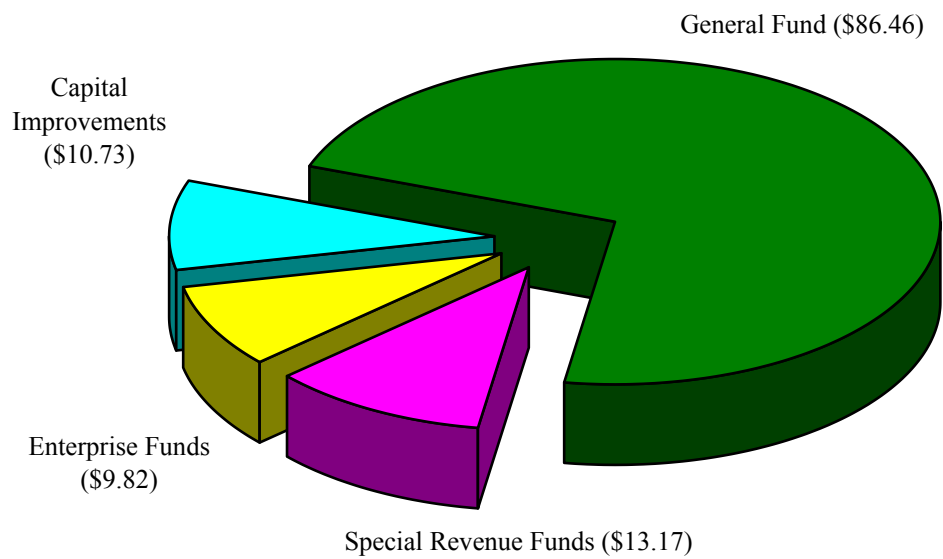


Parks, Recreation, and Cultural Facilities

Expenditures By Fund Type

\$120.19 Million



(\$ in Millions)

Source: Parks, Recreation, and Cultural Facilities Summary

Parks, Recreation, and Cultural Facilities Summary

Agency	2006 Actual	2007 Appropriated	2008 Recommended
General Fund			
Parks and Recreation	\$45,274,001	\$47,869,600	\$49,685,100
Cultural Facilities	33,588,841	35,090,200	36,778,200
Total	<u>\$78,862,842</u>	<u>\$82,959,800</u>	<u>\$86,463,300</u>
Expenditures			
Personal Services	\$55,087,295	\$59,069,270	\$61,271,689
Services and Supplies	15,206,919	14,827,550	15,705,549
Capital Expenditures	417,626	420,182	473,345
Internal Services & Misc.	8,151,002	8,521,106	9,012,717
Budget Savings	0	121,692	0
Total General Fund	<u>\$78,862,842</u>	<u>\$82,959,800</u>	<u>\$86,463,300</u>
Enterprise Funds			
Parks and Recreation	<u>\$13,156,249</u>	<u>\$11,850,600</u>	<u>\$9,820,600</u>
Expenditures			
Personal Services	\$4,078,712	\$4,562,154	\$4,866,026
Services and Supplies	2,014,951	2,540,374	2,227,716
Capital Expenditures	346,704	506,213	601,519
Internal Services & Misc.	1,765,883	2,141,859	2,125,339
Capital Projects	4,950,000	2,100,000	0
Total Enterprise Funds	<u>\$13,156,249</u>	<u>\$11,850,600</u>	<u>\$9,820,600</u>
Special Revenue Funds			
Culture and Recreation	<u>\$26,530,950</u>	<u>\$14,032,324</u>	<u>\$13,170,892</u>
Expenditures			
Personal Services	\$7,375,643	\$7,813,238	\$7,780,182
Services and Supplies	19,089,958	5,909,669	5,165,823
Capital Expenditures	31,821	0	0
Internal Services & Misc.	33,528	309,417	224,887
Total Special Revenue Funds	<u>\$26,530,950</u>	<u>\$14,032,324</u>	<u>\$13,170,892</u>
Personnel Complement			
General Fund	1,071.9	1,223.1	1,233.6
Enterprise Funds	91.5	115.5	118.8
Special Revenue Funds	154.2	118.0	105.2
Total Personnel Complement	<u>1,317.5</u>	<u>1,456.6</u>	<u>1,457.6</u>
Capital Improvements			
Parks and Recreation			\$10,257,500
Cultural Facilities			475,000
Total Capital Improvements			<u>\$10,732,500</u>

Parks and Recreation Summary

Agency	2006 Actual	2007 Appropriated	2008 Recommended
General Fund			
Parks and Recreation Administration	\$3,312,703	\$3,700,200	\$3,697,000
Recreation Division	19,259,261	19,870,600	20,260,900
Parks Division	22,702,037	24,298,800	25,727,200
Total	<u>\$45,274,001</u>	<u>\$47,869,600</u>	<u>\$49,685,100</u>
Expenditures			
Personal Services	\$33,832,394	\$36,260,680	\$37,116,118
Services and Supplies	8,268,462	8,163,393	9,058,776
Capital Expenditures	286,106	317,912	277,783
Internal Services & Misc.	2,887,039	3,005,923	3,232,423
Budget Savings	0	121,692	0
Total General Fund	<u>\$45,274,001</u>	<u>\$47,869,600</u>	<u>\$49,685,100</u>
Enterprise Funds			
Golf	\$13,156,249	\$11,850,600	\$9,820,600
Expenditures			
Personal Services	\$4,078,712	\$4,562,154	\$4,866,026
Services and Supplies	2,014,951	2,540,374	2,227,716
Capital Expenditures	346,704	506,213	601,519
Internal Services & Misc.	1,765,883	2,141,859	2,125,339
Capital Projects	4,950,000	2,100,000	0
Total Enterprise Funds	<u>\$13,156,249</u>	<u>\$11,850,600</u>	<u>\$9,820,600</u>
Special Revenue Funds			
Culture and Recreation	\$1,219,240	\$1,304,480	\$1,304,479
Expenditures			
Personal Services	\$210,940	\$77,024	\$77,023
Services and Supplies	992,797	1,227,456	1,227,456
Capital Expenditures	9,524	0	0
Internal Services & Misc.	5,978	0	0
Total Special Revenue Funds	<u>\$1,219,240</u>	<u>\$1,304,480</u>	<u>\$1,304,479</u>
Personnel Complement			
General Fund	729.7	776.6	775.8
Enterprise Funds	91.5	115.5	118.8
Special Revenue Funds	3.2	0.0	0.2
Total Personnel Complement	<u>824.3</u>	<u>892.1</u>	<u>894.8</u>

Parks and Recreation Summary

Agency	2006 Actual	2007 Appropriated	2008 Recommended
Capital Improvements			
Capital Improvement Funds			\$840,000
Entertainment and Cultural Funds			115,000
Lottery Funds			5,258,900
Bond Project Funds			31,600
Winter Park Trust Fund			2,245,000
Grant/Other Project Funds			<u>1,767,000</u>
Total Capital Improvements			<u><u>\$10,257,500</u></u>

Parks and Recreation

Departmental Summary

Department Description

The Department of Parks and Recreation provides a broad range of programs, services, facilities and park amenities to the citizens of Denver. The City's park system encompasses 200 urban parks totaling over 5,500 acres, 475 acres of natural areas, over 14,000 acres of pristine mountain parks, seven golf courses, 24 lakes, over 80 miles of trails, six dog off-leash parks, 100 miles of parkways, the city greenhouse and nursery, and over 300 athletic fields. The recreation system includes 29 centers and 16 outdoor pools that serve over one million visitors annually with programs in Arts and Culture, Outdoor Education, Aquatics, Sports and Fitness, and Social Enrichment. In addition to recreation center offerings, the Department operates four city-wide programs focused on outdoor education, special needs, sports leagues and partnership programs with Denver Public Schools.

Agency Descriptions

Parks and Recreation Administration provides overall administration and policy planning for the department; works with Denver residents on departmental projects and programming; provides financial, accounting, purchasing, and information support services to field staff; manages the department's permitting office; oversees all marketing, public and media relations; provides payroll and human resources services to the department; and administers internal safety programs.

Parks and Planning is responsible for the daily operations, management, and planning of the City's parks, parkways, trails, natural areas, and other land and water assets. Parks Operations includes all maintenance functions within traditional parks. Natural Resources encompasses specialized functions within the parks system, including forestry, nursery, greenhouse, natural areas, water conservation, mountain parks, as well as Buffalo Bill Museum, CSU Extension, and enforcement of city ordinances associated with public right-of-way trees. Parks Planning is responsible for the planning, design, and construction of capital improvements for the department as well as providing strategic and master planning, development review, park land policy guidance and long-range planning.

Recreation staffs and operates 29 recreation centers, 16 outdoor swimming pools, and 12 indoor swimming pools; provides programming City-wide in Community Recreation, Outdoor Recreation and Special Needs; monitors boating activities on Denver city lakes; and administers contractual and cooperative agreements with outside agencies and organizations. The division is also responsible for managing the operation of three banquet event facilities at the Chief Hosa Campground, the Molkery, and the Washington Park Boathouse.

The **Golf Enterprise Fund** operates and maintains the City's five 18-hole golf courses, one 27-hole golf complex, two 9-hole par-3 courses, one 18-hole miniature golf course and driving range, and three pro shops at seven golf course locations. It also negotiates and manages the associated concession contracts.

Mission

As stewards of Denver's legacy, the Department of Parks and Recreation is dedicated to customer satisfaction and enhancing lives by providing innovative programs and safe, beautiful, sustainable places.

Outcomes

- Provide a beautiful and sustainable Park system.
- Achieve exceptional customer satisfaction.
- Offer safe places and activities.

Departmental Summary

Outcome Measures	2006	2007	2008
	Actual	Estimated	Objective
Trees planted to enhance tree canopy	1,800	1,800	2,000
Parks visitors assisted through Park Ranger program	14,700	20,000	15,000
Participation at day camp programs	375	420	330
Recreation center memberships sold	32,150	33,000 ¹	40,633
Parks and People Partnership (percent of parks receiving cumulative citizen rating of 3, on a scale of 1 to 5)	94%	84%	75%

¹ Historical comparison is not valid due to changes in the membership category structure

Recent Accomplishments

- Conducted the grand opening of the Argo Park Sprayground in the Globeville Neighborhood and two major parks in Denver's Green Valley Ranch and Stapleton neighborhoods, adding over 100 acres to our urban parks system.
- Completed the Cheesman Park Master Plan.
- Began Phase I of the Restroom Master Plan by completing Barnum Park restroom construction.
- Public-Private partnerships allowed the completion of several projects at City Park and the completion of Phase I of the Downtown Denver Playground.
- Implemented Phase I of a 16-acre conversion at Ruby Hill Park to natural area.
- The Tree by Tree: Mile High Million planted over 65,000 trees in its inaugural year.
- Conducted the grand opening of the Skyline Park Pavilion, which houses public restrooms, concession and information kiosks, maintained by the concessionaire, making it a unique addition to our system.
- Successfully settled a mountain park road encroachment issue resulting in \$230,000 in concessions.
- Increased the number of sites for the Prime Time youth program from three to eight sites.
- The Recreation Division completed a cost-benefit analysis and developed a methodology for determining the appropriate percent of cost recovery for programs and services.
- Increased adult softball participation from 416 teams in 2006 to 516 teams in 2007.
- Restored the Outdoor Recreation program with 1,730 participants in 2005 and 2,289 participants in 2006.
- Implemented Hoopin' After Dark Life Skills/Gang Diversion program serving over 125 youth.
- Increased scholarship opportunities for recreation users by 18 percent.
- The Urban Lens program, a partnership with DPS and the Morey Neighborhood Center, raised over \$1,100 through the sales of the 2007 and 2008 calendars that were created in the program.

Parks and Recreation

Parks and Recreation Administration

01010-7010000

Agency Description

Parks and Recreation Administration provides overall administration and policy planning for the department; works with Denver residents on departmental projects and programming; provides financial, accounting, purchasing, and information support services to field staff; manages the department's permitting office; oversees all marketing, public and media relations; provides payroll and human resources services to the department; and administers internal safety programs.

The **Manager's Office** (Live within Our Means) provides leadership and direction on overall departmental goals and objectives, especially those that cross divisional lines; develops departmental policies; facilitates employee development training; and directs work programs. It provides budget and management oversight and is responsible for establishing community stewardship and facilitating community outreach. The Manager's Office oversees the department's implementation of City-wide initiatives like 311 and fosters both programmatic and fiscal partnerships.

Accounting and Finance (Live within Our Means) provides accounting, financial control, budget preparation and monitoring, cash handling, purchasing, contract processing and compliance monitoring, fixed asset monitoring, grant and donation management, and related support services.

Human Resources (Better Place to Work) monitors and ensures legal compliance and supports and assists operations to meet operational goals. Services offered include payroll, benefits administration, employee relations, performance management, and recruitment and hiring.

The **Safety Office** (Better Place to Work) administers safety programs for the department personnel, including the Park Ranger program, education and policy implementation, accident prevention and investigation, Workers' Compensation management, determination of exposure and liabilities, Emergency Preparedness, Commercial Driver's License administration, and related record keeping. The overall goal of the Safety office is to minimize employee and public injury, property damage, and the associated losses.

Management Information Systems (MIS) (Live within Our Means) provides computerized information and related support services to the entire Parks and Recreation staff, enabling them to work better and more efficiently.

Marketing and Communications (Better Place to Work and Customer Service) directs departmental marketing, public relations, community outreach, and communication initiatives. The office provides strategic communication support to the Manager's Office; provides special event support; manages volunteer programming; and is currently developing a departmental corporate sponsorship program.

Permitting (Customer Service) issues permits to individuals and organizations for picnic sites, athletic fields, tennis courts, assemblies, special events, performance stage use, as well as revocable vending permits. Staff interacts with the public, department staff and other City agencies for park permits. Staff coordinates the Denver Tenant User Liability Insurance program and provides reports for the Park Rangers and park and police districts.

Strategic/Program Objectives

- Support the expansion of revenue enhancement efforts through partnerships, sponsorships, marketing, increased recreation programs and participation, and permitting functions.
- Expand marketing efforts to increase the public's awareness of facilities and programs.
- Support efforts to improve service delivery, data collection, and efficiencies across the entire agency, including the implementation of a new recreation software system.

- Continue the initiative to formally designate parks in the system.
- Enhance the Park Ranger program through evaluation of the program and implement changes based on experiences.
- Implement training and coaching for supervisors and managers with a focus on improved computerization skills, greater human resource processing efficiencies, and understanding how to proactively contribute to operational excellence, measurement and reporting.
- Provide accurate and timely support in accounting, budgeting, and financial reporting.

Performance Measures

	2006	2007	2008
	<u>Actual</u>	<u>Estimated</u>	<u>Objective</u>
Accounting and Finance			
Number of purchase requisitions processed	133	125	125
Number of invoices processed	15,790	15,000	15,000
Number of late payments	649	225	225
Percent of late payments	4%	1.5%	1.5%
Human Resources			
Number of full-time employees hired	56	75	115
Number of personnel action forms completed	2,361	3,200	3,500
Number of separation audits completed	47	60	75
Safety			
Calendar days lost ¹	N/A	200	<200
Reported work injuries	155	155	<150
Contract Compliance			
Number of contracts administered	250	250	255
Completed contracts archived	40	35	35
Number of contracts initiated/amended	100	82	82
Facility inspections performed	N/A	10	12

¹ Includes weekends

Budget Highlights

	2006	2007	2008	\$	%
	<u>Actual</u>	<u>Appropriated</u>	<u>Recommended</u>	<u>Change</u>	<u>Change</u>
Expenditures					
Personal Services	\$2,708,727	\$3,105,124	\$3,187,433	\$82,309	2.7%
Services and Supplies	413,911	383,745	316,544	(67,201)	(17.5%)
Capital Equipment	0	10,000	0	(10,000)	(100.0%)
Internal Services and Misc.	190,063	201,331	193,023	(8,308)	(4.1%)
Budget Savings	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.0%</u>
	\$3,312,703	\$3,700,200	\$3,697,000	(\$3,200)	(0.1%)

Parks and Recreation Administration

01010-7010000

Budget Highlights	2006 Actual	2007 Appropriated	2008 Recommended	\$ Change	% Change
Accounting/Finance	\$896,648	\$859,750	\$900,930	\$41,180	4.8%
Managers Office	641,459	666,034	642,636	(23,398)	(3.5%)
Human Resource	555,963	641,258	617,484	(23,774)	(3.7%)
Planning	0	0	0	0	0.0%
Safety	404,888	593,261	593,260	(1)	(0.0%)
Management Information Systems	203,100	228,572	213,961	(14,611)	(6.4%)
Natural Areas	0	0	0	0	0.0%
Marketing and Communications	353,498	459,504	457,743	(1,761)	(0.4%)
Permitting	<u>257,144</u>	<u>251,821</u>	<u>270,986</u>	<u>19,165</u>	<u>7.6%</u>
	\$3,312,703	\$3,700,200	\$3,697,000	(\$3,200)	(0.1%)
Personnel Complement					
Accounting/Finance	7.44	9.00	9.54	0.54	6.0%
Managers Office	7.13	6.00	6.00	0.00	0.0%
Human Resource	9.70	10.30	9.34	(0.96)	(9.3%)
Safety	7.76	9.90	8.60	(1.30)	(13.1%)
Management Information Systems	1.71	2.00	2.00	0.00	0.0%
Marketing and Communications	2.69	5.00	5.00	0.00	0.0%
Permitting	<u>4.67</u>	<u>4.00</u>	<u>4.50</u>	<u>0.50</u>	<u>12.5%</u>
	41.10	46.20	44.98	(1.22)	(2.6%)
Revenue					
Use Charges	\$57,318	\$103,000	\$115,000	\$12,000	11.7%
Misc. General Government	3,277	0	0	0	0.0%
Licenses and Permits	(336)	0	0	0	0.0%
Fees	<u>257</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.0%</u>
	\$60,516	\$103,000	\$115,000	\$12,000	11.7%

Significant Budget Changes

- A decrease of \$21,000 and 0.6 on-call park ranger FTE in Safety. This will result in the existing park ranger program being reduced from a twenty-two week program to an eighteen week program.
- A decrease of \$3,000 and 0.1 on-call FTE in Human Resources. This will result in less on-call support for Human Resources during the summer hiring season.
- A decrease of \$54,100 and 1.0 FTE in Human Resources due to the abolishment of a human resources support technician. The duties of this position will be absorbed by other positions within the agency.
- An increase of \$16,300 and 0.5 FTE in Permitting to reflect actual expenditures.
- A reduction of \$27,300 in Marketing and Communications due to a decrease of the production of City-wide recreation brochures. This will result in the elimination of the spring and winter recreation program guides.

- A decrease of \$50,000 in the Manager's Office due to decreased support for various special initiatives. This will include reducing support to South Platte River Environmental Education (SPREE) by \$25,000, reducing support to the Sand Creek Greenway Foundation by \$15,000 and reducing support to other programs, such as Urban Lens, by \$10,000.

The budgeted vacancy savings is \$124,710.

Capital Equipment

Miscellaneous minor equipment

Special Revenue Fund Projects

	2006	2007	2008	2008
	Actual	Estimated	Estimated	FTE
Expenditures				
Parks and Recreation Private Donations	\$ 396,687	\$ 652,976	\$ 652,976	0.0
Tree Removal/Replacement	130,794	39,267	39,267	0.0
Lookout Mountain Development	43,233	84,646	84,646	0.0
Cableland Trust Expenditures	206,945	166,575	166,575	0.0
Buffalo Bill Museum/SCFD Support	20,230	29,640	29,640	0.0
Parks and Recreation Property Damage	13,074	13,500	13,500	0.0
Skatepark Maintenance	2,830	2,950	2,950	0.0
City Park Pavilion Historic District	75,797	18,000	18,000	0.0
MFA/Sustain Cultural Heritage FY 04/06	31,598	32,024	32,023	0.0
Facility Rental Program	1,677	12,500	12,500	0.0
Chief Hosa Lodge and Campground	43,429	98,500	98,500	0.0
Buffalo Bill Preservation Assessment	3,644	0	0	0.0
Parks & Recreation Youth Opportunity	5,544	0	0	0.0
Heller/Heron Pond Natural Area	<u>55,689</u>	<u>0</u>	<u>0</u>	<u>0.0</u>
Total	\$1,031,171	\$1,150,578	\$1,150,577	0.0

Program Descriptions

The **Parks and Recreation Private Donations** fund purchases equipment, furniture, supplies, and services for special programs and events conducted by the Department of Parks and Recreation. In mid-1994, the fund implemented a new recreation program for middle school youth, "S.O.A.R. with the Rockies," funded by the Colorado Rockies Baseball Team. The program provides social and special events, educational opportunities, and arts and recreation activities to youth at various middle schools. Revenues to this fund are from private donations and partnerships.

The **Tree Replacement** project removes and replaces trees lost or damaged during City and private construction projects on street rights-of-way. Revenues to this fund are from private donations and reimbursements.

The **Lookout Mountain Development** fund provides operating and capital improvement funds for the Buffalo Bill Museum located on Lookout Mountain. Revenues to this fund come from on-site concessionaire payments and donations.

The **Cableland Trust Expenditures** fund supports operating and maintenance of the Cableland properties that were donated to the City and County of Denver. Revenues to this fund come from interest earned on the Cableland Trust Fund. This is the intended use of this endowment.

The **Buffalo Bill Museum /SCFD Support** grant provides funding for general office support. Revenue to this fund comes from grants from the Scientific and Cultural Facilities District.

The **Parks and Recreation Property Damage** fund pays for repair of damage done to Parks and Recreation property by outside parties. Revenue to this fund comes from permitting deposits not refunded and from direct payments from the parties who caused the damage.

The **Skatepark Maintenance** fund pays for repairs and maintenance for the Skatepark and provides programs, special events, and other amenities common to skateboard park facilities. Revenue to this fund is from private donations, concessions, sponsorships and charges for special events at the Skatepark.

The **City Park Pavilion Historic District** program pays for maintenance and improvements to the pavilion, band shell and grounds within the historic district. Revenue to this fund comes from proceeds of concession license agreements in the historic district.

The **MFA/Sustaining Cultural Heritage** program will allow the Buffalo Bill Museum to catalog and digitize the archives and fine arts collections. Revenue to this fund comes from the Institute of Museum and Library Services (IMLS).

The **Facility Rental Program** allows for revenue generated from facility rentals to be deposited into this account and related expenditures to be paid out of this account.

The **Chief Hosa Lodge and Campground** provides funds to operate, maintain, and improve the facilities at Chief Hosa. Revenues to this fund come from lodge rentals and campground operations.

Parks and Recreation

Recreation Division

01010-7030000

Agency Description

The Recreation Division staffs and operates 29 recreation centers, 16 outdoor swimming pools, and 12 indoor swimming pools; provides programming City-wide in Community Recreation, Outdoor Recreation and Special Needs; monitors boating activities on City lakes; and administers contractual and cooperative agreements with outside agencies and organizations. The division is also responsible for managing the operation of three banquet event facilities at the Chief Hosa Campground, the Molkery, and the Washington Park Boathouse.

Administration (Live within Our Means) plans, implements, coordinates and monitors the City's recreation services and staff; develops and monitors budgets; and administers contractual and cooperative agreements with outside agencies and organizations. Programs include football and basketball clinics, Spring Into Health, the Mayor's Gala Ball, Movies in the Park, Denver Kids Prime Time, and the Hoopin' with Hickenlooper City-wide basketball tournament.

Recreation Centers (Better Place to Live) offer a variety of classes, activities, and programs to youth, adults and seniors, activities and programs including competitive and recreational sports, aquatics, fitness and weight training, arts and cultural, outdoor educational programs, special events, and partnerships at 29 locations. The primary focus is to improve program quality and increase program opportunities when youth are out of school, including but not limited to summer day camps, after school programs, spring break and holiday camps.

Community Recreation (Better Place to Live) plans, implements and administers City-wide recreation programs, with specific emphasis on serving those who cannot easily access our community based recreation centers. Programs include after-school programs for elementary and middle school-aged youth and Summer in the Parks for youth. Community Recreation coordinates with recreation centers, the Special Needs program, and other community agencies and institutions to deliver programming. After-school programs are currently offered in fifteen schools, and the Summer in the Parks program includes six park sites.

Special Needs Program (Better Place to Live) provides recreational opportunities for youth, adults and seniors with disabilities. Staff participates in the planning, development, and implementation of the Department's and the City's master plan to meet Americans with Disabilities Act guidelines. Programs include 16 Special Olympic sports, wheelchair tennis, swimming, horseback riding, snow skiing, water skiing, arts and crafts, outdoor recreation programs, socialization programs, fitness programs and numerous special events throughout the year. In addition, the staff provides inclusion support for people with disabilities in order to participate in general recreation center programs.

Aquatics and Boating (Better Place to Live) staffs and operates 16 outdoor pools as well as supports 12 indoor pools. Aquatics programs include American Red Cross swimming lessons, organized competitive swimming teams, aqua aerobic classes, parent-tot lessons, programs for residents with disabilities and special events. The Boating program controls the use of boats on City lakes, conducts sales of boating permits, patrols Sloan's lake with boating rangers from April through September, and oversees lake permits for community special events.

Outdoor Education (Better Place to Live) plans, markets, and coordinates the delivery of outdoor activities to youth, adults and seniors who might otherwise not be able to experience the educational and environmental values of Colorado's natural resources. Programs include rafting, camping, hiking, backpacking, horseback riding, and skiing, as well as outdoor education at the Genesee Wilderness and Experiential Learning Site and the Chief Hosa campground.

Facilities Services (Better Place to Live) is responsible for the maintenance and repair of all park facilities and recreation centers. It warehouses supplies and equipment necessary for its construction and maintenance services, supports special events held in parks, manages the maintenance and repair of all fountains on parkland, conducts an annual preventative maintenance program, and supports the maintenance, repair and renovation of the Chief Hosa campground, the Boathouse, and the Montclair Civic Center Building.

Strategic/Program Objectives

- Implement a recreation software system that will provide membership support and tracking, class registration, room reservation management, day pass management, point of sale processing, online registration, sports scheduling, donations and scholarship tracking, and electronic funds transfers.
- Continue to reallocate recreation center weekday hours in order to allow more centers throughout the City to be open in the evenings and on weekends.
- Prioritize and continue to implement the recreation center facility assessment study recommendations.
- Train and coach all levels of staff on divisional work plans, youth development theory, program development standards, and program evaluation.
- Increase revenue in the Recreation Division by increasing annual memberships, class enrollment, and room rental.
- Continue use of program-based budgeting as a tool to help determine the true costs and revenue generation of services and programming.
- Continue to research best practices for staffing programs and services in recreation centers.
- Monitor practices for granting scholarships (fee waivers) against the criteria and improve the tracking and reporting of scholarships granted.
- Define standard operating procedures for division operations and the City-wide sports programs.

Performance Measures

	2006	2007	2008
	Actual	Estimated	Objective
Recreation Centers			
Total Memberships	14,935	16,428	17,085
Community Recreation			
Registered T-ball/Coach Pitch participants	226	237	240
Registered Jr. Baseball participants	31	17	25
Registered SOAR participants	500	468	500
Registered After-School participants	1,320	1,280	1,280
Registered Summer in the Parks participants	230	218	270
Registered Summer Scholars participants	900	1,000	1000
Registered Teen Adventures participants	30	26	30
Registered Track participants	80	124	125
Special Needs			
Percent of programs at maximum capacity	87%	95%	95%

Recreation Division

01010-7030000

Performance Measures

	2006	2007	2008
	Actual	Estimated	Objective
Aquatics			
Open swim participants	63,964	62,389	63,000
Swim team registered participants	457	430	470
Swim team season attendance	11,509	11,180	11,200
Swimming lesson registered participants	2,936	2,712	2,950
Swimming lesson season attendance	19,113	17,132	17,150
Pool pass participants	6,948	7,248	7,250
Punch card participants	57	119	125
Free Readers and 5x5 participants	1,738	4,022	4,025
Aqua aerobics participants	361	564	565
Memberships participants	29,950	39,809	39,900
Boating			
Boating permits	230	470	480
Outdoor Education			
Registered Genesee Ropes and Adventure Program participants	3,000	4,000	4,500
Percent of Genesee Ropes at maximum capacity	80%	90%	90%
Percent of Adventure Program at maximum capacity	72%	80%	80%

Budget Highlights

	2006	2007	2008	\$	%
	Actual	Appropriated	Recommended	Change	Change
Expenditures					
Personal Services	\$16,027,774	\$16,354,800	\$16,596,628	\$241,828	1.5%
Services and Supplies	2,621,976	2,696,521	2,916,963	220,442	8.2%
Capital Equipment	27,901	36,242	17,183	(19,059)	(52.6%)
Internal Services and Misc.	581,608	747,784	730,126	(17,658)	(2.4%)
Budget Savings	<u>0</u>	<u>35,253</u>	<u>0</u>	<u>(35,253)</u>	<u>(100.0%)</u>
	\$19,259,261	\$19,870,600	\$20,260,900	\$390,300	2.0%
Administration	\$1,329,100	\$1,574,963	\$1,475,842	(\$99,121)	(6.3%)
Recreation Centers	11,310,179	11,352,461	12,276,249	923,788	8.1%
Community Recreation	1,243,803	1,391,701	914,517	(477,184)	(34.3%)
Special Needs	307,862	371,809	367,280	(4,529)	(1.2%)
Aquatics	1,058,718	1,156,883	1,112,911	(43,972)	(3.8%)
Outdoor Education	328,890	342,896	350,768	7,872	2.3%
Facilities Services	<u>3,680,706</u>	<u>3,679,888</u>	<u>3,763,333</u>	<u>83,445</u>	<u>2.3%</u>
	\$19,259,261	\$19,870,600	\$20,260,900	\$390,300	2.0%
Personnel Complement					
Administration	9.47	18.35	15.20	(3.15)	(17.2%)
Recreation Centers	247.64	249.40	244.26	(5.14)	(2.1%)
Community Recreation	23.87	32.87	31.39	(1.48)	(4.5%)
Special Needs	6.21	6.68	7.42	0.74	11.1%
Aquatics	34.36	36.81	34.22	(2.59)	(7.0%)
Outdoor Education	8.40	8.14	8.32	0.18	2.2%
Facilities Services	<u>47.40</u>	<u>40.67</u>	<u>46.34</u>	<u>5.67</u>	<u>13.9%</u>
	377.35	392.92	387.15	(5.77)	(1.5%)

Budget Highlights	2006	2007	2008	\$	%
	<u>Actual</u>	<u>Appropriated</u>	<u>Recommended</u>	<u>Change</u>	<u>Change</u>
Revenue					
Use Charges	\$3,245,075	\$3,866,700	\$3,882,000	\$15,300	0.4%
Misc. General Government	18,421	10,000	10,000	0	0.0%
Licenses and Permits	47,676	36,400	36,400	0	0.0%
Internal Svc & Indirect Charges	(25)	15,600	980,300	964,700	6184.0%
Fees	<u>8,413</u>	<u>0</u>	<u>1,400</u>	<u>1,400</u>	<u>0.0%</u>
	\$3,319,560	\$3,928,700	\$4,910,100	\$981,400	25.0%

Significant Budget Changes

- An increase of \$90,000 and 3.6 on-call FTE in Recreation Centers over the amount proposed in the September budget book. This increase will provide funding to restore hours at recreation centers.
- An increase of \$95,000 in management consulting for the study and implementation of a recreation center long-term strategic plan which incorporates facilities and programming areas.
- A reduction of \$120,800 and 2.0 permanent FTE due to the abolishment of a vacant recreation supervisor position and a vacant recreation coordinator position. There will be no effect on hours or programming. The duties of these two positions will be incorporated into on-call staff positions within the agency.
- A reduction of \$83,500 and 2.0 FTE in Recreation Centers due to the abolishment of two vacant custodian positions. The duties of these two positions will be reassigned to other staff within the agency.
- A net decrease of \$34,900 and 0.1 FTE in Recreation Centers due to the reallocation of staff workload. This includes a decrease of \$52,500 and 1.0 FTE due to the abolishment of a vacant recreation coordinator for the aquatics program and a partially off-setting increase of \$17,600 and 0.9 on-call FTE. The duties of the recreation coordinator will be reassigned, as appropriate, to the on-call employee as well as other employees within the agency.
- A net decrease of \$32,900 and a net increase of 0.1 FTE in Recreation Centers due to the reassignment of duties to other agency personnel. This includes a decrease of \$55,300 and 1.0 FTE due to the abolishment of a vacant recreation coordinator position for the special needs program and an increase of \$22,400 and 1.1 on-call FTE. The duties of the abolished position will be reassigned.
- A decrease of \$22,100 and 0.5 FTE in Recreation Centers due to the abolishment of a vacant part-time recreation coordinator position at Glenarm Recreation Center. The duties of this position will be allocated to other positions within the center.
- A decrease of \$25,000 and 1.3 on-call FTE in Facility Services. This will result in a decrease of graffiti removal by staff within this agency; however, a portion of the duties of these positions will be reallocated to the new graffiti abatement crew within the Parks Division.
- An increase \$120,400 due to the cost of night differential pay which has previously been unbudgeted.

- A decrease of \$37,500 in replacement parts for irrigation systems and a decrease of \$40,400 due to a reduction in expenditures for playground replacement parts, paint for graffiti removal and recreation center renovations.
- A reduction of \$90,000 in supplies and services including \$30,000 in professional services in Recreation Administration and \$60,000 in Facility Services from parts purchased to replenish in-house inventory.
- An increase of \$40,000 in Facility Services for mandated annual testing of backflow preventors performed by Denver Water.
- An increase of \$165,300 in services and supplies including increases of \$86,000 in professional services, \$35,000 in building repairs, \$25,300 in awards and prizes, and \$19,000 for previously unbudgeted bank service charges.
- A decrease of \$19,100 due to reduced capital equipment expenditures.

The budgeted vacancy savings is \$497,597.

Capital Equipment

Miscellaneous minor equipment.

Parks and Recreation

Parks Division Summary

01010-702000

	2006 Actual	2007 Appropriated	2008 Recommended
Agencies			
Parks and Planning	\$21,414,236	\$22,843,222	\$24,186,600
CSU Cooperative Extension	220,635	248,000	248,100
Mountain Parks	732,893	845,878	912,000
Four Mile Historic Park Transfer	63,100	65,300	65,300
Buffalo Bill Museum	271,172	296,400	315,200
Total	\$22,702,037	\$24,298,800	\$25,727,200

Expenditures			
Personal Services	\$15,095,892	\$16,800,756	\$17,332,057
Services and Supplies	5,232,573	5,083,127	5,825,269
Capital Expenditures	258,205	271,670	260,600
Internal Services & Misc.	2,115,367	2,056,808	2,309,274
Budget Savings	0	86,439	0
Total	\$22,702,037	\$24,298,800	\$25,727,200

Note:

The recommended 2008 budget is \$1,428,400 more than the 2007 appropriation. This represents a 5.9% change from 2007.

Personnel Complement

Permanent Full-Time Equivalents	240.0	261.5	261.5
Other Full-Time Equivalents	71.2	76.0	82.2
Total	311.2	337.5	343.7

Parks and Recreation

Parks and Planning

01010-7021000

Agency Description

Parks and Planning is responsible for the daily operations and management of the City's parks, parkways, trails, natural areas, and other land and water assets. The current system includes over 5,500 acres of parkland including 200 parks, 80 miles of trail, 100 miles of parkways, and care and management for the urban forest, natural areas, the City greenhouse, and tree nursery. The agency is also responsible for the planning, design, and construction of capital improvements for the department, as well as providing strategic and master planning, development review, parkland policy guidance and long-range planning.

Administration (Live within Our Means) plans, implements, coordinates, and manages the City's park programs by introducing new technology and methods to increase efficiencies and create consistency throughout the parks system.

District Operations (Better Place to Live) maintains developed City parkland and is organized into six districts, and a city-wide operations unit. It provides park maintenance for turf grass and athletic fields, irrigation systems, floral plantings, shrub and perennial plantings, playgrounds, restrooms, park roads, trails, picnic facilities, parking lots, lakes, gulches and waterways. It provides trash, graffiti, debris and snow removal, and performs routine safety and general park inspections and responds to citizens.

Natural Resources (Better Place to Live) is comprised of three sections. Forestry provides a comprehensive tree care program encompassing all aspects of community forestry including basic care for trees on City property, ordinance enforcement, nursery operations, and plan review. Natural Areas restores and manages natural and naturalized areas and involves the community in better land stewardship. Water Conservation plans and coordinates the installation of automated irrigation controls in the park districts, monitors and projects water and sewer costs, and implements measures to conserve water. The Natural Resources section also oversees Mountain Parks, the CSU Cooperative Extension office, and the Buffalo Bill Museum.

Headquarters (Live within Our Means) provides heavy equipment support to the other sections of park operations and operates the city-wide mower maintenance and repair shop. It also mows undeveloped areas, trains equipment operators, assists District Operations with snow and trash removal, maintains the City's bikeway and trailway systems, removes graffiti, hauls waste, and provides other support as needed to District staff. The Headquarters unit also houses the new city-wide inspection unit responsible for utilities notification, construction and access permits, inspection, park surveys and traffic control plans.

The **Greenhouse** (Better Place to Live) provides horticultural support to all parts of the City through plant propagation, flower potting, flowerbed preparation and maintenance, and pest and disease control. The 65,000 square foot greenhouse supplies over six acres of flower beds throughout the City park system.

Planning, Design and Construction (Live within Our Means) provides strategic planning, park master planning, project management, long-range planning, development review and development of the capital improvement program for parks, natural areas, trails, and recreation facilities.

Strategic/Program Objectives

- Convert bluegrass areas to native grass to conserve water, reduce maintenance, and increase sustainability.
- Increase Natural Area designations to distinguish developed parks from native areas.
- Fill twenty percent of vacant tree spaces each year for the next five years.

- Enhance promotion of tree care education.
- Increase park sites evaluated in the Parks and People Partnership (PPP) program.
- Develop standard operating procedures to provide training guidelines for staff.
- Contract low priority maintenance functions at six park-maintained median sites to allow staff to focus on higher priority tasks.
- Continue to work collaboratively with Denver Water to find parks sites that are candidates to reuse water for irrigation.
- Complete key capital construction projects and initiate new capital projects.

Performance Measures

	2006	2007	2008
	Actual	Estimated	Objective
Natural Resources			
Acres of bluegrass parkland converted to Natural Areas	N/A	75	6*
Designation of new natural areas	2	6	6
Trees planted	1,600	1,800	2,000
Tree education programs offered	5	5	10
District Operations			
Parks evaluated in Parks and People Partnership (PPP)	28	50	50
New standardized parks maintenance procedures	N/A	5	5
Parks converted to reuse water usage	N/A	2	3
Planning, Design, and Construction			
Capital projects completed	13	18	21
Planning projects completed	5	5	5

* The measure is changing from the number of acres to the number of park sites.

Budget Highlights

	2006	2007	2008	\$	%
	Actual	Appropriated	Recommended	Change	Change
Expenditures					
Personal Services	\$14,089,294	\$15,658,250	\$16,152,955	\$494,705	3.2%
Services and Supplies	5,048,351	4,870,327	5,563,410	693,083	14.2%
Capital Equipment	258,205	271,670	260,600	(11,070)	(4.1%)
Internal Services and Misc.	2,018,386	1,956,536	2,209,635	253,099	12.9%
Budget Savings	<u>0</u>	<u>86,439</u>	<u>0</u>	<u>(86,439)</u>	<u>(100.0%)</u>
	\$21,414,236	\$22,843,222	\$24,186,600	\$1,343,378	5.9%
Administration	\$1,817,642	\$1,645,616	\$1,462,121	(\$183,495)	(11.2%)
District Operation	11,053,213	12,135,940	12,647,926	511,986	4.2%
Natural Resources	5,769,352	6,377,557	7,213,713	836,156	13.1%
Headquarters	1,125,451	987,284	1,014,667	27,383	2.8%
Greenhouse	432,205	485,981	445,146	(40,835)	(8.4%)
Planning, Design, and Construction	<u>1,216,369</u>	<u>1,210,844</u>	<u>1,403,027</u>	<u>192,183</u>	<u>15.9%</u>
	\$21,414,236	\$22,843,222	\$24,186,600	\$1,343,378	5.9%

Budget Highlights	2006 Actual	2007 Appropriated	2008 Recommended	\$ Change	% Change
Personnel Complement					
Administration	6.77	6.00	6.00	0.00	0.0%
District Operation	208.41	226.56	226.92	0.36	0.2%
Natural Resources	38.92	49.28	56.61	7.33	14.9%
Headquarters	14.79	12.00	10.00	(2.00)	(16.7%)
Greenhouse	7.18	7.64	6.66	(0.98)	(12.8%)
Planning, Design, and Construction	<u>15.70</u>	<u>14.00</u>	<u>15.00</u>	<u>1.00</u>	<u>7.1%</u>
	291.77	315.48	321.19	5.71	1.8%
Revenue					
Use Charges	\$683,680	\$616,600	\$847,500	\$230,900	37.4%
Misc. General Government	38,808	0	0	0	0.0%
Licenses and Permits	172,917	143,600	125,000	(18,600)	(13.0%)
Internal Svc & Indirect Charges	0	477,500	477,500	0	0.0%
Charges for Services	<u>227,522</u>	<u>145,000</u>	<u>365,400</u>	<u>220,400</u>	<u>152.0%</u>
	\$1,122,927	\$1,382,700	\$1,815,400	\$432,700	31.3%

Significant Budget Changes

- An increase of \$65,000 and 1.0 FTE in Planning, Design and Construction for the creation of a GIS analyst position to maintain and update the mapping of the parks, parkways, open spaces and mountain parks.
- An increase of \$138,800 and 3.3 FTE in Natural Resources for the maintenance of 873 vacant “orphan” parcels throughout the city. This includes \$99,900 and 1.0 FTE equipment operator position and 2.3 on-call FTE and \$31,000 in supplies and services and \$7,900 in internal services.
- An increase of \$83,700 and 2.2 FTE in District Operations to add one full graffiti abatement crew. This includes \$53,700 and 2.2 on-call FTE and \$5,000 for removal products. The crew will require a pickup truck for \$25,000 that is funded in the Planned Fleet Replacement special revenue fund.
- A net increase of \$91,900 and 3.5 on-call FTE in District Operations for the planting of 51,500 square feet of existing flower beds.
- A decrease of \$48,000 and 2.3 on-call FTE in District Operations for decreased mowing in small parks. This will result in reduced frequency of mowing in parks less than three acres.
- A decrease of \$51,800 and 1.0 FTE in the Greenhouse due to the abolishment of a horticultural worker position. The duties of this position will be allocated to other positions within the agency.
- A decrease of \$54,900 and 1.0 FTE in District Operations due to the abolishment of an equipment operator position. The duties of this position will be absorbed by other staff within the agency.
- An increase of \$58,800 in Administration for previously unbudgeted repair and maintenance costs with Xcel Energy for street lights within parks.

- A net increase of \$451,900 in Natural Resources due to increased water and sewer rates including water fees for additional park acreage that was previously unbudgeted.
- A net increase of \$71,100 in Natural Resources for the purchase of seeds, plants, shrubs and trees.
- A decrease of \$161,200 in Administration due to the elimination of the contract with Denver Botanic Gardens for maintenance of Centennial Gardens. It is expected that the maintenance of Centennial Gardens will be taken over by another entity.
- An increase of \$60,400 in Natural Resources for increased internal service charges for storm water fees to align budget with actual expenditures and an increase of \$182,900 in internal services for increased fleet maintenance and fuel costs.
- An increase of \$345,400 in revenues due to the establishment synthetic turf field fees and new forestry fees.

The budgeted vacancy savings is \$571,901.

Capital Equipment

Funding Source	Quantity	New/Replacement
General Fund		
Miscellaneous Minor Equipment		
Planned Fleet Replacement Fund (11804-5053000)		
Light pickup truck (Ref. no. 08-266)	1	New
Mower (Ref. nos. 08-264 and 08-265)	2	Replacement
Light pickup truck (Ref. no. 08-269)	1	Replacement
Medium pickup trucks (Ref. nos. 08-270, 08-271, 08-272, 08-273, and 08-274)	5	Replacement
Cars (Ref. nos. 08-267 and 08-268)	2	Replacement

Related General Fund Transfers	2006	2007	2008	\$	%
	<u>Actual</u>	<u>Appropriated</u>	<u>Recommended</u>	<u>Change</u>	<u>Change</u>
Expenditures					
Four Mile Historic Park Transfer (01010-9995000)	\$63,100	\$65,300	\$65,300	\$0	0.0

The **Four Mile Historic Park** transfer constitutes the City and County of Denver's direct monetary support for Four Mile Historic Park. No changes are recommended for 2008.

Parks and Planning**01010-7021000**

Special Revenue Fund Projects	2006	2007	2008	2008
	Actual	Estimated	Estimated	FTE
Expenditures				
Four Mile Historic Park	\$144,870	\$103,200	\$103,200	0.0

Program Descriptions

The **Four Mile Historic Park** maintains and operates the Four Mile Historic Museum and grounds located at 715 South Forest Street in Denver. The Park collects, displays, and interprets the history of Denver and the region through the Four Mile Historic House, its reproduced outbuildings, and the land surrounding it. Park staff provides regular public tours as well as special activities including tours for school children, a summer Living History Camp for children, and various special events throughout the year. Revenues to this fund come from a General Fund transfer and from admission fees, special event fees, program fees, facility rentals, and private and governmental grants and donations.

Parks and Recreation–Parks

CSU Cooperative Extension

01010-7024000

Agency Description

Colorado State University (CSU) Cooperative Extension-Denver (Better Place to Live) provides educational programs for Coloradoans in their communities. The Extension programs are supported by local, state, and federal governments.

The Denver County Office provides individual residents and industry/commercial operators with landscape skills training and information on horticulture, waste management and the wise use of pesticides; brokers educational programs in science and technology through the Denver Public Schools Youth Program; and provides a broad, multi-disciplinary nutrition program through the Consumer Resources Department. The program includes education workshops on gerontology, parent education, financial planning, and family inter-relationships.

The CSU Extension program is operated in cooperation with Colorado State University and the U.S. Department of Agriculture. The state and federal governments pay approximately 60 percent of the cost of these programs.

The City provides support for agency space, administration, and 3.0 FTE Career Service employees. CSU reimburses the City for 0.2 FTE.

Mission

To provide research-based educational programs to Denver residents, community agencies and industry/commercial operators so that they can make informed decisions that positively impact their health, their families, and Denver's natural ecosystem.

Recent Accomplishments

- Implemented a new Turf Site Visit Diagnostics project for Denver residents (residential site visitations).
- Increased the number of Master Gardeners (MG) accepted into the MG apprentice program, resulting in the addition of two new MG community projects (Beacon House and Marion Street Plaza-both elderly housing living facilities).
- Implemented the Extension Food and Nutrition Education Program (EFNEP) and the Food Stamp Nutrition Education (FSNE) classes at three recreation centers in Park Hill under the Thriving Communities partner project.

Strategic/Program Objectives

Horticulture/Master Gardener Program

- Increase the number of Master Gardener presentations in Denver Public Schools and increase participation of Master Gardeners in community-wide service projects.
- In keeping with Greenprint Denver objectives, design and implement a public WaterWise demonstration garden at Extension's new location at Harvard Gulch Park.

Youth and 4-H

- Replicate the successful DARE to be You family communication program to new audiences.
- Increase accessibility of Denver 4-H to more underserved Denver communities and families through the establishment of 4-H youth clubs. (Expansion grant was submitted to Daniels Fund to start 100 new clubs over three years.)

Family, Consumer and Nutrition Education

- Continue expansion of the City Wellness Program through Colorado Physical Activity and Nutrition grants.
- Increase participation at nutrition education classes in Park Hill under the Kaiser Permanente Thriving Communities grant.
- Expand the new Food and Nutrition Education Program to new audiences in Denver.

Performance Measures

	2006	2007	2008
	<u>Actual</u>	<u>Estimated</u>	<u>Objective</u>
Horticulture/Master Gardener Program			
Number of client contacts (all venues)	10,520	8,000	12,000
Number of Master Gardener website hits	3.4 million	3.5 million	3.6 million
Youth and 4-H			
Number of youth served	5,282	9,000	9,000
Family, Consumer and Nutrition Education			
Number of client contacts (all venues)	65,050	63,000	65,000

Budget Highlights

	2006	2007	2008	\$	%
	<u>Actual</u>	<u>Appropriated</u>	<u>Recommended</u>	<u>Change</u>	<u>Change</u>
Expenditures					
Personal Services	\$167,637	\$174,224	\$165,982	(\$8,242)	(4.7%)
Services and Supplies	45,910	65,672	73,108	7,436	11.3%
Capital Equipment	0	0	0	0	0.0%
Internal Services and Misc.	7,087	8,104	9,010	906	11.2%
Budget Savings	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.0%</u>
	\$220,635	\$248,000	\$248,100	\$ 100	0.0%
Extension Admin.	\$220,635	\$248,000	\$248,100	\$ 100	0.0%
Personnel Complement					
Extension Admin.	3.06	3.00	3.00	0.00	0.0%

Significant Budget Changes

- A decrease of \$8,000 in personnel due to budgeting two vacant positions at lower steps in their pay grades.
- An increase of \$7,000 in supplies and services, including \$2,500 in professional services due to increased health care costs for contract employees and \$3,500 for increased janitorial costs.

The budgeted vacancy savings is \$1,648.

Capital Equipment

None.

Special Revenue Fund Projects

	2006	2007	2008	2008
	Actual	Estimated	Estimated	FTE
Expenditures				
CSU Extension Donations	\$0	\$5,902	\$5,902	0.2

Program Descriptions

The **CSU Extension Donations** fund supports CSU programs through the use of on-call personnel. Revenues to this fund are donations from Colorado State University.

Parks and Recreation–Parks

Mountain Parks

01010-7022000

Agency Description

The Denver Mountain Parks system (Better Place to Live) consists of approximately 14,130 acres of parkland in Jefferson, Douglas, Clear Creek, and Grand counties. The agency prepares, constructs, and maintains picnic areas within the parks, including 11 permitted sites; maintains 28 miles of roadway and 16.4 miles of marked hiking trails; provides food and care for two Bison herds and one Elk herd, and conducts annual buffalo auctions; repairs and maintains historic shelter houses, parking areas and 15 miles of emergency access forest roads; provides emergency forest fire assistance; maintains water and septic systems; and provides trash collection and graffiti removal in the parks. The Agency facilitates the management of concession sites at Echo Lake Lodge and Pahaska Teepee at Buffalo Bill's Grave and Museum site; assists in the operation of the Chief Hosa Lodge and Campground; coordinates with other City agencies for the management of the Evergreen Golf Course and the Red Rocks Amphitheatre; and assists the Buffalo Bill Museum with construction of display areas and storage facilities.

Mission

Provide a safe and pleasant setting for the citizens of Denver to enjoy the mountains, lakes, streams, forests, wildlife, and other amenities in the Denver Mountain Parks District.

Recent Accomplishments

- Received a Great Outdoors Colorado (GOCO) planning grant to complete a Denver Mountain Park Master Plan.
- Began installation of a fire suppression system at Echo Lake Lodge.
- Began a draft Master Plan for Daniels Park in cooperation with Douglas County.

Strategic/Program Objectives

- Continue work to complete a Master Plan for Denver Mountain Parks with a GOCO Planning Grant.
- Begin improvements at Summit Lake Park through a cooperative agreement with USDA Forest Service.
- Develop historical website information at www.mountainparkshistory.org in conjunction with the Denver Mountain Parks Foundation.
- Complete additional work on historic structures as identified in the needs assessment.
- Improve picnic sites throughout the Mountain Park system.

Mountain Parks

01010-7022000

Budget Highlights	2006	2007	2008	\$	%
	Actual	Appropriated	Recommended	Change	Change
Expenditures					
Personal Services	\$583,835	\$689,164	\$722,399	\$33,235	4.8%
Services and Supplies	132,193	140,490	174,902	34,412	24.5%
Capital Equipment	0	0	0	0	0.0%
Internal Services and Misc.	16,864	16,224	14,699	(1,525)	(9.4%)
Budget Savings	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.0%</u>
	\$732,893	\$845,878	\$912,000	\$66,122	7.8%
Administration	\$732,893	\$845,878	\$912,000	\$66,122	7.8%
Personnel Complement					
Administration	12.42	14.50	15.00	0.50	3.4%
Revenue					
Use Charges	\$17,560	\$20,000	\$19,000	(1,000)	(5.0%)
Misc. General Government	341	0	0	0	0.0%
Charges for Services	<u>15,316</u>	<u>15,000</u>	<u>16,000</u>	<u>1,000</u>	<u>6.7%</u>
	\$33,217	\$35,000	\$35,000	\$0	0.0%

Significant Budget Changes

- An increase of \$9,700 and 0.5 on-call FTE to reflect actual expenditures.
- An increase of \$15,000 in supplies and services due to increased fuel costs.

The budgeted vacancy savings is \$6,393.

Capital Equipment

Funding Source/Item	Quantity	New/Replacement
Planned Fleet Replacement Fund (11804-5053000)		
Pickup truck (Ref. no. 08-275)	1	Replacement

Parks and Recreation—Parks

Buffalo Bill Museum

01010-7025000

Agency Description

The Buffalo Bill Museum (Better Place to Live) preserves and interprets the life and times of "Buffalo Bill" Cody for the benefit of the people of Denver and the many visitors to Denver. The Museum collects and displays western art and artifacts, historical documents, and memorabilia relating to the life of "Buffalo Bill" Cody and provides security for the Museum facility. The Museum is located on Lookout Mountain and maintains the Cody gravesite and related structures in Lookout Mountain Park.

Mission

To preserve the memory of William F. "Buffalo Bill" Cody, interpret artifacts associated with "Buffalo Bill" Cody's life and times, and record Cody's ongoing influence on American culture.

Recent Accomplishments

- According to a Denver Metro Convention and Visitors Bureau survey, Buffalo Bill Museum and Grave site is the sixth most popular paid tourist attraction in the Denver metro area.
- In late 2006 the Museum received a grant from the Institute for Museum and Library Services for \$64,000 to photograph and create a computerized catalog of the three dimensional artifacts in the collection. This grant is based upon project merit and institutional excellence.
- "Buffalo Bill Presents...A Living Canvas of the West", a living historical program linked to the opening of the new Hamilton Wing of the Denver Art Museum, was attended by over 600 visitors.
- The Museum completed a two-year project involving creating a computerized catalog, with digital images and searchable text files, of 1,689 archival documents and 524 pieces of fine art.
- The Museum assisted over 100 researchers in 2006, including supplying digital images of Buffalo Bill Wild West posters that were used in creation of a postage stamp by the Republic of Georgia.

Strategic/Program Objectives

- Continue to create a computer catalog for digital photographs of 750 three-dimensional artifacts in the collection.
- Install a temporary exhibit about the roots and contemporary expressions of Western style, including rustic furniture, Southwestern pottery and rugs, saddles, silver jewelry, hats, boots, shirts and fine art.
- Install a new permanent exhibit about Buffalo Bill's funeral and burial on Lookout Mountain.
- Maintain steady growth in visitation to special events, such as the Buffalo Bill Birthday celebration in February and the Mountain Melodies Music Festival in August.
- Continue to create a Master Plan for the Buffalo Bill Museum and Grave site.

Buffalo Bill Museum

01010-7025000

Performance Measures

	2006	2007	2008
	<u>Actual</u>	<u>Estimated</u>	<u>Objective</u>
New collections acquired	27	50	50
Museum attendance	62,832	62,000	63,000
Museum admissions revenue	\$134,013	\$137,000	\$140,000

Budget Highlights

	2006	2007	2008	\$	%
	<u>Actual</u>	<u>Appropriated</u>	<u>Recommended</u>	<u>Change</u>	<u>Change</u>
Expenditures					
Personal Services	\$255,125	\$279,118	\$290,721	\$11,603	4.2%
Services and Supplies	6,118	6,638	13,849	7,211	108.6%
Capital Equipment	0	0	0	0	0.0%
Internal Services and Misc.	9,928	10,644	10,630	(14)	(0.1%)
Budget Savings	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.0%</u>
Administration	\$271,172	\$296,400	\$315,200	\$18,800	6.3%
Personnel Complement					
Administration	3.96	4.50	4.50	0.00	0.0%
Revenue					
Use Charges	\$133,342	\$137,000	\$140,000	\$3,000	2.2%
Misc. General Government	<u>(78)</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.0%</u>
	\$133,264	\$137,000	\$140,000	\$3,000	2.2%

Significant Budget Changes

- An increase of \$7,200 in services and supplies due to expenses being transferred from the Lookout Mountain Special Revenue Fund, where they have been temporarily budgeted.

The budgeted vacancy savings is \$2,883.

Capital Equipment

None.

Parks and Recreation

Golf Enterprise Fund

79100-7029000

Agency Description

The Golf Enterprise Fund (Better Place to Live) operates and maintains the City's five 18-hole golf courses, one 27-hole golf complex, two 9-hole par-3 courses, one 18-hole miniature golf course and driving range, and three pro shops at seven golf course locations. It also negotiates and manages the associated concession contracts. Greens fees, concession fees and pro shop revenues fund the City's golf operations.

Administration provides personnel, accounting, payroll, and purchasing services. It also provides concession contract monitoring, marketing, customer relations services, and tournament scheduling.

City Park and Wellshire Golf Courses perform grounds maintenance and nightly watering functions and provide starters and rangers for the golf courses. They also provide a golf range and professional golf shop, as well as pull and motorized cart rental services.

Evergreen Golf Course – operations at this golf course are managed privately.

Harvard Gulch, J.F. Kennedy, and Overland Golf Courses perform grounds maintenance and nightly watering functions and provide starters and rangers for the golf courses.

Willis Case Golf Course performs grounds maintenance and nightly watering functions and provides starters and rangers for the golf course. It also provides pull and motorized golf cart rentals and a professional golf shop.

Junior Golf provides fundamental golf skills development to approximately 1,700 inner city youth, ages 5–17. It also works with 17 Denver Public Schools to assist youths with life skills and academic improvement through golf.

Aqua Golf performs general maintenance functions and provides a golf practice range, professional golf shop, and limited food and beverage services.

Mission

To provide the best possible facilities and playing conditions for the most golfers within the funding available.

Strategic/Program Objectives

- Continue developing standard operating procedures for golf operations.
- Complete construction of the new Aqua Golf course and the irrigation improvement projects at Kennedy, Willis Case and Overland Golf Courses and begin construction on a new clubhouse at Willis Case.
- Increase revenue at golf courses by offering more options to all golfers.
- Increase participation in all golf programs.

Performance Measures

	2006	2007	2008
	Actual	Estimated	Objective
Agency-wide			
Green fee revenue	\$5,700,850	\$6,011,700	\$6,560,702
Rounds of golf	344,700	350,000	340,000

Golf Enterprise Fund

79100-7029000

Budget Highlights	2006	2007	2008	\$	%
	<u>Actual</u>	<u>Appropriated</u>	<u>Recommended</u>	<u>Change</u>	<u>Change</u>
Expenditures					
Personal Services	\$4,078,712	\$4,562,154	\$4,866,026	\$303,872	6.7%
Services and Supplies	2,014,950	2,540,374	2,227,716	(312,658)	(12.3%)
Capital Equipment	346,703	506,213	601,519	95,306	18.8%
Internal Services and Misc.	1,765,882	1,454,959	1,442,839	(12,120)	(0.8%)
Budget Savings	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.0%</u>
	\$8,206,249	\$9,063,700	\$9,138,100	\$74,400	0.8%
Administration	\$2,262,101	\$2,522,023	\$2,239,091	(\$282,932)	(11.2%)
City Park	1,191,097	1,256,275	1,357,347	101,072	8.0%
Evergreen	1,950	0	0	0	0.0%
Harvard Gulch	235,170	262,746	236,369	(26,377)	(10.0%)
Kennedy	1,262,067	1,434,229	1,365,434	(68,795)	(4.8%)
Overland	800,773	865,348	865,857	509	0.1%
Wellshire	1,324,975	1,378,574	1,507,031	128,457	9.3%
Willis Case	1,031,793	894,055	1,130,704	236,649	26.5%
Junior Golf	96,320	132,625	195,240	62,615	47.2%
Aqua Golf	<u>0</u>	<u>317,825</u>	<u>241,027</u>	<u>(76,798)</u>	<u>(24.2%)</u>
	\$8,206,249	\$9,063,700	\$9,138,100	\$74,400	0.8%
Personnel Complement					
Administration	5.29	7.80	9.21	1.41	18.1%
City Park	19.07	18.60	20.60	2.00	10.8%
Harvard Gulch	2.70	5.50	4.79	(0.71)	(12.9%)
Kennedy	15.21	24.40	22.56	(1.84)	(7.5%)
Overland	8.87	14.90	13.16	(1.74)	(11.7%)
Wellshire	21.26	21.80	22.24	0.44	2.0%
Willis Case	18.39	17.00	18.31	1.31	7.7%
Junior Golf	0.69	2.00	3.33	1.33	66.5%
Aqua Golf	<u>0.00</u>	<u>3.50</u>	<u>4.62</u>	<u>1.12</u>	<u>32.0%</u>
	91.48	115.50	118.82	3.32	2.9%
Revenue					
Use Charges	\$8,011,942	\$8,447,100	\$9,068,400	\$621,300	7.4%
Misc. General Government	367,353	0	58,900	58,900	0.0%
Investment Service	(2,392)	0	0	0	0.0%
Internal Svc & Indirect Charges	272	0	0	0	0.0%
Interest Income	117,432	59,500	75,000	15,500	26.1%
Fees	50,966	0	0	0	0.0%
Charges for Services	<u>(8,949)</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.0%</u>
	\$8,536,624	\$8,506,600	\$9,202,300	\$695,700	8.2%

Significant Budget Changes

- A net increase of \$144,700 and 3.3 FTE including a decrease of 2.0 permanent FTE due to the abolishment of a crew supervisor position and a golf starter/ranger position and an increase of 2.0 permanent FTE due to the creation of a marketing representative position and a tree trimmer position and an increase of 3.3 on-call FTE.

- A decrease of \$263,600 in supplies and services to reflect actual expenditures.
- An increase in capital equipment of \$95,300 due to increased equipment replacement needs in 2008.
- A decrease of \$5,800 in internal services due to decreased workers compensations costs.
- An increase of \$695,700 in revenues due to an expected increase in golf fees.

No vacancy savings is budgeted for 2007.

Capital Improvements

Golf Bond Payment (79310-7029000)

\$682,500

Capital Equipment

Item	Quantity	New/Replacement
Stake Bed Trucks (Ref. nos. 08-279 and 08-281)	2	Replacement
Pick-up Trucks (Ref. nos. 08-276 thru 08-278 and 08-280)	4	Replacement
Fairway Mower	2	Replacement
Rough Mower	1	Replacement
Rough Mower	1	New
Miscellaneous Minor Equipment		

Parks and Recreation

Golf Enterprise Fund

79100-7029000

Statement of Changes in Net Assets

(\$ in thousands)

	2006	2007	2008
	Actual	Estimated	Recommended
Assets			
Current Assets			
Cash and cash equivalents	\$4,326	\$4,628	\$3,879
Receivables:			
Accounts	51	55	58
Accrued Interest	50	60	49
Inventories	147	157	155
Restricted Assets:			
Cash and cash equivalents	6,480	6,110	0
Total Current Assets	\$11,054	\$11,010	\$4,141
Capital Assets			
Land and land rights	\$1,131	\$1,131	\$1,131
Buildings	8,410	8,410	11,200
Improvements other than buildings	8,425	8,607	12,642
Machinery and equipment	3,841	4,347	4,949
(Accumulated depreciation)	(14,479)	(15,119)	(15,759)
Net Capital Assets	\$7,328	\$7,376	\$14,163
Bond issue costs and other assets	\$250	\$215	\$182
Total Assets	\$18,632	\$18,601	\$18,486
Liabilities			
Current Liabilities			
Vouchers payable	\$225	\$235	\$298
Accrued liabilities	162	182	206
Compensated Absences	122	132	180
Bonds Payable, current portion	0	0	0
Advances	2	2	0
Interfund payable	384	385	486
Revenue bonds payable	360	370	385
Total Current Liabilities	\$1,255	\$1,306	\$1,555
Noncurrent Liabilities			
Revenue bonds payable	\$6,480	\$6,110	\$5,725
Unamortized premiums	69	59	50
Other accrued liabilities	396	406	408
Total Noncurrent Liabilities	6,945	6,575	6,183
Total Liabilities	\$8,200	\$7,881	\$7,738
Net Assets			
Invested in capital assets, net of related debt	\$7,328	\$7,328	\$8,053
Unrestricted	3,104	3,392	2,695
Total Net Assets	\$10,432	\$10,720	\$10,748

Parks and Recreation

Golf Enterprise Fund

79100-7029000

Statement of Revenues, Expenses and Changes in Net Assets

(\$ in thousands)

	2006	2007	2008
	Actual	Estimated	Recommended
Operating Revenues			
Charges for Services	\$8,055	\$8,443	\$9,125
Other revenue	(2)	4	2
Total Operating Revenues	\$8,053	\$8,447	\$9,127
Operating Expenses			
Personal services	\$4,079	\$4,562	\$4,865
Contractual services	660	680	710
Supplies and materials	810	840	910
Depreciation	649	640	640
Other operating expenses	1,876	1,497	2,049
Total Operating Expenses	\$8,074	\$8,219	\$9,174
Operating Income (Loss)	(\$21)	\$228	(\$47)
Nonoperating Revenues (Expenses)			
Investment and interest income	\$319	\$371	\$373
Interest expense	(259)	(311)	(298)
Total	\$60	\$60	\$75
Income (Loss) Before Operating Transfers	39	288	28
Change in Net Assets	\$39	\$288	\$28
Net Assets, January 1	\$10,393	\$10,432	\$10,720
Net Assets, December 31	\$10,432	\$10,720	\$10,748

Parks and Recreation

Golf Enterprise Fund

79100-7029000

Statement of Cash Flows

(\$ in thousands)

	2006	2007	2008
	Actual	Estimated	Recommended
Cash Flow From Operating Activities			
Receipts from customers	\$8,071	\$8,439	\$9,122
Payments to suppliers	(2,926)	(3,012)	(3,501)
Payments to employees	(4,087)	(4,522)	(4,791)
Other receipts (payments)			
Net cash provided (used) by operating activities	\$1,058	\$905	\$830
Cash Flow From Capital Financing Activities			
Acquisition of capital fixed assets	\$0	(\$182)	(\$6,825)
Proceeds from capital debt	6,910	0	0
Principal paid on capital debt		(360)	(370)
Bond issue costs	(250)	35	33
Interest paid on capital debt	(259)	(321)	(309)
Acquisition of capital equipment	(370)	(506)	(602)
Net cash provided (used) by capital and related financ	\$6,031	(\$1,334)	(\$8,073)
Cash Flow From Investing Activities			
Interest received	290	361	384
Net increase (decrease) in cash and cash equivalents	\$7,379	(\$68)	(\$6,859)
Cash and cash equivalents - January 1	3,427	10,806	10,738
Cash and cash equivalents - December 31	\$10,806	\$10,738	\$3,879
Reconciliation of Operating Income (Loss) to Net Cash			
Provided (Used) by Operating Activities			
Operating Income (loss)	(\$21)	\$228	(\$47)
Adjustments to reconcile operating income to net cash			
Depreciation	649	640	640
Accounts Receivable	16	(4)	(3)
Inventories	(1)	(10)	2
Vouchers Payable	111	10	63
Accrued Liabilities	(8)	40	74
Interfund Payable	312	1	101
Net cash provided (used) by operating activities	\$1,058	\$905	\$830

Cultural Facilities Summary

Agency	2006 Actual	2007 Appropriated	2008 Recommended
General Fund			
Denver Public Library	\$28,662,441	\$29,910,900	\$31,396,600
Denver Art Museum Transfer	1,360,400	1,409,500	1,437,700
Museum of Nature and Science Transfer	1,028,900	1,066,400	1,087,700
Botanic Gardens Transfer	986,000	1,020,600	1,046,100
Zoological Gardens Transfer	1,507,900	1,638,000	1,762,800
Municipal Band Transfer	43,200	44,800	47,300
Total	<u>\$33,588,841</u>	<u>\$35,090,200</u>	<u>\$36,778,200</u>
Expenditures			
Personal Services	\$21,254,901	\$22,808,590	\$24,155,571
Services and Supplies	6,938,457	6,664,157	6,646,773
Capital Expenditures	131,520	102,270	195,562
Internal Services & Misc.	5,263,963	5,515,183	5,780,294
Budget Savings	0	0	0
Total General Fund	<u>\$33,588,841</u>	<u>\$35,090,200</u>	<u>\$36,778,200</u>
Special Revenue Funds			
Culture and Recreation	<u>\$25,311,710</u>	<u>\$12,727,844</u>	<u>\$11,866,413</u>
Expenditures			
Personal Services	\$7,164,703	\$7,736,214	\$7,703,159
Services and Supplies	18,097,160	4,682,213	3,938,367
Capital Expenditures	22,297	0	0
Internal Services & Misc.	27,550	309,417	224,887
Total Special Revenue Funds	<u>\$25,311,710</u>	<u>\$12,727,844</u>	<u>\$11,866,413</u>
Personnel Complement			
General Fund	342.2	446.5	457.8
Special Revenue Funds	151.0	118.0	105.0
Total Personnel Complement	<u>493.2</u>	<u>564.5</u>	<u>562.8</u>
Capital Improvements			
Capital Improvement Funds			\$250,000
Bond Project Funds			225,000
Total Capital Improvements			<u>\$475,000</u>

Cultural Facilities

Denver Public Library

01010-0801000

Agency Description

The Denver Public Library provides information, education, and cultural enrichment services; maintains a collection of over four million books, periodicals, government publications, and materials; provides professional reference and research services and maintains the public computer network at the Central Library, 22 branch libraries, and a Bookmobile; and participates in loan services with libraries worldwide.

Denver Public Library activities are governed by the Library Commission under the provisions of City Charter sections A14.6 through A14.11. The Commission consists of eight commissioners appointed by the Mayor, serving without compensation.

Administration and Support (Live within Our Means) manages the financial development and administrative functions of the Denver Public Library; recruits and trains its personnel; develops long range strategic planning in conjunction with other public and private entities; and provides building maintenance and security.

Public Services (Better Place to Live) provides access to the Denver community's largest reference and research center, including the world renowned Western History and Genealogy Department, and provides popular and general books and audiovisual materials for circulation through the downtown Central Library and 22 branch libraries. All locations provide Story times for children and selected locations have special after school programs or programs for families. Cultural and life skills programs for adults including GED and English Language Acquisition (ELA) are offered at selected locations. Library staff visits schools and early childhood education centers to promote reading through the Read Aloud program and the Summer Reading program.

Collection and Technology Services (Customer Service) selects and catalogs books, audiovisual materials and online resources for adults and children for the Denver Public Library system. It develops and maintains the Library's web sites, manages the network in each of the 23 locations, administers the mainframe and servers providing library applications, and provides public access to computers in all locations.

Community Relations (Customer Service) educates and informs the public of library services, resources, and programs. It supports the work of the library by providing marketing, marketing research, public relations, publication design, and promotions. This department also works in conjunction with the Denver Public Library Friends Foundation (DPLFF) to develop the Library's private fundraising efforts.

Mission

The Denver Public Library connects people with information, ideas and experiences to provide enjoyment, enrich lives and strengthen our community.

Outcomes

- Provide adults with opportunities to continue learning throughout life.
- Ensure that Denver children enter school ready to succeed.
- Improve academic achievement of Denver Public School students through summer reading and learning opportunities.
- Support efforts of non-English speaking individuals to learn English.

- DPL customers use Denverlibrary.org to find the information they need when they need it.
- Increase private support for the Library.

Outcome Measures	2006 Actual	2007 Estimated	2008 Objective
Customers report satisfaction with collections, programs and services	83%	85%	87%
Customers who engage in a reference or research interaction with staff report the information received was useful	88%	88%	90%
Parent and caregivers of young children attending library story times report the amount of time they read with their children increased	37%	42%	44%
<i>Read Aloud Program</i> classroom teachers report increased exposure to books, preschooler's progress in listening/understanding skills and improvement in book knowledge	<i>No comparative annual data</i>		
Youth registered for Summer of Reading report they read more during the summer	62%	67%	69%
Spanish language class participants strongly agree they increased their English skills	40%	45%	47%
Customers will demonstrate increased usability of the Research Resources section of denverlibrary.org	N/A	50%	60%
Customers will report that they found what they wanted on deverlibrary.org	90%	92%	93%
Corporate support of events, programs and services	\$450,135	\$472,642	\$496,274

Recent Accomplishments

- Achieved the 2006 Incentive Plan. Increased number of programs to children from 7,863 in 2005 to 9,149 in 2006, an increase of 16 percent. Also increased attendance at children's programs during the same time period from 160,980 to 210,777 or 31 percent.
- Participated with Greenprint Denver in a very successful green series of adult and children's programs.
- In collaboration with the Denver Quality After-School Coalition, the Library participated in the Denver– Camp at Morey Middle School.
- Conducted extensive needs analysis and developed a comprehensive document for the Infrastructure Task Force.
- Received a three-year, \$960,000 Institute of Museum and Library Services grant to provide services to Spanish speaking residents.

- Fresh City Life and Western History collaborated to create the Jack Kerouac Weekend Celebration: a memorable weekend for over 1,400 individuals including the *On the Road* Scroll exhibit, a film screening, opening ceremonies, a jazz concert and an urban hike.
- Acquired the Corky Gonzales papers as part of the growing Historical Collection of the Western History Department.

Strategic/Program Objectives

- Provide reference services and materials for customers.
- Deliver popular interest materials.
- Support family learning activities and children's academic achievement.
- Provide learning experiences and enriching environments for children.
- Provide experiences to increase children's readiness to enter kindergarten.
- Provide adult cultural programs and City-wide literary events.
- Enrich lives and increase information literacy through access to information.
- Be good stewards of the taxpayers' dollars.

Performance Measures

	2006	2007	2008
	<u>Actual</u>	<u>Estimated</u>	<u>Objective</u>
Reference interviews	902,494	850,000	850,000
Circulation	9,244,353	9,400,000	9,500,000
Online transactions	37,714,559	40,000,000	45,000,000
Attendance at Adult programs	30,702	31,316	31,942
Attendance at Children & Teen Programs	101,861	103,898	105,975
Summer of Reading participation	27,511	28,886	29,464
Percentage of Denver citizens with active library cards	68%	69%	70%
General Fund materials expenditures per capita	\$7.21	\$7.59	\$7.89
Door counts	3,762,490	4,000,000	4,000,000

Budget Highlights

	2006	2007	2008	\$	%
	<u>Actual</u>	<u>Appropriated</u>	<u>Recommended</u>	<u>Change</u>	<u>Change</u>
Expenditures					
Personal Services	\$21,254,900	\$22,808,590	\$24,155,571	\$1,346,981	5.9%
Services and Supplies	6,938,457	6,664,157	6,646,773	(17,384)	(0.3%)
Capital Equipment	131,520	102,270	195,562	93,292	91.2%
Internal Services and Misc.	337,563	335,883	398,694	62,811	18.7%
Budget Savings	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.0%</u>
	\$28,662,441	\$29,910,900	\$31,396,600	\$1,485,700	5.0%

Budget Highlights	2006	2007	2008	\$	%
	<u>Actual</u>	<u>Appropriated</u>	<u>Recommended</u>	<u>Change</u>	<u>Change</u>
Library Administration	\$6,345,383	\$6,354,933	\$7,225,359	\$870,426	13.7%
Public Services	15,480,355	14,413,397	16,863,718	2,450,321	17.0%
Collection and Technology Services	6,414,871	8,689,132	6,785,655	(1,903,477)	(21.9%)
Community Relations	420,698	453,438	521,868	68,430	15.1%
Technical Support	<u>1,132</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0.0%</u>
	\$28,662,441	\$29,910,900	\$31,396,600	\$1,485,700	5.0%
Personnel Complement					
Library Administration	91.22	98.50	106.11	7.61	7.7%
Public Services	196.36	287.75	320.03	32.28	11.2%
Collection and Technology Services	54.35	54.00	25.11	(28.89)	(53.5%)
Community Relations	<u>0.27</u>	<u>6.25</u>	<u>6.50</u>	<u>0.25</u>	<u>4.0%</u>
	342.20	446.50	457.75	11.25	2.5%
Revenue					
Use Charges	\$96	\$0	\$0	\$0	0.0%
Misc. General Government	(407)	0	0	0	0.0%
Internal Svc & Indirect Charges	3,443	0	0	0	0.0%
Fines and Forfeits	<u>746,053</u>	<u>750,000</u>	<u>750,000</u>	<u>0</u>	<u>0.0%</u>
	\$749,185	\$750,000	\$750,000	\$0	0.0%

Significant Budget Changes

- An increase of \$711,900 and 13.0 FTE to add two eight-hour days at four branch libraries and one eight-hour day at two branch libraries focused on children's programming and increasing after-school programming at these six libraries. This includes \$551,900 in personal services and \$160,000 for library books and other materials.
- An increase of \$58,200 to fund higher than expected bilingual pay expenditures.
- A reduction of \$49,700 and 1.75 FTE in on-call budget. Lowered staffing levels, primarily among shelvers, will result in longer cycle times in reshelving books.
- A decrease of \$65,500 for carpeting in branch libraries. As a result, one branch library, rather than the previous four, will be re-carpeted each year.
- A net decrease of \$206,800 in books and periodicals resulting in a decline of new materials purchased for adult and children's collections.
- An increase of \$99,600 in supplies and services primarily due to increased costs of binding services, copy equipment and janitorial services.

- An increase of \$93,300 in capital equipment due to increased equipment replacement needs in 2008.
- An increase of \$62,800 in internal services due to increased workers compensation costs and increased vehicle maintenance costs.

The budgeted vacancy savings is \$940,167.

Capital Equipment

Miscellaneous Minor Equipment

Special Revenue Fund Projects	2006	2007	2008	2008
	Actual	Estimated	Estimated	FTE
Expenditures				
DPL Special Trust Fund	\$2,188,095	\$2,289,005	\$2,403,455	14.0
Librarians for the 21 st Century	163,675	389,185	116,200	0.0
Tu Biblioteca Hoy/Your Library Today	3,345	486,400	258,838	0.0
Capital Campaign Contributions	220	0	0	0.0
Architectural Collection Archive	26,317	0	0	0.0
Access/Archival History of the West	18,753	0	0	0.0
Services to Limited English Populations	<u>29,050</u>	<u>0</u>	<u>0</u>	<u>0.0</u>
Total	\$2,429,454	\$3,164,590	\$2,778,493	14.0

Program Descriptions

The **Denver Public Library Special Trust Fund** supports various collections and activities relating to library services. Activities include acquisition and restoration of artifacts donated to the Western History Collection; collection of overdue library fees and fines through the City Attorney's Office; provision of additional staffing for the summer youth reading program; grant writing assistance to obtain private and government funding; and purchase of books and supplies for the library. Revenues to this fund are private donations, contributions, book sales, patent searches, photocopies, fees, and meeting room rentals.

The **Librarians for the 21st Century** program works to recruit and educate the next generation of librarians; to develop library leaders; to encourage high school and college students to consider careers in libraries; and to assist in the professional development of librarians and library staff. The program focuses on recruiting and educating librarians with the appropriate skills to meet the needs of the communities they serve. Revenue to this fund is a grant from the Institute of Museum and Library Services.

Tu Biblioteca Hoy/Your Library Today is an Institute of Museum and Library Services (IMLS) funded grant in the amount of \$960,000 for the next three years. The grant allows DPL to invest in laptop computer labs at seven branches and provide enhanced English acquisition, GED and life skills programs for adult learners. DPL is partnering with Denver Art Museum and Museo de las Americas to enhance the literary and cultural programs for children that run concurrently with the adult programs.

Cultural Facilities

Denver Art Museum Transfer

01010-9991000

Related General Fund Transfers	2006	2007	2008	\$	%
	<u>Actual</u>	<u>Appropriated</u>	<u>Recommended</u>	<u>Change</u>	<u>Change</u>
Expenditures					
Denver Art Museum Transfer (01010-9991000)	\$1,360,400	\$1,409,500	\$1,437,700	\$28,200	2.0%

The **Denver Art Museum Transfer** (Better Place To Live) from the General Fund is the City and County of Denver's direct monetary support to the Art Museum. An increase of \$28,200 is recommended due to increased utility costs.

Special Revenue Fund Projects	2006	2007	2008	2008
	<u>Actual</u>	<u>Estimated</u>	<u>Estimated</u>	<u>FTE</u>
Expenditures				
Art Museum	\$1,311,238	\$1,474,254	\$1,438,000	12.0
Art Museum Donations	\$14,670,587	\$900,000	\$388,562	0.0

Total

Program Descriptions

The **Denver Art Museum** strives to enrich the lives of present and future generations through the acquisition, presentation, and preservation of works of art, supported by exemplary scholarship and public programs related both to its permanent collections and to temporary exhibitions presented by the Museum. The Denver Art Museum provides accessible and diverse recreational and cultural opportunities to Denver residents. Revenues to this fund are from a City General Fund transfer, admission fees, concession commissions, and membership dues as well as private donations and contributions.

The **Art Museum Donations** program pays for furniture, fixtures, equipment and other items related to the expansion of the Art Museum. Revenue to this fund comes from private donations.

Cultural Facilities

Museum of Nature and Science Transfer

01010-9992000

Related General Fund Transfers	2006	2007	2008	\$	%
	<u>Actual</u>	<u>Appropriated</u>	<u>Recommended</u>	<u>Change</u>	<u>Change</u>
Expenditures					
Museum of Nature and Science Transfer (01010-9992000)	\$1,028,900	\$1,066,400	\$1,087,700	\$21,300	2.0%

The **Museum of Nature and Science Transfer** (Better Place to Live) from the General Fund is the City and County of Denver's direct monetary support to the Museum of Nature and Science. An increase of \$21,300 is recommended due to increased utility costs.

Special Revenue Fund Projects	2006	2007	2008	2008
	<u>Actual</u>	<u>Estimated</u>	<u>Estimated</u>	<u>FTE</u>
Expenditures				
Museum of Nature and Science	\$1,032,976	\$1,066,400	\$1,087,728	0.0

Program Descriptions

The **Museum of Nature and Science** collects, preserves, and exhibits natural history objects. It also operates the Gates Planetarium and the IMAX Theater and offers lectures and educational tours. Revenues to this fund are from a City General Fund transfer as well as private donations and contributions.

Cultural Facilities

Botanic Gardens Transfer

01010-9993000

Related General Fund Transfers	2006	2007	2008	\$	%
	Actual	Appropriated	Recommended	Change	Change
Expenditures					
Botanic Gardens Transfer (01010-9993000)	\$986,000	\$1,020,600	\$1,046,100	\$25,500	2.5%

The **Botanic Gardens Transfer** (Better Place to Live) from the General Fund is the City and County of Denver's direct monetary support to the Botanic Gardens. An increase of \$25,500 is recommended due to increased utility costs.

Special Revenue Fund Projects	2006	2007	2008	2008
	Actual	Estimated	Estimated	FTE
Expenditures				
Botanic Gardens	\$890,489	\$1,020,600	\$1,046,115	0.0

Program Descriptions

The **Botanic Gardens** maintains and displays a permanent collection of tropical, semi-tropical and herbaceous plants. It strives to connect people with plants, especially plants from the Rocky Mountain region and similar regions around the world, providing delight and enlightenment to everyone. The Botanic Gardens provide a complete and unique garden experience to the community. Revenues to this fund are from a City General Fund transfer as well as admission and rental fees.

Cultural Facilities

Zoological Gardens Transfer

01010-9994000

Related General Fund Transfers	2006	2007	2008	\$	%
	<u>Actual</u>	<u>Appropriated</u>	<u>Recommended</u>	<u>Change</u>	<u>Change</u>
Expenditures					
Zoological Gardens Transfer (01010-9994000)	\$1,507,900	\$1,638,000	\$1,762,800	\$124,800	7.6%

The **Zoological Gardens Transfer** (Better Place to Live) from the General Fund is the City and County of Denver's direct monetary support to the Denver Zoo. An increase of \$124,800 is recommended due to increased utility costs.

Special Revenue Fund Projects	2006	2007	2008	2008
	<u>Actual</u>	<u>Estimated</u>	<u>Estimated</u>	<u>FTE</u>
Expenditures				
Zoological Gardens	\$4,976,966	\$5,102,0000	\$5,102,000	79.0

Program Descriptions

The **Zoological Gardens** provides a modern zoological park for the residents of Denver and the surrounding region. It also conducts recreation, education, conservation, and research programs. Revenues to this fund are from a City General Fund transfer, admission fees, and concession commissions.

Cultural Facilities

Denver Municipal Band Transfer

01010-9996000

Related General Fund Transfers	2006	2007	2008	\$	%
	<u>Actual</u>	<u>Appropriated</u>	<u>Recommended</u>	<u>Change</u>	<u>Change</u>
Expenditures					
Denver Municipal Band Transfer (01010-9996000)	\$43,200	\$44,800	\$47,300	\$2,500	5.5%

The **Municipal Band Transfer** (Better Place to Live) from the General Fund is the City and County of Denver's direct monetary support to the Denver Municipal Band. An increase of \$2,500 is recommended due to increased costs.

Special Revenue Fund Projects	2006	2007	2008	2008
	<u>Actual</u>	<u>Estimated</u>	<u>Estimated</u>	<u>FTE</u>
Expenditures				
Municipal Band	\$43,200	\$44,800	\$47,300	0.0

Program Descriptions

The **Municipal Band** performs 15 free musical concerts in Denver parks during the summer. Expenditures are for supplies, materials, repairs, utilities and security associated with the performances by the band. Revenues to this fund are from a City General Fund transfer, private donations, and contributions.