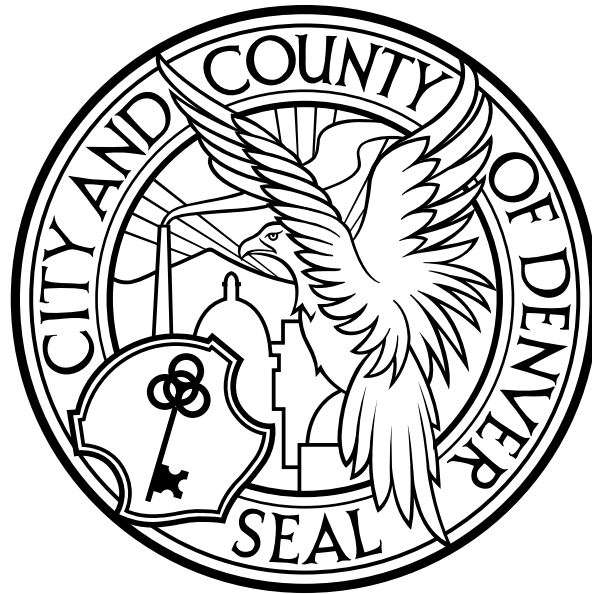


Performance Management Quarterly Report



**First Quarter, 2003
Finance, Community Planning and Revenue**

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Finance, Community Planning, and Revenue

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Budget and Management Office

Mission

To ensure effective and efficient allocation of City resources to enable the Mayor, City Council, and City departments to provide quality services and infrastructure to the people who live, work and visit in Denver.

Description

The Budget and Management Office prepares and oversees the implementation of the City's budget; evaluates new initiatives and program expansion proposals by City agencies and makes recommendations to the Mayor; develops and monitors agency generated revenue and tax forecasts; and collects fiscal data to prepare fiscal plans related to the operation of the City and County government. The office also evaluates the financial aspects of major policy issues and acts as a management consultant to the administration and to department and agency heads regarding ways to improve the quality of service delivery and control costs. In addition, it prepares the City's Six-Year Capital Improvements Program Plans, and prepares and oversees the annual Capital Improvements Fund, Lottery Fund, Winter Park Parks and Recreation Capital Fund, Entertainment and Culture Capital Fund, and bond capital project budgets.

Objectives, Goals, Initiatives

- Continue to guide the City financially through the current unprecedented economic downturn, and to ensure the City provides adequate basic services to the citizens while maintaining prudent fund balances and reserves to preserve the City's bond rating and financial stability.
- Continue to aggressively research non-tax revenue opportunities to lessen the General Fund's reliance on the volatile sales tax.
- Complete Phase II of the City-wide performance management project.

Spending and Staffing

- Total 2003 Budgeted Expenditures: \$2,304,100
- Total 2003 Budgeted positions: 24.75

Asset Management

Mission

To provide cost effective management of the City real estate portfolio through implementing good real estate practices and techniques, proactively meeting all the City's short-term real estate needs, and creating ideal working environments for City employees.

Description

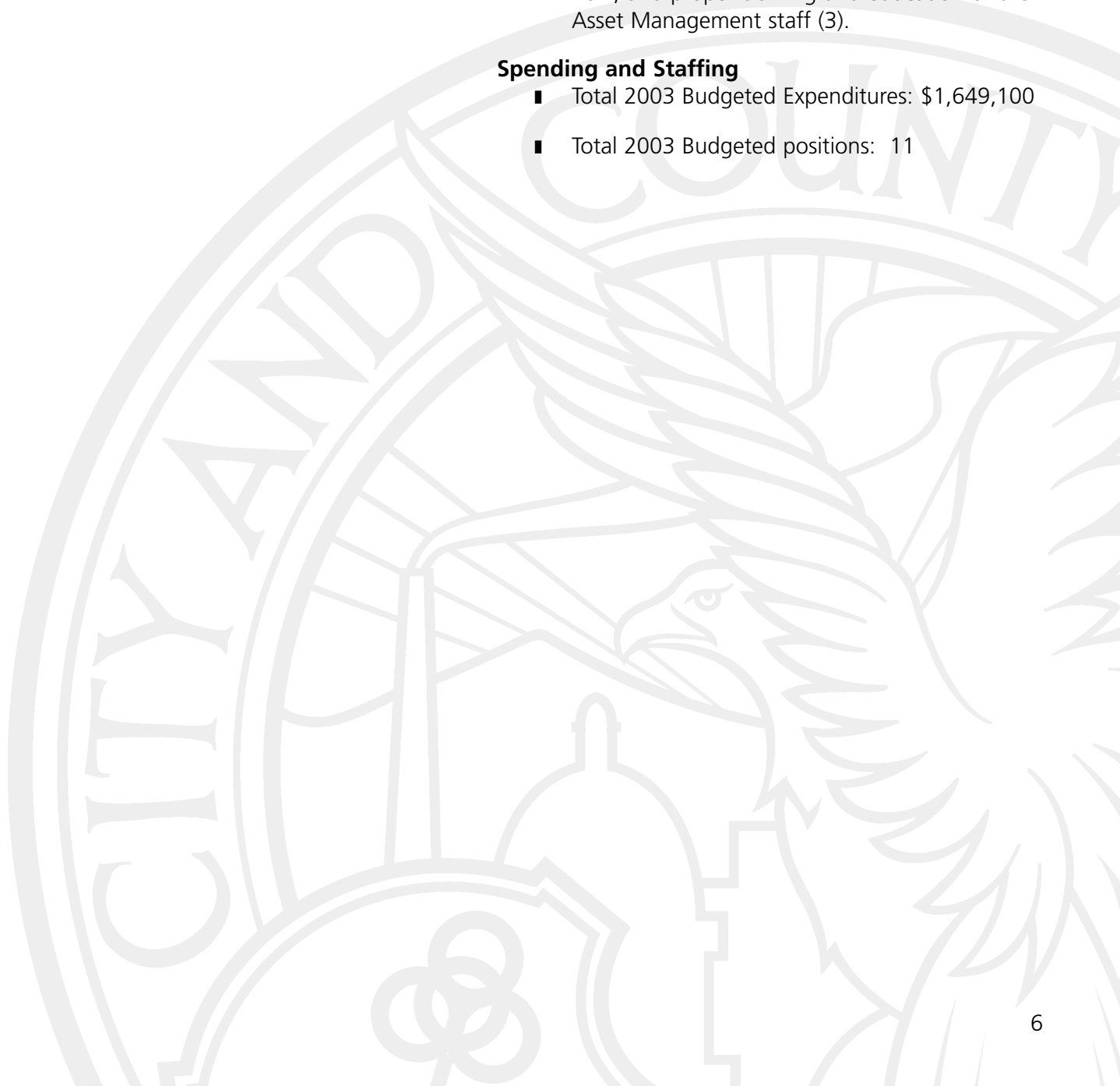
The Office of Asset Management provides real estate expertise to City agencies, identifies and procures quality cost effective working environments for City employees, and determines the best short-, medium- and long-term use of key City properties.

Objectives, Goals, Initiatives

- Implement an effective real estate and planning tool by promoting and requiring the use of master plans for agencies needing to understand their long-term needs, and updating the master plans as needed to ensure compliance with policy changes (1).
- Increase public and agency awareness of Asset Management services by consulting with agencies and promoting the staff's abilities and qualifications (2).
- Improve internal communication through roundtable discussions, improved internal data flow, and proper training and education of the Asset Management staff (3).

Spending and Staffing

- Total 2003 Budgeted Expenditures: \$1,649,100
- Total 2003 Budgeted positions: 11



Measure Description	2002 Estimated	2003 Objective	1st Quarter 2003	2nd Quarter 2003	3rd Quarter 2003	4th Quarter 2003	2003 Total
Number of Facility Master Plans Completed	2	2	0	0			
% complete by Master Plan							
% complete by Master Plan Fire	2	2	100				
% complete by Master Plan Govt Complex	2	2	10	20			
% complete by Master Plan Maintenance	2	2	50	60			
Number of Surplus Land Sales (> 4,000 S.F.)	15	18	8	9			
Surplus Land Sales Revenue	\$250,000	\$287,500	\$154,300	\$218,600			
Acquisitions (Easements, Deeds, Court Actions)	N/A	N/A					
Average number of days for Easement and Right of Way acquisitions	83 days	80 days	60 days	60 days			
Number of leases of City Space Processed	22	12	9	16			
Number of lease Requests of Private Space for Agencies (including new leases and renewals)	24	15	15	18			
Number of Public Information requests (GIS & Ownership)	N/A	N/A	15	21			

Measure Description	2002 Estimated	2003 Objective	1st Quarter 2003	2nd Quarter 2003	3rd Quarter 2003	4th Quarter 2003	2003 Total
Number of City Agency Requests **(GIS & Ownership)	N/A	N/A	10	26			
Number of Properties Under 4,000 S.F. Cleared for Sale*	Not Provided	5	5	12			
Number of space plans completed	Not Provided	5	5	3			
Number of Multi-Agency/ Early Planning Projects	Not Provided	5	5	3			
Architectural Programming	Not Provided	5 Programs	5 Programs	1 Started			
Number of Space Committee Requests processed	Not Provided	N/A	26	12			
Number of in-house appraisals and value estimates	Not Provided	Not Provided	3	2			
Average number of days to complete in-House Appraisals & Value Estimates	Not Provided	10	8	6			
Number of Development Reviews for CPD Completed	Not Provided	N/A	35	41			

Projects Office

Mission

To provide planning and negotiation expertise to the Mayor and City Council on large, complex projects so that they are implemented in ways that maximize City objectives.

Description

The Projects Office oversees the implementation of major development projects for the Mayor.

Objectives, Goals, Initiatives

- Issue bonds and begin construction of a convention center hotel.
- Continue evaluation of air train alternatives.

Spending and Staffing

- Total 2003 budgeted expenditures: \$214,900
- Total 2003 budgeted positions: 2



ASPEN Project

Mission

To facilitate the smooth operation of City business by providing timely support and accurate, up-to-date financial and human resources information.

Description

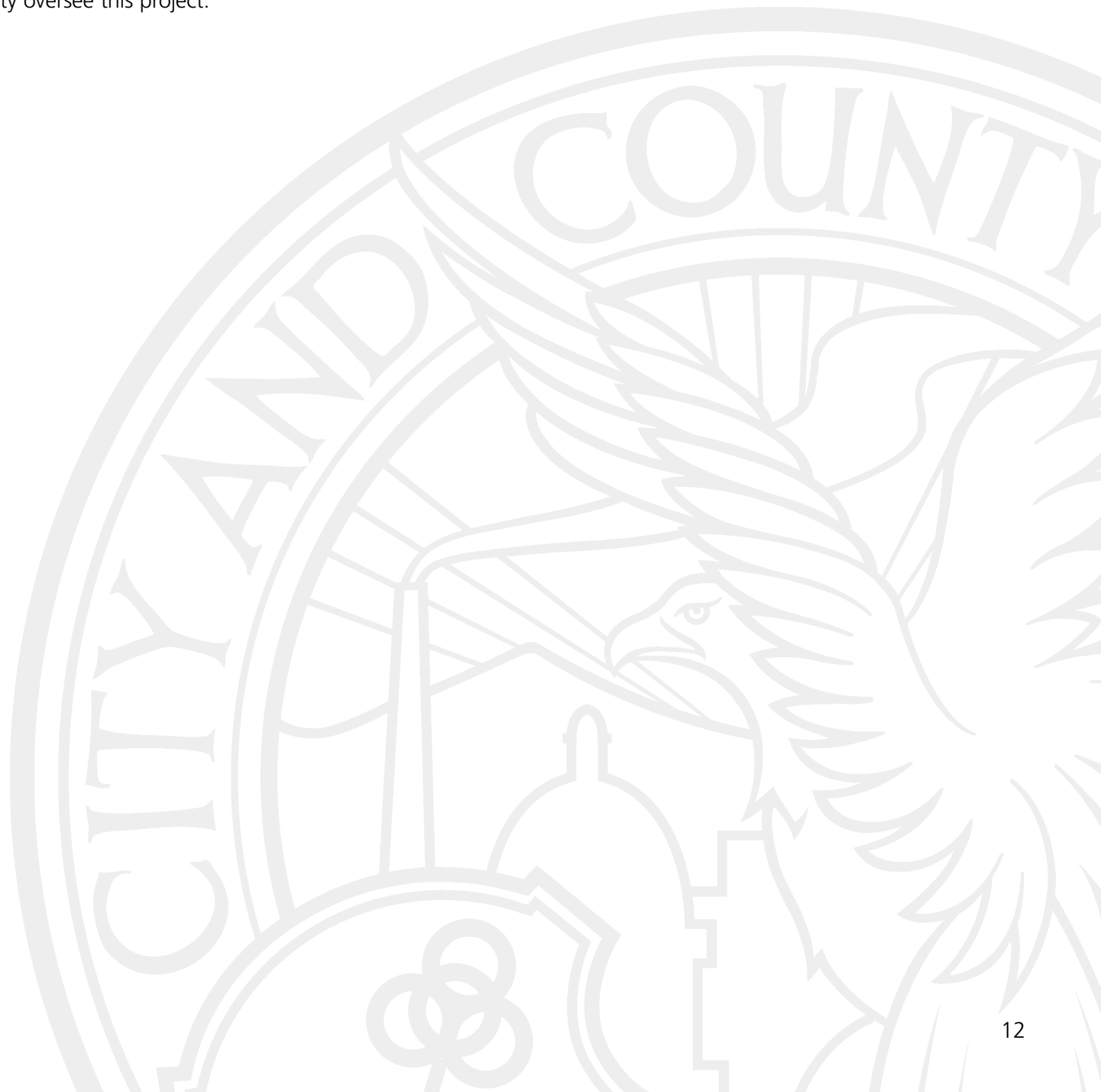
The ASPEN project maintains the City-wide financial and human resource management system for accounting, management and financial reporting, and personnel complement control, including all related hardware and applications software. The organization leads the initiatives required for on-going system upgrades. An executive committee composed of representatives from the Auditor's Office, Finance Office and Career Service Authority oversee this project.

Objectives, Goals, Initiatives

- Successfully implement a major Human Resource upgrade.
- Begin implementation of a major financial upgrade.

Spending and Staffing

- Total 2003 budgeted expenditures: \$6,249,200
- Total 2003 budgeted positions: 21



Risk Management

Mission

To provide a system of risk and loss exposure identification and analysis designed to protect the City and County of Denver, its capital assets, property and employees, by the development or purchase of appropriate fiscal mechanisms, and the development or implementation of appropriate risk management policies or procedures, and through the education and training of all City employees.

Description

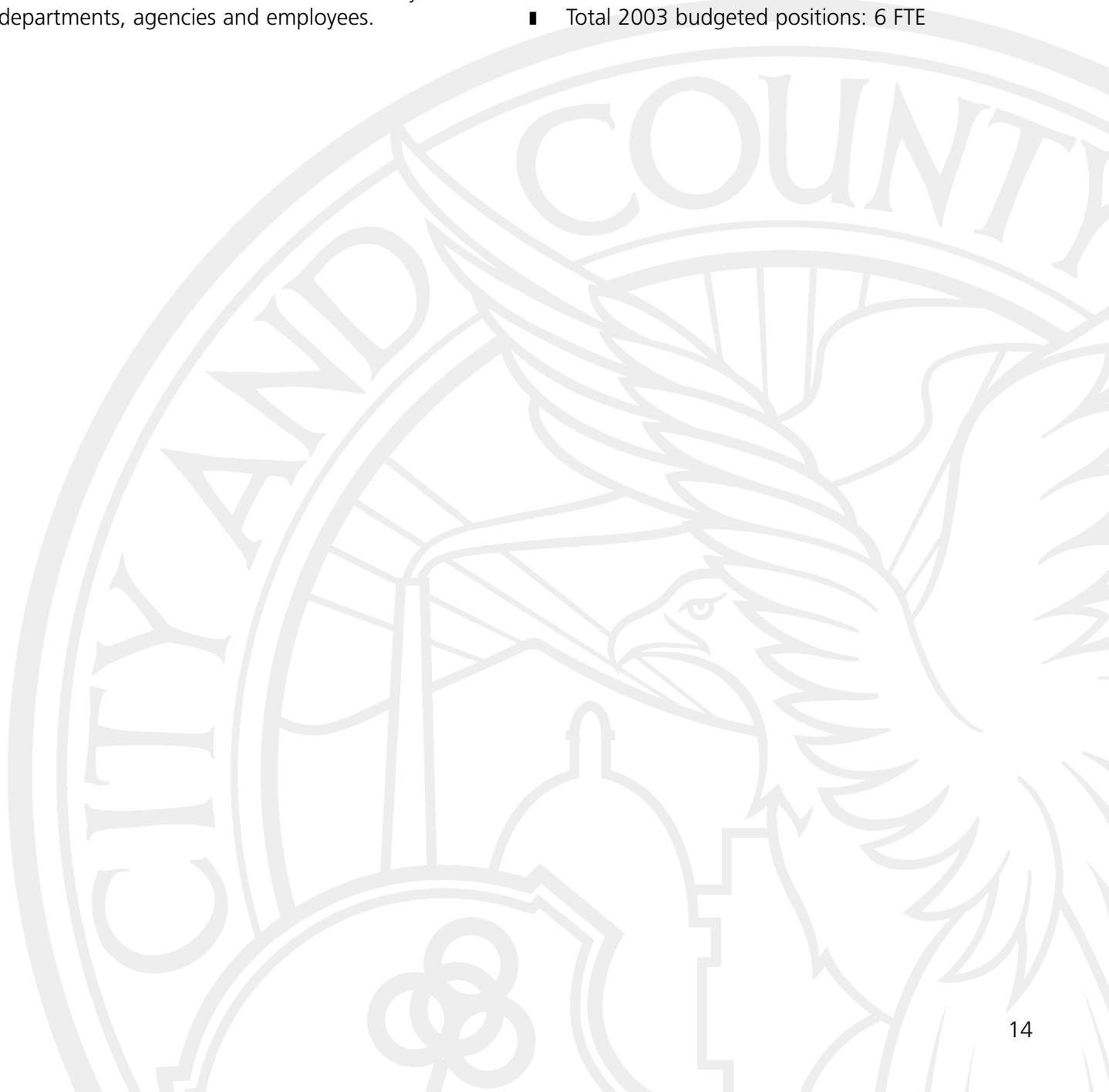
The Risk Management Office, as part of the City's Finance Department, oversees the identification, analysis and management of the City's risk and exposure to loss related to the activities of the City and its departments, agencies and employees.

Objectives, Goals, Initiatives

- Increase compliance with policies by developing standard forms and procedures and working closely with internal audit (1).
- Develop a workers' compensation payment system for all General Fund agencies to reduce future claims by holding all departments and agencies accountable for workers' compensation costs (2).

Spending and Staffing

- Total 2003 budgeted expenditures: \$3,347,800
- Total 2003 budgeted positions: 6 FTE



Workers' Compensation

Mission

The Workers' Compensation Special Trust Fund Transfer provides the funding for all General Fund employee workers' compensation expenses. Non-general fund agencies are charged a premium to cover claims and administrative expense

Description

The Workers' Compensation unit administers the City's self-insured Workers' Compensation program. Through claims adjusting and management, the unit processes benefits required by the Colorado Workers' Compensation Act, §8-401-101 et.seq. C.R.S. 2002.

Objectives, Goals, Initiatives

- Risk Management will develop and implement an agency cost allocation system and an accident/incident reporting tracking system to increase agency accountability.

Spending and Staffing

- Total 2003 budgeted expenditures: 14,275,300
- Total 2003 budgeted positions: 18 FTE



CPD Administration

Mission

To manage the planning, building, and maintenance of a safe and beautiful Denver.

Description

Administrative Services provides all administrative and operational functions necessary to support Community Planning and Development (CPD). Administration provides support including human resources, finance, and staff development. Records issues licenses and certifications to individuals or companies who qualify to operate as contractors in the City and County of Denver.

Objectives, Goals, Initiatives

- Improve service delivery by continuing to reevaluate work processes, programs and deadlines, and modifying priorities.
- Improve efficiency by participating in the International Conference of Building Officials testing program to lower the number of tests that the City must administer in issuing inspector certificates.

Spending and Staffing

- Total 2003 budgeted expenditures: \$2,502,000
- Total 2003 budgeted positions: 27



CPD Development Services

Mission

To manage the planning, building, and maintenance of a safe and beautiful Denver.

Description

Development Services reviews building plans, site plans and urban design requirements; processes rezoning applications; prepares zoning map amendments; and conducts inspections. These responsibilities comprise approximately 80 percent of City functions related to the development of private land.

Objectives, Goals, Initiatives

- Process projects in compliance with the Planned Building Group/Planned Unit Development and Subdivision rules and regulations.
- Keep success rate of achieving service goals at 85 percent on plan review time.

Spending and Staffing

- Total 2003 budgeted expenditures: \$10,141,400
- Total 2003 budgeted positions: 130.75 FTE



Measure Description	2002 Estimated	2003 Objective	1st Quarter 2003	2nd Quarter 2003	3rd Quarter 2003	4th Quarter 2003	2003 Total
Percent of reviews processed in required timeframe	62%	75%	75%				75%
Number of plans and projects reviewed	5,500	5,000	1,759				1,759
Success rate for plans	85%	85%	85%				85%
Percent of new residential construction plans reviewed in 10 days	87%	85%	85%				85%
Percent of commercial project plans under \$200,000 reviewed in 10 days	87%	85%	87%				87%
Percent of commercial projects over \$200,000 reviewed in 10 days	75%	70%	87%				87%
Percent of fire sprinkler project plans reviewed in 15 days	85%	85%	87%				87%
Percent of fire alarm project plans reviewed in 15 days	85%	85%	75%				75%
Number of permits issued	65,000	60,000	21,128				21,128
Number of units inspected	4,200	4,000	712				712
Total valuation (permit revenue)	\$1,350,000	\$1,300,000	\$416,821				\$416,821

CPD Neighborhood & Long Range Planning Services

Mission

To manage the planning, building, and maintenance of a safe and beautiful Denver.

Description

Neighborhood and Long Range Planning Services oversees permitting and inspection services that directly impact neighborhoods and guides the long-range physical environment of the City.

Objectives, Goals, Initiatives

- Continue cost-effective implementation of City abatement crew by maintaining the number of properties completed.
- Make changes to neighborhood and corridor plans from Blueprint Denver.

Spending and Staffing

- Total 2003 budgeted expenditures: \$5,671,500
- Total 2003 budgeted positions: 77.00 FTE



Housing & Neighborhood Development Services

Mission

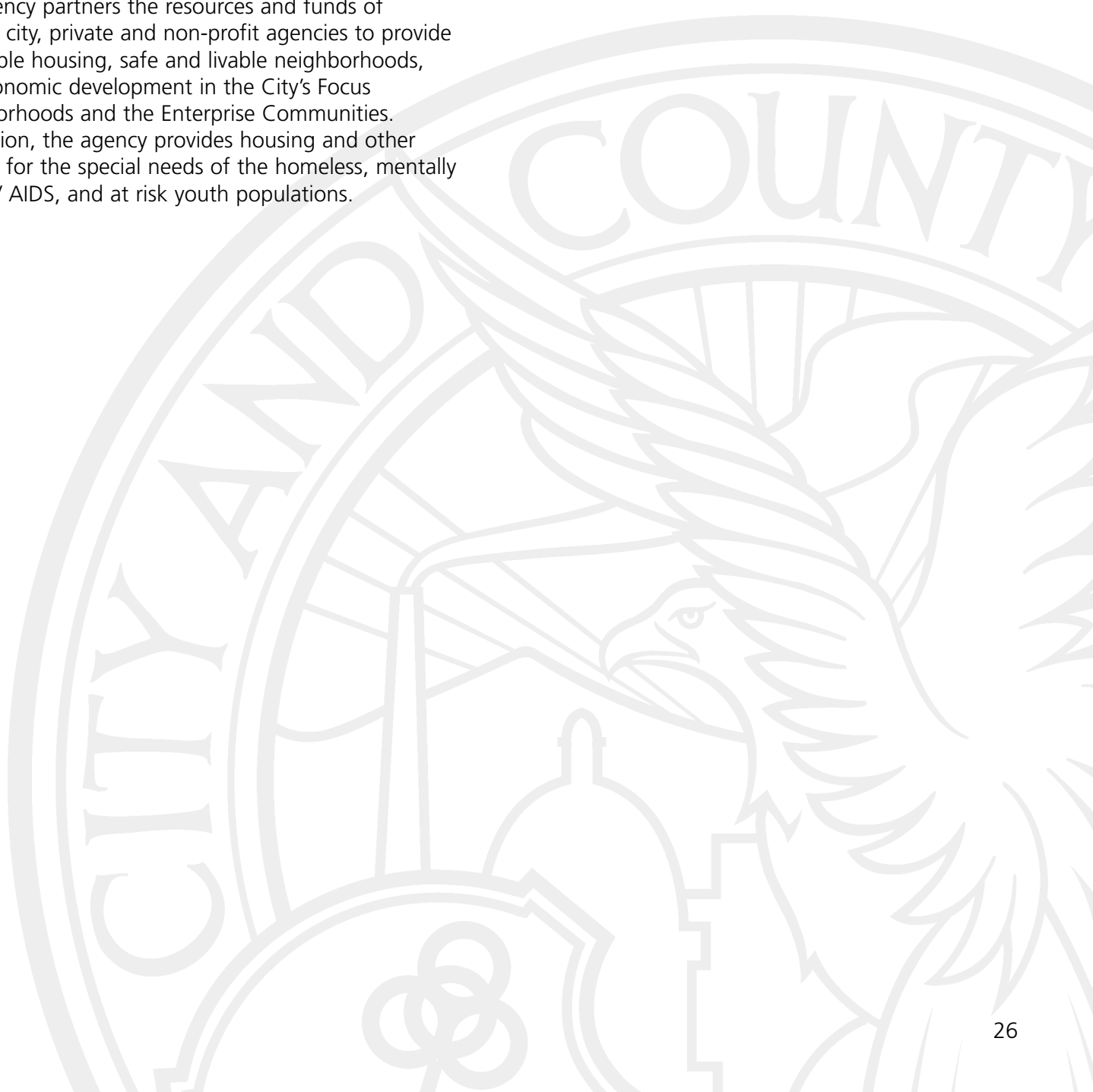
The mission of the Housing & Neighborhood Development Services Agency is to facilitate the development of viable urban neighborhoods by providing quality affordable housing, a suitable and enhanced living environment, and expanded economic opportunities for persons of extremely low, very low, low, and moderate income.

Description

Housing & Neighborhood Development Services Agency is the recipient of U.S. HUD grants for the City and County of Denver, as well as the City's funds for the Focus Neighborhood Initiative started in 2001. The agency partners the resources and funds of federal, city, private and non-profit agencies to provide affordable housing, safe and livable neighborhoods, and economic development in the City's Focus Neighborhoods and the Enterprise Communities. In addition, the agency provides housing and other services for the special needs of the homeless, mentally ill, HIV / AIDS, and at risk youth populations.

Spending and Staffing

- Total 2003 budgeted expenditures: \$51,885,779
- Total 2003 budgeted positions: 38



Assessment Division

Mission

To fairly and uniformly value all assessable real and personal property within the City and County of Denver for property tax purposes, and to comply with all of the requirements of both Colorado state law and the standards of the assessment profession.

Description

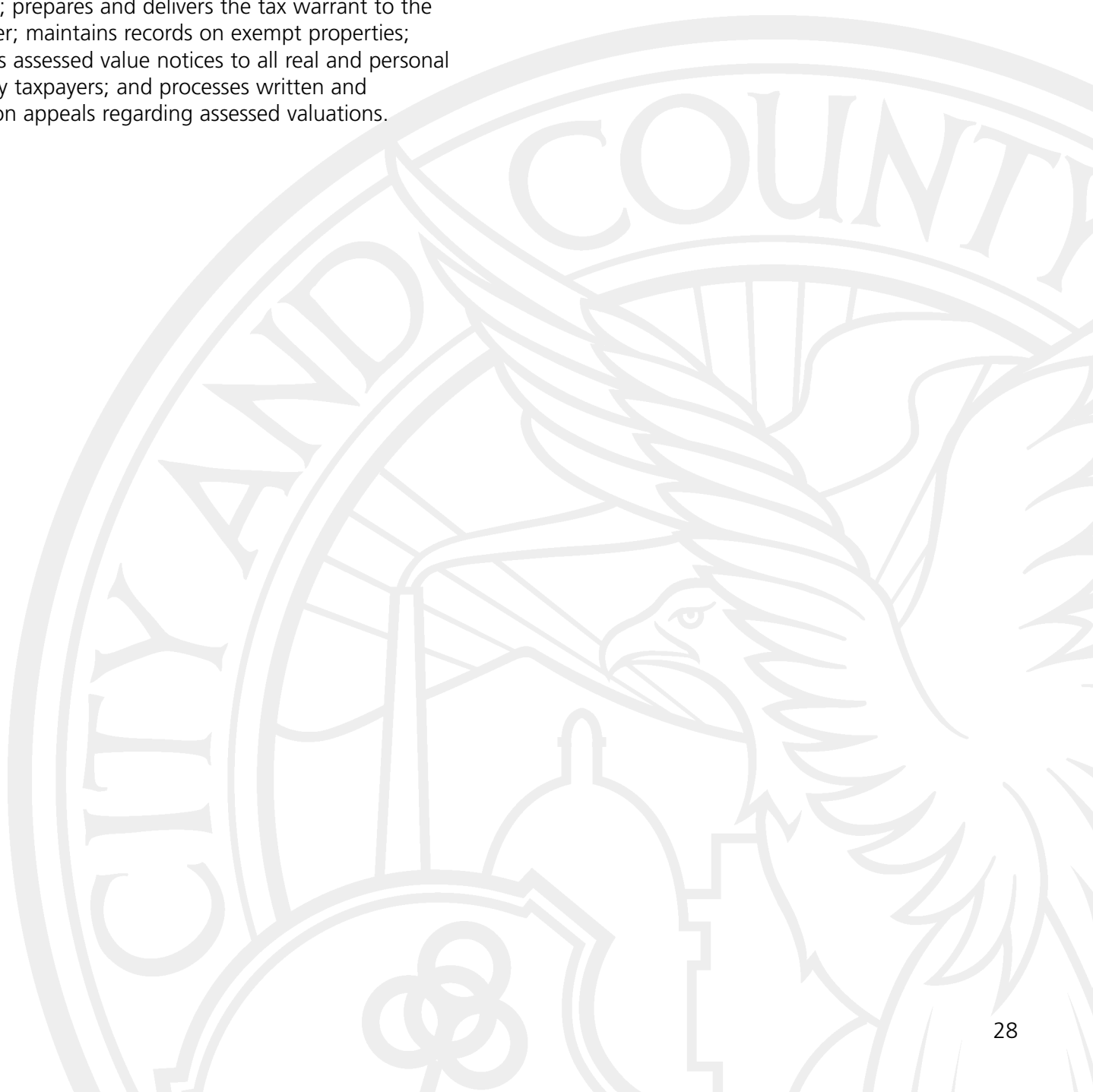
The Assessment Division locates, appraises, and values all taxable real and personal property in the City and County of Denver in accordance with the State Board of Equalization and the Colorado Statutes and Constitution, including the TABOR Amendment; certifies valuations to special districts and school districts; prepares and delivers the tax warrant to the Treasurer; maintains records on exempt properties; provides assessed value notices to all real and personal property taxpayers; and processes written and in-person appeals regarding assessed valuations.

Objectives, Goals, Initiatives

- Utilize Geographic Information Systems mapping and analysis tools for the 2003 reappraisal, in order to improve assessment accuracy and reduce taxpayer appeals.

Spending and Staffing

- Total 2003 budgeted expenditures: \$6,808,600
- Total 2003 budgeted positions: 94.75



Motor Vehicle Division

Mission

To enforce the motor vehicle code in a professional and courteous manner so that the citizens of the City and County of Denver will be in compliance with all legal mandates relative to the titling and licensing of motor vehicles.

Description

The City and County of Denver's Motor Vehicle Division, an authorized agent of the State of Colorado, collects all fees and taxes prescribed by state and local laws for titling and registering motor vehicles owned by private and corporate residents of the City and County of Denver.

Objectives, Goals, Initiatives

- Design and implement a new competency-based performance template in order to improve the current system used to evaluate employees' performance.
- Complete the Windows 2000 server upgrade and training to the Motor Vehicle information technology staff in order to remain current and compatible with the City network.

Spending and Staffing

- Total 2003 Budgeted Expenditures: \$4,397,300
- Total 2003 Budgeted positions: 72



Measure Description	2002 Estimated	2003 Objective	1st Quarter 2003	2nd Quarter 2003	3rd Quarter 2003	4th Quarter 2003	2003 Total
Percent of customer telephone calls serviced within two minutes	98%	98%	99%	98.7%			
Percent of customers served within 15 min. of taking a number	95%	95%	99%	99%			
Percent of title document quality guidelines met	99%	99%	99%	99.6%			
Percent of mail-in renewals processed within 5 business days	100%	100%	100%	100%			
Percent of on-line customer inquiries handled within 3 business days	100%	100%	99%	100%			
Walk-in customers	540,000	540,000	117,781				
Telephone calls	100,000	100,000	21,209				
Mail-in and lockbox renewals	132,000	132,000	34,246	48,533			
Vehicles registered	478,000	478,000	101,021				

Comments



