					
Director of Operations	7.40	7.73	7.73	0.00	0.0%
Systems Maintenance	72.00	75.00	73.00	(2.00)	(2.7%)
Television Crews	20.00	19.00	18.00	(1.00)	(5.3%)
Quality Control	14.00	14.00	14.00	0.00	0.0%
Laboratory	6.00	5.00	6.00	1.00	20.0%
Construction Operations	24.00	23.00	22.00	(1.00)	(4.3%)
NPDES	<u>7.00</u>	<u>8.00</u>	<u>8.00</u>	<u>0.00</u>	<u>0.0%</u>
	150.40	151.73	148.73	(3.00)	(2.0%)
Revenue					
Misc. General Government	\$3,074	\$0	\$0	\$0	0.0%
Charges for Services	<u>9,256</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.0%</u>
	\$12,330	\$0	\$0	\$0	0.0%

Significant Budget Changes by Program

Wastewater Operations

- An increase of \$1,823,700 in capital equipment due to an increase in the replacement of capital equipment.
- An increase of \$79,500 in internal services due to increased fleet maintenance costs.
- A decrease of \$50,200 and 1.0 FTE in personnel services due to the transfer of a purchasing technician position to the Wastewater Executive Office.
- A decrease of \$99,500 and 1.0 FTE in personnel services due to the abolishment of a heavy equipment operator position.

No vacancy savings is budgeted for 2012. The budgeted furlough savings is \$155,226.

Storm Operations

Storm Operations (72300-5060000) **\$21,001,100**

The Storm Operations budget includes:

- \$13,500,000 in reimbursements to Sanitary Operations (72100-5062000) for costs of labor and materials expended for stormwater operations.
- \$2,447,400 transfer to Storm Bond Payment (72900-5060000).
- \$5,053,700 for costs billed by Public Works – Street Maintenance (\$4,358,700) and Parks and Recreation –Parks and Planning (\$695,000) for maintenance costs related to stormwater-related facilities in streets, alleys, and parks.

Wastewater Operations

72100-5062000

Storm Debt

Storm Bond Payment (72900-5060000)	<u>\$2,477,400</u>
Total Debt Payments:	\$2,477,400

Capital Improvements

Please see the Enterprise Fund section of this document for a detailed list of projects.

Sanitary Capital Improvements (72400-5061102)	\$5,150,000
Storm Capital Improvements (72700-5061102)	\$16,310,000
Storm Capital Improvements -UDFCD (72701-5061102)	<u>\$1,414,000</u>
Total Capital Improvements:	\$22,874,000

Capital Equipment

Funding Source/Item	Quantity	New/Replacement
Wastewater Enterprise Fund		
Air Compressor	4	Replacement
Catchbasin Cleaner	4	Replacement
Jetting unit	4	Replacement
Loader	4	Replacement
Pick-up truck	3	Replacement
Pick-up truck with plow	2	Replacement
Pump	1	Replacement
Trailer	1	Replacement
Unit Vacuums	2	Replacement
Utility vehicle	2	Replacement
Miscellaneous minor equipment		Replacement