

# MAYOR'S 2023 BUDGET

City and County of Denver



OCTOBER DRAFT - PROPOSED BUDGET



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**Mayor's Proposed 2023 Budget**

**October Draft**

**Michael B. Hancock, Mayor**



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City and County of Denver  
Colorado**

For the Fiscal Year Beginning

**January 01, 2022**

*Christopher P. Morill*

**Executive Director**



**Mayor's 2023 Budget  
For the Fiscal Year Ending  
December 31, 2023**



**Michael B. Hancock, Mayor**

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Adam Phipps	Executive Director of Transportation & Infrastructure
Allegra "Happy" Haynes	Executive Director of Parks and Recreation & Deputy Mayor
Phil Washington	Chief Executive Officer of the Denver International Airport
Bob McDonald	Public Health Administrator of Public Health and Environment
Jay Morein	Executive Director of Human Services
Kristin Bronson	City Attorney
Armando Saldate	Executive Director of Public Safety
Molly Duplechian	Executive Director of Excise and Licenses

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**Clerk and Recorder**

Paul López

**District Attorney**

Beth McCann

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**Candi CdeBaca**  
Council District 9



**Chris Hinds**  
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**Stacie Gilmore,**  
Council District 11



**Robin Kniech**  
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# Introduction

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*Michael B. Hancock*  
Mayor



*City and County of Denver*

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September 14, 2022

City Council members, City Employees and Residents of Denver:

When I released my first budget as Mayor more than a decade ago, Denver was facing the global economic crisis of the Great Recession. Our economy was challenged, the city's budget was hobbled by a structural deficit, and businesses, homeowners and residents were deeply worried about their future. Amid those challenges, we rebuilt our economy, eliminated the budget imbalance, and reinvested in our people and our neighborhoods. We didn't just come back – we came roaring back.

We face similar economic uncertainties today in the aftermath of the COVID-19 pandemic and with record inflation sending the cost of everyday goods soaring for our residents and businesses. We're rebuilding yet again, with a renewed sense of purpose about who we want to be as a city. Our recovery is strong, we're moving forward and there is reason for optimism about the future. Thanks to sound financial management, increased investment from Washington, D.C., and better than expected 2022 revenue, we are taking bold steps to build an economy that works for everyone, with our eyes set firmly on a city built on justice.

I'm proud to present my 2023 budget to the people of Denver and to City Council – a fiscally sound and responsible plan rooted in equity and inclusion that will support our city's continued recovery while also investing in programs and services that will have generational impacts. This proposed budget presents historic investments to resolve homelessness, increase our stock of affordable housing, reduce crime, and address the community's behavioral health needs, particularly the drug-overdose crisis plaguing our streets. The budget also prioritizes the reinvigoration of downtown.

## **Housing Stability and Homelessness Resolution**

Since I took office in 2011, we've rehoused more than 13,000 of our homeless neighbors. We've created or preserved nearly 9,000 affordable homes and delivered hundreds of permanent supportive housing units. My 2023 budget prioritizes continued investment in proven programs and services, while also making catalytic investments to provide more people the opportunity to achieve housing stability and more pathways to homeownership for more families. My budget will invest around \$254 million in 2023 to support affordable housing and resolve episodes of homelessness, including more than \$77.7 million in American Rescue Plan Act (ARPA) funding, \$48.9 million from the Homelessness Resolution Fund, and \$46.7 million from the Affordable Housing Fund.



## **Housing Justice**

As I announced in my State of the City Address in July, through the city's ARPA allocation, I am proposing \$20 million in this budget for down payment assistance to address the homeownership gap between white families and those of color, and help more families impacted by harmful historic practices like redlining to purchase a home. A portion of these funds are to create more affordable homeownership units in Denver.

## **Encampment Decommissioning and Other Homelessness Resolution Supports**

My 2023 Budget proposes more than \$10 million from the Homelessness Resolution Fund to increase family shelter capacity, \$23.25 million from ARPA for the acquisition of hotel properties for encampment decommissioning, housing navigation, and safe parking/vehicle support, and \$20 million, with the intent to leverage State dollars, to acquire additional hotels to convert to supportive housing. By using hotels and other properties as temporary bridges to something more permanent, we can do a better job moving people off the streets and into stable housing, and not just down the street to another encampment.

I am proposing \$7.8 million for the continuation of Safe Outdoor Sites and \$600,000 for expanded Safe Parking supports from ARPA to support those experiencing unsheltered homelessness. From our Homelessness Resolution Fund, I am also proposing to support highly skilled case managers to tackle the most complex behavioral health challenges on our streets and on-call shelter and women's shelter overflow support. We will also continue to fund rehousing strategies, including housing vouchers, wraparound services and programs to prevent people from experiencing homelessness for the first time, including eviction assistance and rental and utility assistance.

Lasting solutions to homelessness are built on a foundation of housing stability and supportive services. But the challenge of people living on the streets has been complicated by an epidemic associated with cheap fentanyl, methamphetamines and other behavioral health issues.

## **Investing in public safety, better policing, community and behavioral health programs, and vulnerable populations**

Keeping our residents, visitors and neighborhoods safe remains one of our highest priorities. Residents should feel safe in their communities, and they should have access to the supports, services and resources that promote better mental and behavioral well-being.

### **Public Safety**

My goal is to have the best trained, best resourced and most effective police department in the country. Our residents should feel safe in their communities, safe to interact with our officers, and they should know that they will receive the right response to any situation. My 2023 budget proposal includes:

- \$1.5 million to increase and enhance training for our law enforcement officers,
- \$1.6 million for the operation and expansion of Denver Enhancing Motivation by Achieving Reshaped Cognition (EMARC) to reduce the rates of recidivism among men leaving the justice system and an additional \$700,000 for Project Elevate, the trauma-informed program that provides people who identify as women with support as they exit the justice system,
- More than \$1.7 million to support nonprofit partners providing youth violence prevention work.

- \$1.5 million for implementation of the recommendations identified in the Safety Place Network Investigation, part of Denver’s Crime Prevention through Environmental Design (CPTED) approach, which usually identifies lighting, fencing, windows, and security cameras as ways to improve public safety.

As we did in the 2022 budget, my 2023 spending plan provides significant funding – \$8.4 million – to recruit 188 new police officers to help reduce crime, shorten response times and keep our neighborhoods safe. For the first time in years, we are budgeting to increase the Police Department’s authorized strength, from 1,596 uniformed officers today to 1,639.

Finally, to continue to address our city’s ongoing challenge with gun violence, my 2023 budget proposes more than \$500,000 for our new partnership with the U.S. Attorney’s Office to bring greater resources to bear to prosecute individuals with illegal guns under harsher federal laws.

### **Community and Behavioral Health and Support for Families**

My 2023 budget proposal prioritizes investments in community health and safety support and other resources specifically tailored to our most vulnerable populations. More than \$36.5 million in ARPA funds will be dedicated to support expanded behavioral health services for residents, including youths and young adults, and addressing food insecurity.

Of that \$36.5 million, \$20 million will: support the expansion of a behavioral health provider network to improve availability of services for youth, adolescents, and adults; make investments in telehealth and other mobile integrated approaches to care and treatment delivery; bolster the city’s substance misuse response; and cover behavioral health services for people living with HIV, particularly people of color.

Over the next two years, Denver will also receive its first \$8 million from the national opioid settlement. I’m committed to seeing these dollars directed toward supporting service providers and improving capacity at treatment programs. Our public health officials are also preparing to help expand services, including counseling and medicated assisted treatment. We’re working to ensure a full continuum of care for people experiencing addiction, including covering costs of services when personal finances and insurance fall short, and expanding our mobile response teams to meet people where they are.

Additional investments include \$1.6 million for youth mental health support, \$1.5 million to continue to fund out-of-school-time programming, along with \$900,000 for childcare and family, friends, neighbors (FFN) support, \$300,000 for the continuation of Denver Public Library’s Digital Navigator program that provides one on one assistance to community members in targeted neighborhoods who need affordable home internet service, affordable internet-capable devices, and/or digital skills coaching, and \$6 million to increase food access and food security for our most vulnerable residents.

I am also proposing nearly \$700,000 for a new public health hot spot program. Modeled after our successful, data-driven public safety hot spot work, this effort will concentrate resources in areas of our community experiencing higher public health harms such as drug overdoses, encampments and violence. Coupled with an additional \$180,000 to add a new Fire Department Emergency Medical Unit and the previously mentioned \$900,000 complex case-management outreach team, these investments will allow us to take a more pro-active approach to help people who are in crisis on our streets, particularly in and around downtown. We will also maintain our investments in the city’s nationally recognized alternative response programs, including the Support Team Assisted Response, or STAR, Program to ensure that those in crisis are met with a public health, rather than a police response.

### **Downtown Recovery**

The vibrancy of downtown Denver plays a unique role in our city’s economic and cultural health. We will continue to prioritize ongoing support for those who live, work, learn and play downtown. This



includes the reconstruction and modernization of the 16th Street Mall, funding to support downtown businesses, events and activities, and enhancements to policing and public health services, to ensure downtown remains safe and inviting to all, including more than \$270,000 for a dedicated Downtown Action Team to support a healthy, clean, and inviting downtown. We will also invest \$75,000 of our ARPA funds to conduct an Adaptive Reuse study to investigate the feasibility of converting 10-15 high-rise office buildings in downtown Denver into housing. Many of the programs and resources previously noted in this letter will have identified aspects of their work specifically targeted towards addressing those issues in our downtown core and surrounding neighborhoods.

## **Additional Priority Investments**

My proposed 2023 budget investments will ensure that the businesses that create the fabric of our communities are supported, while also creating opportunities for our residents to start their own businesses. Funded through \$10 million from Denver’s ARPA allocation, I’m proposing the creation of a legacy business program which will include a commercial land trust. This innovative program will preserve affordability for small businesses by purchasing commercial property that will be available for those at risk of displacement to rent at below market rates, thus allowing long-term neighborhood-serving businesses to remain operational.

From ensuring our roads and sidewalks are safe and accessible, to providing good-paying jobs for our residents, investments in infrastructure help our community grow. In 2023, from the city’s General Fund, Capital Improvement Program fund, Elevate Denver and RISE Denver Bond programs, the American Rescue Plan Act, and other funding sources, my budget proposal will invest more than \$214 million in capital infrastructure funding for transportation and mobility, parks and recreation, and city facilities.

Using the revenues generated from the voter-approved Climate Protection Fund, we’ve made a \$200 million local commitment over the next five years to take climate action, with half of it focused on the vulnerable communities most at risk from climate change. My 2023 budget proposal will invest more than \$48 million from the fund to continue our work to take climate action, including support for the widely popular e-bike rebate program, low-cost community solar for schools and low-income families, and support to community members as we work together to reach our 2025 and 2030 greenhouse gas reduction and climate goals.

### **2023 Budget Proposal**

My 2023 budget is financially responsible and considers ongoing uncertainty resulting from the pandemic, inflation and supply chain challenges. My budget invests strategically in an equitable recovery rooted in justice that protects our reserves while also investing in our city in ways that will impact our community for generations. The total 2023 budget for all appropriated funds is \$3.75 billion, an increase of 8.2% from 2022. This budget reflects a total budget of \$2.8 billion for all operating funds, a 4% percent increase over the 2022. In the city’s main operating fund, the General Fund budget is proposed to increase to \$1.66 billion, up 10.9% over the current 2022 budgeted level.

### **Revenue Performance**

While there continues to be heightened uncertainty about what the future holds, the overall outlook used to inform Denver’s General Fund revenue forecast assumes continued moderate economic growth. Most of the city’s revenue streams are projected to return to or exceed pre-pandemic levels

by the end of 2023. The General Fund revenue forecast for 2022 was revised upward due to revenues recovering faster than originally anticipated. For 2023, revenue is projected to continue growing, though at a more moderate pace as the City's revenue streams begin to normalize following the disruptions of the pandemic.

The General Fund revenue forecast for 2023 totals \$1.61 billion, an increase of \$51.3 million or 3.3% over the 2022 revised estimate. Factors contributing to this increase include: \$44,829,300 in tax revenue growth; a \$1.93 million increase in intergovernmental revenue; a \$10.8 million net increase in General Government collections; and a \$6.2 million decrease in transfer revenue.

The revised 2022 General Fund revenue estimate totals \$1.56 billion. This represents an increase of \$1.35 million or 9.5% compared to 2021 actual collections and a \$78 million, or 5.3% increase over the original forecast. The General Fund's projected year-over-year dollar change for 2022 is broadly broken down as follows: a \$99.2 million increase in tax revenue; a \$1.19 million decrease in intergovernmental revenue; a roughly \$26.7 million increase in General Government collections; and an increase of \$10.5 million in transfer revenue.

## **Reserves**

Denver's solid commitment to strong financial management and responsible stewardship of city dollars ensures that the city can weather uncertain economic conditions and deliver on essential programs and services. Our strong fiscal management was recognized this past April when all three bond ratings agencies once again affirmed the City and County of Denver's AAA/AAA/AAA bond ratings with a stable outlook, the highest achievable bond rating for governments.

Denver's financial reserves are maintained in a manner consistent with the guidelines approved by the Blue Ribbon Task Force on Financial Management and with the city's established reserve policies. Undesignated fund balance is expected to be 15.1% of projected expenditures, or \$250.4 million, by the end of 2023. This meets the city's goal of maintaining a 15% undesignated fund balance – just two and a half years after the pandemic devastated our global economy. The annual General Fund contingency is being budgeted at \$32.5 million and the Capital Improvement Fund has \$6.5 million budgeted for unbudgeted expenditures that meet the criteria for supplemental appropriation in accordance with the financial policies.

## **Stepping Down ARPA Dollars**

American Rescue Plan Act funding has enabled us to make investments in our community that will have generational impacts. While the funds we received from the federal government are substantial, all ARPA funds must be allocated by the end of 2024 and spent by the end of 2026. We will be thoughtful in stepping down the programming currently supported by this funding and will work to ensure that we will be able to continue to support what we create with this funding.

## **Economic Outlook**

As of June 2022, Denver's economic recovery has been sustained with continued declines in unemployment, strong home sales, the return of leisure travel, and consumer spending exceeding pre-pandemic levels. Denver's unemployment rate dropped to 3.3% in June, down from 6.7% a year ago and down from 12.3% in June of 2020 when the brunt of the pandemic was sweeping across Denver's economy. The city's General Fund revenue forecast was prepared amid this rapidly evolving economic environment. While there continues to be heightened uncertainty about what the future holds, particularly as various economic sources contemplate the potential of a recession, the overall outlook used to inform the General Fund revenue forecast assumes continued economic growth.

## Closing

In this budget, my final one as Mayor of Denver, we will be making investments that will put our great city on a path to a more equitable future. As an administration accountable to the people we serve, we remain committed to justice. We remain committed to leaving this city better than we found it. This budget reflects the priorities and the aspirations of our residents, and I'm proud to submit it for their review and City Council's approval.

Respectfully,

A handwritten signature in black ink, appearing to read "M. Hancock", with a long horizontal flourish extending to the right.

Michael B. Hancock

Mayor

*Michael B. Hancock*  
Mayor



*City and County of Denver*

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October 14, 2022

Council President Torres, Council President Pro Tem Sandoval and Members of City Council:

Thank you for your participation and questions during the agency budget hearings and for your follow up recommended adjustments to my 2023 budget proposal.

As we continue to rebuild our economy in the aftermath of the COVID-19 pandemic and amid record inflation, our shared priorities guide us on a path of equitable recovery and a city built on justice. Working together, I'm confident this plan will support our city's continued recovery while also investing in programs and services that will have generational impacts.

This proposed budget presents historic investments to resolve homelessness, increase our stock of affordable housing, reduce crime, and address the community's behavioral health needs, particularly the drug-overdose crisis plaguing our streets. This budget also considers ongoing uncertainty resulting from the pandemic, inflation, and supply chain challenges, while also investing strategically in an equitable recovery that protects our reserves while also investing in ways that will impact our community for generations. My budget proposal continues our history of fiscal responsibility by rebuilding our reserves while investing in and serving as a catalyst for our economic recovery.

I have carefully reviewed your requested budget additions and offer the following:

**Funding for one warranted stoplight in each council district**

Traffic signals can be effective for improving the safety of our streets. The Department of Transportation and Infrastructure (DOTI) uses a comprehensive scoring criterion when prioritizing traffic signals that is rooted in equity and based on need related to safety data, including number of crashes, injuries, and fatalities in proposed intersections. Currently, there are 12 fully funded traffic signals in design or construction, two of which are expected to be complete in 2023, with an additional one to three signals that are likely to be completed toward the end of 2023 or in 2024. The list of those signals is attached. As many of you are aware, installing new signals is a complicated and lengthy process that includes multiple stakeholders and requires acquisition of land in the right-of-way. To continue this important work, the revised 2023 proposed budget will fund an additional \$800,000 for design for eight traffic signals in areas that are determined to be highest need based on DOTI's criteria. We will work to identify funds for constructing these stoplights in subsequent years. The funding for this will come from undesignated fund balance.

**One Rectangular Rapid Flashing Beacon (RRFB) Pedestrian Crosswalk System for each council district**

After consultation with DOTI, we have determined that funding to meet this request is available within the current proposed appropriated budgets for Vision Zero, Safe Routes to School and the Neighborhood Management Transportation Plans. Within those appropriations we will prioritize between 10 and 12 additional RRFB systems across all council districts.

**Corridor Study for 38th Avenue between Inca Street and Sheridan Boulevard**

We have already begun work on 38<sup>th</sup> Avenue through the Transit Priority Project, which is focused on increasing multimodal transit in a small segment of 38th Avenue (this is currently being funded through savings from a completed project). We will add another \$100,000 that will support an expansion in scope to include right of way mapping for this section of 38th Avenue corridor. This increase will come from undesignated fund balance.

#### **Corridor Study for East Evans Avenue between Colorado Boulevard and Quebec Street**

Denver's Mobility Action Plan aims to reinvent our city's transportation system with a focus on mobility, safety, equity, sustainability and smart technology to improve connectivity, economic opportunity and quality of life for everyone. After consulting with DOTI and recognizing the value this corridor study will bring to our city, the 2023 proposed budget will reflect an increase of \$500,000 to support this work. The funding for this will come from undesignated fund balance.

#### **Data Coordination Software for 911 Dispatchers, First Responders, and Co-responders**

Coordination between our first responders, including our co-responders and Support Team Assisted Response (STAR) program staff, is critical to ensure the right response is dispatched quickly and efficiently. In fact, we've already started working on data integration and data sharing using our existing systems. We recognize that there is room to innovate on this existing effort and we commit to implementing a Request for Information (RFI) in 2023 to better understand the city's options and the potential financial needs. When we've completed the RFI we will pursue available actions to ensure we have the funding necessary to act on the findings, including requesting a supplemental appropriation from City Council as needed.

#### **Denver Children's Advocacy Center**

The work of Denver Children's Advocacy Center (DCAC) is vital to the well-being of children in our community, and we are committed to funding these services. We have a long-standing relationship with DCAC, and we're currently discussing funding specifics through contract negotiations. The Department of Safety's budget already reflects sufficient resources to support the contract. Should the final negotiations determine appropriate funding is outside of what is currently available, my administration will seek appropriate actions to secure the needed funding.

#### **Participatory Budget Program**

Denver's Participatory Budget pilot program is wrapping up, and we expect a report on the pilot in the coming months. To ensure continuity of the program through the remainder of my administration, we will be adding one two-year limited full-time employee (FTE) to Community Planning and Development to lead program coordination and continued connection to the Neighborhood Planning Initiative (NPI) process. Additionally, we will be transferring \$250,000 from the General Fund to the Capital Improvement Fund to ensure the funds are available beyond the 2023 calendar year if necessary. The funding for this will come from undesignated fund balance.

#### **Move Budget Expansions for Equity Positions and Resources to the Office of Social Equity and Innovation**

Denver's commitment to equity, diversity and inclusion is unwavering, and my administration is committed to investing resources and people where they will be most effective in working to achieve our goals. After conversations with leadership and the Mayor's Office of Social Equity and Innovation (OSEI), the two new positions dedicated to Equity, Diversity and Inclusion that are proposed in my 2023 budget will be housed in OSEI. One of those positions will be dedicated to working with the Department of Safety and the other will be dedicated to working with Parks and Recreation. Additionally, the



\$100,000 for training requested from Denver Human Services (DHS) as part of the 2023 budget will be reflected in the OSEI appropriation and dedicated to training for DHS staff. As noted in the City Council Budget request, this transfer is largely budget neutral, although the DHS training will be reflected in an overall increase in revenue and expenditures in the General Fund.

**Additional West Denver Renaissance Collaborative staff capacity to extend its ADU effort citywide**

My administration is supportive of the vital work West Denver Renaissance Collaborative (WDRC) does to facilitate the revitalization of west Denver in an equitable fashion. The current contract with WDRC is being amended to increase the total to \$1.1M through 2024, and HOST is scheduled to present to City Council on the resolution to amend this agreement at Safety Committee on November 16<sup>th</sup>. Additionally, City Council just recently approved a \$1.4M grant for ADUs to help address housing affordability, of which about \$700,000 will be administered by WDRC. We also recognize the value in taking the ADU program beyond West Denver and are committed to working with WDRC so their work can be scaled. Community Planning and Development is also advancing other work to remove barriers to ADUs, such as the ADUs in Denver’s zoning code amendment and supporting legislative rezonings to enable ADUs in more neighborhoods. The Department of Housing Stability (HOST) and CPD will continue to work with WDRC to understand their capacity and provide the resources and support they will need to expand this program citywide where ADUs are allowed when needed.

**Security cameras for recreation centers and parks**

The safety and security of our recreation centers is vitally important. In addition to the proposed \$900,000 for security cameras already allocated in my 2023 budget, an additional \$500,000 will be added for a total of \$1.4 million to meet this need. As the initial \$900,000 is proposed to be funded through American Rescue Plan Act (ARPA) funds, the additional \$500,000 is proposed to come from the same source.

**Denver Public Library – modernization and deferred maintenance at Athmar Park, Barnum, Pauline Robinson and Schlessman branches**

During discussion with our Library colleagues, we have determined that, due to the competitive job market and unusual post-COVID environment, there will be adequate vacancy savings from this year’s DPL General Fund budget to address this need. City Council should anticipate seeing a rescission re-appropriation to the Capital Improvements Program in the coming weeks to fund the identified gap.

Summary of Changes to the 2023 Proposed Budget

City Council Request	Amount Recommended	Source of Funds
Funding for warranted stoplights	\$800,000	Undesignated Fund Balance
Corridor Study for 38th Ave. between Inca St. and Sheridan Blvd.	\$100,000	Undesignated Fund Balance
Corridor Study for E. Evans Ave. between Colorado Blvd. and Quebec St.	\$500,000	Undesignated Fund Balance
Participatory Budget Coordinator and program implementation costs	\$355,000	Undesignated Fund Balance
Security cameras for recreation centers and parks	\$500,000	ARPA

Modernization and deferred maintenance at Athmar Park, Barnum, Pauline Robinson and Schlessman branches	\$4,000,000	2022 General Fund Rescission
<b>Total</b>	<b>\$6,255,000</b>	

As noted above, we're able to address many of City Council's requests through various sources including the current 2022 General Fund and ARPA. The proposed additions in the 2023 budget that will reallocate from undesignated fund balance will bring fund balance from 15.1% to 15% but will still allow us to meet the city's goal of maintaining a fund balance of 15 percent. Our fund balance continues to play a critical role in our financial sustainability, and we are pleased that we have met our 15 percent goal for the 2023 proposed budget as we continue to monitor the economy in these uncertain times.

As always, thank you for your partnership, and I look forward to your support of the 2023 proposed budget.

Respectfully,

A handwritten signature in black ink, appearing to read 'M. Hancock', with a long horizontal line extending to the right.

Michael B. Hancock  
Mayor

## October - Changes Summary

**October Draft Changes:** the table below provides a list of the significant dollar and FTE changes that were made after publication of the September draft of the Mayor's proposed 2023 Budget.

### General Fund Expenditure Changes

Fund	Org	Agency/Division	Dollars	FTE	Description
01010	9931100	Department of Transportation and Infrastructure, Capital, and Transfers	\$800,000	0.00	<i>Per the Mayor's Letter to City Council, increased GF transfer to CIP to fund the design of eight traffic signals.</i>
01010	9931100	Department of Transportation and Infrastructure, Capital, and Transfers	\$500,000	0.00	<i>Per the Mayor's Letter to City Council, increased GF transfer to CIP to fund corridor study on Evans Avenue.</i>
01010	9931100	Department of Transportation and Infrastructure, Capital, and Transfers	\$250,000	0.00	<i>Per the Mayor's Letter to City Council, increased GF transfer to CIP to fund implementation costs of Participatory Budgeting.</i>
01010	9931100	Department of Transportation and Infrastructure, Capital, and Transfers	\$100,000	0.00	<i>Per the Mayor's Letter to City Council, increased GF transfer to CIP to fund a study on 38th Avenue.</i>
01010	0108100	Office of Social Equity and Innovation	\$129,600	1.00	<i>Per the Mayor's Letter to City Council, transferred equity position from EDOS to OSEI.</i>
01010	3501100	Executive Director of Safety	\$(129,600)	(1.00)	<i>Per the Mayor's Letter to City Council, transferred equity position from EDOS to OSEI.</i>
01010	0141100	Community Planning and Development	\$103,512	1.00	<i>Per the Mayor's Letter to City Council, added one limited position to facilitate the Participatory Budgeting process.</i>
01010	0801000	Office of Social Equity and Innovation	\$100,000	0.00	<i>Per the Mayor's Letter to City Council, increased professional services for equity training transferred from DHS to OSEI.</i>
01010	7011201	Denver Parks and Recreation and Cultural	\$(78,560)	(0.50)	<i>Per the Mayor's Letter to City Council, transferred one equity position from DPR's GF to OSEI.</i>
01010	0801000	Office of Social Equity and Innovation	\$73,816	0.50	<i>Per the Mayor's Letter to City Council, transferred one equity position from DPR's GF to OSEI.</i>

## October - Changes Summary

Fund	Org	Agency/Division	Dollars	FTE	Description
01010	3501100	Executive Director of Safety	\$(869,027)	(10.00)	Corrected funding source for ten FTE and associated budget that were covered by other request made by Agency, and thus, were double-counted.
01010	3505100	Executive Director of Safety	\$642,000	0.00	Transferred remaining funding for Drug Diversion program from DDPHE, GF transfer to Health SRF, to the Department of Safety. This program is funded with MJ tax funds.
01010	9914100	Department of Public Health and Environment transfer to Health SRF	\$(642,000)	0.00	Transferred remaining funding for Drug Diversion program from DDPHE, GF transfer to Health SRF, to the Department of Safety.
01010	6500000	Department of Public Health and Environment	\$266,306	2.50	Allocated funding for the Tobacco Program 2022 expansion to correct its omission in the September draft of the 2023 proposed budget.
01010	0144100	Housing Stability	\$175,000	0.00	Moved budget for fencing, port-o-lets, and handwashing stations for Safe Outdoor Spaces sites from DPR to HOST.
01010	7021204	Denver Parks and Recreation and Culturals	\$(175,000)	0.00	Moved budget for fencing, port-o-lets, and handwashing stations for Safe Outdoor Spaces sites from DPR to HOST.
01010	9912100	General Fund Transfer to Safety	\$(67,000)	0.00	Eliminated GF transfer to Safety SRF that is no longer needed in 2023.
01010	3533500	Denver Health and Sheriff	\$63,000	0.00	Increased funding to provide annual TB testing for all sworn officers (600) and civilians (100) who work at Sheriff facilities.
01010	9923100	General Fund Transfer to Fleet SRF	\$55,000	0.00	Corrected funding source for expansion vehicle for the Crime Scene Unit, from DPD to the GF Transfer to Fleet SRF.
01010	3512200	Denver Police Department	\$(55,000)	0.00	Corrected funding source for expansion vehicle for the Crime Scene Unit, from DPD to the GF Transfer to Fleet SRF.
01010	0135100	Board of Ethics	\$35,000	0.00	Corrected an omission in personnel for pay adjustment.
01010	6517000	Department of Public Health and Environment and Denver Health	\$27,400	0.00	Increased funding for 2023 Park Hill Loan payment due to increased interest.

Fund	Org	Agency/Division	Dollars	FTE	Description
01010	2590200	Department of Finance	\$1,200	0.00	Transferred funding from CPD to DOF to purchase employee lockers.
01010	0142500	Community Planning and Development	\$(1,200)	0.00	Transferred funding from CPD to DOF to purchase employee lockers.
01010	3521200	Denver Fire Department	\$774	0.00	Corrected allocation error for uniform retirement pension.
01010	0516000	County Court	\$-	1.00	Corrected FTE count for budgeted on-call magistrate.
01010	6501000	Department of Public Health and Environment	\$-	1.00	Corrected position allocation from fund 14301 to GF.
01010	6501000	Department of Public Health and Environment	\$-	0.25	Corrected position allocation from 0.75 FTE to 1 FTE.

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**Total Net General Fund Expenditure Change**      **\$1,305,221**      **(4.25)**

**General Fund Revenue Changes**

Fund	Org	Agency/Division	Dollars	FTE	Description
		Office of Social Equity and Innovation			<i>Per the Mayor's Letter to City Council, increased billings for services revenue from DHS to OSEI for professional services provided by OSEI to DHS training.</i>
01010	0108000		\$100,000	0.00	
<b>Total Net General Fund Revenue Change</b>			<b>\$100,000</b>	<b>0.00</b>	

**Non-General Fund Expenditure Changes**

<b>Fund</b>	<b>Org</b>	<b>Agency/Division</b>	<b>Dollars</b>	<b>FTE</b>	<b>Description</b>
11011	7011000	Parks and Recreation Grants	\$500,000	0.00	<b>Per the Mayor's Letter to City Council, increased allocation to ARPA funds to expand security cameras at rec centers.</b>
72300	9727110	Transfer to Wastewater Storm Capital Projects / WMD Storm Operations	\$6,250,000	0.00	Corrected an omission for a transfer amount from the Wastewater Enterprise Fund to the Wastewater Sanitary Projects Fund to provide revenue for additional emergency repairs and to provide an updated transfer amount for stormwater capital improvements.
72100	9724110	Transfer to Wastewater Sanitary Capital Projects / Wastewater Management Operations	\$1,750,000	0.00	Corrected an omission for a transfer amount from the Wastewater Enterprise Fund to the Wastewater Sanitary Projects Fund to provide revenue for additional emergency repairs.
12824	3511300	Denver Police Department Pension Fund	\$1,745,864	0.00	Corrected Old Hire Pension line to reflect accurate amount.
73810	6000000	Aviation Enterprise Fund (DEN)	\$1,000,000	0.00	Increased expenditures for DFD overtime that was omitted in the September draft.
11879	3522000	DFD Internal Reimbursements and Billings SRF	\$1,000,000	0.00	Increased expenditures for DFD overtime that was omitted in the September draft. DFD bills DEN for this expense, thus it will be offset by billings revenue from DEN.
11882	5073300	Department of Transportation and Infrastructure SRFs	\$950,000	0.00	Transferred funds to consolidate budget into a single cost center for greater transparency about the spending from the Transportation and Mobility SRF.
11882	5011100	Department of Transportation and Infrastructure SRFs	\$(950,000)	0.00	Transferred funds to consolidate budget into a single cost center for greater transparency about the spending from the Transportation and Mobility SRF.
14805	650600	Department of Public Health and Environment Site Removal SRF	\$(750,000)	0.00	Corrected total expenditure amount for the Site Cleanup SRF to align with projected revenue.



Fund	Org	Agency/Division	Dollars	FTE	Description
78100	9923100	Department of Public Health Environmental Services Enterprise Fund	\$(744,000)	0.00	Eliminated transfer to Planned Fleet SRF for compost truck loan, as it is no longer needed.
16000	0145500	HOST grants	\$(733,282)	0.00	Corrected several grant allocations (net).
14806	6501000	Department of Public Health and Environment Health SRFs	\$(642,000)	0.00	Decreased SRF expenditures due to the Drug Diversion program moving from DDPHE to the Department of Safety. This program was funded with MJ tax funds transferred from the GF to the SRF.
78100	6506000	Department of Public Health Environmental Services Enterprise Fund	\$500,000	0.00	Corrected ESEF transfer from operating to the Environmental Capital Fund that was omitted in the September draft.
11882	5073300	Department of Transportation and Infrastructure SRFs	\$334,029	3.00	Transferred funds and FTEs to consolidate budget into a single cost center for greater transparency about the spending from the Transportation and Mobility SRF.
11882	5083300	Department of Transportation and Infrastructure SRFs	\$(334,029)	(3.00)	Transferred funds and FTEs to consolidate budget into a single cost center for greater transparency about the spending from the Transportation and Mobility SRF.
15828	7040000	Denver Parks and Recreation SRFs	\$329,897	0.00	Corrected an omission to increase budget for capital equipment and personnel.
78100	6506000	Department of Public Health Environmental Services Enterprise Fund	\$250,000	0.00	Corrected ESEF transfer from operating to the Underground Storage Tasks Capital Fund.
11882	5073300	Department of Transportation and Infrastructure SRFs	\$200,000	0.00	Transferred funds to consolidate budget into a single cost center for greater transparency about the spending from the Transportation and Mobility SRF.
11882	5071500	Department of Transportation and Infrastructure SRFs	\$(200,000)	0.00	Transferred funds to consolidate budget into a single cost center for greater transparency about the spending from the Transportation and Mobility SRF.

## October - Changes Summary

Fund	Org	Agency/Division	Dollars	FTE	Description
11882	5073300	Department of Transportation and Infrastructure SRFs	\$178,027	2.00	Transferred funds and FTEs to consolidate budget into a single cost center for greater transparency about the spending from the Transportation and Mobility SRF.
11882	5081300	Department of Transportation and Infrastructure SRFs	\$(178,027)	(2.00)	Transferred funds and FTEs to consolidate budget into a single cost center for greater transparency about the spending from the Transportation and Mobility SRF.
15828	7040400	Denver Parks and Recreation and Cultural	\$157,877	1.00	Corrected an omission for one Assistant Director to DPR that was added mid-2022.
11882	5073300	Department of Transportation and Infrastructure SRFs	\$150,000	0.00	Transferred funds to consolidate budget into a single cost center for greater transparency about the spending from the Transportation and Mobility SRF.
11882	5071100	Department of Transportation and Infrastructure SRFs	\$(150,000)	0.00	Transferred funds to consolidate budget into a single cost center for greater transparency about the spending from the Transportation and Mobility SRF.
Multi	Multi	District Attorney Grants	\$71,972	0.00	Corrected grant funding due to grant estimate corrections for years 2022 and 2023.
79100	702000	Denver Parks and Recreation Golf Enterprise Fund	\$68,239	0.00	Increased on-call budget for Golf Enterprise Fund, specifically related to FICA expense.
11804	5014400	Department of Transportation and Infrastructure SRFs	\$55,000	0.00	Increased Planned Fleet SRF estimated expenditures due to correcting the GF budget for the Crime Unit's expansion vehicle from DPD to the GF Transfer to Fleet SRF.
11882	9931100	Transportation and Mobility SRF Transfer to CIP	\$50,000	0.00	Reallocated spending for SRF cash transfer to CIP to align with amount appropriated in CIP for capital projects.
11882	5071100	Department of Transportation and Infrastructure SRFs	\$(50,000)	0.00	Reallocated spending for SRF cash transfer to CIP to align with amount appropriated in CIP for capital projects.
15828	9936100	Transfer to Parks Legacy Fund	\$(30,000)	0.00	Decreased transfer amount to the Parks Legacy Fund to account for rescissions made in 2022.

<b>Fund</b>	<b>Org</b>	<b>Agency/Division</b>	<b>Dollars</b>	<b>FTE</b>	<b>Description</b>
79100	7029231	Denver Parks and Recreation and Cultural	\$(45,000)	0.00	Corrected duplicate vehicle request by Department.
12824	3521400	Denver Fire Department Pension Fund	\$(16,881)	0.00	Corrected Old Hire Pension line to reflect accurate amount.
11009	145300	HOST Grants	\$-	2.00	Extended grant position allocations that were missed for the September draft.
16813	0145500	Housing Stability	\$-	1.00	Corrected position from term limited to unlimited for the Homeless Resolution Fund. No expenditure change as it is appropriated based on projected revenue.

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**Total Net Non-General Fund Expenditure Changes** **\$10,217,686** **4.00**

#### Non-General Fund Revenue Changes

<b>Fund</b>	<b>Org</b>	<b>Agency/Division</b>	<b>Dollars</b>	<b>FTE</b>	<b>Description</b>
73810	6000000	Aviation Enterprise Fund (DEN)	\$1,000,000	0.00	Increased revenue in DEN to offset correction/increase for DFD overtime billings expense.
		DFD Internal Reimbursements and Billings SRF			Increased revenue for DFD overtime for firefighters assigned to the Airport. DFD direct bills DEN for this service.
11879	3522000	Billings SRF	\$1,000,000	0.00	

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**Total Net Non-General Fund Revenue Changes** **\$2,000,000** **0.00**

#### Capital Fund Expenditure Changes

<b>Fund</b>	<b>Org</b>	<b>Agency/Division</b>	<b>Dollars</b>	<b>FTE</b>	<b>Description</b>
31050	5011000	DOTI Capital Improvement Projects	\$800,000	0.00	<b>Per the Mayor's Letter to City Council, increased CIP budget to fund the design of eight traffic signals.</b>
31050	5011000	DOTI Capital Improvement Projects	\$500,000	0.00	<b>Per the Mayor's Letter to City Council, increased CIP budget to fund corridor study on Evans Avenue.</b>
34080	1400000	Community Planning and Development	\$250,000	0.00	<b>Per the Mayor's Letter to City Council, increased funds for implementation and delivery support for Participatory Budgeting.</b>
31050	5011000	DOTI Capital Improvement Projects	\$100,000	0.00	<b>Per the Mayor's Letter to City Council, increased GF CIP budget to fund corridor study on 38th Avenue.</b>

## October - Changes Summary

72700	5060000	Wastewater Storm Capital Projects	\$6,250,000	0.00	Increased capital projects budget to align with increase in cash transfer to WW Storm Capital Projects related to emergency repairs.
72400	5060000	Wastewater Sanitary Capital Projects	\$1,750,000	0.00	Increased capital projects budget to align with increase in cash transfer to WW Sanitary Capital Projects related to emergency repairs.
72701	5061000	Transfer to Urban Drainage Fund	\$500,000	0.00	Added transfer from the Wastewater Fund to the Urban Drainage Fund that was omitted in the September draft.
39010	2500000	Department of Finance	\$350,000	0.00	Reallocated capital program funding source for Botanic Garden annual maintenance budget from CIF funds to seat tax funds, which resulted in the cost center moving to DOF.
34080	7000000	Cultural Facilities	\$(350,000)	0.00	Reallocated capital program funding source for Botanic Garden annual maintenance budget from CIF funds to seat tax funds, which resulted in the cost center moving to DOF.
34080	2500000	Department of Finance	\$350,000	0.00	Reallocated \$350,000 for participatory budgeting program support from a DOTI Capital Program to a Department of Finance Capital Program.
34080	5000000	Department of Transportation and Infrastructure	\$(350,000)	0.00	Reallocated \$350,000 for participatory budgeting program support from a DOTI Capital Program to a Department of Finance Capital Program.
78310	6506000	Department of Public Health Environmental Services Enterprise Fund	\$300,000	0.00	Corrected omission of ESEF transfer from Capital Fund to ESEF Operating fund.
		Transportation and Mobility Capital Projects Fund			Corrected budget for transportation and mobility projects to align with SRF transfer to Capital Fund.
34801	5011000	Projects Fund	\$(63,000)	0.00	
<b>Total Net Non-General Fund Revenue Changes</b>			<b>\$9,087,000</b>	<b>0.00</b>	

*City and County of Denver*  
CITY COUNCIL

Robin Kniech At-Large  
Deborah Ortega At-Large  
Amanda P. Sandoval District 1  
Kevin Flynn District 2  
Jamie Torres District 3  
Kendra Black District 4  
Amanda Sawyer District 5



Paul Kashmann District 6  
Jolon Clark District 7  
Chris Herndon District 8  
Candi CdeBaca District 9  
Chris Hinds District 10  
Stacie Gilmore District 11  
Bonita Roznos Executive Director

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October 10, 2022

Mayor Michael B. Hancock  
City and County of Denver  
1437 Bannock St  
Denver, CO 80202

Dear Mayor Hancock,

We would first like to extend our gratitude to you and the agencies that presented during the 17 budget hearings held the last week of September. These hearings go far in helping both the council and the public to understand the administration's goals, plans, and challenges. As always, the leaders of the various agencies were responsive to our concerns and questions, and we appreciated the candid discussions.

More importantly, these hearings help City Council members assess how — and to what degree — the administration's goals and plans match the council's budget priorities. In testing the proposed budget against our priorities, we are pleased most of the considerations we listed have been fulfilled either through your proposed budget or by action the council has already taken.

Nonetheless, we understand that studies are ongoing for two crucial considerations not in this proposed budget: an Office of Neighborhood Safety and an Office of Community Engagement. These two initiatives sprang from interactions with our respective constituents, and we believe they can significantly impact our city. We look forward to seeing the studies' conclusions.

After the hearings and further examination of the proposed budget, several proposals from council members surfaced. During our deliberation of those proposals, we once again tested them against our funding priorities. For review, those priorities are:

- Focus on improving community engagement and customer service to support residents navigating city services, resources, and accessibility, including language access.
- Increase affordable housing and support those experiencing homelessness throughout our city. Mitigate and reduce involuntary displacement of community members and businesses.
- Reframe safety in a public health, evidence-based, and anti-racist context with community investment to ensure healthy neighborhoods.

- Prioritize and support the recovery, resilience, and innovation of our workforce, local businesses, and community organizations.
- Protect our natural environment through policy and invest in communities to combat climate change.
- Increase complete multimodal transportation connections throughout the city.

In that light, we suggest these adjustments to the 2023 proposed budget as detailed below.

### **PROPOSALS RECEIVING THE SUPPORT OF A SUPER MAJORITY OF COUNCIL MEMBERS**

#### **Department of Transportation and Infrastructure**

##### **Funding for one warranted stoplight in each council district — \$8,800,000**

The federal Department of Transportation publishes criteria for determining if traffic signals are warranted. We understand that Denver has numerous intersections where lights are justified but not funded. We also understand from the Denver Department of Transportation and Infrastructure that one traffic signal can take up to three years to study, design, and install. Further, the department has indicated it can set 11 locations into the design phase in 2023. This funding would support the effort from design to build in the following years. **Funding source: Undesignated Fund Balance**

##### **One Rectangular Rapid Flashing Beacon (RRFB) Pedestrian Crosswalk System for each council district — \$2,200,000**

As with the traffic lights discussed above, the department maintains a list of numerous intersections where RRFB crosswalks are warranted but not funded. This expansion allows for the installation of one system in each council district to improve safety where the need has already been identified. **Funding Source: Undesignated Fund Balance**

##### **Corridor Study for 38<sup>th</sup> Avenue between Inca Street and Sheridan Boulevard — \$500,000**

This overdue study would create a vision for the entire corridor and define the elements most valued by the neighborhood. Redevelopment occurs without clear goals for treating the public realm along this high-injury network corridor. This funding will allow DOTI to study the mobility needs of the West 38th Ave. corridor, including pedestrian, transit, bicycle, and vehicle, and do so in a manner that addresses development opportunities, parking needs, and movement patterns along this important corridor. The study would also allow DOTI to identify the existing right-of-way constraints, as well as future right-of-way needs to fund improvements appropriately. **Funding source: Undesignated Fund Balance.**

##### **Corridor Study for East Evans Avenue between Colorado Boulevard and Quebec Street — \$500,000**

This study, too, is overdue and in critical need. Similar to the 38<sup>th</sup> Avenue study detailed above, this will allow the department to examine multiple issues, including land use and transportation, along this heavily-used corridor. **Funding source: Undesignated Fund Balance.**

#### **Department of Safety**

##### **Data Coordination Software for 911 Dispatchers, First Responders, and Co-responders — \$400,000**

There is currently no reliable way for 911 dispatchers, first responders, or co-responders to readily share safety and risk information that may have been gathered in previous calls or visits. Access to safety and risk information from prior calls to a location or home better positions all parties to assess the situation. This vital information, for example, might include whether a person has autism, dementia, or deafness. It could give a history of domestic abuse or substance misuse. Knowing these details enables the city to better serve those in crisis and needing assistance. **Funding Source: Public Safety SRF - 911 Emergency Communications Trust Fund OR iFund.**

##### **Denver Children’s Advocacy Center — \$250,000**

This facility plays a crucial role in forensic interviews of allegedly abused children. The facility, an accredited member of a network of Child Advocacy Centers, has worked in tandem with the Denver Police Department, the District Attorney, and the Denver Department of Human Services. In 2020, the center lost funding historically provided by a grant from the Department of Safety in favor of moving all forensic interviews to a DDHS facility. This restores funding to the center to ensure the safety of our city’s vulnerable children, not just in the forensic interviews that gather evidence but also in the care and treatment that must inevitably follow such tragic events. **Funding Source: General Fund**



### Office of Social Equity and Innovation

#### **Participatory Budget Coordinator (Limited FTE for two years) — \$105,000**

**Participatory budget facilitators, mini-grants for community engagement, and other program implementation costs — \$250,000**

**Total: \$355,000**

NOTE: While we suggest OSEI for this item, we are open to its assignment to another appropriate agency. The city currently carries a roll-over balance of \$1 million from prior appropriations intended for participatory budgeting but is not being disbursed through the current process. These existing funds would be sufficient to fund three neighborhood plan implementations of \$300-400k each as they are completed or adopted into 2023 and 2024 (West, Near Northwest, and Near Southeast). This adjustment would allow the successful use of existing capital dollars. **Funding Source: Undesignated Fund Balance.**

#### **Move Budget Expansions for Equity Positions and Resources to the Office of Social Equity and Innovation — Budget Neutral**

Three departments requested FTEs or resources to address equity. These expansions should be moved to OSEI. A consequence of city agencies branching out on their own too soon is they risk misalignment with the city's core work around equity. There is a real risk of reframing what the city prioritizes, defines, and delivers with no accountability to the Chief Equity Officer and their team. We believe the recent audit of OSEI favors this approach. The budget items are:

- Parks and Recreation: Equity Administrator — \$63,800
- Department of Safety: Equity Administrator — \$127,600
- Department of Human Services: Equity Services and Supplies — \$100,000
- Total: \$291,400

**Funding Source: None. Moved from the three departments to OSEI.**

### Department of Housing Stability

#### **Additional West Denver Renaissance Collaborative staff capacity to extend its ADU effort citywide — \$300,000**

Council members have been actively rezoning several whole neighborhoods for ADUs. Currently, WDRC can serve West Denver neighborhoods. This adjustment allows for expanded staff capacity to enable more neighborhoods vulnerable to displacement to seek guidance and support in ADU construction. **Fund Source: Multiple departments previously funded this, and CPD was planning to stop funding its portion of \$50,000. At the mayor's discretion.**

### Department of Parks and Recreation

#### **Security cameras for recreation centers and parks — \$500,000**

Our recreation centers and parks serve every resident, and they contribute to the health of our communities in a wide variety of ways. Therefore, safety is essential. While the department currently has some arrangements for security cameras and a plan, current resources are inadequate. This adjustment will go far in helping the department meet security goals and furthering the safety of residents. **Funding Source: Undesignated Fund Balance**

## PROPOSALS RECEIVING THE SUPPORT OF A SIMPLE MAJORITY OF COUNCIL MEMBERS

### Denver Public Library

#### **Modernization and deferred maintenance at Athmar Park, Barnum, Pauline Robinson, and Schlessman branches — \$4,000,000**

Without question, libraries contribute to healthy communities on many levels. These branch libraries, found in some of our most disconnected neighborhoods, deserve investment. This funding will supplement the difference between what is needed to complete modernization and deferred maintenance. **Funding Source: Contingency Fund**

We know that creating and managing a \$3.75 billion budget for a city of Denver's size and complexity is a long and arduous task. We appreciate the efforts of the hundreds of employees who had both small and large roles in that process. Your thoughtful and thorough consideration of these proposals is also appreciated. As always, do not hesitate to reach out for answers to questions or clarifications we can provide.

Sincerely,



Jamie Torres  
President



Amanda P. Sandoval  
President Pro-Tempore

CC: Margaret Danuser, Chief Financial Officer  
Stephanie Adams, Acting Deputy Chief Financial Officer/Budget and Management Director  
Alan Salazar, Chief of Staff  
Skye Stuart, Deputy Chief of Staff  
Tracy J. Winchester, Deputy Chief of Staff/Chief Operations Officer

## Explanation of Budget Document

The budget document provides detailed information about the City and County of Denver’s estimated revenues and expenditures for the ensuing fiscal year. It also serves as a work plan for the City and its departments, including a framework for setting priorities, strategic initiatives, and performance measures. The document is divided into three volumes and divided further into the following sections described below.

### Volume I

#### Introduction

The Introduction contains the Mayor’s budget message and an overview of the City’s Strategic Framework. Changes made after the September draft are included in this section, including City Council’s memo requesting amendments and the Mayor’s reply. This section also contains information on the budget decisions making process, strategic priority areas, and innovations.

#### Budget Summary

The Budget Summary contains the budget highlights, an overview of the City’s fund structure, a calendar of the budget process, and Denver’s financial policies—including the City’s reserve policies. This summary also contains exhibits and charts summarizing revenues and expenditures for the entire city budget, including the General Fund, Special Revenue Funds, Capital Improvement Funds, Debt Service Funds, Enterprise Funds, and Internal Service Funds. This section also contains a personnel comparison for all funds. In addition, this section includes information on relevant policies including Financial Planning, Revenue, Expenditure, and Reserve Policies

#### Fund Summaries

The **General Fund** section includes financial schedules summarizing revenues by source, expenditures by department/agency, changes in the fund’s net financial position, and a detailed discussion of the major General Fund revenue sources.

The **Special Revenue Fund** and **Grants** sections include financial schedules detailing all major grants and outside or dedicated funding sources and breaks each down by major program categories.

The **Proprietary Funds** section includes **Internal Service** and **Enterprise Funds**, including descriptions, financial summaries, and other information for these business-type funds.

The **Debt Service Fund** section contains an overview of the City’s long-term debt and a financial schedule of general obligation (GO) and excise bonds.

### Volume II

#### Agency/Program Detail

The Agency Detail section contains all department and agency budgets and a description of services. The department and agency summaries include goals for the coming year and the resources dedicated to achieving those goals.

The Agency Detail section is organized by the following functional areas:

- Administration
- Aviation

## Explanation of Budget Document

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- Community Planning and Development
- Economic Development
- Finance
- General Services
- Public and Environmental Health
- Housing Stability
- Human Services
- Independent Agencies
- Parks, Recreation, and Cultural Facilities
- Public Safety
- Technology Services
- Transportation and Infrastructure

Department and agency narratives include the following information:

An **Organizational Chart** representing the program unit hierarchy of each department or agency.

A **Mission** stating the organization's purpose and goals.

A Department or Agency **Summary** providing a brief, high-level overview of the entire organization and purpose, including a link to the organization's website.

A **Services** section composed of the organization's functional program units and a description of what and how each delivers service to people who live in and visit Denver.

Department **Strategies** describe both on-going and focused efforts to achieve the department's mission, and how it will improve its performance metrics.

**Performance and Program Highlights** provide an overview of the organization's performance indicators and unique programs supporting the organization's overall mission. This section may also provide a brief discussion of the performance measures, including identifying underlying historical trends, explaining why the measure is important and how it supports the agency's strategic plan, and translating acronyms or other terminology.

The **Department Budget** (large departments only) summary provides a breakout of agencies or major divisions within each department. It also breaks-down funding by source, including: General Fund, Enterprise Funds and Internal Service Funds, grants and other Special Revenue Funds, and Capital Improvement Funds. Appropriated transfers and payments are included, where applicable. Each table in the summary compares the prior year actuals, current year appropriations, and the ensuing year recommended budget for the department's expenditures, personnel complement, and revenue.

The **Programmatic Changes** section explains notable increases and decreases in the future year recommended budget from the current year appropriation. At the department level, this section follows the department budget. This section follows the budget detail table for stand-alone agencies within the Administration and Independent Agencies tabs. Some probable changes identified each year are:

- Changes in expenditures due to personnel changes, programmatic expansions or reductions, or committed savings.
- Changes in revenue unexplained by economic or population growth that may be the result of increased customer demand, new fees or increases to existing fees, or additional programs.
- Impacts on departments from citywide policy or budgeting changes (i.e., the impact on a department or division from changing the way on-call FTE counts are estimated).

The **Budget Detail** pages include expenditure, revenue and personnel summaries at the agency detail level, both within large departments and for stand-alone agencies within the Administration and Independent Agency tabs. These mirror the department budget summaries except they provide budget details at the activity level, and they include a list of the grants and other Special Revenue Funds that support the agency's programs.

### Volume III

#### Capital Program Detail

Beginning in 2021, the Capital Improvement Program was moved from a tab in Volume 1 to a Capital Volume.

The **Capital Improvement Fund** section includes an overview of the City's capital budgeting process, a summary of projected operating impacts from proposed capital projects and financial summaries and detailed project listings and descriptions for each sub-fund.

## Strategic Framework

The City’s annual budget is created to reflect the Mayor’s priorities and address community needs each year. The budget process takes place over a five-month period during which agencies develop and propose their budgets, including spending reductions and proposals for new or expanded programs to better serve residents and meet the goals set out by the City. The Budget and Management Office (BMO) staff, in consultation with the Mayor’s Office of Equity and Social Innovation, assess proposals for their merits across a collection of considerations including how the proposals fit within the Mayor’s Strategic Framework, and specifically how proposals will support or impact under-resourced and traditionally marginalized communities of color and First Nations people.

This framework, shown in the graphic below, illustrates Mayor Hancock’s priorities for the 2023 budget as it relates to the guiding principles of ensuring the City’s short- and long-term financial stability while delivering an equitable and inclusive City.

The following pages outline key strategies for priority areas and the measures used to gauge success. This includes immediate and long-term approaches for increasing housing stability and homelessness resolution; ensuring safety and wellbeing for people and neighborhoods (including mental health, substance misuse, and youth violence prevention); and rebuilding an inclusive, sustainable economy. All of this is guided by the principles of financial stability and equity.



### 2023 Mayor’s Priorities

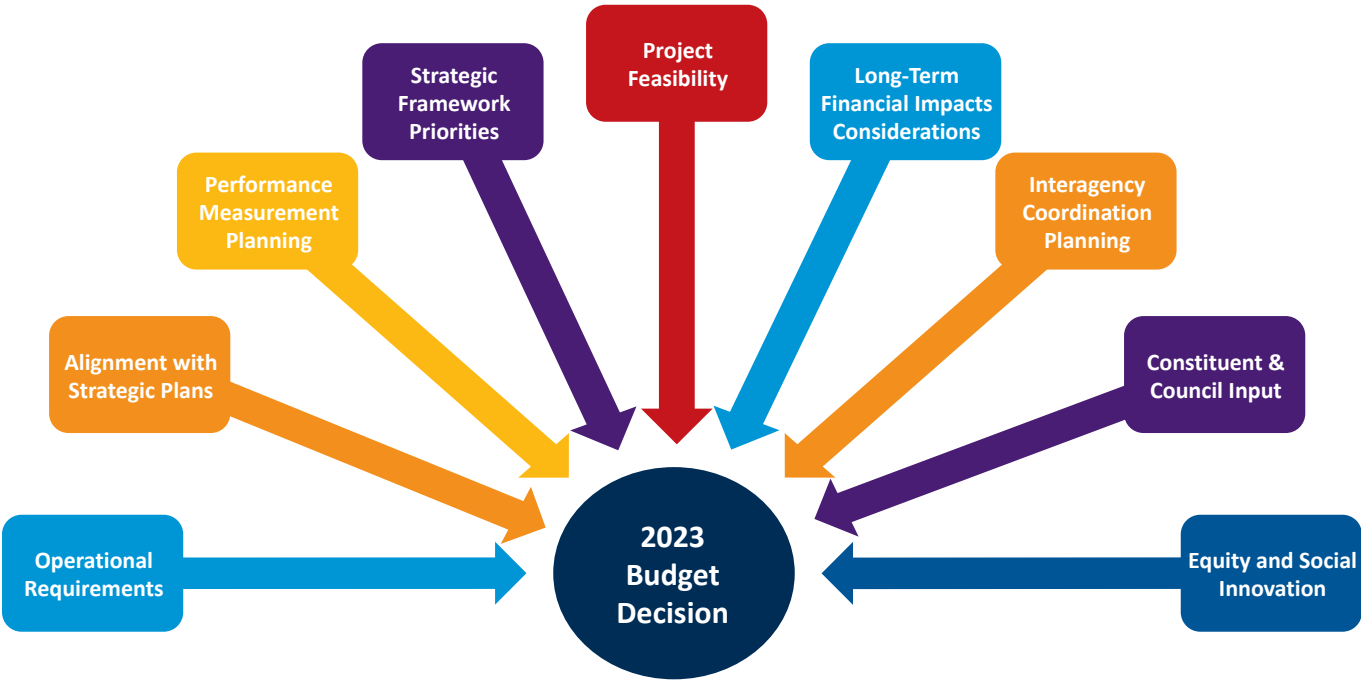
- **Housing Stability and Homelessness Resolution:** Programs and services that are directly connected to and support people experiencing homelessness and people who are under-resourced, in need of social services, and at risk of becoming homeless. Keep people who have homes housed and connect people without homes to supportive and affordable housing, as well as to support services, such as healthy foods, childcare, and other initiatives that support affordability and promote economic prosperity for all Denver residents. Vital to the effort are targeted investments to serve, support, and provide pathways to stable housing for people experiencing homelessness.



- **Safety and Wellbeing for People and Neighborhoods (including Mental Health, Substance Misuse, and Youth Violence Prevention):** Invest in maintaining Denver as one of the safest cities in America and ensure the City and County of Denver continues to lead the nation in criminal justice transformation. Support programs and services that foster inclusive community involvement and safety for everyone, regardless of race, gender, socio-economic status, or beliefs. Keeping communities safe also means addressing the underlying conditions that lead to interactions with first responders, such as the need for increased mental and behavioral health services and continuing to reform systems.
- **Rebuilding an Inclusive, Sustainable Economy:** Programs and services that keep people on a path toward rebuilding the local economy in a way that is sustainable and equitable by: expanding access to good paying jobs and job training for traditionally under-resourced communities and people; creating opportunities to engage and grow small and microbusinesses, and women- and minority-owned businesses; supporting safe operations of businesses during the pandemic; and stimulating local economic output.

### Doing the Most with Every Dollar

The Strategic Framework guides the direction of the City and the priority program areas. The BMO also considers departmental operational needs, project feasibility, long-term financial impacts, performance metrics, alignment with strategic plans, equity impacts, and interagency coordination when developing recommendations for additional resources.



# Social Equity

## Overview

Denver defines equity as when race and other social identities can no longer be used to predict life outcomes. When equity is the primary focus, with diversity and inclusion as supportive facets, all segments of communities are improved. This allows individuals who have often been institutionally marginalized and historically disadvantaged to be fully engaged and supported to achieve successful outcomes. Denver takes a race-explicit but not race-exclusive approach. This means that the City leads with race because it still remains the primary determinant of life outcomes, but also considers the intersection of all aspects of a person's identity. The City and County of Denver has established equity as a key priority, and actively works to embed equity in city policies, programs, practices, and budgets.

To incorporate equity into the budget process, the BMO works closely with the Mayor's Office of Social Equity and Innovation (OSEI) and uses a Budget Equity Framework. This framework is intended to operationalize the identification and development of budget requests that support historically marginalized communities or mitigate impacts of budget decisions that may negatively impact these communities. Agencies include the following equity considerations when they request new resources during the budget process:

- Does the program impacted by this request most directly serve internal customers (e.g. other City Departments/Employees) or external customers (e.g. Denver Residents/Businesses)?
- Was this request derived from feedback by community/stakeholders that will be impacted by the program? If so, please indicate who your stakeholders are and describe the tools and strategies used to gather this feedback.
- If any, please describe the equity outcome(s) that are aligned with the program this change request supports.
- To what degree does this change request contribute to your program's efforts to reach this/an equity outcome?
- Does the program impacted by this request increase or decrease access to city services/opportunities for:
  - Local historically and/or traditionally marginalized racial and ethnic communities?
  - Other structurally marginalized groups (i.e. older adults, people with disabilities, individuals with limited English proficiency, unhoused community members, LGBTQ community, and/or individuals living at/or below the federal poverty level)?
  - City employees who are members of the historically and structurally marginalized communities?
- Does this request focus resources towards specific Denver neighborhoods/communities, or will the impacts be citywide? If this request focuses resources, please list the communities and neighborhoods these dollars will go towards.

## Equity in the Budget Process

Since the 2020 budget season, OSEI has worked with BMO to provide input on the budget process from an equity perspective with an increasing level of involvement and emphasis on moving toward outcome measures.

Before the annual budget cycle, OSEI works with and coaches agencies on their equity priorities throughout the fiscal year. Specifically, through the establishment of Equity, Diversity, and Inclusion (EDI) teams, the OSEI coaches agencies on developing Racial Equity Action Plans and strategies. As

OSEI continues to build relationships and help agencies define their equity priorities, these strategies may influence agency budget requests. For example, agencies may identify a need to fund specific equity-related projects or staff to support those projects.

During the budget cycle, OSEI staff work with agencies as they develop annual budget requests, provide guidance on thinking through the budget equity framework, and review budget requests for potential equity impacts to discuss with agencies when further equity consideration is needed. OSEI also has staff representatives at each of the budget presentations to the CFO, the Mayor, and City Council to provide more nuanced feedback and meets with BMO to discuss equity impacts of requested changes from the presentations and summarizes items of concern or strong support.

In giving feedback, OSEI helps agencies more clearly communicate the communities that will be impacted by given budget requests and identifies areas of equity that have not been identified in the process and that should be considered.

## Strategies

The Mayor's 2023 budget includes the following incremental investments of City funds to promote equitable policies, practices, and programs:

### Accessibility

The accessibility of city services, programs, and proceedings is essential for a just, equitable and inclusive city that supports all Denver Residents and ensures equitable representation and participation within the community:

- \$90 million from multiple funds for mobility and transportation improvements, including funds to improve bike networks, sidewalks, transit, and transportation and mobility safety.
- \$924,000 in the Denver Department of Public Health and Environment for eight positions to support and expand community and behavioral health programs such as the Wellness Winnie.
- \$384,000 from the General Fund to support language access, interpretation, and translation services to increase accessibility of materials, meetings, communication, and services citywide across several departments, including the Office of Human Rights and Community Partnerships, Denver County Court, the Office of Climate Action, Sustainability, and Resiliency, and the District Attorney's Office.
- \$278,000 in the Department of Excise and Licenses to establish the License Hearing Assistance Fund, which will help constituents navigate the licensing hearing process.
- \$250,000 in the Office of Human Rights and Community Partnerships for the Immigrant Legal Services Fund, which was added as a one-time increase in 2022 to address the rise in requested services due to COVID-19. This funding is added back and made permanent in the 2023 budget. The ongoing amount allocated to the Immigrant Legal Services Fund is now \$750,000.
- \$100,000 in the Department of Excise and Licenses to support the Marijuana Social Equity Program. This program will help bridge the resource and knowledge gap and provide guidance and application support to those that qualify.

### Housing

Shelter and housing stability are basic human needs essential for all individuals to equitably access and benefit from other opportunities and resources that allow them to thrive. New investments to support equitable housing opportunities include:

## Strategic Framework

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- \$10.7 million from the Affordable Housing Funds to support additional unit development and preservation, and housing assistance, including rental and utility assistance as well as bridge housing and rehousing support for people experiencing homelessness.
- \$8 million from the Homelessness Resolution Special Revenue Fund (November 2020 Ballot Initiative 2B) to provide operations support for encampment decommissioning, respite care, family shelter case management, overflow women’s shelter support, complex case management, and daytime transportation for people experiencing homelessness.

These investments are outlined in greater detail in the Housing and Homelessness Resolution Strategic Framework section.

### Safety

Physical and psychological safety is a basic need that serves as the foundation for all Denver residents to thrive and grow. In efforts to ensure a safe, just, and equitable community, the Mayor’s budget invests in life-saving practices and alternative response activities and programs to support the specific needs of our communities and residents. Among these strategies, new safety investments in 2023 with a focus on equitable outcomes include:

- \$641,000 for the addition of 10 Non-Emergency Technicians to support non-emergency calls allowing Emergency Technicians to respond to higher acuity calls.
- \$619,000 in the Denver Sheriff Department to support a Mental Health Intake Team in the Mental Health and Programs division.
- \$392,000 in the Denver Police Department for three Program Managers to support the Collaborative Crime Prevention Initiative. These positions will work with other city agencies, residents, non-profits, businesses, and faith-based organizations to address systemic issues in persistently violent areas of Denver.

The above investments are outlined in greater detail in the Keeping People and Neighborhoods Safe Strategic Framework section.

### Criminal Justice Reform

The criminal justice system has long perpetuated and exacerbated injustice, specifically for communities of color. It is a priority of the City and County of Denver to address the historic and systemic injustices disproportionately faced by these communities and invest in alternative programs that are less restrictive and more restorative.

- \$725,000 in the Department of Safety for the Denver Enhancing Motivation By Achieving Reshaped Cognitions (EMBARC) program program. The program serves as an alternative to incarceration, providing re-entry services for men, many of whom have a mental health and/or substance use disorder.
- \$694,000 in the Department of Safety to support Project Elevate at Tooley Hall. This program will serve as an alternative to incarceration for women experiencing mental health or substance abuse disorders and will provide fully integrated, trauma informed, gender-responsive care.
- \$288,000 in the Department of Safety to offset grant funding loss for the Safe City program which will now be funded out of the General Fund to continue violence prevention and interruption through a public health approach.
- \$189,000 in the Denver Sheriff Department for three additional positions to support case management in the Programs Team with the goal of reducing recidivism in the inmate population.
- \$117,000 in the Department of Safety for two Pretrial Services Officer positions to monitor individuals who have previously failed pre-trial supervision.

## Workforce and Business Opportunity

Diverse businesses are not only integral to a thriving economy but provide greater opportunities for individuals and innovation. Specific equity investments in this category include:

- \$4.3 million in Denver Economic Development and Opportunity’s Malone Fund for business development for minority-owned and women-owned businesses.
- \$3.2 million in Denver Economic Development and Opportunity for the continuation of the Denver Construction Careers Program.
- \$100,000 in Denver Economic Development and Opportunity to increase the NEST mini-grants program to provide small grants to community serving organizations in NEST neighborhoods.

These investments are described in greater detail in the Rebuilding the Local Economy Strategic Framework section.

## Representation and Advocacy

Dedicated City staff who have the cultural competence, professional expertise, and authority to advocate for communities that have been historically marginalized and underrepresented are critical to ensuring these groups benefit equitably from the services the city provides.

- \$370,000 in Denver Public Library to expand the Digital Navigator program, which was piloted with American Rescue Plan Act (ARPA) funding in 2022, with two additional positions and services and supply dollars to purchase circulating technology. These new investments are funded in the General Fund and the original positions will continue to be funded with ARPA dollars through 2024.
- \$485,000 for five positions in the Office of Social Equity and Innovation, including a Public Information Officer, two Administrators to focus support on the Department of Parks and Recreation and the Department of Safety, and the conversion of two grant-funded positions to unlimited and funded full time by the General Fund.
- \$64,000 for an Equity, Diversity, and Inclusion position in the Denver District Attorney’s Office, to support EDI efforts in coordination with the Mayor’s Office of Social Equity and Innovation.
- \$125,000 in additional budget for OSEI primarily to support Denver Human Services driven equity work; this also includes additional services and supplies to ensure OSEI staff are up to date on training and have the resources needed to coach and train agencies and lead citywide equity efforts.
- \$245,000 to support two positions within the Department of Housing Stability focused on public outreach and community engagement surrounding the decommissioning of encampments.
- \$189,000 In the Department of Climate Action, Sustainability, and Resiliency to support minority and women owned businesses in achieving sustainability goals or pursuing Certifiably Green Denver certification.
- \$134,000 in the Department of Safety for a Community Outreach Manager dedicated to public communication and to support the department in relationship-building with Denver Communities.
- \$128,000 in the Office of Children’s Affairs to add a Marketing and Communications Specialist to help families and youth better access OCA-supported programming.
- \$354,000 for participatory budgeting, including a position in the Department of Community Planning and Development and a transfer to the Capital Improvement Program to support mini grants and other implementation costs.
- \$101,000 in the Denver Department of Public Health and Environment to support outreach related to the Love My Air Program that monitors air quality in Denver.

The City of Denver is also proposing to invest the American Rescue Plan Act (ARPA) dollars toward equity. For 2023, key ARPA investments with an equity focus include:

## Strategic Framework

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- \$20 million to provide down payment assistance to increase BIPOC home ownership in Denver and to increase the affordable housing available.
- \$20 million to improve behavioral health infrastructure and network adequacy and to advance behavioral health and substance use outcomes.
- \$10 million to support a commercial land trust pilot program where properties in areas identified as vulnerable to displacement would be purchased and legacy businesses, who are more likely to be women and minority owned, would be selected to operate in the spaces at discounted lease rates, thus allowing long-term, neighborhood-serving businesses to remain operational.
- \$6 million to address food insecurity through a combination of emergency food distribution and grants made to partners to upgrade food-related infrastructure.
- \$1.8 million to support entrepreneurship services, with a special focus on technology entrepreneurs who are underrepresented, with an emphasis on those who are black, indigenous or people of color.
- \$1.7 million to organizations that provide youth violence and prevention programs and services.
- \$1.6 million for community mental health programming for low-income youth and for expectant and new mothers.
- \$1.4 million for Out of School Time support to providers.
- \$1 million to provide direct assistance to small nonprofits with budgets under one million dollars that are led by or serve BIPOC communities.
- \$1 million to support nonprofit organizations, community groups, and/or micro-businesses in some of Denver's most vulnerable neighborhoods through placemaking, events, meetings, and forums.
- \$1 million for an interpreter workforce training course for immigrant and refugee residents that are bilingual in English and another language using a qualified interpretation training vendor.
- \$300,000 to provide individualized or small group assistance to community members in underserved neighborhoods who need affordable home internet service, affordable internet-capable devices, and/or coaching in introductory digital skills to become effective technology users.

## Outcome Measures

To facilitate identifying equity priorities for the budget process, the City uses an equity framework and other tools to guide programming and budget decisions. Denver is composed of 78 statistical neighborhoods, and many city agencies use equity maps or tools to identify where to focus funding for their services and programs.

- The Denver Department of Public Health and Environment (DDPHE) uses a Neighborhood Equity Index to identify where the greatest health disparities exist in Denver. Considering health outcomes based on these factors helps DDPHE address health disparities and social determinants of health. For further information, please visit <https://www.arcgis.com/apps/MapJournal/index.html?appid=2f30c73e83204e96824a14680a62a18e>.
- The Department of Economic Development and Opportunity (DEDO) targets programming and resources to businesses and households in Neighborhood Equity and Stabilization (NEST) neighborhoods as one of numerous anti-displacement strategies. More information can be found at <https://www.denvergov.org/Government/Agencies-Departments-Offices/Economic-Development-Opportunity/Neighborhood-Equity>.
- The Office of Children's Affairs (OCA) uses a Child Well-Being Index to devote much of its funding, programming, and resources to neighborhoods with a high percentage of youth of color, high child poverty rates, and a high percentage of chronically absent students, among other factors.



Please visit <https://geospatialdenver.maps.arcgis.com/apps/MapSeries/index.html?appid=939ed-c78fa0e4c799089f233ff07395a> for more details.

# Fiscal Sustainability

## Overview

The City and County of Denver strives to maintain long-term fiscal stability through strong financial and reserve policies and practices to ensure core government services will be delivered over time. Sustainable finance includes integrating social equity and inclusion, public health, climate change and other environmental impacts, and innovation into the budgeting and decision-making processes. Responsible stewardship of taxpayer dollars is a critical role of government and, to that end, transparency and accountability are also integral to government finance. The 2023 Budget is financially responsible and invests strategically in an inclusive recovery and rebuilds reserves.

## Strategies

**Maintain Strong Financial Management Practices** to ensure the delivery of effective and efficient city services that mirrors best practices of the public and private sectors and maximizes the value for residents. Some of those key practices are listed below; for more information regarding Denver’s financial management practices, see the Financial Policies and Reserves section in the Budget Summary tab of this book.

- **Maintaining Strong Reserve Policies** - the City and County of Denver’s overall objective is to achieve a structural balance between operating revenues and expenditures. It is financially prudent to have reserve funds and policies for their use, as both revenues and service demands can fluctuate without advance notice. For that reason, the City has multiple reserves in the General Fund (GF) to address unforeseen revenue shortfalls or unanticipated expenditures. Together these funds provide more than 20% of the GF’s expected expenditures to respond to revenue shortfalls, unanticipated expenditures, or other unforeseen emergencies.
- **Balancing the Budget and Long-Range Planning** - the City Charter and state law require a balanced budget, that the budget proposed by the Mayor shall not propose expenditures in excess of estimated opening balances and revenue (this applies to all funds). Additionally, to anticipate future challenges with revenue and expense imbalances so corrective action can be taken to maintain financial stability, the BMO develops a three-year General Fund revenue and expenditure forecast to provide city officials with pertinent data to make decisions for multi-year policy direction.
- **Maintaining Fiscal Accountability Rules** - these rules set parameters for fiscal activities of the City and County of Denver with the purpose to assist officers and employees in conducting financial activities and in making sound fiscal decisions that are in compliance with generally accepted accounting practices and applicable laws within the City and Council of Denver.

**Ensure Transparency and Accountability** - the Mayor, the Department of Finance, and all city agencies commit to making City government more open, accountable and accessible to the residents of Denver. Transparency is providing residents with access to information about what is really happening--including how the City and County of Denver spends funds, while accountability ensures that residents have ways to hold decision-makers accountable for the decisions they make. For that purpose, the City and County of Denver Website includes “Transparent Denver” at <https://www.denvergov.org/Government/Transparent-Denver>. On this page, seekers will find a link to Denver’s Open Checkbook that provides detailed information about city expenditures broken down by payees, departments, and more. Transparent Denver also includes links to the City’s Budget page that contains current and proposed budgets, as well as previous years’ budgets going back to 2020.

**Innovation** - financial sustainability requires that all city departments and employees implement innovative programs, processes and improvements to achieve increased customer demand and ensure

long-term service delivery. Programs such as Peak Performance, Peak Academy, and the Innovation Fund increase taxpayers' return on their investment in city government while empowering employees to improve processes and service delivery.

**Equity Focus** - a sustainable budget must ensure equitable access to programs, services, and outcomes for everyone, including historically under-resourced communities. Since the 2020 budget season, the Mayor's Office of Social Equity and Innovation has worked with the Budget and Management Office to provide input into the budget process from an equity perspective with an increasing level of involvement and emphasis on moving toward outcome measures. For more information describing this process, please see the Social Equity section of the Strategic Framework in this book.

### Outcome Measures

Denver has achieved financially sustainable outcomes due to establishing and implementing strong financial policies and practices, and this is demonstrated by the City receiving a AAA Bond Rating--the highest bond rating from all three primary independent rating services, for the last several years.

Fitch, Moody's, and Standard and Poor's provide these evaluations of a bond issuer's financial strength and its ability to pay a bond's principal and interest in a timely fashion. Bond ratings are expressed as letters and numerals ranging from 'AAA' which is the highest grade, to 'C' which is the lowest grade. The rating services use similar letter grades but use various combinations of upper- and lower-case letters and symbols to differentiate themselves. Please see the Department of Finance section of this book for additional information regarding the City's bond rating.

## Housing Stability and Homelessness Resolution

### Overview

The City prioritizes strengthening support for people experiencing homelessness and people in under-resourced communities. In 2023, the City is increasing investments in shelter, housing supports, and housing services to help Denver’s unhoused residents out of homelessness, including those who are living on the streets in the most unsafe and unhealthy of conditions.

The 2023 budget includes funding for support for those experiencing unsheltered homelessness, stronger shelter response, housing vouchers, wrap-around services, and programs that will keep people from falling into homelessness. Additionally, the 2023 budget includes funding for the acquisition of hotels to be converted to housing navigation centers, and into supportive housing.

As property values, housing prices, and rental rates continue to rise, and the impacts of the COVID-19 pandemic continue to disproportionately impact the economic and financial health in minority and under-resourced communities, Mayor Hancock is using an equity approach to help keep Denver affordable and accessible. Denver residents live along a housing spectrum – from residents without a home to people purchasing their first home. This budget provides funding for housing stability programs that help people stay in their homes, such as rent, utility and eviction, and foreclosure prevention assistance, as well as helping people experiencing homelessness gain housing and the support they need to stay housed.

Housing stability and homelessness resolution programs and services are funded by several revenue sources, including the General Fund, Special Revenue Funds, and grants, that are administered primarily by the Department of Housing Stability (HOST).

### Key Strategies

Below are the City’s key strategies for supporting housing affordability and people experiencing homelessness:

**Housing Opportunity** strategies focus on providing equitable access to housing options that meet residents’ needs, the opportunity to build wealth through homeownership, and the choice in when and under what circumstances residents move or remain in their homes and neighborhoods. Housing Opportunity investments are primarily funded by the Affordable Housing Fund, which receives revenue through the dedicated two percent increase to the special retail marijuana sales tax approved by City Council in 2018. These dollars fund land acquisition, unit development and production, and housing assistance, as well as supportive housing services. Housing Opportunity programs are also funded by federal grants and other forms of funding. Strategies include:

- Expanding homeownership through down payment assistance and other programs.
- Investing in the development and preservation of affordable rental and homeownership housing across the income continuum in collaboration with internal and external partners. Further, ensuring conformance with quality, affordability, and other requirements for federally and locally funded affordable housing units.
- Implementing Mandatory Affordable Housing requirements alongside partner agencies and coordinating policy and specific negotiations at catalytic sites throughout the city where affordable housing is included alongside market-rate and mixed-use development.
- Creating and preserving existing affordable housing and connecting residents at any income level to new housing opportunities.

- Maintaining strong oversight of the City’s existing portfolio of affordable homeownership units; developing partnerships with lenders and real estate professionals to ensure low- and moderate-income households are connected to affordable units; and expanding housing access programs such as down-payment assistance and homeownership counseling.

**Housing Stability** strategies focus on keeping people in the home they already live in by stabilizing residents at risk of involuntary displacement and connecting them to housing resources. Housing Stability programs are funded by a range of federal and local sources, including the Affordable Housing Fund that also supports Housing Opportunity programs and development. Strategies include:

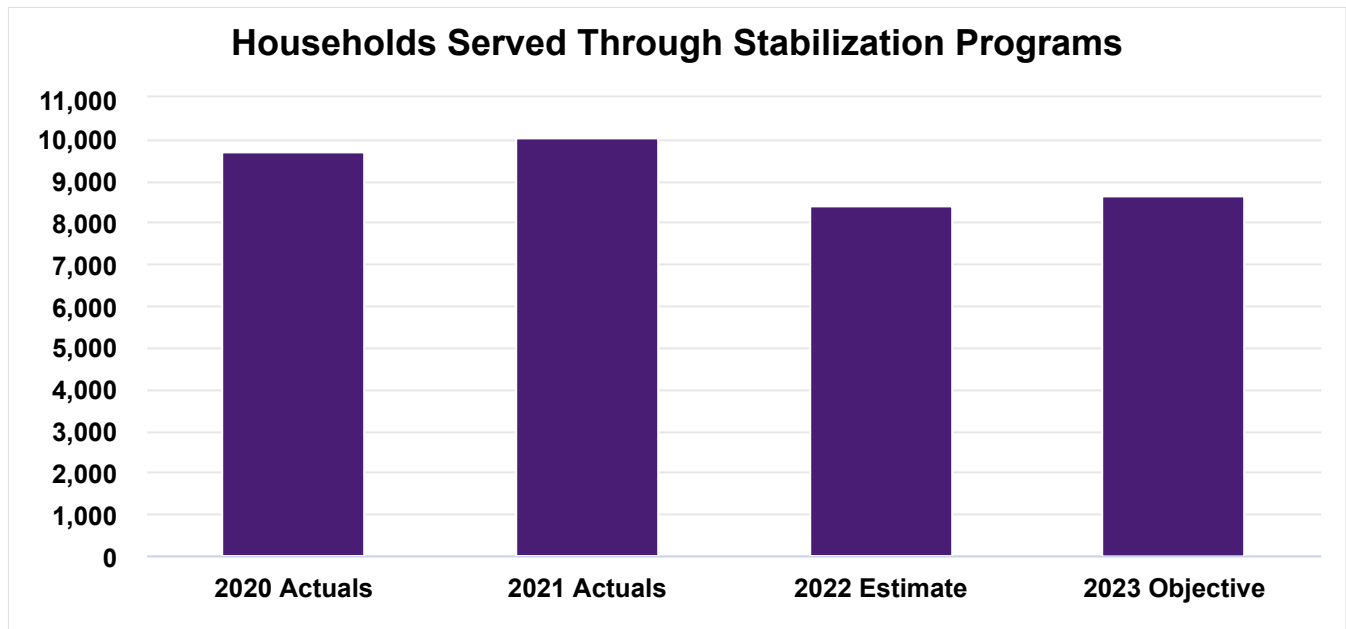
- Leveraging local and federal funds to expand capacity to provide rental assistance and deploy the Federal Emergency Rental Assistance Program funds to support households in need and housing stability through eviction prevention and other supports.
- Home repairs that help address health and safety issues or help residents living with a disability make accessibility modifications to their home.
- Preventing eviction and foreclosure through legal assistance and other programs.

**Homelessness Resolution** focuses on returning people to housing by providing support to residents experiencing a crisis including connecting them to overnight shelter, services, and short-term and permanent housing. These programs are funded by several funding sources, including the General Fund, Capital Funds, grants, and other Special Revenue Funds. Strategies include:

- Acquiring additional hotel and motel rooms, as well as other alternatives to shelters such as new tiny home villages and additional safe outdoors spaces and safe parking spaces.
- Transitioning those experiencing homelessness directly into housing through direct outreach work including the Early Intervention Team, Hot Spot Outreach Team, and contracts with partners to assist with the decommissioning of encampments.
- Expand rehousing and supportive housing programs, including utilizing performance-based contracts for housing and wrap-around services to improve outcomes for those experiencing chronic or long-term homelessness such as the, “pay-for-performance” contract to continue the Denver Supportive Housing Program started in 2016 under Denver’s Social Impact Bond Initiative (SIB) and the Social Impact Partnerships to Pay for Results Act (SIPPRA) program started in 2021 and supported by a federal grant. To learn more about these programs see the Special Revenue Funds section of the budget boo

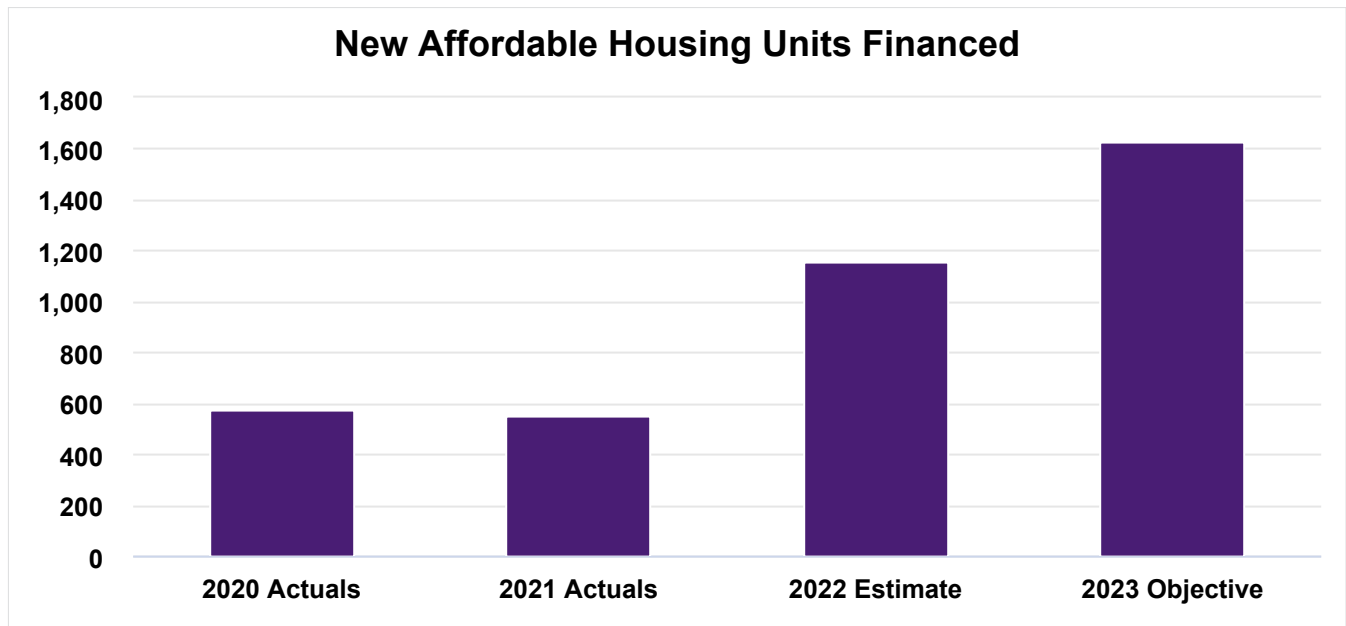
## Outcome Measures

The following performance measures will help the City assess whether its policies and partnerships are helping to keep Denver a place in which all families can live and thrive.



**Households served through stabilization programs** measures the number of households that receive services and support from the City’s partners to stay in the home they live in, such as temporary rental and utility assistance and eviction support.

**New Affordable Housing Units Financed** measures the number of newly created, affordability-restricted units that the City helped partner entities to finance. HOST’s budget projections for unit development and preservation in 2022 are based upon a pipeline of new construction deals anticipated through the implementation of the Intergovernmental Agreement with the Denver Housing Authority along with other projects.



### Key 2023 Housing and Homelessness Resolution Investments

The 2023 budget proposes significant investments in a variety of housing and homelessness resolution programs using American Rescue Plan Act dollars, as the need for these programs was substantially

increased by the COVID-19 pandemic. These include:

- \$20 million for down payment assistance and expanding the pipeline of affordable homes
- \$23.25 million for the purchase of hotel properties for encampment decommissioning, including safe parking and vehicle support
- \$20 million for the acquisition of hotel properties for affordable housing
- \$7.8 million for the continuation of Safe Outdoor Spaces alternative shelter programming
- \$600,000 for the continuation of the Safe Parking alternative shelter programming
- \$6 million for the continuation of the rapid re-housing of people experiencing homelessness directly from shelter settings
- \$75,000 for an adaptive reuse study to investigate the feasibility of adaptively reusing 10-15 high-rise office buildings in downtown Denver as housing.

Denver also continues to make critical, new investments for its most vulnerable populations by leveraging ongoing funding streams. These include:

- \$740,000 from the General Fund for new personnel to support recently passed programs and policies including the prioritization policy to mitigate displacement, compliance support, and increased outreach and communications.
- \$360,000 for personnel in the Department of Housing Stability and Community Planning and Development to support the Expanding Housing Affordability program authorized through Ordinance in 2022 to further the City's ability to increase development of affordable housing across the City. These positions will add to the multi-agency affordable housing review team to streamline and provide support for the development and construction of affordable housing.
- \$250,000 from the General Fund to pilot an RV Buyback program to purchase RVs from households in the form of rental assistance, and to provide housing navigators and case management.
- \$200,000 from the General Fund to support foreclosure legal assistance.
- \$300,000 from the General Fund to provide homeowners' association fines assistance to income-eligible homeowners who are facing foreclosure.
- \$250,000 from the General Fund and American Rescue Plan Act grant dollars to support outreach to public health hot spots as part of a multi-agency, proactive approach to addressing mental health and social issues in designated areas around the city.
- \$13.3 million in additional funding from the Affordable Housing Linkage Fee Special Revenue Fund for programs that support the supply of affordable rental housing, provide funding for renter assistance programs, increase the supply of for-sale affordable housing, and support homebuyer assistance programs. This brings the total investment in this SRF to \$27.4 million in 2023.
- \$8 million in additional funding from the Homelessness Resolution Special Revenue Fund to provide around-the-clock shelter across Denver's shelter network with supportive services; catalytic development that supports acquisition and/or development of housing and shelter at sites; critical infrastructure; and support for program development and administration. These investments include increased support for family shelters, respite care, and complex case management as well as the operations of American Rescue Plan Act (ARPA)-funded hotel acquisitions. This increase brings the total investment in this SRF to \$48.9 million in 2023.
- \$430,000 in the Department of Excise and License for four new positions to enforce the residential rental program, which is designed to ensure public health, safety, and welfare for Denver's renters.
- \$320,000 in the Denver Fire Department for two new positions to support community outreach, safety, and fire code compliance for encampments.



## Strategic Framework

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- \$700,000 in additional funding from the Housing Incentive Program Special Revenue Fund for expenditures related to monies paid by developers seeking to access height incentives for primarily commercial projects to fund affordable housing development and programs. This brings the total investment in this SRF to \$4.4 million in 2023.
- \$1.1 million in new funding from the SIPPRA City Share Special Revenue Fund. The Social Impact Partnerships to Pay for Results Act (SIPPRA) program provides permanent supportive housing as a health intervention to allow individuals experiencing chronic homelessness to avoid injuries and illnesses that come with living on the streets.
- \$1.19 million increase to the Affordable Housing Incentive Fee Special Revenue Fund for housing programs that support the production or preservation of for-sale housing or supportive housing, and those that assist with anti-displacement efforts.
- \$770,000 increase to the Skyline - Housing Special Revenue Fund to provide additional housing opportunities for low- and moderate-income families and revitalize neighborhoods through new housing development and the rehabilitation of existing units.

## Keeping People and Neighborhoods Safe

### Overview

A strategic 2023 priority for Mayor Hancock is to continue to keep the people and neighborhoods of Denver safe by investing in innovative, community-based policing, and alternative interventions that recognize the distinction between mental illness and criminal activity.

The 2023 budget continues support of behavioral health and criminal justice reform programs and services, including the Support Team Assistance Response (STAR) program and the co-responder program. The STAR program deploys emergency response teams that include emergency medical technicians and behavioral health clinicians to engage individuals experiencing crises related to mental health issues, poverty, homelessness, and substance abuse. The co-responder program provides mental health professional response alongside officers to support the health and safety of those in need of emergency response.

Funding also continues to support peer navigators, people with lived experience who support inmates re-entering the community, and operation of the Behavioral Health Solutions Center which provides a treatment option for first responders helping people experiencing a behavioral health crisis with the goal of reducing the number of people going to jail when they need mental or behavioral health services.

New funding will be dedicated to the creation of the Public Health Hot Spots program, which is a multi-agency approach that will concentrate resources in areas of the Denver community that experience higher public health harms such as drug overdoses, encampments, and violence.

The 2023 budget focuses on improving response rates across Safety by expanding the Police Department's authorized strength with 43 new officers, adding a new firefighter company in Northeast Denver, and adding a new medical unit stationed in Downtown Denver. New funding will also be dedicated towards working with community members to address crime by expanding the Collaborative Crime Prevention Initiative by three positions and by adding a Community Outreach Manager to create and maintain community-based relationships.

Additionally, the 2023 budget expands funding for Denver neighborhoods most impacted by the recent increase in crime, for youth violence prevention programming and strategies, for expanded mental health support in Denver's jails, and continued support for City-run community corrections facilities. Other core programs aim to divert people from jail and into the services they need to best help their situation such as Transitional Residential Treatment beds for short-term substance treatment, Pre-Trial Supervision, Competency Diversion, and other court programs.

The 2023 budget also focuses on community and behavioral health by investing over \$20 million in behavioral health infrastructure and network advocacy, increasing emergency food access to reduce the overall food insecurity rate within the City, and broadening existing access for substance misuse care through the Denver Department of Public Health and Environment.

### Key Strategies

Several key strategies, identified below, provide specific methods for supporting complete and safe neighborhoods:

- **Public Safety Services:** Deliver upon the quality-of-life pillars that contribute to public safety: financial security, physical and mental health, and assisting those left behind by Denver's recent prosperity.

## Strategic Framework

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- **Community Engagement:** Invest in programs and resources involving all segments of our population and continue to integrate their voices into citywide decision making.
- **Youth Programs:** Fund community-driven youth programs and comprehensive strategies to promote and develop healthy youth and productive adults.
- **Criminal Justice Reform:** Continue the work of the Office of Criminal Justice Transformation and Policy to identify and mitigate inequities throughout the criminal justice system and to establish and implement new policies based on community input. Provide full staff support for the Active Bystandership for Law Enforcement (ABLE) program to ensure better policing accountability practices.
- **Emergency Response for Better Outcomes:** Continue programs that provide non-uniform services at the time of an emergency call, including the Support Team Assistance Response (STAR) program and the co-responder program.
- **Supportive Services:** Sustain funding for navigators who provide support to those released from jail and for the Solutions Center where mental health professionals and support staff provide high quality behavioral healthcare.

## Outcome Measures

The City and County of Denver is committed to responding to and positively influencing these community outcomes. The 2022 National Citizen Survey, which is a collaborative effort between the National Research Center, Inc. (NRC) and the International City/County Management Association (ICMA), will collect data regarding residents' perceptions of safety and rating of safety services. The 2022 survey is not yet finalized, but prior survey results and more information can be found on the Department of Finance BMO website (<https://denvergov.org/Government/Agencies-Departments-Offices/Agencies-Departments-Offices-Directory/Department-of-Finance/Our-Divisions/Budget-and-Management-Office/National-Citizen-Survey>). The National Citizen Survey was not conducted in 2020 or 2021 due to historic revenue loss caused by the pandemic and because the ongoing COVID-19 pandemic was likely to cause skewed data.

## Key Resident and Neighborhood Safety 2023 Investments

In 2023, Denver continues to support successful programs in Denver's neighborhood and is actively seeking to expand resources to areas that have opportunities for improvement. Key 2023 investments include:

- \$9 million for 188 Police recruits to offset the annual attrition of officers (Police Department).
- \$1.5 million to expand the Police Department's authorized strength by 43 positions. The additional positions will address the growth in Denver's population and calls for service, emerging crime trends, and will increase officer proactive time (Police Department).
- \$1.5 million to increase annual training for police officers from 68 to 80 hours per officer to improve interactions and increase trust within Denver communities (Police Department).
- \$689,000 for three Photo Enforcement Agents to expand the photo speed enforcement program to improve traffic safety (Police Department).
- \$392,000 for three Program Managers to support the Collaborative Crime Prevention Initiative. These community engagement positions will work with other city agencies, residences, non-profits, businesses, and faith-based organizations to address systemic issues in persistently violent locations in Denver (Police Department).

- \$326,000 for three new Forensic Scientists that will support testing fentanyl and DNA from gun crimes to address the increase in these cases and process evidence more efficiently (Police Department).
- \$2.9 million to recruit and hire 60 new Denver Firefighters (Fire Department).
- \$652,000 for an additional engine company in the Northeast Denver corridor. The new company will improve response times in the growing area and will be relocated to Fire Station 40 when it opens in 2024 (Fire Department).
- \$381,000 for three new technicians to inspect conveyance systems and sprinklers in Denver buildings (Fire Department).
- \$279,000 for an additional medical unit stationed in Downtown Denver (Fire Department).
- \$340,000 for an encampment outreach team to support community outreach, safety, and fire code compliance for encampments (Fire Department).
- \$2.5 million for 80 Sheriff recruits to offset the annual attrition of deputies. This includes \$120,000 in recruitment incentives (Sheriff Department).
- \$189,000 to support the Programs Team connecting inmates with services at Sheriff Facilities. The Programs Team supports programming to specifically address homelessness, the opioid epidemic, and support for perinatal people (Sheriff Department).
- \$620,000 to support the Mental Health Intake Team at Sheriff Facilities. The Mental Health Intake Team will help identify mental illness and any medications needed for individuals in custody (Sheriff Department).
- \$234,000 to support Body Camera use at Sheriff Facilities to ensure the safety of both inmates and Sheriff Deputies (Sheriff Department).
- \$725,000 to support the Enhancing Motivation by Achieving Reshaped Cognitions (EMBARC) Community Corrections program at Building 19. EMBARC is a specialized treatment program that provides evidence-based Cognitive Behavioral Therapy (CBT) to change criminal thinking and behavior (Department of Safety).
- \$694,000 to support Project Elevate Community Corrections program for Women at Tooley Hall. Project Elevate is a Denver-run program in partnership with the Empowerment program that provides a fully integrated, trauma informed, and gender responsive care model for the female identifying population (Department of Safety).
- \$479,000 for a Public Health Hot Spot team as part of a multi-agency, proactive approach to addressing mental health and social issues in designated areas around the City (Department of Safety, Fire Department).
- \$160,000 supporting an Outreach Case Coordinator and Diversion and Diversion Criminal Justice Officer for the Denver Safe City program to reduce youth-violence (Department of Safety).
- \$134,000 to support a Community Outreach Manager to create and maintain community-based relationships (Department of Safety).
- \$1.5 million to continue the Safety Place Network Investigation grant that develops Crime Prevention through Environmental Design reports and invests funding to implement those recommendations, usually through lighting, fencing, windows, and security cameras (Department of Safety).
- \$1.0 million to support new Crime Prevention and Control Programs (CPCC) Programs focusing on Housing, Employment, Mental Health, Incarceration Reduction, and Education (Department of Safety).

## Strategic Framework

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- \$641,400 to support 10 Non-Emergency Communication Technicians (NECT) responding to non-emergency, lower acuity calls allowing Emergency Technicians to respond to higher acuity calls (Department of Safety).
- \$1.7 million to support operations at the new Youth Empowerment Center and for grants to organizations that provide youth violence and prevention programs and services (Office of Children's Affairs).
- \$1.5 million for continued support of comprehensive out-of-school time programs already funded through ARPA (Office of Children's Affairs).
- \$900,000 for childcare and family, friends, and neighbors (FFN) care providers (Office of Children's Affairs).
- \$1.7 million to support safety around recreation centers by adding six new Park Rangers, new Video Surveillance Equipment, and three portable camera trailers for deployment in areas experiencing increases in crime (Parks and Recreation).
- \$435,000 for four new positions to support the enforcement of the residential rental program, which is designed to ensure public health, safety, and welfare for Denver's renters (Department of Excise and Licenses).
- \$160,000 to add three Victim Advocate positions to address the overwhelming caseloads in the Elder and At-Risk Unit, Family Violence Unit, and County Court Unit (District Attorney).
- \$73,000 to support additional outreach for the Consumer Protection and Education Initiative, which was developed to help middle-school and high-school students better understand the criminal justice system (District Attorney).
- \$69,000 to add one Associate Deputy District Attorney to the Elder and At-Risk Unit to begin in July of 2023. The position will support the growing caseload in the Unit, which addresses crimes against at-risk children and adults (District Attorney).
- \$307,000 to add two District Attorneys and two Criminal Investigators to assist with the increased number of fentanyl drug and gun cases (District Attorney).
- \$224,000 to support the Adult Diversion Program by adding four positions. These positions will assist with the growing caseload in the program, which is greatly beneficial to low-level adult offenders (District Attorney).
- \$538,000 for a new partnership with the U.S. Attorney's Office to bring greater resources to prosecute individuals with illegal guns under harsher federal laws (City Attorney's Office).
- \$20 million to improve behavioral health infrastructure and network adequacy to advance behavioral health and substance use outcomes within Denver Communities (Denver Department of Public Health and Environment).
- \$6 million to address food insecurity citywide as part of the City's COVID recovery efforts within public health and mental wellness (Denver Department of Public Health and Environment).
- \$924,000 to expand existing access to substance misuse care, like the Behavioral Health Solutions Center and outreach teams, and to build out a broader network of providers of behavioral health and substance misuse treatment services (Denver Department of Public Health and Environment).
- \$287,000 due to the addition of two Public Health Investigators and one Program Supervisor to support the expansion of the City initiative addressing abandoned and/or broken RVs and trailers. The Investigators are budgeted to start in March 2023 (Denver Department of Public Health and Environment).
- \$266,000 to support the 2022 approved expansion of the Tobacco Enforcement Program (Denver Department of Public Health and Environment).

## Rebuilding the Local Economy

### Overview

The COVID-19 pandemic caused an immediate and rapid impact on Denver’s residents, workers, and businesses. Small business openings decreased by 30.5 percent as of January 2021 compared to January 2020 and Metro Denver was one of the worst cities in the nation for construction job losses in 2020 with 6,900 construction jobs lost regionally. The Denver monthly unemployment rate reached an all-time high of 13.4 percent in May 2020.

One of the lessons learned from the Better Denver Bond program implemented during the Great Recession is that infrastructure projects can be used to drive job creation, helping to offset losses in other sectors, stem high unemployment, and create economic activity. Every \$1 million spent on construction results in the provision of almost 13 jobs, \$850,000 in earnings, and \$2 million in total economic output. As workers spend their earnings and companies grow, there is a multiplier effect of spending throughout the regional economy. With Denver’s dedicated and financially stable capital investments, Denver is well positioned to spur economic recovery.

Another lesson of Denver’s rebound from the Great Recession was to ensure all residents can participate in the economic growth of the city. By identifying vulnerable neighborhoods, pairing capital investments with funding to support stability, and focusing resources on historically marginalized communities, Denver is working toward an inclusive and equitable post-pandemic economy.

### Key Strategies

Several key strategies, identified below, focus on rebuilding an inclusive, sustainable, equitable economy for the City and County of Denver, its businesses, neighborhoods, and residents through purposeful and intentional economic development. These strategies are geared toward accelerating the Elevate Denver Bond and capital improvement programs, implementing the RISE Denver bond program, maintaining our commitment to transportation and mobility, investing in our parks, and continuing to develop and expand programs to support the recovery of Denver’s most vulnerable people and businesses. For more information on each agency and other strategies, please refer to those agencies’ sections or Volume 3: Capital Improvement Fund in this book.

- The City will maintain the acceleration of \$478 million in capital program delivery, started in 2021, through 2023 to support thousands of good-paying jobs for Denver residents, including job training opportunities to help people build careers in the skilled trades, and to provide opportunities for small and microbusinesses and women-and minority-owned businesses.
- In 2021, the RISE General Obligation Bond was approved by Denver voters, providing \$260 million in new funding for more than 80 projects over the next decade. The total investment is expected to create 4,113 jobs, \$257 million in labor income and \$550 million in economic output over the life of the bonds. Projects include \$29.2 million for the construction of the Globeville and Westwood branch libraries and expansion of the Hampden branch library, \$14 million for ADA improvements to City facilities, \$49.2 million in transportation investments including multimodal, bike infrastructure, and safety and pedestrian improvements, \$12 million in sidewalk construction, and \$52.7 million in investments in parks and recreation facilities, including the construction of the 47th and Walden and University Hills parks and community park playground replacements.
- The 2023 budget also maintains our commitment to transportation and mobility outlined in the 2017 Mobility Action Plan (MAP). Five years into implementation of the MAP, the City has funded over half of the \$2 billion originally projected need. The total 2023 capital investment in the Mobility Action Plan is \$90 million. Mobility investments also support the mission of the Office of Climate



## Strategic Framework

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Action, Sustainability and Resilience (CASR) by bringing effective design and construction practices to enhance environmental, economic, and social sustainability.

- The 2023 budget sets aside more than \$55 million for capital investments in parks and recreation including maintaining existing parks, trails, urban forest, and other park assets; acquisition of new parkland; new parks planning initiatives; and outdoor recreation and resiliency.
- The City will continue to develop and expand programs to support the recovery of Denver’s most vulnerable businesses. The 2023 budget includes \$4.3 million via a dedicated Special Revenue Fund, the Malone Fund, previously called the Denver Small Business Investment Fund, supported by a portion of the special retail marijuana sales tax revenue, to provide direct support to Denver’s minority- and women-owned businesses.
- The 2023 budget includes \$436,000 for the Career Wise Youth Apprenticeship Program. This program was grant-funded and supported by a General Fund transfer in 2022, but in 2023 will be fully funded by a transfer from the General Fund.
- The Denver Construction Careers Pilot (DCCP) is working to strengthen training and job placement efforts for large public projects, building Denver’s workforce of the future. The 2023 budget includes \$3.2 million in continued funding for this program.
- The 2023 budget contains \$1 million to support resiliency for businesses during the 16th Street Mall Reconstruction project.
- Denver communities who have lacked critical infrastructure for generations are also some of the most vulnerable to displacement when those improvements are made. To support these communities, the 2023 budget continues support to the Investment Impact Fund to offset the effects of large public infrastructure investments in vulnerable communities. The 2023 budget contains a \$1.4 million General Fund transfer to this fund.
- The 2023 budget includes over \$22 million in community recovery programs funded through Denver’s allocation of American Rescue Plan Act (ARPA) dollars. This includes programs in Denver Economic Development and Opportunity, Human Rights and Community Partnership, and Denver Human Services.

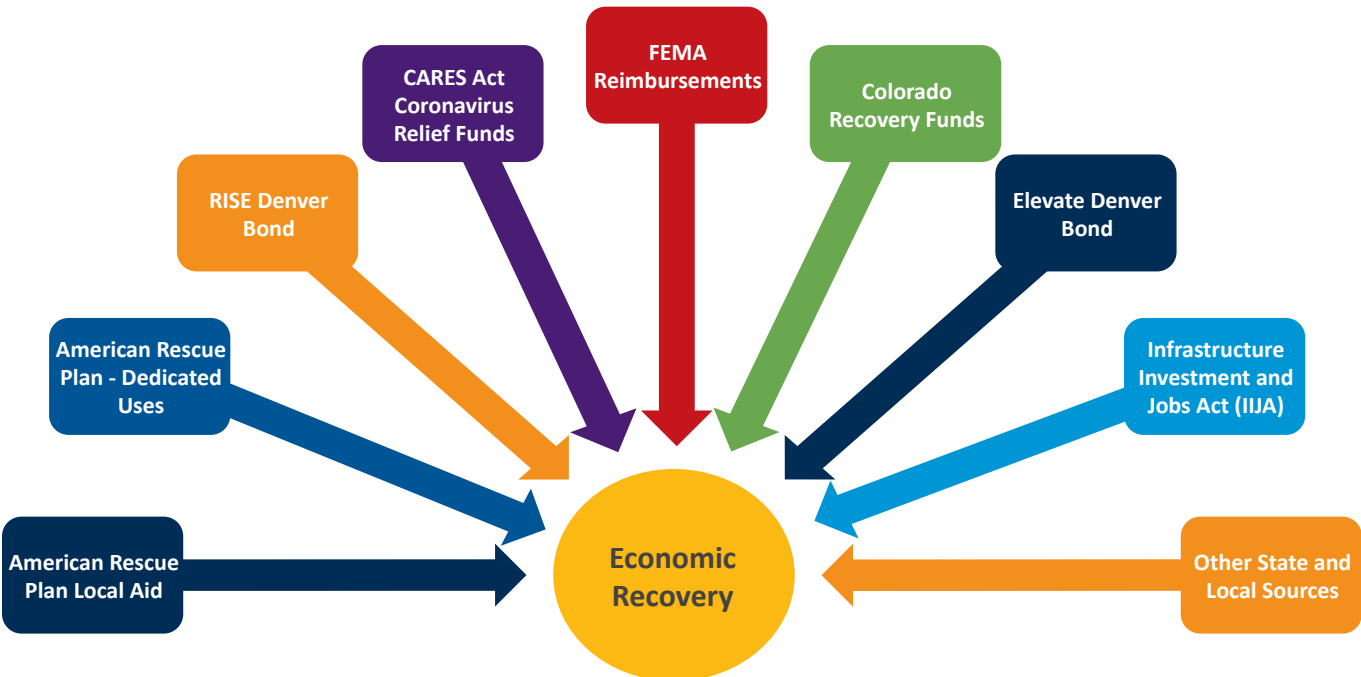
### Broader Funding Strategies

The strategic framework represents investments in priorities made as part of the 2023 budget process. In addition to those funds, the City and County of Denver had access to other funding sources as represented in the graph below which were made available to also invest in the same priorities.

As of August 2022, Denver has received 60 grants, 53 of which are derived from federal programs, either directly or passed through the State. These grants typically have a narrow application and are often delivered as supplements to pre-existing federal grant programs such as Head Start, the Community Development Block Grant and the Emergency Solutions Grant. A notable exception is the Emergency Rental Assistance Program; Denver is a direct recipient of this funding and is currently in the process of implementing its Round 1 and Round 2 allocations, which provide relief to those struggling with rental and utility bills.

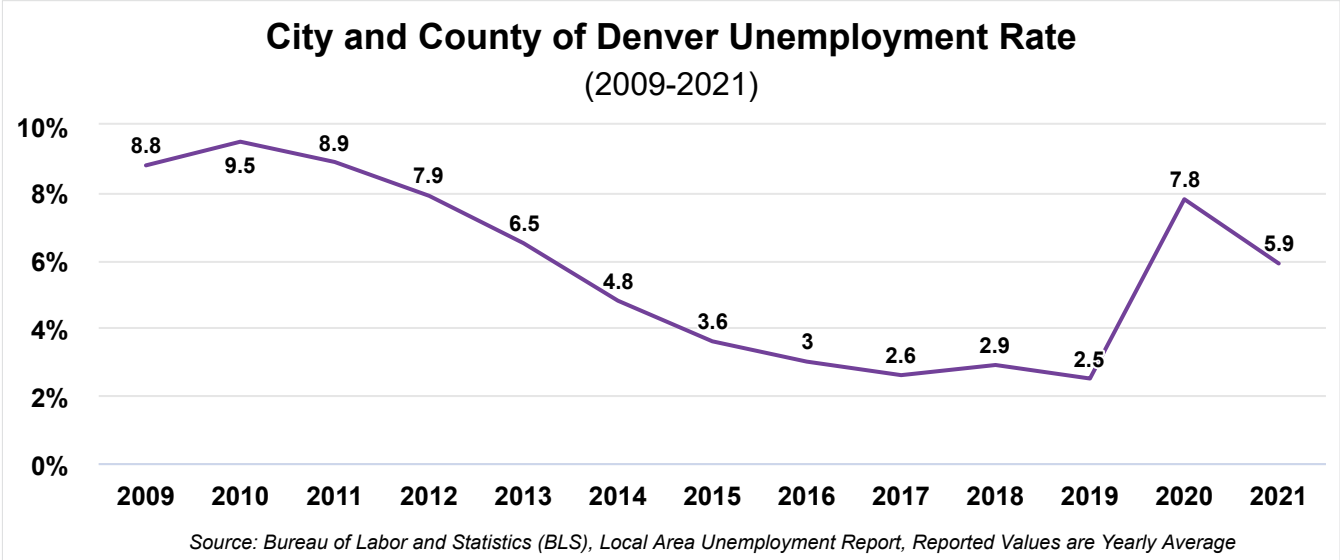
Denver’s approach is strategic, organized, and effective. It considers the relative restrictiveness of the funding source as well as the time frame before expiration, producing an approach that maximizes impact. The State and Local Fiscal Recovery Funds that resulted from the American Rescue Plan Act is a valued addition to the mix of sources which will power Denver’s recovery in the years to come.

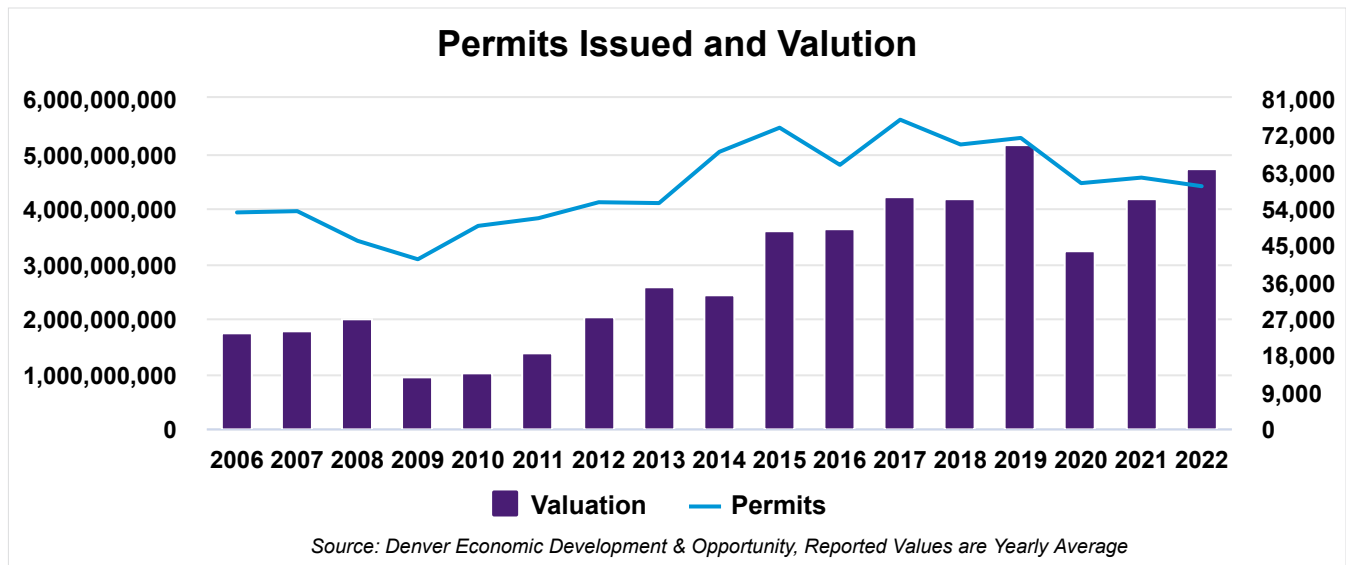
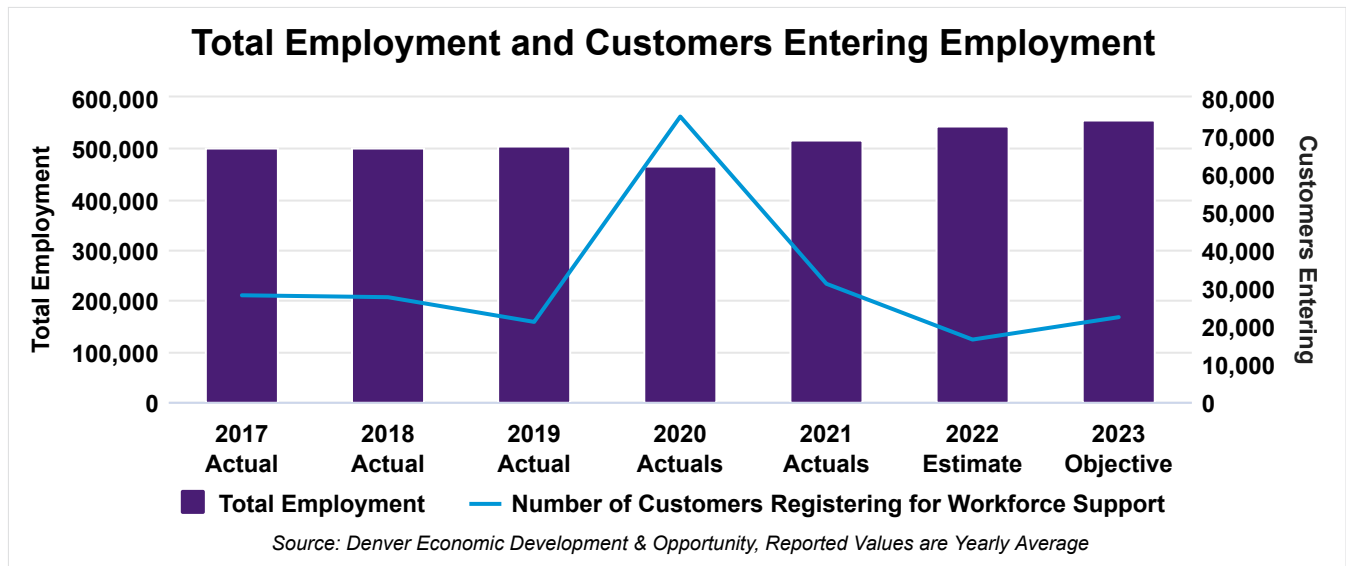




### Outcome Measures

The City and County of Denver is committed to responding to and positively influencing these community outcomes. While the City is not directly responsible for measures of economic growth, being a world-class city means tracking and responding to economic measures. Annual wage growth is closely related to the City’s goals of promoting prosperity for all residents.





## Key Local Economy 2023 Investments

In 2023, Denver allocates General Fund and Capital monies in many areas and includes approximately \$376.5 million towards key investments in programs and services connected to rebuilding the economy. Key investments in Rebuilding the Economy include:

- \$200 million in annual capital funding to continue maintaining and improving the city’s infrastructure investments.
- \$90 million in the capital investment in the Mobility Action Plan.
- \$55 million for acquisition of new parkland, new parks planning initiatives and capital projects for outdoor recreation, resiliency and signature spaces, and maintaining our existing parks;
- \$4.35 million for the Malone Fund, previously called the Denver Small Business Investment Fund.
- \$3.2 million in continued support of the Denver Construction Careers Pilot (DCCP).
- \$150,000 of increased support for a total of \$436,000 for the CareerWise program. This program was partially grant funded in 2022 and beginning with the 2023 budget will be supported fully by a General Fund transfer to a special revenue fund.

- \$1 million in continued support of 16th Street Mall businesses during the 16th Street Mall Reconstruction project.
- \$377,000 for the Excise and License Department to fund personnel to support the Marijuana Social Equity Program and the License Hearing Assistance Fund to provide resources and assistance to those that qualify for these programs.
- \$281,000 for the Department of Community Planning and Development to fund personnel to support updating manuals on permit procedures, submittals, and city code/regulation requirements, a regular schedule of code amendments that advance city plans, and assistance with reducing plan review backlogs and expediting review times.
- The City is also recommending \$22.2 million in American Rescue Plan Act Fund to support recovery for the business workforce and community organizations, including:
  - \$1 million to provide direct assistance to small nonprofits with budgets under one million dollars that are led by or serve BIPOC communities.
  - \$1 million to support nonprofit organizations, community groups, and/or micro-businesses in some of Denver's most vulnerable neighborhoods through placemaking, events, meetings, and forums. This is a continuation of an existing program funded through a previous ARPA allocation.
  - \$10 million to support a commercial land trust pilot program. Properties in areas identified as vulnerable to displacement would be purchased and legacy businesses would be selected to operate in the spaces at discounted lease rates, thus allowing a long-term, neighborhood-serving businesses to remain operational.
  - \$5 million to the Business Impact Opportunity (BIO) Fund to stabilize and preserve small businesses. This is a continuation of an existing program funded through a previous ARPA allocation.
  - \$600,000 to continue to support a business navigation program which targets outreach efforts to Denver's hardest to reach communities using community navigators who will provide one-on-one support for small businesses.
  - \$1 million to continue support for dedicated assistance to small and locally-owned businesses located in the City's downtown areas.
  - \$1.4 million to expand the Denver Youth Employment Program. The program assists young individuals aged 14 to 21 who face barriers to education, training, and employment. DEDO will reimburse wages of the youth program participants in exchange for qualified employers providing extended and specialized skills training.
  - \$1.8 million to continue to support entrepreneurship services, with a special focus on technology entrepreneurs who are underrepresented, with an emphasis on those who are black, indigenous or people of color.
  - \$400,000 for a pilot program to expand knowledge and access to Supplemental Nutrition Assistance Program (SNAP) for those who are eligible but not enrolled in the program.

## Innovations – Peak Performance

### Overview

Mayor Michael B. Hancock implemented the Peak Performance initiative in 2011 to support employee-driven innovation, facilitate innovative technological solutions, and create a never-ending focus on delivering better services and more value to the citizens of Denver. The City of Denver has been experiencing historic population growth that, in turn, is driving rapid change in local communities. City leaders and employees alike recognize this means changing the way government does business. Pursuing an innovation approach to improve service delivery and city processes allows the City to provide services more efficiently, thus decreasing the need to add new resources.

The primary initiatives by which Peak Performance gets implemented include the Innovation Fund (iFund), the Peak Academy, and project support services, all of which work together to improve the way services are delivered. Innovation is achieved by conducting business process improvement and training staff on those techniques and/or implementing modern IT solutions, such as providing online customer portals or replacing outdated legacy systems. While modernizing IT is helping agencies to eliminate backlogs and improve the customer experience, it is especially important to note that innovation is driven by outcomes and business needs and is not driven by technology—and that many of Peak Performance’s improvements are the result of simple changes to business practices.

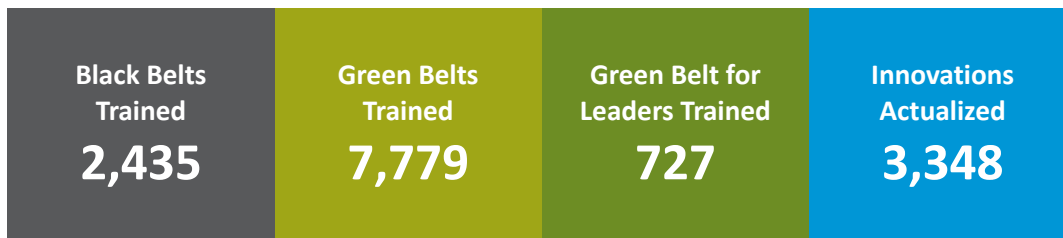
### iFund

Created in June 2012, the Innovation Fund (iFund) includes a cross-departmental group of city leaders from different departments that work collaboratively to guide investment in projects that measurably improve city operations and service delivery. iFund defines innovation as strategic change that results in performance improvement. As part of the annual budget process, city agencies can request funding from iFund for innovative projects, and approved projects must include elements of process improvement, data integrity improvement, and/or technology solutions. iFund’s primary source of funding is the City’s General Fund.

Since its inception, the Innovation Fund has supported a wide array of projects, including implementing an integrated criminal justice (ICJ) system; replacing citywide enterprise systems, such as HR, Finance, Procurement and Budgeting systems; creating the Peak Academy; and facilitating other projects to improve transparency, accountability and data integrity throughout the City.

### Denver Peak Academy

Through coaching, training and project facilitation, Peak Academy inspires and empowers City and County of Denver staff at all levels to continuously improve service delivery for our community. Initially piloted via funding from the iFund, Peak Academy is housed within the Budget and Management Office in the Department of Finance. Also known as “the Peak Team,” staff teach the principles of “Lean,” to eliminate waste, improve efficiency and ultimately create a higher standard of government. City employees from all levels learn how to utilize process improvement in their everyday work and how to effectively create change within their agencies, thus also giving them ownership and a personal investment in the outcome. To this end, Peak Academy teaches a monthly four-hour “Green Belt” class, a monthly 3.5 day “Black Belt” class with a half-day Summit one month later, and a bi-monthly, four-hour “Green Belt for Leaders” class specifically tailored for managers looking to lead their team in a way that encourages innovation. Peak also offers several project support services including process improvement, strategic planning, and change management.



Peak measures success through hard-dollar budget savings, “soft-dollar” staff-efficiency savings, and savings to customers realized by city employees after participating in classes and completing improvements.

Soft-dollar savings is calculated by monetizing the number of staff hours freed up as a result of process improvement changes that can then be reallocated to other programs or service delivery within the agency. As of the end of August 2021, participants have actualized 3,348 innovations, resulting in a net savings to date of more than \$51,439,499 to the City and County of Denver and an additional \$9,297,071 in hard-dollar and soft-dollar customer savings.

## Innovations - Peak Performance

### Creating Peak’s Strategic Plan

In the first quarter of 2022, Peak looked inward to create a strategic plan. The full team dove into this work and came out with a new mission, vision, reaffirmed values and three new goals: build a culture where the city can embrace change and use data to track success, build a culture of collaboration where people are equipped to reach across silos to implement citywide solutions, and be an advocate to help build a culture of equity by utilizing the voice of the customer. These goals have sparked several objectives that the team will be measuring to ensure success and evolve Peak’s role within the city.

### Improving Citywide Contracting

Peak recognizes that even though contracting is decentralized, many agencies’ challenges are shared. In the early part of 2021, Peak initiated a citywide approach to contracting improvements with the goal of increasing processing speeds and creating a better-quality experience for vendors and staff. Peak facilitated listening sessions and a series of Rapid Improvement Events with all departments that manage contracts to address the shared challenges. The project team increased cross-agency collaboration and resource sharing through the creation of a centralized resource hub, discussion board, and monthly meetings for contracting stakeholders. Additionally, this group developed templates and guides, and revamped the contract training process by dividing training into modules and enabling everyone to access trainings on-demand. The project is ongoing, but thus far, the contracting timeline has decreased from an average of 75 days to 65 days.

### Increasing CASR Bag Fee Compliance

In early 2022, PEAK assisted the Climate Action, Sustainability and Resilience (CASR) Team to increase the uptake of its groundbreaking 10 cent plastic bag fee that was implemented in July 2021. With a starting list of over 3,000 potential bag-using retailers, CASR received a response from only 25% which was far below their goal of 100% compliance. After PEAK facilitated a process improvement workshop, the team adjusted the letters they send out to retailers about how to comply with the ordinance, making the information easier to understand for the reader. With changes implemented and two more quarters of the ordinance under their belt, CASR discovered that compliance had increased by a remarkable 60% and brought their total compliant retailers up to 85%.

### **CAO Wage Theft Unit Process Creation**

In July 2021, the City and County of Denver passed an ordinance allowing the City to prosecute cases of Wage Theft of \$2,000 or less per violation which were previously going unenforced. Peak, in collaboration with the City Attorney's Office, Office of Financial Empowerment and Protection, and the Auditor's Office, built out a new process for the investigation and restitution of the cases. This project also included the addition of a Criminal Investigator position who got deputized to issue citations. Cases from the Wage Theft Unit's initial investigations are now progressing to the courts where victims will be rewarded restitution. The City is also developing partnerships with the Colorado Department of Labor which will bring in over 200 cases. The Team also put together a comprehensive communication plan to develop relationships with community partners to reach those that are most impacted by Wage Theft.

### **HOST Contracting Standard Work**

In 2022, staff in the Housing Stability Department (HOST) put special effort into improving processes related to contract development and management. Their goal was to make the process easier to understand for internal staff and customers, and to reduce the time it takes from contract initiation to execution. Before the focused work started, it was taking contract administrators between six and nine months to become fully confident in the contracting process, and the average time to execute contracts was taking 152 days. To reduce time on both fronts, HOST staff created enhanced standards of work regarding the roles and responsibilities of all stakeholders involved in the process. They also began measuring specific areas to focus their improvements on process stages that needed the most support. In the end, the team was able to improve contract execution to an average of 80 days, while reducing contract process training down to three months.

### **DDPHE Birth and Death Certificates Order/Inquiry Intake**

The Birth and Death Certificates program transferred from Denver Health to the Denver Department of Public Health and Environment in November of 2021. They immediately applied a process improvement lens to this work. The department kicked off 2022 with an initiative to address their phone call system, printing volume and online intake for birth and death certificate orders. Their goal under this initiative was to find a more suitable phone solution to take calls, strategically filter the calls to better control volume, decrease the number of documents printed from orders received and reduce the time it takes to process online orders. Before taking the actions to achieve their goal, the program was submerged in 10,000 incoming calls per month and over 1,200 online orders per month from customers requesting birth and death certificates on the City's online ordering website alone. In addition, staff printed every document attached to each mortuary order, which could easily add up to 50 pages of documents being printed each day.

The department worked with Peak and focused on decreasing the time it takes to complete their main tasks. This resulted in shaving the amount of phone calls received per month down to 1500 calls per month, which saved \$425,850 in staff time. This was accomplished by revamping the website to provide more information to answer more questions and developing a recording to incoming callers stating the expected wait time to reduce the number of call backs. Additionally, the team eliminated use of the City's online intake system and transitioned to VitalChek to process online orders. This change reduced the time it takes to process these orders by 4.5 hours and increased productivity by 25%. This equates to \$22,750 of time savings. Lastly, they went paperless on their processing of mortuary orders, saving 14,000 sheets of paper and 260 hours of printing time, which adds up to \$6,515 of total hard and soft cost savings per year.



## Comprehensive Plan 2040



Comprehensive Plan 2040 was developed through a more than two-year community planning process known as Denveright that led to plans for a more inclusive, connected, and healthy city. Comprehensive Plan 2040 will guide the city's growth, development, parks, mobility options and more over the next 20 years. This planning effort helps combine and align many planning efforts into one comprehensive plan. This includes the following plans:

- **Comprehensive Plan 2040**, the 20-year vision for Denver and its people.
- **Blueprint Denver**, A citywide land use and transportation plan.
- **Game Plan for a Healthy City**, A citywide and long-range parks and recreation plan.
- **Denver Moves: Transit**, A citywide transit plan.
- **Denver Moves: Pedestrians and Trails**, A citywide plan for completing and improving sidewalks, street crossings, and trails.

Through Denveright, thousands of Denverites shared their unique perspectives on what makes Denver great and how it can evolve to be even better. By sharing what was most important to them, the community helped to develop the Comprehensive Plan 2040 vision elements. These six elements form the backbone of the comprehensive plan and will guide the city's future plans and policies. A full breakdown of the vision elements can be seen on the next page.

Learn more about Comprehensive Plan 2040 and Denveright at [www.denvergov.org/denveright](http://www.denvergov.org/denveright)

The City and County of Denver has integrated the Comprehensive Plan 2040 vision elements into its deliberation process during the preparation of the Mayor's 2023 Budget to ensure that funding decisions are aligning to the community's vision for Denver.





**Equitable, Affordable and Inclusive:** Denver will be an equitable, inclusive community with a high quality of life for all residents, regardless of income level, race, ethnicity, gender, ability or age. This will be accomplished by ensuring all residents have access to basic services, housing choices and a variety of amenities. Specific goals include reducing involuntary displacement of residents and businesses and integrating equity considerations into city policies, processes and plans.



**Strong and Authentic Neighborhoods:** Denver’s neighborhoods will be complete, unique, diverse and economically strong. This will be accomplished by creating a city of complete neighborhoods that reflect the community’s history and culture. Specific goals include leveraging arts to support placemaking and to strengthen community, creating and preserving public spaces that reflect neighborhood identity, and conducting intentional and equitable neighborhood planning.



**Connected, Safe and Accessible Places:** Denver will be connected by safe, high quality, multimodal transportation options. This means delivering a multimodal network that encourages more trips by walking, biking and transit and providing a safe transportation system. Specific goals include maximizing the public right-of-way to create great places and creating an equitable and connected multimodal network to improve access to opportunity and services.



**Economically Diverse and Vibrant:** Denver will be a global city with a robust economy that reflects the diversity of our community. This will be accomplished by ensuring economic mobility and improving access to opportunity for all residents. Specific goals include growing a strong, diversified economy, sustaining and growing Denver’s neighborhood businesses, accelerating the City’s economic vitality through arts and culture, and stimulating the growth of ideas and innovation.



**Environmentally Resilient:** Denver will be a thriving, sustainable city connected to nature and resilient to climate change. This relies on mitigating climate impact by significantly reducing greenhouse gas emissions and preparing for and adapting to climate change. Specific goals include conserving water, improving water quality, protecting and expanding the city’s green infrastructure network, reducing the disposal of solid waste, and improving air quality.



**Healthy and Active:** Denver will be a city of safe, accessible and healthy communities. Specific goals include providing high-quality parks and recreation to serve all Denver residents, creating environments that support physical activity and healthy living, ensuring access to affordable, nutritious and culturally appropriate foods in all neighborhoods, and incorporating health analysis into relevant city policies, processes and planning.



A photograph of a city street decorated with large, colorful flags and string lights. The flags feature a red sun with a yellow center on a blue and white background. The street is lined with brick buildings, and a clock is visible in the foreground. The text "Budget Summary" is overlaid on a blue rectangular background in the center of the image.

# Budget Summary

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## Budget Highlights - Budget Summary

### All Funds

The total 2023 budget for all appropriated funds (less duplications) is \$3.76 billion, an increase of 9.7 percent from 2022. This budget reflects a total budget of \$2.8 billion for all operating funds (less duplications), which is a four percent increase over the 2022 budget. Grants, such as the American Rescue Plan Act - State and Local Fiscal Recovery Funds, are not appropriated and not included in the appropriated calculation above.

The budget maintains reserves in all funds within the City's financial policies and includes the \$147.9 million required debt service payments on outstanding general obligation debt. Please see the Debt Section of the Budget for additional detail.

In the City's main operating fund, the General Fund budget is proposed to increase to \$1.66 billion, up 11.0 percent over the current 2022 budgeted level.

The Enterprise Funds operating budgets (Airport, Wastewater, Golf and Environmental Services) will increase by 13.2 percent to \$859.8 million from the 2022 budget. Additional detail is available in the Proprietary Funds section of the 2023 budget. For more detail please refer to the All Funds Schedule and Exhibit 2.

### General Fund

#### Revenue

While there continues to be heightened uncertainty about what the future holds, particularly as various economic sources contemplate the potential of a recession, the overall outlook used to inform the General Fund revenue forecast assumes continued economic growth and improvements in public health. Most of the City's revenue streams are projected to return to or exceed pre-pandemic levels by the end of 2023. The General Fund revenue forecast for 2022 was revised upward due to revenues recovering faster than originally anticipated. For 2023, revenue is projected to continue growing though at a more moderate pace as the City's revenue streams begin to normalize following the disruptions of the pandemic.

**Overall General Fund:** The General Fund revenue forecast for 2023 totals \$1,614,429,100. This is an increase of \$51,456,800 or 3.3 percent over the 2022 revised estimate. Factors contributing to this increase include: \$44,829,300 in tax revenue growth; a \$1,932,900 increase in intergovernmental revenue; a \$10,840,600 net increase in General Government collections; and a \$6,246,000 decrease in transfer revenue.

The revised 2022 General Fund revenue estimate totals \$1,562,972,300. This represents an increase of \$135,195,600 or 9.5 percent compared to 2021 actual collections and a \$78,007,000 or 5.3 percent increase over the original forecast. The General Fund's projected year-over-year dollar change for 2022 is broadly broken down as follows: a \$99,204,800 increase in tax revenue; a \$1,193,200 decrease in intergovernmental revenue; a \$26,663,100 increase in General Government collections; and an increase of \$10,520,900 in transfer revenue.

**Sales and Use Tax Revenue:** Sales and use tax is the principal source of revenue to the General Fund, accounting for more than half of all revenues. Included in this revenue category are general sales tax, use tax, aviation fuel tax, short-term car rental tax, prepared food and beverage tax, and the special sales tax on retail marijuana.



## Budget Highlights - Budget Summary

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The 2023 sales and use tax projection totals \$927,480,000, representing a \$40,539,900 or 4.6 percent increase over the 2022 revised estimate. Core collections comprise just over 90 percent of this estimate and are projected to increase by \$34,766,100 or 4.25 percent year-over-year.

The 2022 revised sales and use tax estimate totals \$886,940,100. This is an increase of \$84,668,700 or 10.6 percent compared to 2021 actual collections and an increase of \$69,841,800 or 8.5 percent compared to the original 2022 forecast. Through the first six months of 2022, core sales and use tax collections are up by 19.1 percent year-over-year and are projected to end the year up 13.7 percent. Moderating revenue is anticipated in the second half of the year as we move further out on the pandemic recovery timeline and as we start to see normalization in new out-of-state retailer revenue that the City started collecting in 2021.

**Property Tax:** As the second largest source of General Fund revenue, property tax is levied on the assessed value of all real property (land and buildings), certain personal property (property used in the production of income), and public utilities within the City. Agricultural equipment, property used for religious or charitable purposes, and property owned by governmental entities are exempt. Note that for 2023, Property Tax is approximately 11 percent of the total revenue for the General Fund.

Per state statute, all assessable real property must be re-appraised every two years and personal property must be re-appraised annually. Property taxes collectable in 2023 are based on values established during the 2021 re-appraisal and reflect any physical changes to property, including new construction, completed prior to January 1, 2022.

Property tax to the General Fund is projected to total \$170,708,600 in 2023, reflecting a slight decrease of 0.7 percent relative to the 2022 estimate. Pushing down property tax revenue in 2023 is the temporary reduction of assessment rates in 2022 and 2023 for property taxes payable in 2023 and 2024, as authorized by Senate Bill 21-293.

The 2022 estimate for property tax totals \$171,876,900 representing a \$7.5 million or 4.5 percent increase over 2021 actual collections. This projection takes into account growth in the City's 2021 assessed valuation and incremental property tax associated with a terminating Tax Increment Financing District returning to the General Fund.

For a more detailed explanation of the 2022 revised revenue and 2023 projected revenue, please refer to the 'Discussion of General Fund Revenues' section.

### Expenditures

General Fund appropriation is proposed to increase 10.97 percent overall in 2023 over 2022 appropriations.

Personnel is almost 70 percent of General Fund expenditures. Because changes outlined below impact all agencies with personnel, they are not specifically identified in each agency's section of the budget book, but are detailed here instead. The 2023 proposed Budget reflects the following for personnel expenditures and are reflected in agency budgets:

- The budget reflects a 4.0 percent average available merit for non uniform employees. This percentage is based upon data collected from salary survey data.
- Increases to uniformed personnel are budgeted in accordance with collective bargaining agreements, and for 2023 as follows:
  - Following the Fire Collective Bargaining Agreement, the 2023 Fire budget reflects an increase of 4 percent beginning January 1, 2023.

- Following the Sheriff Collective Bargaining Agreement the 2023 Budget includes a 3 percent increase on January 1, 2023, and then another 1 percent increase starting July 1, 2023. An amendment to the original agreement was still in the approval process as of the development of the 2023 Budget. Budget increases associated with this agreement will be primarily addressed through a supplemental appropriation from the City's contingency.
- For the Police Collective Bargaining Agreement, no increase or decrease has been budgeted contingent upon the finalization of the collective bargaining agreement which was still in the approval process as of development of the 2023 Budget. Budget increases associated with this agreement will be primarily addressed through a supplemental appropriation from the City's contingency.
- The 2023 budget reflects the following changes related to the Denver Employee Retirement Plan (DERP):
  - Based upon the annual actuarial study conducted by DERP, 2023 contributions must increase by 0.8 percent, making the total required contribution 26.38 percent.
  - The City as the employer will increase its contribution to cover the full required increase. Employees will not see an increase in their contribution in response to this.
  - Additionally, the City, as the employer, will shift 0.4 percent of employee DERP contributions from employees to the City, increasing the City's contribution by an additional 0.4 percent.
  - The overall increase to the City contribution for 2023 for both of these actions will be 1.2 percent. Employees will see an immediate decrease in their contribution starting in 2023.
- The 2023 budget for alternative transportation is sufficient to continue allowing employees free participation in the EcoPass program. This is contingent upon no change to RTD's fee structure methodology. This is to encourage use of public transportation.
- The Education Tuition Reimbursement program has been reinstated. This program, which is administered by the Office of Human Resources, provides up to \$1,500 per year in tuition reimbursement to eligible employees for eligible programs, to encourage them to continue their education and enhance their careers within the City.

The 2023 Budget also reflects non-personnel increases for base services as a result of increased prices for various goods and services. Inflationary impacts on prices have been experienced already in 2022 and, contingent upon the Federal Reserve's action, are likely to continue. Denver does not budget across the board increases (or decreases) to assure strategic investment of limited resources. Any increases as a result of anticipated inflation have been identified in individual agency budgets, although the Department of Finance will continue to monitor expenditures and will work with agencies to address any unexpected increases throughout the year.

Additional and specific significant increases are identified in the appropriate expending department or agency in the Agency Detail section of this budget book.

**Full Time Equivalent (FTE) Increases:** Overall, for all funds, the 2023 budget reflects an increase of 510.2 Permanent FTE and a decrease of 3.8 FTE in Temporary (limited and oncalls) FTE. The decrease is a reflection of either expiring positions or a shift of FTE from Temporary to Permanent. The General Fund reflects an increase in 199.6 Permanent FTE, which includes an increase of 66 uniform FTE. The General Fund also reflects an increase of 40.6 Temporary FTE.

The City, like many other organizations nationally, experienced significant turnover in employees - termed the 'Great Resignation' - resulting in some historically high vacancy rates. Given that most of the services provided to the Denver community require city employees to fulfill them, this has been a challenge for the City. While the 2023 budget reflects increases in FTE, the budget associated with new

## Budget Highlights - Budget Summary

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positions, in many cases, does not reflect 12 months of budget for compensation, to acknowledge the need for agencies to fill existing vacancies in addition to new positions.

Increases in the FTE count for the General Fund are generally a result of:

- A shift from a non General Fund source to the General Fund. This could be because a funding source is expiring (like a grant). For 2023, for example, the General Fund increased by 28 Permanent FTE and 15.27 Temporary FTE to fund positions that were funded entirely by ARPA in 2022. These are not new positions, but are shifting funding sources.
- Budgeting a position in 2023 that was created in 2022 after the completion of the 2022 budget. Positions are created after the approval of the 2022 budget due to a pressing need and the ability of an agency to offset the increase with vacancy savings in the current year. In most cases, these positions were filled in 2022. An example of this is in the Department of Transportation and Infrastructure, where 18 limited positions, including 17 in the General Fund and one in the Wastewater Enterprise Fund, were created to address the significant demand for capital support and oversight related to general obligation projections. The fte and associated budget will be reflected in the 2023 budget.
- New positions created to support additional workload challenges. Given the nature of the ARPA funds, for instance, positions were created in DDPHE and OCA to manage the ARPA programs. The positions are funded in the General Fund, but the positions will oversee the ARPA program implementation.

The 2023 Budget continues to leverage term limited positions to meet time limited projects or pilot programs.

### 2023 Equity in the Budget Process

Denver defines equity as when race and other social identities can no longer be used to predict life outcomes. When equity is the primary focus, with diversity and inclusion as supportive facets, all segments of communities are improved. This allows individuals who have often been institutionally marginalized and historically disadvantaged to be fully engaged and supported to achieve successful outcomes. Denver takes a race-explicit but not race-exclusive approach. This means that the City leads with race because it still remains the primary determinant of life outcomes, but also considers the intersection of all aspects of a person's identity.

Since 2020, the Mayor's Office of Social Equity and Innovation (OSEI), established by Executive Order 146, has provided input and guidance throughout the budget process to ensure equity is meaningfully considered in resource allocation decisions. The BMO and OSEI continued to refine this collaborative effort in the 2023 budget process. This included updating the equity questions agencies are prompted to answer when making resource requests. As in prior years, OSEI provided support to agencies to answer these questions, including hosting two trainings following the Budget Kickoff, providing office hours to address more customized questions, and working with BMO to draft written guidance on how to answer each question in the 2023 Budget Manual. For the 2023 budget process, the BMO and OSEI refined the equity review process by assigning dedicated BMO analysts to review requests purely from an equity perspective and triage those that should be elevated to OSEI. The OSEI also attended CFO and Mayor Budget meetings to ask questions and follow-up as needed where they had concerns about a negative impact on equity or thought an investment could have a positive impact.

The updated race and social justice budget equity questions for all change requests in 2023 were as follows:



1. Does the program impacted by this request most directly serve internal customers (e.g., other City Departments/Employees) or external customers (e.g., Denver Residents/Businesses)?
2. Was this request derived from feedback by community/stakeholders that will be impacted by the program? If so, please indicate who your stakeholders are and describe the tools and strategies used to gather this feedback.
3. If any, please describe the equity outcome(s) that are aligned with the program this change request supports.
4. To what degree does this change request contribute to your program's efforts to reach this/an equity outcome?
5. Does the program impacted by this request increase or decrease access to city services/opportunities for:
  - a) Local historically and/or traditionally marginalized racial and ethnic communities?
  - b) Other structurally marginalized groups (i.e., older adults, people with disabilities, individuals with limited English proficiency, unhoused community members, LGBTQ community, and/or individuals living at/or below the federal poverty level)?
  - c) City employees who are members of the historically and structurally marginalized communities?
6. Does this request focus resources towards specific Denver neighborhoods/communities, or will the impacts be citywide? If this request focuses resources, please list the communities and neighborhoods these dollars will go towards.

### American Rescue Plan Act Funding Plan

**State and Local Fiscal Recovery Funds** are authorized from the **American Rescue Plan Act (ARPA)** of 2021. These one-time funds from the U.S. Department of Treasury are intended to help state and local jurisdictions manage the public health and economic impacts of the COVID-19 pandemic and to lay the groundwork for a strong and equitable recovery. Delivered in two, equal distributions – the first in July of 2021 and the second in July of 2022 – the funds will be programmed for a variety of needs prior to their expiration in December 2026.

**Restoration:** Initial disbursements centered on the restoration of the City workforce through the hiring of vacant positions and the elimination of mandatory furlough days. These efforts will also incorporate funding to address workloads by replenishing agency budgets cut due to the City's revenue losses, in addition to the hire of specific positions to reduce backlogs and to provide administrative support for the grant program as a whole. Note that these investments are primarily ongoing and to address the ongoing nature of these expenditures, the Department of Finance has developed a 'step down' plan to annually move ongoing expenditures from ARPA to the General Fund. **The 2023 Budget reflects over \$10 million in expenditures moving from ARPA to the General Fund.** Details are listed in each agency/department section of the Budget document.

**Premium Pay:** In November of 2021, **Denver extended \$8.8M in premium payments to City employees who were required to work in environments with the risk of exposure to Covid-19 prior to vaccines becoming widely available.** In alignment with federal guidance, to receive a payment, employees must have been required to regularly spend their work time having in-person interactions and/or physically handling items that were handled by others. Employees who worked from home did not qualify for this payment. For each month of qualifying work between March and December of 2020, an eligible employee received \$250. As there were 10 possible qualifying months, the maximum amount an eligible

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employee received was \$2,500. Denver used its ARPA allocation to extend payments to 4,115 civilian, non-uniformed, staff. A parallel hazard pay program utilizing the Coronavirus Relief Funds occurred at the same time, with its beneficiaries being uniformed staff within the Fire, Police, and Sheriff departments.

**Recovery Round 1:** Denver's largest and most extensive category within its first tranche of ARPA funds addresses the negative impacts of the pandemic, particularly among disproportionately affected communities. **Totaling \$73.5M and directly informed by public engagement strategies, these uses direct resources to individuals, households, businesses, and non-profits**, and are distributed within three overarching programmatic areas: 1) Housing & Homelessness; 2) Community Investments; 3) Support to Businesses and Workers. Most programs saw initial activity commence in 2022 with the majority scheduled to continue service delivery into 2023. Some of the notable highlights from this round of investments include:

- Investments in affordable housing, designed to increase the inventory of affordable housing units for low- and medium-income individuals.
- Funding for mobile behavioral health response.
- Investments in the City's network of family, friend and neighbor childcare providers.
- Support for entrepreneurial activities and business navigation among women and/or black individuals, indigenous individuals, and people of color.

**Recovery Round 2:** Building on the momentum established through Recovery Round #1, the second tranche of ARPA funding will be deployed to continue, expand or initiate a slate of programs designed to address inequities heightened by the pandemic and to speed Denver's overall recovery from the emergency. **Totaling almost \$154M, Recovery Round #2 is directly informed by the public's priorities.** As was the case with the first recovery round, the City established a digital engagement website and a series of telephone town halls to hear the suggestions and ideas from residents on how the ARPA funds should be spent. In addition, the City also organized focus groups with community leaders and a specialized survey for nonprofit and community organizations. The end result was a comprehensive public engagement effort that shaped the investments seen within the plan.

Recovery Round #2 addresses three principal areas: 1) Housing Stability & Homelessness Resolution Support; 2) Vulnerable Populations, Community Health & Safety Support; and 3) Business, Worker and Nonprofit Assistance. At approximately \$77M, the housing stability and homeless resolution support area commands the largest share of the dollars, but the overall plan is wide-ranging, addressing the multi-faceted feedback the City received during its outreach efforts. Indeed, overall, 32 projects are featured across 12 separate agencies. The investment, agency and amount are listed below.

- Reactivation of Venues Support, Arts & Venues, \$1,000,000
- Adaptive Reuse Study, Community Planning and Development, \$ 75,000
- Administration and Evaluation, Finance, \$3,000,000
- Housing Justice Downpayment Assistance, Housing Stability, \$10,000,000
- Homeownership Development Pipeline, Housing Stability, \$10,000,000
- Encampment & Vehicle Decommissioning - Hotel Acquisition, Housing Stability, \$23,250,000
- Encampment Decommissioning Safe Parking (Continuation), Housing Stability, \$600,000
- Housing Development through Acquisition and Rehab, Housing Stability, \$20,000,000
- Safe Outdoor Spaces (continuation), Housing Stability, \$7,800,000
- Rehousing Collaborative (continuation), Housing Stability, \$6,000,000
- Basic Cash Assistance for Households, Human Rights and Community Partnerships, \$3,000,000

- Interpreter Workforce Training, Human Rights and Community Partnerships \$1,000,000
- Denver Native Healing, Human Rights and Community Partnerships, \$100,500
- Nonprofit Recovery Grants, Human Rights and Community Partnerships, \$ 1,000,000
- Recovery for Disability Services, Human Rights and Community Partnerships, \$375,000
- Promotora Project, Human Services, \$400,000
- Digital Navigators (Continuation), Library, \$300,991
- Youth Violence Prevention, Office of Children’s Affairs, \$1,708,300
- Mental Health Supports for Youth, Office of Children’s Affairs, \$1,600,000
- Out of School Time (continuation), Office of Children’s Affairs, \$1,500,000
- Family, Friend, & Neighbor Childcare Training, Education & Community Hub Development, (Continuation), Office of Children’s Affairs, \$900,000
- Legacy Businesses Program, Office of Economic Development, \$10,000,000
- Small Business Opportunity Fund (Continuation), Office of Economic Development, \$5,000,000
- Entrepreneurship - Tech Up, Office of Economic Development, \$1,800,000
- Denver Youth Employment Program, Office of Economic Development, \$1,400,000
- Neighborhood Activation (Continuation), Office of Economic Development, \$1,000,000
- Downtown Recovery (Continuation), Office of Economic Development, \$1,000,000
- Business Navigation (Continuation), Office of Economic Development, \$600,000
- Security Video Cameras for Parks and Rec Centers, Parks and Recreation, \$1,400,000
- Behavioral Health Infrastructure and Network Adequacy (Continuation), Public Health and Environment, \$20,000,000
- Food Insecurity (Continuation), Public Health and Environment, \$6,000,000
- Safety Place Network Investigation, Safety (Executive Director of Safety), \$1,500,000
- One Time Equipment and Vehicle Purchases, Various agencies, \$6,033,555

*For a more in-depth examination of Denver’s uses of ARPA funding, please reference the 2022 Recovery Plan Report, available on Denver’s ARPA website at <https://www.denvergov.org/files/assets/public/finance/documents/office-of-cfo/stimulus-documents>*

### Reserves

Reserves are maintained in a manner consistent with the guidelines approved by the Blue Ribbon Task Force on Financial Management and with the City’s established reserve policies. Undesignated fund balance is expected to be 15.0 percent of projected expenditures, or \$249.2 million, by the end of 2023. This meets the City’s goal of maintaining a 15% undesignated fund balance. The annual General Fund contingency is being budgeted at \$32.5 million and the Capital Improvement Fund has \$6.5 million budgeted for unbudgeted expenditures that meet the criteria for supplemental appropriation in accordance with the financial policies.

### Capital Projects

As Denver emerges from the challenges of a global public health pandemic, the Capital Improvement Plan (CIP) is financially stable and a key contributor to the City’s economic recovery. The following strategies were used to guide the approach to the 2022-2023 CIP.

- Support a sustainable economic recovery by providing jobs through delivery of capital projects.
- Deliver a more equitable City by prioritizing investments in historically marginalized communities.

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- Mitigate financial risks of inflationary pressures on existing projects by supplementing funding to complete projects in progress.
- Maintain multi-year commitments, including major projects, mobility and parks, trails, and open space.
- Enhance commitment to capital maintenance at city owned facilities to improve safety and conditions for city employees.

### 2023 Capital Program Revenue Highlights

As the city begins to normalize from the impacts of COVID-19, CIP funding sources have seen a close return to pre-pandemic levels. Coloradans' enthusiasm for the outdoors and entertainment and cultural events resulted in a steady growth in parks and recreation revenues and very strong seat tax performance projections. Residential property tax revenues experienced slight underperformance due to lagging commercial property valuations and general fund transfers remaining conservative. Yet, despite decreases in some revenue, the CIP remains stable because of reserves built during previous years and proactive financial planning.

In 2022, revised revenue projections show a continued recovery from the COVID-19 pandemic, although at a gradual pace, and the Capital Improvement Fund experiencing minimal growth in 2022. While the annual funding sources that support parks and recreation remain steady and seat tax revenues outperformed previous estimates, the total Capital Improvement Fund is only expected to increase by four percent due to lagging commercial property tax valuation and vehicle registration fees. During this time of an imbalance, the CIP is fortified by a \$14.6 million transfer to CIP for mobility projects, a \$5.15 million transfer from CASR for climate related programs and a conservative \$3 million General Fund transfer.

Many of the City's larger capital projects currently underway are supported by bonds that were authorized by voters, and thereby have secure dedicated revenue sources pledged. For example, the Elevate Denver Bond and RISE Bond programs offer the opportunity to continue investment into projects the community voted overwhelmingly to support.

### 2023 Capital Program Expenditure Highlights

The funding for capital projects is based on annual appropriations from revenue sources such as property tax, sale of real estate, highway users trust fund, sales tax increment, state lottery revenues, and facilities development admission taxes. The CIP is also supported by other funding sources such as general obligation and revenue bonds, tax increment financing, federal and state grants, and certificates of participation. **The 2023 CIP includes \$535 million for capital projects, with over \$200 million appropriated from annual capital revenue sources (not including contingency, technology and DHS transfers).** There are cases when supplemental funding may be needed mid-year to address unforeseen circumstances. To protect against uncertainty of revenues in 2023, approximately \$6 million or four percent of annual capital revenues remain in unappropriated contingency (fund balance).

### Marijuana-Related Budget in Detail

In November 2013, Denver residents voted to impose a special 3.5 percent retail marijuana sales tax to fund the enforcement and regulation of the retail marijuana industry and education and public health programs associated with marijuana consumption; and "to otherwise pay the expenses of operating and improving the city and its facilities." In addition to the City's voter-approved 3.5 percent special retail

tax, the state also imposes an added tax on retail marijuana and distributes a portion, known as the State Shareback, to jurisdictions that collect retail marijuana tax revenue.

In 2018, Denver City Council approved a two percent increase to the special 3.5 percent retail marijuana sales tax, bringing the total tax rate for the special retail marijuana sales tax to 5.5 percent. This additional increment of tax funds is dedicated to the funding of affordable housing programs. Per ordinance, these funds shall be remitted to the Affordable Housing Fund. Additionally, in 2022 one percent of the 3.5 percent special retail marijuana tax was redirected to supporting a new fund called the Malone Fund which is dedicated to supporting small disadvantaged businesses.

Below are budget highlights showing the City's 2023 budgeted allocations of the projected special retail tax revenue and State Shareback tax revenue across City agencies. The City will continue to fund regulation and enforcement at levels similar to 2022. The 2023 marijuana budget supports City agencies with personnel and services and supplies for the following:

**Regulation:** Includes funds allocated to Excise and Licenses to support marijuana policy development and Community Planning and Development, Department of Public Health and Environment, and Denver Fire Department to inspect marijuana facilities to ensure safety and compliance with all existing regulations. Funds also support the Department of Finance to oversee city tax compliance.

**Enforcement:** Includes funds allocated to the Denver Police Department, Parks and Recreation, and the City Attorney's Office to enforce the City's marijuana-related ordinances and policies and to limit black market marijuana activities.

**Education:** Includes funds allocated to Excise and Licenses for a Denver youth education campaign and Parks and Recreation and Children's Affairs for programs to encourage healthy lifestyles for children. Also includes funds for the Office of Behavioral Health for drug education and diversion programs and activities.

**Affordable Housing:** The 2023 budget includes revenue to the Affordable Housing Fund through the dedicated two percentage point increase to the special retail marijuana sales tax passed by City Council that went into effect in late 2018. The Affordable Housing Fund is administered by the Department of Housing Stability and supports land acquisition, unit development/production, housing assistance, and supportive housing services.

**Malone Fund:** Starting in 2022, 1 percent of the existing special retail marijuana sales tax, up to \$50 million will be dedicated to establish an investment fund to support businesses that have traditionally lacked access to capital and other resources for growth. The Fund will focus on strengthening Denver's economic diversity while providing quality job opportunities, ensuring a pipeline of entrepreneurs and small business startups, and creating generational wealth for Denver's business owners who have historically lacked investment opportunities.

**Homelessness Services:** These funds support shelter operations and services for the 48th street facility, including expanding operations to 24/7; and the Early Intervention Team (EIT), which provides encampment outreach, referral, and support services for individuals experiencing homelessness. Note that the expenditures reflected here match the 2022 budget. Any budget required to maintain these services beyond the amount reflected in this document will be supported by the General Fund.

**City Services:** The authorizing ordinance for the special tax rate for retail marijuana, also allows these funds to be used for operating and improving the City. Based upon the projected recreational marijuana revenue, and the expenditures reflected above, there is no additional capacity available for these services within the special tax revenue projection.

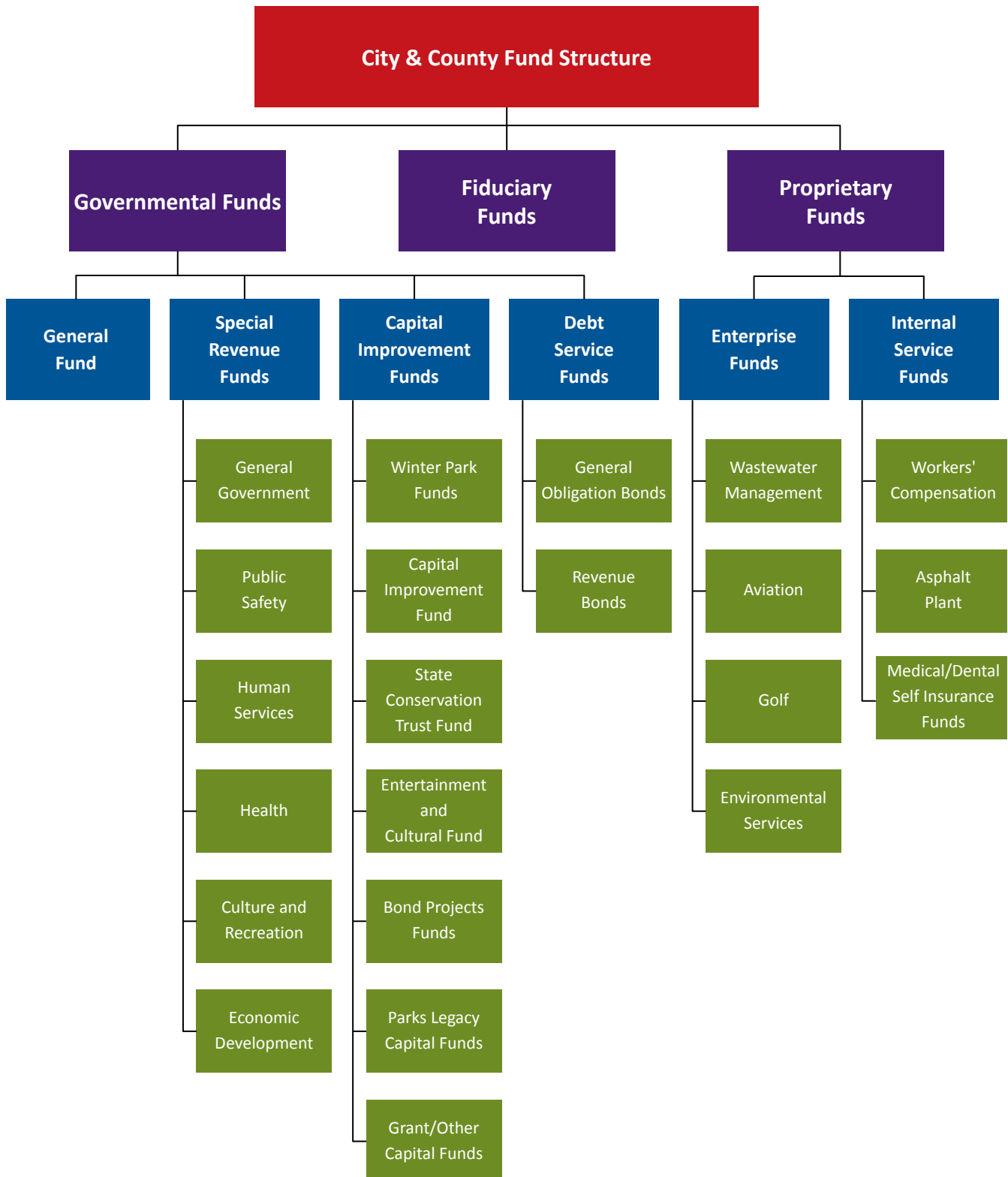
## Budget Highlights - Budget Summary

<b>Budget Highlights</b>	<b>2023 Recommended</b>
<b>Revenue</b>	
3.5% Special Retail Marijuana Tax	15,261,010
2% Dedicated Affordable Housing Marijuana Tax	8,715,025
State Shareback	7,720,660
<b>Total Special Marijuana Tax Revenues</b>	<b>31,696,695</b>
<b>Expenditures</b>	
<b>Regulation</b>	
Excise and Licenses	443,095
Community Planning and Development	228,044
Department of Public Health and Environment	803,273
Fire	998,661
Finance	83,401
<b>Total Regulation</b>	<b>2,556,474</b>
<b>Enforcement</b>	
Police	1,241,317
Parks and Recreation	175,000
City Attorney's Office	844,846
<b>Total Enforcement</b>	<b>2,261,163</b>
<b>Education</b>	
Excise and Licenses	375,000
Parks and Recreation	98,303
Children's Affairs	2,055,954
EDOS	750,000
<b>Total Education</b>	<b>3,279,257</b>
<b>Total Expenditures for Regulation, Enforcement, and Education</b>	<b>8,096,894</b>
<b>Affordable Housing (Dedicated 2% Sales Tax)</b>	<b>8,715,025</b>
<b>Malone Fund (Small Business Investments) (Dedicated 1% of Special Retail)</b>	<b>4,349,594</b>
<b>Homelessness Services</b>	
48th Street Operating (2022 appropriation - ongoing expenditure)	8,000,000
Early Intervention Team (2022 appropriation - ongoing expenditure)	2,759,600
<b>Total Homelessness Services</b>	<b>10,759,600</b>
<b>Total Expenditures</b>	<b>31,921,112</b>
<b>Personnel Complement (Budgeted)</b>	
Excise and Licenses	3.00
Community Planning and Development	2.00
Department of Public Health and Environment	8.00
Fire	7.00
Finance	1.00

<b>Budget Highlights</b>	<b>2023 Recommended</b>
Police	10.00
City Attorney's Office	5.40
Parks and Recreation	7.40
EDOS	1.00
Children's Affairs	1.04
<b>Total Personnel Complement</b>	<b>45.84</b>



# City and County Fund Structure



## Overview of Fund Structure

The City and County of Denver established a comprehensive fund plan for financial accounting in accordance with the provisions of the City's Revised Municipal Code. Each agency or activity of the City and County of Denver is placed within a specific fund. This plan was designed to conform to the recommendations of the National Council on Governmental Accounting as outlined in their publication *Governmental Accounting, Auditing, and Financial Reporting (GAAFR)*, the standard accounting guide for local governments.

Major funds represent the significant activities of the City and include any funds for which revenues or expenditures, excluding other financing sources and uses, constitute more than ten percent of the revenues or expenditures of the appropriated budget. The following is a breakdown of the City's fund structure.

### Governmental Funds

Governmental funds account for activities associated with the City's basic operations. This group of funds uses a modified accrual basis of accounting and focuses on operating revenues and expenditures.

#### General Fund

The General Fund is the main operating fund for the City and County of Denver and accounts for all general government activity not accounted for in other funds. It includes most tax revenues and funds activities traditionally associated with local government, including public safety, public works, parks and recreation, health, and administration.

#### Special Revenue Funds

Special Revenue Funds account for proceeds of revenue sources that are restricted by law or administrative action to expenditures for specific purposes. Primary sources of revenue include designated sales taxes for voter-approved initiatives, certain property tax mills, donations, as well as federal, state, local, and private grants.

#### Capital Improvement Funds

The Capital Improvement Fund is used for the acquisition and maintenance of major capital assets other than those financed through special assessments or Enterprise Funds. The primary source of revenue is property taxes.

#### Debt Service Fund

The Debt Service Fund is used for the payment of principal and interest on general obligation and other long-term debts. The major sources of revenue are the property tax and the Facilities Development Admission Tax (seat tax).

### Proprietary Funds

Proprietary Funds, also known as "business-type" funds, account for activities often seen in and operated in a similar manner to those in the private sector. They provide goods and services on a fee or user charge basis and should be self-sustaining. This group of funds uses a full accrual basis of accounting and focuses on net income and capital maintenance. There are two types of Proprietary Funds: Enterprise Funds and Internal Service Funds.

### **Enterprise Funds**

Enterprise Funds account for operations financed and operated in a manner similar to private business. The intent of the governing body is that the costs of providing goods and services to the general public on a continuing basis be financed or recovered primarily through user charges.

### **Internal Service Funds**

Internal Service Funds account for the financing of goods or services provided by one department or agency to other departments or agencies throughout the City on a cost reimbursement basis.

### **Fiduciary Funds**

Fiduciary Funds are trust and agency funds that account for assets held by a governmental unit in a trustee capacity or as an agent for individuals, private organizations, other governmental units, or other funds. These include expendable trust funds, non-expendable trust funds, pension trust funds, and agency funds.

## Budget Calendar and Process

The annual budget process is designed to meet the requirements of the Charter of the City and County of Denver, [Subtitle B, Article VII, Part 1, Sections 7.1.2 to 7.1.6](#). The City and County fiscal year is the same as the calendar year, thus the annual budget developed per the timeline and processes below is implemented January 1st of the following year.

Many of the key tasks are facilitated by the Department of Finance on behalf of the Mayor.

### On or before May 1

- The Mayor must prepare a budget calendar and procedures for the preparation of the budget.

### April through June

- City departments and agencies prepare operating proposals and long-range capital programs guided by the Citywide Strategic Framework, Mayoral and Council priorities, internal strategic plans and work programs, and capital improvement priorities. These are due to the Budget and Management Office and the Capital Planning and Programming teams, respectively, between the third week of May and first week of June along with the estimates of expenses and revenues as described below.

### On or before July 1

- All agencies, offices, departments, boards, commissions, and other spending agencies must prepare and submit estimates of their revenues and expenditures to the Mayor and City Council for the ensuing fiscal year.
  - The estimates of expenses must be based upon specific work programs and classified by funds, character, and object of expenditures.
  - The estimates of revenues must be classified by funds and sources of income.
- Changes in ordinances establishing taxes, fees, charges, and other types of revenues may be proposed.
- The Manager of Finance must certify to the Mayor and City Council the amount of money to be raised by taxation to pay the interest on general obligation bonded indebtedness and to provide for the Debt Service Fund.

### July through August

- The Budget and Management Office reviews the operating budget proposals, and the Capital Planning and Real Estate Division reviews the capital improvements budget proposals. Both the operating and the capital budget teams meet with each agency and make recommendations to the Mayor. The Mayor reviews and approves the budget.

### On or before September 15

- The Mayor must brief the City Council on the tentative revenue and expenditure plans for the ensuing year and any major program changes.

### On or before the third Monday in October

- The Mayor must submit to the City Council, after receiving and considering City Council's recommendations, a proposed budget including, but not limited to:

## Budget Calendar and Process

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- A general statement describing the important features of the budget.
  - Statements by fund showing estimates of expenditures, receipts, and opening and closing balances compared with the last completed fiscal year and the current year.
  - Statements of expenditures and work programs of the various agencies, offices, departments, boards, commissions, and other spending agencies.
  - The amount to be raised by taxation to pay interest on general obligation bonded indebtedness and to provide for the Debt Service Fund.
  - The amounts to be expended during the ensuing year for capital improvement projects and the sources of revenue for financing such projects.
- Revenue estimates must be based on already enacted ordinances, excluding the ordinance to establish the mill levy.
  - Expenditures must not exceed the estimated opening balances and anticipated income.
  - In the General Fund, the budget estimates must include an amount as a year-end closing balance that cannot be expended except for emergencies. Those expenditures must be approved by a two-thirds vote of the Council.
  - In the General Fund, the budget estimates must include an amount not less than two percent of the total estimated expenditures for the payment of any unforeseen contingency.

### **On or before the fourth Monday in October**

- City Council must publish a notice of the availability of the proposed budget for inspection.
- The Council must hold a public hearing on the proposed budget.

### **On or before the first regular Council meeting in November**

- City Council may revise, alter, increase, or decrease any items in the Mayor's proposed budget by majority vote.

### **On or before noon of the Friday immediately following the first regular Council meeting in November**

- The Mayor must submit to Council a list of the amendments and the items revised, altered, increased, or decreased stating which of these he or she accepts and rejects.

### **On or before the second regular Council meeting in November**

- Council may override the Mayor's rejection of any of its proposed amendments by a two-thirds vote.
- Council may adopt the budget. The Mayor's proposed budget, with any amendments enacted by a two-thirds vote of the Council, becomes the official budget if the City Council fails to adopt the budget by the required date.

### **On or before the fourth Monday in November**

- City Council must enact an ordinance making appropriations for the ensuing fiscal year.

# Financial Policies and Reserves

## Overview

The following financial policies are established to provide direction in the fulfillment of duties and responsibilities in the City and County of Denver. The Financial Policies in the Budget Book will also be reflected in the Financial Accountability Rules.

## Financial Planning Policies

### Balanced Budget

The City Charter states “the budget proposed by the Mayor shall not propose expenditures in excess of estimated opening balances and anticipated income” (Sec. 7.1.4, available here: [https://library.municode.com/co/denver/codes/code\\_of\\_ordinances?nodeId=TITIHORU\\_SUBTITLE\\_BCH\\_ARTVIIBUFI\\_PT1BU\\_S7.1.4BABUEMCORE](https://library.municode.com/co/denver/codes/code_of_ordinances?nodeId=TITIHORU_SUBTITLE_BCH_ARTVIIBUFI_PT1BU_S7.1.4BABUEMCORE)). This applies to all funds.

While the City Charter permits the City to use fund balance as a resource to balance the budget, fund balance cannot be used as a long-term approach to balance the budget. Planned uses of fund balances should be limited. It is only appropriate to use fund balances below the City’s 15 percent policy when there is a severe economic downturn. This provides the City additional time to make the necessary structural changes to bring the budget into alignment on a long-term basis.

It is appropriate to use fund balances that exceed the reserve requirements due to higher than anticipated revenues or unspent appropriation from the previous fiscal year. In this circumstance, the use of fund balance should be used for one-time expenditures, not ongoing operating costs. In all situations it is important to retain sufficient undesignated fund balance for unforeseen economic conditions. Refer to “Use of Reserve Accounts” for further discussion.

The executive branch is responsible for ensuring the current year budget is in balance. The Budget and Management Office will advise the Mayor on year-to-date expenditures, revenues, and any necessary corrective actions. The City Charter prohibits use of additional fund balance during the year except for emergencies; such use must be approved by a two-thirds vote of the City Council.

### Long-Range Planning

The City needs to anticipate future challenges with revenue and expense imbalances so corrective action can be taken to maintain financial stability. The Director of the Budget and Management Office shall annually develop a three-year General Fund revenue and expenditure forecast using reasonable and historically-based assumptions to provide City officials with pertinent data to make decisions for multi-year policy direction. This forecast will identify changes in revenue and expenditures with consideration of projected new development in the City, program changes, costs associated with personnel such as health insurance and wage increases, collective bargaining agreements, asset replacement schedules, and capital projects coming online.

All City agencies are required to assess and report annually on needed capital improvement projects for the subsequent six years. The report is then fiscally constrained for the first two years to the estimated total annual capital revenues.

During the budgeting process all capital improvement projects are analyzed to determine if they reduce, maintain, or increase operating and maintenance costs.



The Department of Finance participates in the evaluation of private development projects that utilize tax increment financing to determine the long-term financial impact on the City.

The Budget and Management Office (BMO) reviews grant applications to determine whether matching funds are available. Grant-funded programs for which funding is ending will be evaluated for alternative funding, such as the General Fund, as part of the annual budget process as appropriate.

### **Asset Inventory and Condition Assessment**

The Department of Transportation and Infrastructure, Parks and Recreation, Libraries, and Arts and Venues must maintain inventories of all major assets including streets, bridges, traffic signals, sewers, buildings, irrigation systems, and parks. Each department or agency shall prepare periodic reports to meet accounting requirements. Each department or agency must also develop systems and processes to assess the condition of the capital assets they are responsible for maintaining. This condition assessment shall be reviewed on an annual basis and updated every three to five years.

## **Revenue Policies**

### **Revenue Diversification**

The City values a diversified mix of revenue sources to mitigate the risk of volatility. The major source of revenue for the General Fund is sales and use tax which will comprise 57.5 percent of total General Fund revenue in 2023. Since sales tax is a direct function of business cycles and inflation, it is important to evaluate opportunities to improve the diversity of the City's revenue sources.

### **Fees and Charges**

The Structural Financial Task Force recommended the City annually review its fees and fines to ensure they are consistent with the costs they are set to recover. BMO performs cost studies to regularly review fees and leverages the annual budget process to ensure a system to reforecast, update, remove, or revise fee and fine revenue on a consistent basis. For the 2023 budget, the Office reviewed fees and fines with proposed increases that impacted overall revenue projections. BMO is committed to facilitating cost recovery studies regularly to evaluate future proposed changes that impact the City's revenue or revenue policies.

The general policy of the City and County of Denver regarding fees and charges is based upon the following considerations:

- Tax dollars should support essential city services that benefit and are available to everyone in the community (such as parks, police, and fire protection).
- For services that largely or solely benefit individuals, the City should recover full or partial costs of service delivery through user fees.
- A fee should not be imposed on services where the cost to collect the fee exceeds the cost of the service, and user fees must not exceed the full cost of providing the service.
- Fee increases, as well as new fees, must be approved prior to including associated revenue increases in the proposed budget.
- User fee pricing policies should take into consideration:
  - Whether the service benefits the general community or only the individual or group receiving the service.
  - Whether the service is only provided by the public sector or also by the private sector.
  - Whether imposing the full fee cost would pose a hardship on specific service users.

- Whether imposing the full fee cost would place the City at an economic disadvantage.
- Whether not imposing a full cost fee would create an unrealistic demand on the service.

The full costs of providing a service include the following:

- Direct costs associated with providing the service, including:
  - The cost of the time all employees spend on the service, including fringe benefits.
  - Other direct costs, such as materials and supplies, contractual services, or internal service fund charges associated with the service.
- Building and equipment depreciation.
- Unit, section, and division supervision, clerical support, etc.
- Departmental indirect costs.
- Citywide indirect costs (available through the City’s Indirect Cost Allocation Plan).

### **Use of One-time Revenues**

One-time revenues should be used only for one-time expenditures and not for ongoing expenditures. By definition, one-time revenues cannot be relied upon in future budget years. Examples of one-time revenues are unexpected audit collections for sales tax, sales of City assets, and one-time payments to the City.

Investing in projects that will result in long-term operating or capital cost savings is the best use of one-time revenues. For example, these may include early debt retirement, capital expenditures that will reduce operating costs or address deferred capital needs, information technology projects that will improve efficiency, and special projects that will not incur ongoing operating costs.

### **Use of Unpredictable Revenues**

Sales tax revenue is a direct function of the business cycle and therefore a volatile source of revenue. During periods of strong growth, sales tax revenue has increased by over 15.3 percent from the previous year. During periods of recession, or in the recent public health crisis, sales tax revenue has been lower than the previous year. It is not prudent to allocate sales tax revenue that exceeds the normal growth rate (defined as the average historical annual growth rate) to ongoing programs. Therefore, sales tax revenues exceeding the normal growth rate should be used for one-time expenditures or to increase reserves for the next inevitable economic downturn. When sales tax revenue growth is less than the normal growth rate, it may be necessary to use reserves until appropriate expenditure reductions or other measures can be implemented. Refer to the General Fund Reserve Policy for further discussion.

Interest income is also volatile. Any interest earnings exceeding the average annual earnings over the last ten years should be used for one-time expenditures or to increase reserves.

### **Use of Capital Improvement Fund Revenues**

Capital improvements funds are used for the acquisition, repair, or rehabilitation of assets that last for 15 years or more. A project can be considered a capital improvement project if it is for nonrecurring expenses in excess of \$10,000.

The primary financial resources dedicated to the Capital Improvements Fund include a portion of the property tax mill levy, a portion of the Highway Users Fund Transfer (which is allocated to roadway improvements), investment earnings of the fund, and proceeds from the sale of city assets.

In addition, there are Capital Improvement Funds that have specific revenue sources dedicated for specific purposes. These include the State Conservation Trust Fund, the Winter Park Parks and

Recreation Capital Fund, the Entertainment and Cultural Capital Projects Fund and the Parks, Trails and Open Space Fund.

Expenditures from the Capital Improvement Funds emphasize repair, rehabilitation, and upgrades to existing city infrastructure. A lesser percentage of the total annual funds are used for new projects. High-cost new projects should be financed with tools that do not significantly affect the use of annual Capital Funds.

Capital funds are dedicated to capital uses as defined above, as well as capital planning studies. Capital planning studies include asset condition evaluations, infrastructure inventories, concept planning, master plans, and design.

### Indirect Cost Charges

In 2014, the City established a policy to cap the indirect cost charges the City imposes on an Enterprise Fund if needed to avoid compromising the fund's financial standing. This cap has been set at five percent of total expenditures; however, the cap can be adjusted to ensure the fund complies with the State's TABOR laws regarding limits on subsidies for Enterprise Funds. Any caps must be approved by the City's Chief Financial Officer. It will be the City's policy to review this cap annually.

## Expenditure Policies

### Debt Capacity, Issuance, and Management

The key principles of the City's debt policy:

**Equity** - Those that benefit from the financed item should pay for it.

**Effectiveness** - Once the transaction is complete, it accomplishes its intent and the identified revenue source for repayment is adequate to meet debt service.

**Efficiency** - The relative cost of obtaining funds, including the costs of the financing and the costs of collecting pledged revenues, is better than competing alternatives.

### Planning and Conditions of Issuance of Obligations

The Chief Financial Officer (CFO) shall evaluate and consider the following factors in analyzing, reviewing, and recommending the issuance of obligations:

1. Purpose and feasibility of the project.
2. Public benefit of the project.
3. Quantification of capital costs.
4. Impact on debt ratios generally applied by rating agencies.
5. Impact on the General Fund.
6. Availability of appropriate revenue stream(s).
7. Requirements for and costs of a vote for approval of the financing.
8. Debt service requirements including credit implications.
9. Aggregate debt burden upon the City's tax base, including other entities' tax-supported debt.
10. Analysis of financing and funding alternatives, including interfund borrowing and available reserves from other City funds.

11. Opportunity cost to other capital needs and requirements.
12. Political and policy implications.
13. True interest cost of the proposed financing.
14. Opportunity costs of City resources being deployed on the project.
15. If refinancing: the net present value savings, size of issue, absolute dollar savings, and number of years remaining on outstanding obligations.

The City’s Debt Policy is updated periodically. For more details and to access the City’s most recent policy please visit <https://www.denvergov.org/content/denvergov/en/denver-department-of-finance/cash-risk-capital-funding/capital-funding.html>

## Types and Features of Debt

### General Obligation (GO) Bonds

General Obligation Bonds are a common type of municipal bond secured by the local government’s pledge to use legally available resources, including tax revenues, to repay bondholders.

- No GO Bonds, including limited tax GO Bonds, shall be issued unless approved by a majority of those qualified electors voting. The refunding of GO Bonds shall be in accordance with applicable law.
- The issuance of GO bonds should be carefully conserved and used only for projects clearly benefiting the broad public interest. True public projects of an essential nature and without associated revenue streams shall be the strongest candidates for GO financing.
- Per Section 7.5.2 of the City Charter, the City shall not become indebted for GO bonds to any amount exceeding three percent of the actual value, as determined by the last final assessment, of the taxable property within the city. This limitation does not include bonds issued by the Denver Water Board. Section 7.5.2 of the City Charter is available here: [https://library.municode.com/co/denver/codes/code\\_of\\_ordinances?nodeId=TITIHORU\\_SUBTITLE\\_BCH\\_ARTVIIBUFI\\_PT5IN\\_S7.5.2DELI](https://library.municode.com/co/denver/codes/code_of_ordinances?nodeId=TITIHORU_SUBTITLE_BCH_ARTVIIBUFI_PT5IN_S7.5.2DELI)

### Certificates of Participation (COP)

COP financing for assets will be used only for expensive and long-lived assets that, if financed with cash annually, would be disruptive to an annual capital program. In addition, the City should adhere to the following guidelines:

1. COPs may be used for capital improvements and certain eligible capital equipment.
2. Capital improvements and equipment financed must be for essential city services.
3. The useful life of the asset(s) being financed should not be shorter than the term of the lease, but in no event shall the maximum term of the lease exceed 30 years for real estate assets and 15 years for all other assets. Useful life will be determined based upon industry standards and past experience with consideration given to technological obsolescence.
4. Capital equipment must be replacement equipment for existing services, not for new service programs.
5. Capital improvements may be for new or replacement facilities.

Total annual certificate lease payments should not exceed five percent of annual fund revenues for assets being acquired by either the General Fund or an Enterprise Fund.

The City Attorney's Office should be consulted regarding issues associated with the transaction, including cross collateralization, compulsion-to-pay, and other matters before proceeding with COP financing.

### Revenue Bonds

As a general rule, revenue bonds will be issued to finance assets providing revenue that will repay the obligation issued.

The use of revenue bonds is the favored form of obligation if direct beneficiaries of a given improvement can be clearly identified and such beneficiaries can pay for a fair share of its costs.

New non-Enterprise Fund tax revenue bonds shall not be issued unless approved by a majority of qualified electors voting.

The CFO shall review the financial condition of the Enterprise Fund and the contemplated debt prior to issuance of Enterprise Fund debt. This review must confirm current and future operating income is sufficient to ensure payment of obligations and maintain or improve current credit ratings.

### Special Districts

Local Public Improvement Districts. Pursuant to Sections 7.6.1 and 7.6.2 of the Charter, the City may create districts to enable assessing the costs of constructing local public improvements. The financing of such costs can be accomplished through (1) the issuance of bonds or (2) the appropriation of revolving fund monies. Accordingly, the benefited properties will be assessed a proportionate share of the whole cost of the improvement in order to repay the principal of and interest due on any such funds advanced and any costs associated thereto.

1. The improvement must enhance the value of the property against which the assessment is levied in an amount at least equal to the amount of the assessment;
2. The term for repayment of the funds advanced should not exceed 15 years;
3. Voter authorization must be acquired to issue new bonds. An elector is defined as a person, qualified to register to vote in the general elections of the City, and (1) has been a resident of the district for not less than thirty days or (2) owns real or personal taxable property within the district—whether the person resides in the district or not;
4. If the revolving fund is the financing mechanism, the rate of interest to be charged for any funds advanced shall approximate the rate as if General Obligation bonds were issued. The expenditure of revolving funds requires an appropriation by the City Council.

Sections 7.6.1 and 7.6.2 of the Chart are available here: [https://library.municode.com/co/denver/codes/code\\_of\\_ordinances?nodeId=TITIHORU\\_SUBTITLE\\_BCH\\_ARTVIIBUFI\\_PT6ASDI](https://library.municode.com/co/denver/codes/code_of_ordinances?nodeId=TITIHORU_SUBTITLE_BCH_ARTVIIBUFI_PT6ASDI)

### Tax Increment Financing Districts

The Denver Urban Renewal Authority administers Tax Increment Financing (TIF) districts. New districts are created only upon analysis demonstrating the future revenue benefits exceed the aggregate tax increment to be pledged for debt service.

### Interfund Borrowing

Interfund borrowing, to the extent permitted by applicable laws, will only be allowed subsequent to predetermining a repayment schedule, including the payment of interest.

## Operating/Capital Expenditure Accountability

**Accounting System Budget Control Levels.** No payment shall be made, or obligation incurred against any appropriation unless there is a sufficient unencumbered balance in the appropriation.

**Budget Adjustments within the Approved Appropriation.** A department or agency may make budget adjustments within the approved appropriation. No budget revision moving budget out of the personnel service and capital equipment categories is allowed without the approval of the Director of Budget and Management.

**Operating Budget Monitoring and Control.** Department and agency managers have primary responsibility for the control of budgeted expenditures, the collection of budgeted revenues, and the delivery of service in accordance with the adopted annual budget and work plan document.

Agency managers are responsible for identifying significant changes in the work program, spending, or revenue variances. Agencies must notify the Budget and Management Office of all significant changes to the budget. An agency must identify the cause and recommend solutions minimizing unanticipated cost to the City as part of this notification.

The **Budget and Management Office** is responsible for monitoring the implementation of the City's adopted annual budget and will review quarterly actual expenditure and revenue reports compared to the budgeted amounts. BMO will also monitor department and agency progress in completing their work program through regular communication with agencies and review of programmatic performance indicators. Additionally, BMO will notify agencies and the Mayor's Office of any intended variances and develop corrective plans.

The Budget and Management Office will work with agencies in approving mid-year budget changes. This includes:

- Budget adjustments moving budget out of the personnel service and capital equipment categories.
- Budget adjustments requiring supplemental appropriations or rescissions.
- Revision of the revenue budget.
- Revision of the work program.

The Director of Budget and Management and the agency manager will present the recommendation to the Mayor for approval once a recommendation is developed.

**Budgeted Vacancy Savings.** As part of the annual budget process, the Budget and Management Office decreases the estimated personnel budget at the control budget level within departments for the ensuing fiscal year based upon historical spending. This savings is then reinvested into programs and services for the upcoming budget. Taking this approach to budgeting for turnover ensures that these funds are not idle in departmental budgets and allows for greater funding of city priorities.

Vacancy savings are savings that occur from the time a position becomes vacant until it can be refilled and is generally the result of turnover and filling positions at a lower rate of pay and/or classification. The City budgets personnel by position for the full calendar year, and due to regularly occurring turnover, departments do not typically spend the entirety of their personnel budget.

The budgeted vacancy savings are calculated from all personnel accounts directly related to a position being filled or vacant (e.g., regular compensation, taxes, retirement, and health insurance) and are based on the size of the department, as indicated in the table below. Budgeted vacancy savings are not applied to sworn, uniform positions (e.g., police officers, firefighters, and deputy sheriffs), the Emergency Communication Technicians and Police Dispatchers at the 911 Emergency Communications Center, and most non-General Fund agencies unless requested.



<u>Number of FTE per Agency</u>	<u>Percent of Personnel Costs</u>
Less than 11 FTE	0.0%
11 – 30 FTE	2.25%
31 – 100 FTE	3.25%
More than 100 FTE	3.75%

Historically, agencies and departments achieve savings over the course of the year in excess of this estimated amount. Agencies and departments should use these savings to address unbudgeted personnel expenses throughout the year. If an agency’s personnel expenditures exceed the amount budgeted after the reduction for budgeted vacancy savings, the agency will work with the Budget and Management Office to address the shortfall.

**Retail Marijuana Special Sales Tax and State Shareback for Retail Marijuana.** In November 2013, Denver residents voted to impose a special 3.5 percent retail marijuana special sales tax to fund the enforcement and regulation of the retail marijuana industry, to fund education and public health programs associated with marijuana consumption, and “to otherwise pay the expenses of operating and improving the city and its facilities.” In addition to the City’s voter-approved 3.5 percent special retail tax, the State also imposes an added tax on retail marijuana and distributes a portion, known as the State Shareback, to jurisdictions that collect retail marijuana tax revenue.

To increase transparency, the City has accounted for the expenditures associated with the projected revenue of this sales tax and Shareback program through the annual budget. However, both revenue sources are and will continue to be deposited into the General Fund.

The City will maintain the commitment of leveraging the retail marijuana special sales tax of 3.5 percent for the purposes outlined in the ordinance establishing the special tax. Any revenue projected that exceeds the proposed expenditures for regulation, enforcement, and education will be subject to an annual deliberative process to determine additional eligible program uses of public health and improving city facilities. As this revenue stream has normalized, it has become increasingly used for ongoing programs to support some of Denver’s most vulnerable, including individuals experiencing homelessness. Additionally, starting in 2022, one percent of the 3.5 percent is remitted to the Malone Fund to bolster capacity for Denver’s businesses. In the event of an economic situation causing actual or revised revenue to fall short of projected revenue, the retail marijuana special tax and Shareback revenue could be allocated to maintain city services and maintain a balanced budget until a plan to address the shortfall is developed. For the specific amounts of revenue and expenditures, please refer to the end of the Budget Highlights section of the annual budget document.

In 2018, Denver City Council approved a two-percentage point increase to the special 3.5 percent retail marijuana sales tax, bringing the total tax rate for the special retail marijuana sales tax to 5.5 percent. This additional increment of tax funds is dedicated to the funding of affordable housing programs. These funds shall be remitted to the Affordable Housing Fund and not pass through the General Fund.

**Capital Budget Monitoring and Control.** The Capital Planning and Real Estate Division (CPRE) is responsible for monitoring the implementation of the City’s adopted annual capital budget, while capital project managers are expected to construct and implement projects within appropriated budgets. Project budget submittals should identify all the costs and provide sufficient contingency to meet unanticipated circumstances at the time of the original request. Capital expenditures are initiated in the City’s financial system of record and are subject to approvals by the Department of Finance and/or other City agencies as defined by Fiscal Accountability Rules. No obligation

or payment shall be made against any annual capital budget appropriation unless there is a sufficient unencumbered balance in the appropriation.

During the year, CPRE will work with agencies to monitor the schedule, cost, and scope of capital projects to ensure projects are completed in a reasonable timeframe and in accordance with the DRMC and the scope approved by City Council as part of the annual budget appropriation. CPRE will also regularly review actual capital project expenditure and revenue reports compared to the budgeted amounts.

The allowable expenditures for each capital fund are defined in Section 20-18 of the Revised Municipal Code, which is available here: [https://library.municode.com/co/denver/codes/code\\_of\\_ordinances?nodeId=TITIIREMUCO\\_CH20FI\\_ARTIIFICO\\_S20-18FUPL](https://library.municode.com/co/denver/codes/code_of_ordinances?nodeId=TITIIREMUCO_CH20FI_ARTIIFICO_S20-18FUPL). Capital expenditures are initiated in the City’s financial system of record and may be subject to approvals by the Department of Finance and/or other agencies as defined by the Fiscal Accountability Rules. The City’s fiscal Accountability Rules are available here: <https://www.denvergov.org/Government/Agencies-Departments-Offices/Agencies-Departments-Offices-Directory/Department-of-Finance/Fiscal-Accountability>.

Please refer to the Capital Improvement Program section for more information on the financial policies for the City’s capital project budgets.

**Capital Budget Contingency.** Throughout the year, supplemental funds may be needed during the implementation of a capital project due to unforeseen circumstances. Each year, the annual capital budget maintains a contingency (fund balance) of annual revenue. Justifications for a supplemental from annual capital program contingency may include but are not limited to:

1. An unanticipated serious health and/or safety hazard;
2. An unanticipated repair immediately necessary to maintain the integrity of the asset;
3. Changed conditions such as laws, regulations, or standards that require additional project elements;
4. Additional capital improvement or maintenance investments that might otherwise be more expensive to design or construct in the near (5-10 year) future or may provide operational savings;
5. New/additional private/other non-City matching funds available to support additional scope, and funds that might otherwise be lost;
6. Extraordinarily high bids and a scope of work that cannot be reduced; and
7. A change in work program initiated or approved by the Mayor’s Office.

Any increase in a capital budget appropriation is requested by the project sponsoring agency to CPP. Agencies will be asked to look at reducing scope or rescinding funds from other agency capital projects before new funds will be appropriated.

## Reserve Policies

### General Fund Reserve Policy

The City and County of Denver’s overall objective is to achieve structural balance between operating revenues and expenditures. It is financially prudent to have reserve funds and a policy for their use as both revenues and service demands can fluctuate without advance notice.

The City has multiple reserves in the General Fund (GF) to address unforeseen revenue shortfalls or unanticipated expenditures. The specific reserves include:

- A contingency reserve of two percent of expected General Fund expenditures.

- Unassigned fund balance targeted at 15 percent of annual General Fund expenditures.
- The state-required TABOR emergency reserve, which is three percent of all covered funds.

These three reserves, when the targeted fund balance is achieved, provide over 20 percent of the General Fund's expected expenditures to respond to revenue shortfalls or unanticipated expenditures. The following policy reflects a tiered approach to the use of reserves based on the severity level of the situation.

### Contingency Reserve

The City Charter requires the proposed budget contain a contingency reserve for the General Fund including no less than two percent of total estimated expenditures. At year-end, any unspent contingency reserve rolls into the unassigned fund balance for the following budget planning year. The contingency reserve is the most flexible of the reserves addressed in this policy.

The criteria for use of the contingency reserve to increase operating budgets are:

- An unexpected event such as a natural disaster or an accident.
- Large unappropriated retirement payouts or unrealized vacancy savings.
- A change in work program initiated or approved by the Mayor's Office.
- Prior year budget for a specific item that lapsed before the purchase.
- A technical correction of the original budget.
- A change in legislation creating an unfunded mandate.
- Planned one-time expenditures advancing a programmatic or financial outcome.

After the passage of the annual appropriation ordinance, the contingency reserve is the first reserve used for any revenue shortfall or unanticipated expenditure. Any increase in an appropriation must be approved by City Council ordinance.

### Unassigned General Fund Balance

Given the volatility of sales tax revenue and TABOR restrictions, the City has a target of maintaining a 15 percent of expenditures fund balance reserve. The unassigned fund balance reserve amount should not go below 10 percent of expenditures, except in response to a severe economic or other crisis.

### Use of Reserves

#### A. Use of fund balance reserves above 15 percent

- Fund balance reserves above 15 percent can be used for one-time or capital expenditures and debt reduction.
- Reserves in this sub-category are flexible and available for use. These reserves provide an opportunity for strategic investment and problem solving. Typically, this amount is not reconciled until the financial year-end close and post audit. Any available balance is addressed as part of the budget planning for the next available year.

#### B. Use of fund balance reserves above 10 percent and below 15 percent

- Fund balance reserves above 10 percent can be used for one-time expenditures and to stabilize the City during normal economic cycles when revenue growth is below the historical average. Fund balance reserves can be used when the anticipated revenue growth is below the historical average with the following considerations:

- Reserves should only be used to provide a short-term solution to maintaining services until projected revenue growth or necessary expenditure reductions are achieved to balance the budget. It is critical to identify and address the issues causing the budget imbalance. The City must evaluate the length and severity of economic conditions and their impact on future revenue projections to determine the extent of expenditure reductions or revenue increases required to achieve structural balance.
- The City should first seek to offset revenue declines with expenditure reductions. Reserves should only be used when further reductions in expenditures would significantly affect essential City services. As a minimum standard, any use of fund balance should be matched by equal or greater expense reductions in times of economic downturn.
- Fund balance reserves may only be selectively used to offset further service cuts when beginning an economic recovery and projected revenues are not yet growing at the historical average if there is a replenishment plan.
- Reserves in this sub-category are not flexible and should only be used to offset revenue shortfalls or extraordinary expenditure demands.

**C. Use of fund balance reserves below 10 percent**

- The use of fund balance reserve below 10 percent is restricted to responding to a severe economic or other crisis. This category is only used in the most unusual or unexpected situation.

**Assigned General Fund Balance**

Per Fiscal Accountability rules, Assigned Fund Balance are unappropriated funds in the General Fund that are intended by the Department of Finance to be used for specific purposes but are neither restricted nor committed. The amount and intended specific purpose of Assigned Fund Balance will be designated by the Chief Financial Officer.

**Reserve Replenishment**

Any use of fund balance reserves below the 15 percent target should be accompanied by a replenishment plan. This is particularly critical when reserves are below 10 percent, during which no growth in discretionary expenditures should be allowed until the General Fund reserve is restored to 10 percent.

**TABOR Reserve**

The TABOR amendment to the State Constitution requires the City to establish an emergency reserve fund of three percent of all covered funds. The funds cannot be used for economic conditions, revenue shortfalls, or salary and benefit increases. Any use of the TABOR reserve must be replaced within one year of the emergency. Because of the constitutional restrictions and the requirement to repay this reserve by the end of the next fiscal year, use of the TABOR reserve is limited to extreme disasters. This requirement may be met through a combination of cash reserves and real estate assets in Special Revenue Funds.

**Grant Administration**

**Applications for Federal, State, or Private Funds**

Funds from federal, state, and private sources are important resources included in the City’s financial plan. The City is committed to a citywide coordination of grant activities among agencies and to determine the immediate and longer-term financial consequences of accepting funding. Fiscal Rule 9.1 states any city department or agency shall immediately notify the Department of Finance of its

## Financial Policies and Reserves

intent to apply for funding from a federal, state, or private source. Budget and Management reviews the notification to determine whether proposals are consistent with City priorities, ensures proposals are coordinated with the City’s existing programs, ensures administrative, reporting and evaluation requirements are adequately addressed, assesses the need for a cash match, and evaluates the immediate and long-term financial consequences of the proposal. In accordance with Section 20-52 of the Revised Municipal Code, funds in excess of \$500,000 from any grantor require the approval and authorization of City Council acting by resolution prior to acceptance.

Fiscal Rule 9.1 is available here: [https://www.denvergov.org/content/dam/denvergov/Portals/344/documents/Fiscal\\_Rules/chapter\\_9\\_Grants/Rules/Rule\\_9\\_1\\_Grant\\_App\\_and\\_Awards.pdf](https://www.denvergov.org/content/dam/denvergov/Portals/344/documents/Fiscal_Rules/chapter_9_Grants/Rules/Rule_9_1_Grant_App_and_Awards.pdf)

Section 20-52 of the DRMC is available here: [https://library.municode.com/co/denver/codes/code\\_of\\_ordinances?nodeId=TITIIREMUCO\\_CH20FI\\_ARTIVCOPUCO\\_DIV1GE\\_S20-52APGR-A](https://library.municode.com/co/denver/codes/code_of_ordinances?nodeId=TITIIREMUCO_CH20FI_ARTIVCOPUCO_DIV1GE_S20-52APGR-A)

### Use of Grant Funds

Agencies receiving the spending authority are responsible for complying with grant restrictions, applicability, and reporting. All grant funds will be expended for the purposes for which they were granted and in the time period for which they were granted. Proper accounting records must be maintained.

## Annual Contingency Reserves

### General Fund Contingency Reserve

The City Charter requires the proposed budget for the General Fund include an amount not less than two percent of total estimated expenditures for payment after the passage of the annual appropriation ordinance of any unforeseen expense, casualty, accident or contingency. In 2023, the General Fund Contingency Reserve is \$32,540,000.

### Capital Improvement Fund Contingency Reserve

The Capital Improvement Fund also maintains a contingency reserve for unanticipated expenditures and/or revenue volatility. In 2023, the Capital Improvement Fund contingency reserve is \$6,461,000.

## Emergency Reserves and Undesignated Fund Balances

### Tabor Reserve

The TABOR amendment to the State Constitution requires the City establish an emergency reserve fund of three percent of all covered funds. These funds cannot be used for economic conditions, revenue shortfalls, or salary or benefit increases. The TABOR reserve consists of cash and real estate assets satisfying the reserve requirements. In 2023, the estimated three percent reserve requirement is \$60.8 million. This requirement has been met as follows:

	2021 Actual	2022 Estimate	2023 Objective
<b>TABOR Reserve</b>			
TABOR Reserve Special Revenue Fund	95,000	7,613	7,613
TABOR Reserve Real Estate Special Revenue Fund	55,067,763	60,470,344	60,470,344
Human Services Restricted Fund Balance	2,000,000	2,000,000	2,000,000
<b>Total</b>	<b>57,162,763</b>	<b>62,477,957</b>	<b>62,477,957</b>

In 2023, the following properties will be used as an asset to fulfill the City's obligation to meet the Tabor Reserve:

- Carla Madison Recreation Center
- McNichols Building/Annex 1 Building
- DFD Combined Communications Center
- Central Services Building
- Information Services Division Building
- Montclair Park Civic Building
- 700 Colfax
- 710 Colfax

The insured value of these properties is \$60,358,918.

### **Undesignated Fund Balance**

As outlined in the Financial Policies section, undesignated fund balances provide a safeguard during economic downturns and extraordinary emergency situations. In 2023, the projected ending unassigned fund balance in the General Fund is \$249,154,000 or 15.0 percent of expenditures. This meets the the City's goal of 15 percent. The minimum for undesignated fund balance is 10 percent.

### **Assigned Fund Balance**

As outlined in this Financial Policies section, assigned fund balance are unappropriated funds in the General Fund that are intended by the Department of Finance to be used for specific purposes but are neither restricted nor committed. The 2023 schedule 100 reflects \$40,000,000 in 2022 and \$40,000,000 in 2023 for assigned fund balance. The Chief Financial Officer has designated this amount and the purpose of these funds are to address potential liabilities against the City. These funds are not appropriated and would require legislative action to become appropriated.



## Exhibit 1 Governmental Funds Financial Sources

**Exhibit 1** - presents a three-year summary of gross revenues, expenditures, and changes in fund balance for all appropriated Governmental Funds. Governmental Funds differ from Proprietary Funds in that the focus is on available resources and changes in fund balance; they do not account for fixed assets or depreciation. The City maintains a fund balance adequate to level out short term changes in revenue.

The **Financial Sources** section presents an overview of how taxes, intergovernmental revenues, and other revenues are allocated to the General Fund, Special Revenue Funds, Human Services Fund, Debt Service Funds, and Capital Funds.

The **Estimated Expenditures** amount represents the gross budget. This includes a budget for interfund transfers in both the paying fund and the receiving fund.

The **Expenditures** section provides an overview of total Governmental Fund expenditures by major functions: General Government, Public Safety and Protection, Parks, Recreation and Culture, Public Works, Health, Human Services, Capital Outlay, and Debt Service.

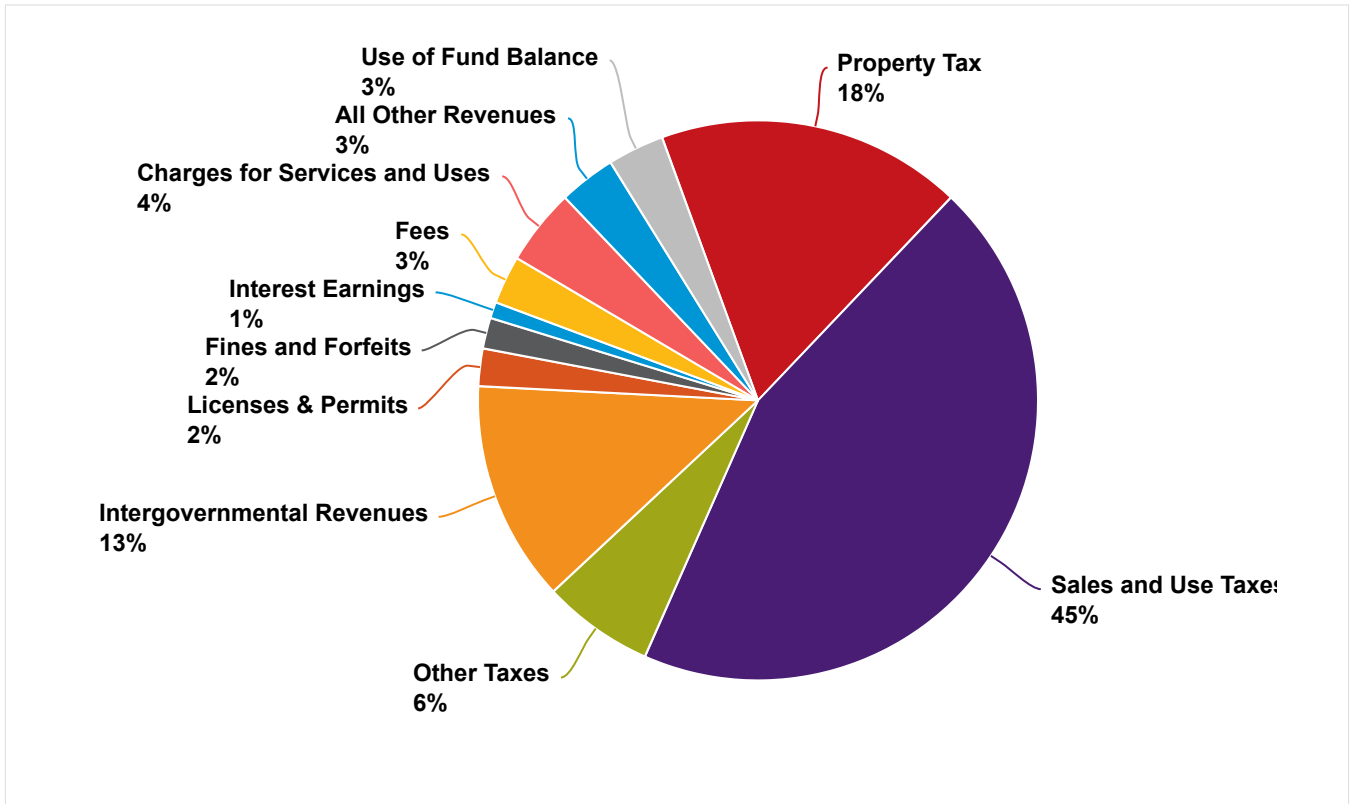
The **Total Use of Resources** section includes a budget for interfund transfers in both the paying fund and the receiving fund.

The **Net Increase (Decrease) in Fund Balance** is the difference between total Financial Sources and total Uses of Resources.

The **Fund Balance January 1** is the prior year's ending balance. This is added to the projected current year's Net Increase (Decrease) in Fund Balance and the TABOR adjustment to project the year-end fund balance.

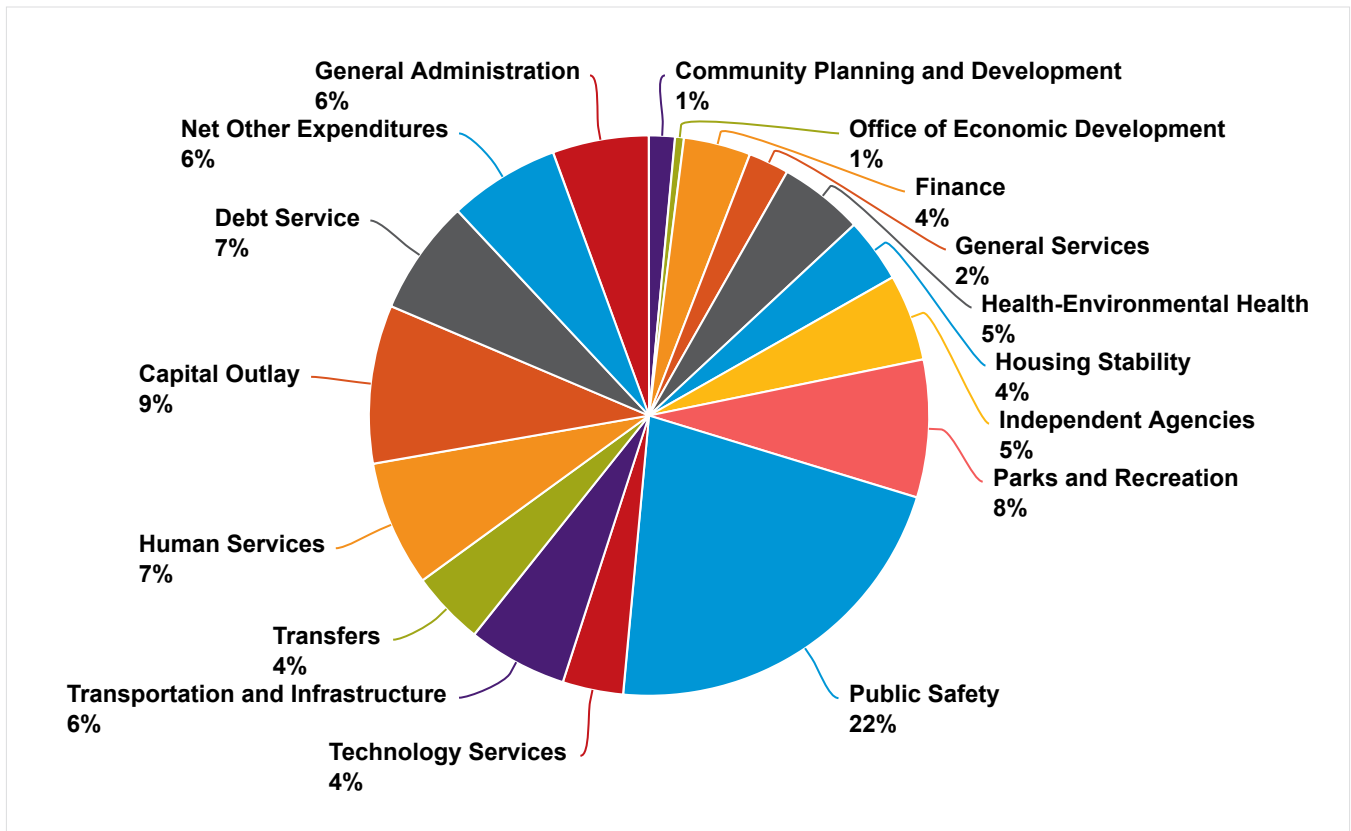
The **Fund Balance December 31** is the anticipated year-end balance, which is carried into the next budget year.

## Exhibit 1 Governmental Funds Financial Sources



<b>Source</b>	(\$ in Millions)
<b>Source</b>	<b>Amount</b>
Property Tax	\$ 496.03
Sales and Use Taxes	\$ 1,249.25
Other Taxes	\$ 180.84
Intergovernmental Revenues	\$ 358.02
Licenses & Permits	\$ 60.80
Fines and Forfeits	\$ 50.00
Interest Earnings	\$ 26.49
Fees	\$ 78.24
Charges for Services and Uses	\$ 123.67
All Other Revenues	\$ 92.15
Use of Fund Balance	\$ 91.60
	<b><u>\$ 2,807.09</u></b>

## Exhibit 1 Governmental Funds Financial Sources



Expenditure	Amount
General Administration	\$ 156.03
Community Planning and Development	\$ 41.73
Office of Economic Development	\$ 14.61
Finance	\$ 108.24
General Services	\$ 65.98
Health-Environmental Health	\$ 136.49
Housing Stability	\$ 104.14
Independent Agencies	\$ 140.19
Parks and Recreation	\$ 222.82
Public Safety	\$ 610.69
Technology Services	\$ 98.72
Transportation and Infrastructure	\$ 161.15
Transfers	\$ 119.85
Human Services	\$ 203.32
Capital Outlay	\$ 256.66
Debt Service	\$ 186.91
Net Other Expenditures	\$ 179.56
	<b>\$ 2,807.09</b>

## Exhibit 1 Appropriated Governmental Funds

(\$ in Thousands)	General Fund			Human Services Special Revenue Fund		
	2021 Actual	2022 Estimated	2023 Budget	2021 Actual	2022 Estimated	2023 Budget
<b>Financial Sources:</b>						
Property Tax	164,429	171,877	170,709	76,645	79,104	81,987
Sales and Use Taxes	802,271	886,940	927,480	-	-	-
Other Taxes	106,609	113,696	119,154	-	-	-
Intergovernmental Revenues	39,426	48,322	48,277	99,452	103,216	104,055
Licenses & Permits	60,359	60,864	60,795	-	-	-
Fines and Forfeits	43,367	49,601	50,003	-	-	-
Interest Earnings	11,740	13,040	16,977	(0)	-	-
Fees	73,048	75,135	78,139	3	100	100
Charges for Services and Uses	33,239	47,060	50,905	6	34	34
All Other Revenues	93,288	96,436	91,990	458	160	160
<b>Total Financial Sources</b>	<b>\$ 1,427,777</b>	<b>\$ 1,562,972</b>	<b>\$ 1,614,429</b>	<b>\$ 176,564</b>	<b>\$ 182,613</b>	<b>\$ 186,336</b>
<b>Expenditures:</b>						
General Administration	43,659	57,981	65,768	-	-	-
Community Planning and Development	29,279	37,285	41,730	-	-	-
Office of Economic Development	6,842	9,672	9,934	-	-	-
Finance	94,522	101,217	108,245	-	-	-
General Services	52,030	56,339	65,982	-	-	-
Health-Environmental Health	41,537	64,383	70,499	-	-	-
Housing Stability	23,807	33,766	35,906	-	-	-
Independent Agencies	99,717	119,936	140,193	-	-	-
Parks and Recreation	110,536	138,140	151,404	-	-	-
Public Safety	481,397	567,671	610,692	-	-	-
Technology Services	74,469	87,276	98,716	-	-	-
Transportation and Infrastructure	127,059	139,823	132,068	-	-	-
Transfers	104,496	76,683	119,848	-	-	-
Human Services	-	-	-	153,390	203,322	203,317
Net Other Expenditures	-	5,289	8,540	5,409	(13,753)	28,254
<b>Total Expenditures</b>	<b>\$ 1,289,350</b>	<b>\$ 1,495,463</b>	<b>\$ 1,659,525</b>	<b>\$ 158,799</b>	<b>\$ 189,570</b>	<b>\$ 231,571</b>
Change in Fund Balance	\$ 138,426	\$ 67,509	\$ (45,096)	\$ 17,765	\$ (6,957)	\$ (45,235)
Beginning Budget Unassigned Fund Balance	\$ 168,626	\$ 306,741	\$ 334,250	\$ 82,504	\$ 100,767	\$ 96,764
Restricted, Noncash and GASB54 Adjustments	\$ (312)	\$ -	\$ -	\$ 498	\$ 2,953	\$ 4,020
Budget Assigned Fund Balance		\$ (40,000)	\$ (40,000)			
<b>Ending Budget Unassigned Fund Balance</b>	<b>\$ 306,741</b>	<b>\$ 334,250</b>	<b>\$ 249,153</b>	<b>\$ 100,767</b>	<b>\$ 96,764</b>	<b>\$ 55,550</b>

## Exhibit 1 Appropriated Governmental Funds

(\$ in Thousands)	Total Other Special Revenue Fund			Debt Services Fund		
	2021 Actual	2022 Estimated	2023 Budget	2021 Actual	2022 Estimated	2023 Budget
<b>Financial Sources:</b>						
Property Tax	8,672	8,953	8,937	135,152	141,125	139,364
Sales and Use Taxes	231,008	228,831	266,851	45,524	52,413	54,918
Other Taxes	-	-	-	37,104	50,944	56,684
Intergovernmental Revenues	8,162	21,240	48,317	108,223	-	-
Fines and Forfeits	0	-	-	-	-	-
Interest Earnings	1,915	649	855	(589)	-	-
Fees	3,423	-	-	-	-	-
Charges for Services and Uses	49,258	69,306	72,735	-	-	-
All Other Revenues	11	-	-	-	-	-
<b>Total Financial Sources</b>	<b>\$ 302,449</b>	<b>\$ 328,979</b>	<b>\$ 397,694</b>	<b>\$ 325,414</b>	<b>\$ 244,482</b>	<b>\$ 250,966</b>
<b>Expenditures:</b>						
General Administration	40,346	95,704	90,258	-	-	-
Office of Economic Development	1,619	6,958	4,671	-	-	-
Health-Environmental Health	48,107	86,795	65,988	-	-	-
Housing Stability	40,245	112,732	68,239	-	-	-
Parks and Recreation	30,305	101,286	71,414	-	-	-
Transportation and Infrastructure	-	11,410	29,083	-	-	-
Debt Service	-	-	-	170,372	175,954	186,913
Net Other Expenditures	62,510	58,489	69,304	134,722	66,558	73,458
<b>Total Expenditures</b>	<b>\$ 223,132</b>	<b>\$ 473,373</b>	<b>\$ 398,957</b>	<b>\$ 305,094</b>	<b>\$ 242,512</b>	<b>\$ 260,371</b>
Change in Fund Balance	\$ 79,317	\$ (144,394)	\$ (1,263)	\$ 20,320	\$ 1,970	\$ (9,405)
Beginning Budget Unassigned Fund Balance	\$ 118,534	\$ 201,033	\$ 201,033	\$ 192,247	\$ 212,567	\$ 214,537
Restricted, Noncash and GASB54 Adjustments	\$ 3,182	\$ -	\$ -	\$ -	\$ -	\$ -
Budget Assigned Fund Balance						
<b>Ending Budget Unassigned Fund Balance</b>	<b>\$ 201,033</b>	<b>\$ 56,639</b>	<b>\$ 199,769</b>	<b>\$ 212,567</b>	<b>\$ 214,537</b>	<b>\$ 205,132</b>

**Exhibit 1 Appropriated Governmental Funds**

(\$ in Thousands)	Appropriated Capital Funds			Total Appropriated Governmental Funds		
	2021 Actual	2022 Estimated	2023 Budget	2021 Actual	2022 Estimated	2023 Budget
<b>Financial Sources:</b>						
Property Tax	92,469	95,287	95,033	477,367	496,345	496,030
Sales and Use Taxes	-	-	-	1,078,803	1,168,184	1,249,249
Other Taxes	0	1,000	5,000	143,712	165,640	180,838
Intergovernmental Revenues	89,608	99,425	157,374	344,871	272,203	358,023
Licenses & Permits	-	-	-	60,359	60,864	60,795
Fines and Forfeits	-	-	-	43,367	49,601	50,003
Interest Earnings	(3,315)	8,636	8,660	9,751	22,325	26,492
Fees	-	-	-	76,474	75,235	78,239
Charges for Services and Uses	163	-	-	82,666	116,400	123,673
All Other Revenues	-	-	-	93,757	96,596	92,150
<b>Total Financial Sources</b>	<b>\$ 178,925</b>	<b>\$ 204,347</b>	<b>\$ 266,067</b>	<b>\$ 2,411,128</b>	<b>\$ 2,523,394</b>	<b>\$ 2,715,492</b>
<b>Expenditures:</b>						
General Administration	-	-	-	84,005	153,685	156,026
Community Planning and Development	-	-	-	29,279	37,285	41,730
Office of Economic Development	-	-	-	8,461	16,630	14,605
Finance	-	-	-	94,522	101,217	108,245
General Services	-	-	-	52,030	56,339	65,982
Health-Environmental Health	-	-	-	89,644	151,178	136,487
Housing Stability	-	-	-	64,052	146,498	104,145
Independent Agencies	-	-	-	99,717	119,936	140,193
Parks and Recreation	-	-	-	140,841	239,426	222,819
Public Safety	-	-	-	481,397	567,671	610,692
Technology Services	-	-	-	74,469	87,276	98,716
Transportation and Infrastructure	-	-	-	127,059	151,233	161,151
Transfers	-	-	-	104,496	76,683	119,848
Human Services	-	-	-	153,390	203,322	203,317
Capital Outlay	162,182	237,548	256,663	162,182	237,548	256,663
Debt Service	-	-	-	170,372	175,954	186,913
Net Other Expenditures	-	-	-	202,642	116,583	179,556
<b>Total Expenditures</b>	<b>\$ 162,182</b>	<b>\$ 237,548</b>	<b>\$ 256,663</b>	<b>\$ 2,138,557</b>	<b>\$ 2,638,466</b>	<b>\$ 2,807,088</b>
Change in Fund Balance	\$ 16,743	\$ (33,201)	\$ 9,403	\$ 272,571	\$ (115,072)	\$ (91,596)
Beginning Budget Unassigned Fund Balance	\$ 348,982	\$ 365,725	\$ 332,524	\$ 82,251	\$ 358,190	\$ 206,072
Restricted, Noncash and GASB54 Adjustments	\$ -	\$ -	\$ -	\$ 3,368	\$ 2,953	\$ 4,020
Budget Assigned Fund Balance					\$ (40,000)	\$ (40,000)
<b>Ending Budget Unassigned Fund Balance</b>	<b>\$ 365,725</b>	<b>\$ 332,524</b>	<b>\$ 341,928</b>	<b>\$ 358,190</b>	<b>\$ 206,072</b>	<b>\$ 78,496</b>



## Exhibit 2 & 3: Expenditures - Funds by Year and Type

**Exhibit 2** - provides a three-year history of expenditures for all City funds, both appropriated and nonappropriated.

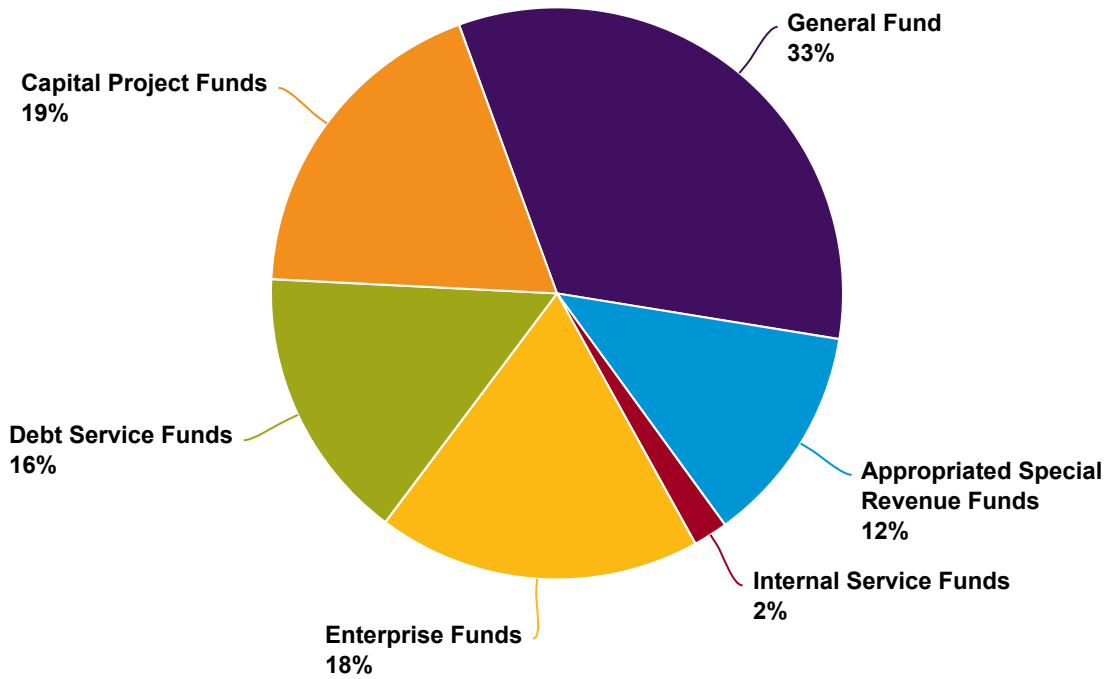
**Exhibit 3** - provides budgeted expenditures for all fund types by major expenditure categories. Refer to the Introduction section for an overview of the City's fund structure.

The **Reserve** for general contingencies and an estimate for Unspent Appropriations are shown for the Budgeted year and Estimated year. For the Actual year the reserves have been incorporated into the actual expenditures; any unused reserves and unspent appropriations are reflected in the year-end fund balance.

The **Total Expenditures (All Funds)** includes amounts budgeted for internal service charges and interfund transfers, both in the paying fund and the receiving fund.

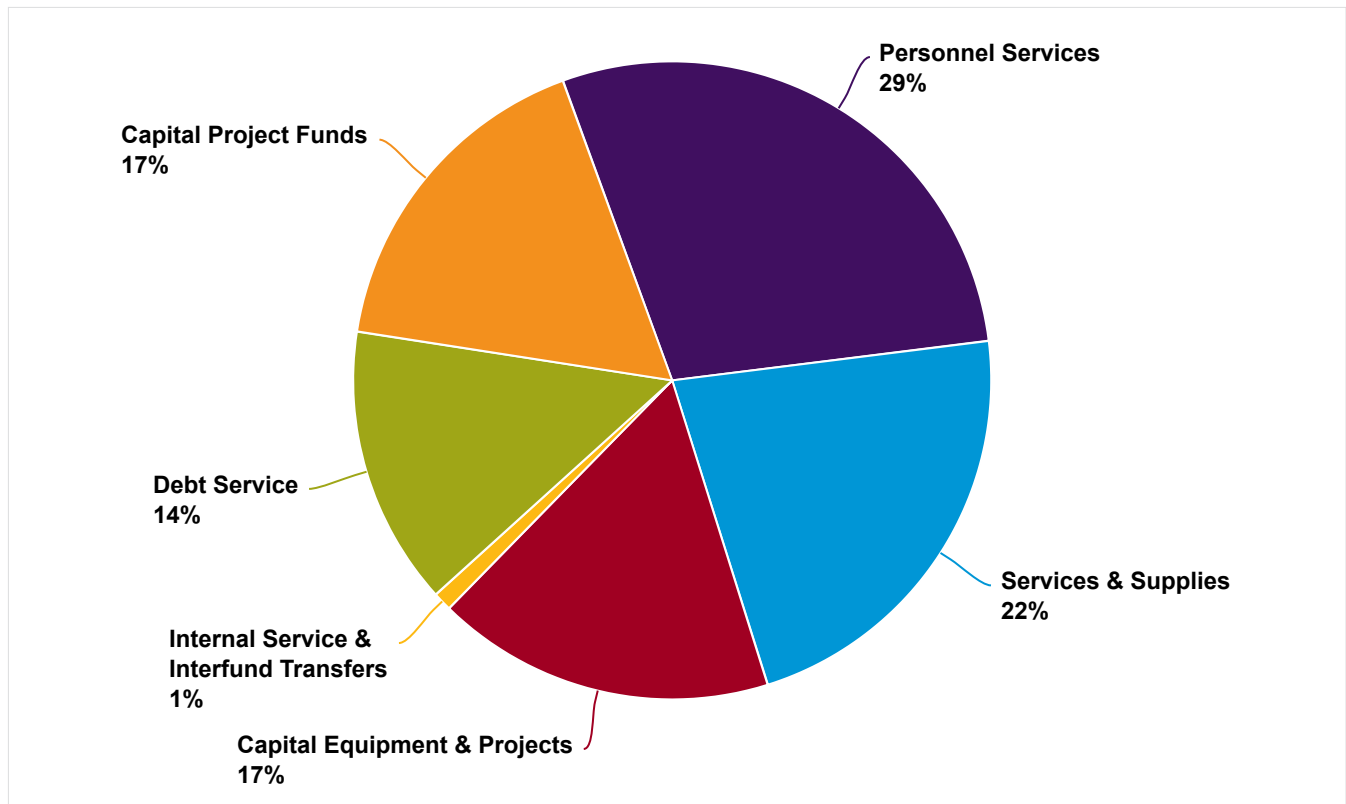
The **Total Net Expenditures (All Funds)** excludes internal service charges and interfund transfers. Since these types of expenditures occur between City funds, the amounts are duplicated in the Total Budget; the Net Expenditure amount represents a more accurate picture of total City expenditures.

### 2023 Estimated Expenditures - By Fund



Fund	(\$ in Millions)	
	Amount	
General Fund	\$	1,659.53
Appropriated Special Revenue Funds	\$	623.27
Internal Service Funds	\$	98.75
Enterprise Funds	\$	915.71
Debt Service Funds	\$	779.19
Capital Project Funds	\$	934.36
	<b>\$</b>	<b>5,010.81</b>

**Exhibit 2 & 3: Expenditures - Funds by Year and Type**



<b>Expenditure Type</b>	(\$ in Millions)	
	<b>Amount</b>	
Personnel Services	\$	1,572.48
Services & Supplies	\$	1,217.85
Capital Equipment & Projects	\$	944.59
Internal Service & Interfund Transfers	\$	53.04
Debt Service	\$	779.19
Capital Project Funds	\$	934.36
	<b>\$</b>	<b><u>5,501.51</u></b>

## Budget Summary- Exhibit 2

### 2022-2023 Expenditure Summary - Combined Funds by Year

(\$ in Thousands)	2021 Actual	2022 Estimated	2023 Budget
<b>General Fund</b>			
General Administration	43,659	57,981	65,768
Community Planning and Development	29,279	37,285	41,730
Economic Development	6,842	9,672	9,934
Finance	94,522	101,217	108,245
General Services	52,030	56,339	65,982
Health	41,537	64,383	70,499
Housing Stability	23,807	33,766	35,906
Independent Agencies	99,717	119,936	140,193
Parks, Recreation, and Cultural	110,536	138,140	151,404
Public Safety	481,397	567,671	610,692
Technology Services	74,469	87,276	98,716
Transportation and Infrastructure	127,059	139,823	132,068
<b>General Fund Total Operations</b>	<b>\$ 1,184,854</b>	<b>\$ 1,413,491</b>	<b>\$ 1,531,137</b>
General Fund Transfers	104,496	76,683	119,848
General Contingency	-	27,289	32,540
Unspent Agency Appropriations	-	(22,000)	(24,000)
<b>General Fund Total Appropriations</b>	<b>\$ 1,289,350</b>	<b>\$ 1,495,463</b>	<b>\$ 1,659,525</b>
<b>Appropriated Special Revenue Funds</b>			
General Government	61,146	128,804	146,270
Human Services	155,200	207,367	224,317
Health	48,107	86,795	65,988
Culture and Recreation	72,015	138,084	113,789
Community Development	40,245	112,732	68,239
Economic Opportunity	1,619	6,958	4,671
<b>Total Appropriated Special Revenue Funds</b>	<b>\$ 378,332</b>	<b>\$ 680,740</b>	<b>\$ 623,274</b>
<b>Internal Service Funds - Operations</b>			
Workers Compensation	12,639	16,678	17,250
Medical Self-Insurance	1,134	60,000	62,780
Dental Self-Insurance	530	9,283	9,400
Asphalt Plant	10,068	10,787	9,319
<b>Total Internal Service Funds</b>	<b>\$ 24,371</b>	<b>\$ 96,748</b>	<b>\$ 98,749</b>
<b>Enterprise Funds - Operations</b>			
Wastewater Management	182,812	218,121	249,102
Aviation	425,892	560,501	635,326
Environmental Services	12,934	13,090	13,999
Golf	12,376	14,002	17,287
<b>Total Enterprise Funds</b>	<b>\$ 634,014</b>	<b>\$ 805,715</b>	<b>\$ 915,713</b>
<b>All Funds Total Operations</b>	<b>\$ 2,326,068</b>	<b>\$ 3,078,666</b>	<b>\$ 3,297,262</b>

## Budget Summary- Exhibit 2

(\$ in Thousands)	2021 Actual	2022 Estimated	2023 Budget
<b>Debt Service Funds</b>			
General Obligation Bonds	134,056	138,296	147,892
Excise Tax Revenue Bond	171,038	104,216	112,480
Wastewater Management	8,983	8,700	8,700
Aviation	256,990	488,535	510,118
<b>Total Debt Service Funds</b>	<b>\$ 571,068</b>	<b>\$ 739,747</b>	<b>\$ 779,190</b>
<b>Capital Project Funds</b>			
Winter Park and Recreation Funds	3,686	5,681	5,260
Capital Improvements	124,066	178,179	186,173
State Conservation Trust Funds (Lottery)	6,107	15,273	9,605
Parks Legacy Capital Improvement	12,472	25,791	35,456
Bond Project Funds	162,725	198,527	317,924
Grant/Other Capital Funds	120,310	103,845	129,066
Entertainment and Cultural Capital Funds	15,851	12,625	20,170
<b>Subtotal Capital Projects Funds</b>	<b>\$ 445,216</b>	<b>\$ 539,920</b>	<b>\$ 703,653</b>
<b>Capital Improvement Funds</b>			
Wastewater Management	39,507	65,499	82,184
Aviation	174,096	105,317	145,973
Environmental Services	5,733	600	1,050
Golf	601	1,000	1,500
<b>Total Capital Projects Funds</b>	<b>\$ 665,152</b>	<b>\$ 712,335</b>	<b>\$ 934,359</b>
<b>Total Expenditures (All Funds)</b>	<b>\$ 3,562,288</b>	<b>\$ 4,530,748</b>	<b>\$ 5,010,811</b>
<b>Less Duplications Budgeted</b>			
Internal Service and Interfund Transfers	(339,031)	(343,851)	(443,657)
<b>Total Net Expenditures (All Funds)</b>	<b>\$ 3,223,256</b>	<b>\$ 4,186,897</b>	<b>\$ 4,567,154</b>

## Budget Summary- Exhibit 3

### 2023 Combined Funds by Appropriation Expenditure Type

(\$ in Thousands)	Personnel Services	Services and Supplies	Capital Equipment and Projects	Internal Service and Interfund Transfers	Debt Service	Total
<b>General Fund:</b>						
General Administration	51,981	13,634	35	119	-	65,768
Community Planning and Development	39,348	2,346	7	29	-	41,730
Office of Economic Development	6,729	3,183	2	20	-	9,934
Finance	47,374	33,027	12	27,832	-	108,245
General Services	16,100	48,445	7	1,429	-	65,982
Health-Environmental Health	23,735	46,660	33	71	-	70,499
Housing Stability	10,562	25,223	41	79	-	35,906
Independent Agencies	122,597	17,388	65	142	-	140,193
Parks and Recreation	122,015	28,959	67	364	-	151,404
Public Safety	542,883	66,817	815	177	-	610,692
Technology Services	48,318	50,280	29	88	-	98,716
Transportation and Infrastructure	94,054	37,790	54	170	-	132,068
General Fund Transfers	-	-	-	119,848	-	119,848
General Contingency	-	-	-	32,540	-	32,540
Estimated Unspent Appropriations	(24,000)	-	-	-	-	(24,000)
<b>Total General Fund</b>	<b>\$1,101,696</b>	<b>\$ 373,754</b>	<b>\$ 1,168</b>	<b>\$ 182,908</b>	<b>\$ -</b>	<b>\$1,659,525</b>
<b>Appropriated Special Revenue Funds:</b>						
General Government	23,591	95,028	100	27,551	-	146,270
Human Services	118,770	72,406	525	32,616	-	224,317
Health	356	65,632	-	-	-	65,988
Culture and Recreation	17,028	49,447	4,638	42,676	-	113,789
Community Development	3,541	64,698	-	-	-	68,239
Economic Opportunity	1,556	3,116	-	-	-	4,671
<b>Total Special Revenue Funds</b>	<b>\$ 164,841</b>	<b>\$ 350,327</b>	<b>\$ 5,262</b>	<b>\$ 102,844</b>	<b>\$ -</b>	<b>\$ 623,274</b>
<b>Debt Service Funds:</b>						
GO Bonds	-	-	-	-	147,892	147,892
Excise Tax Revenue Bonds	-	-	-	-	112,480	112,480
<b>Total Debt Service Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 260,371</b>	<b>\$ 260,371</b>
<b>Capital Project Funds:</b>						
Winter Park and Recreation Funds	-	-	5,260	-	-	5,260
Capital Improvements	-	-	186,173	-	-	186,173
State Conservation Trust Funds (Lottery)	-	-	9,605	-	-	9,605
Parks Legacy Capital Improvement	-	-	35,456	-	-	35,456



## Budget Summary- Exhibit 3

(\$ in Thousands)	Personnel Services	Services and Supplies	Capital Equipment and Projects	Internal Service and Interfund Transfers	Debt Service	Total
Bond Project Funds	-	-	317,924	-	-	317,924
Grant/Other Capital Funds	-	-	129,066	-	-	129,066
Entertainment and Cultural Capital Funds	-	-	20,170	-	-	20,170
<b>Total Capital Project Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 703,653</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 703,653</b>
<b>Total Governmental Funds</b>	<b>\$1,266,537</b>	<b>\$ 724,081</b>	<b>\$ 710,083</b>	<b>\$ 285,752</b>	<b>\$ 260,371</b>	<b>\$3,246,824</b>
<b>Internal Service Funds:</b>						
Workers Compensation	6,891	9,811	1	547	-	17,250
Medical Self-Insurance	56,900	5,880	-	-	-	62,780
Dental Self-Insurance	9,050	350	-	-	-	9,400
Asphalt Plant	833	8,320	-	167	-	9,319
<b>Total Internal Service Funds</b>	<b>\$ 73,674</b>	<b>\$ 24,361</b>	<b>\$ 1</b>	<b>\$ 713</b>	<b>\$ -</b>	<b>\$ 98,749</b>
<b>Enterprise Funds:</b>						
Wastewater Management	43,441	77,856	84,860	125,129	8,700	339,986
Aviation	173,127	382,163	146,519	79,489	510,118	1,291,417
Environmental Services	5,669	3,424	1,076	4,880	-	15,049
Golf	10,033	5,970	2,046	737	-	18,787
<b>Total Enterprise Funds</b>	<b>\$ 232,270</b>	<b>\$ 469,412</b>	<b>\$ 234,501</b>	<b>\$ 210,236</b>	<b>\$ 518,818</b>	<b>\$1,665,238</b>
<b>Total Expenditures (All Funds)</b>	<b>\$1,572,481</b>	<b>\$ 1,217,854</b>	<b>\$ 944,586</b>	<b>\$ 496,701</b>	<b>\$ 779,190</b>	<b>\$5,010,811</b>
<b>Less Duplications Budgeted</b>						
Internal Service and Interfund Transfers	-	-	-	(443,657)	-	(443,657)
<b>Total Net Expenditures (All Funds)</b>	<b>\$1,572,481</b>	<b>\$ 1,217,854</b>	<b>\$ 944,586</b>	<b>\$ 53,044</b>	<b>\$ 779,190</b>	<b>\$4,567,154</b>

## All Funds by Appropriation

	2021 Actual	2022 Appropriated	2023 Estimated	% Change 22-23
<b>General Fund Total Operations</b>	<b>1,184,854,363</b>	<b>1,413,490,913</b>	<b>1,531,137,147</b>	<b>8.32%</b>
<b>Transfers Total</b>	<b>104,496,050</b>	<b>76,683,442</b>	<b>119,848,157</b>	<b>56.29%</b>
<b>General Fund Annual Appropriations</b>	<b>1,289,350,413</b>	<b>1,490,174,355</b>	<b>1,650,985,304</b>	<b>10.79%</b>
<b>General Fund Contingency</b>	-	27,288,900	32,540,000	19.24%
<b>General Fund Total Appropriations</b>	<b>1,289,350,413</b>	<b>1,517,463,255</b>	<b>1,683,525,304</b>	<b>10.94%</b>
<b>Appropriated Special Revenue Funds</b>				
11000-General Government	61,146,379	128,803,828	146,269,643	13.56%
13000-Human Services	155,199,534	207,367,318	224,317,073	8.17%
14000-Health	48,107,060	86,794,924	65,988,288	(23.97%)
15000-Culture and Recreation	72,014,674	138,084,360	113,789,127	(17.59%)
16000-Community Development	40,245,029	112,731,809	68,239,016	(39.47%)
17000-Economic Opportunity	1,619,048	6,957,799	4,671,300	(32.86%)
<b>Total Appropriated Special Revenue Funds</b>	<b>378,331,725</b>	<b>680,740,038</b>	<b>623,274,447</b>	<b>(8.44%)</b>
<b>Internal Service Funds - Operations</b>				
Workers Compensation	12,639,474	16,677,511	17,250,319	3.43%
Asphalt Plant	10,068,337	10,787,010	9,319,003	(13.61%)
Medical Self-Insurance	1,133,584	60,000,000	62,780,000	4.63%
Dental Self-Insurance	530,054	9,283,000	9,400,000	1.26%
<b>Total Internal Service Funds - Operations</b>	<b>24,371,449</b>	<b>96,747,521</b>	<b>98,749,322</b>	<b>2.07%</b>
<b>Enterprise Funds - Operations</b>				
Wastewater Management	182,812,281	218,121,055	249,101,656	14.20%
Aviation	403,278,141	514,021,363	579,378,451	12.71%
Environmental Services	12,933,802	13,090,467	13,999,005	6.94%
Golf	12,376,320	14,002,480	17,286,531	23.45%
<b>Total Enterprise Funds - Operations</b>	<b>611,400,544</b>	<b>759,235,365</b>	<b>859,765,643</b>	<b>13.24%</b>
<b>All Funds Total Operations</b>	<b>2,303,454,131</b>	<b>3,054,186,179</b>	<b>3,265,314,716</b>	<b>6.91%</b>
<b>Less Duplications Budgeted (All Funds)</b>				
Internal Service and Interfund Transfers	(339,031,103)	(343,851,205)	(443,656,958)	(16.98%)
<b>Total Net Operations (All Funds)</b>	<b>1,964,423,028</b>	<b>2,710,334,974</b>	<b>2,821,657,758</b>	<b>4.11%</b>
<b>Capital Projects Funds</b>				
Winter Park and Recreation Funds	3,685,947	5,680,653	5,260,000	(7.41%)
Capital Improvements	124,066,072	178,179,264	186,172,513	4.49%
State Conservation Trust Funds (Lottery)	6,107,348	15,273,034	9,605,000	(37.11%)
Parks Legacy Capital Improvement	12,471,611	25,790,899	35,456,000	37.47%
Bond Project Funds	162,724,517	198,526,920	317,923,730	60.14%
Grant/Other Capital Funds	120,309,758	103,844,975	129,066,018	24.29%
Entertainment and Cultural Capital Funds	15,850,742	12,624,604	20,169,763	59.77%
<b>Subtotal Capital Projects Funds</b>	<b>445,215,994</b>	<b>539,920,350</b>	<b>703,653,024</b>	<b>30.33%</b>
Wastewater Management	39,506,648	65,498,539	82,183,892	25.47%
Aviation	174,095,533	105,316,575	145,972,500	38.60%
Environmental Services	5,732,922	600,000	1,050,000	75.00%
Golf	601,141	1,000,000	1,500,000	50.00%

## All Funds by Appropriation

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	2021 Actual	2022 Appropriated	2023 Estimated	% Change 22-23
Subtotal Capital Projects Funds	219,936,245	172,415,114	230,706,392	33.81%
Total Capital Projects Funds	665,152,238	712,335,464	934,359,416	31.17%

\*Note: The General Fund Total Appropriation in this report is not adjusted for estimated unspent appropriation, as it is in the 100B report in the General Fund expenditure section of this book.

## Personnel Comparison

The **Personnel Comparison** shows the number of Full Time Equivalents (FTE) for each agency.

One **Full Time Equivalent (FTE)** is equal to 2,080 working hours (40 hours per week for 52 weeks) in a one-year period. This may be one employee working full time, or the total hours worked by employees who work on a part-time, seasonal, or on-call basis.

The number of FTE shown for each agency includes:

- Permanent FTE                      The agency’s permanent complement
- Temporary FTE                      Limited, regular positions and on-call employees/seasonal labor
- Uniformed FTE                      Police officers, firefighters, and deputy sheriffs

For more detail on departments’ and agencies’ FTEs, please see the budget tables in the Agency Detail section of this book.

Agency/Department	2021 Budgeted		2022 Appropriated		2023 Recommended		2023 Change	
	Perm	Temp	Perm	Temp	Perm	Temp	Perm	Temp
<b>General Fund</b>								
City Attorney	151.85	6.00	162.18	8.87	167.43	12.68	5.25	3.81
Division of Disability Rights	7.00	0.00	8.00	0.00	8.00	0.00	0.00	0.00
Emergency Management	7.00	2.37	9.00	2.37	9.50	2.01	0.50	(0.36)
Excise & Licenses	32.00	3.74	41.50	1.74	53.00	1.74	11.50	0.00
Human Rights and Community Partnerships	25.75	1.00	35.00	1.00	37.25	2.00	2.25	1.00
Mayor’s Office	14.00	0.00	14.00	0.00	15.00	0.00	1.00	0.00
Office of Children’s Affairs	9.80	2.50	13.50	1.50	17.60	1.50	4.10	0.00
Office of Climate Action, Sustainability and Resiliency	25.00	0.50	33.00	2.50	36.58	2.50	3.58	(0.00)
Office of Social Equity and Innovation	0.00	0.00	8.50	0.00	13.50	0.00	5.00	0.00
Office of Special Events	6.00	0.00	6.00	0.75	7.00	0.00	1.00	(0.75)
Performance Based Infrastructure Office	2.00	0.00	2.00	0.00	2.00	0.00	0.00	0.00
<b>General Administration</b>	<b>280.40</b>	<b>16.11</b>	<b>332.68</b>	<b>18.73</b>	<b>366.86</b>	<b>22.43</b>	<b>34.18</b>	<b>3.70</b>
Development Services	156.00	10.00	173.00	17.93	179.58	21.00	6.58	3.07
Office of the Manager	46.75	1.00	53.00	1.00	65.00	5.27	12.00	4.27
Planning Services Division	42.00	3.00	46.00	5.00	47.75	4.00	1.75	(1.00)
<b>Community Planning and Development</b>	<b>244.75</b>	<b>14.00</b>	<b>272.00</b>	<b>23.93</b>	<b>292.33</b>	<b>30.27</b>	<b>20.33</b>	<b>6.34</b>
Business Development Division	11.50	0.00	11.50	0.00	13.00	0.00	1.50	0.00
Executive Office	12.47	0.00	14.47	0.00	15.27	1.00	0.80	1.00
Neighborhoods	2.00	5.00	2.00	5.00	3.00	3.00	1.00	(2.00)
Small Business Opportunity	12.00	1.00	16.00	1.00	17.00	1.00	1.00	0.00
<b>Economic Development</b>	<b>37.97</b>	<b>6.00</b>	<b>43.97</b>	<b>6.00</b>	<b>48.27</b>	<b>5.00</b>	<b>4.30</b>	<b>(1.00)</b>
Assessment Division	58.00	2.80	58.00	2.80	59.00	2.80	1.00	0.00

## Personnel Comparison

Agency/Department	2021 Budgeted		2022 Appropriated		2023 Recommended		2023 Change	
	Perm	Temp	Perm	Temp	Perm	Temp	Perm	Temp
Budget and Management	20.75	0.00	24.00	0.20	24.20	0.00	0.20	(0.20)
Capital Planning and Real Estate Division	8.00	0.00	19.00	1.00	23.00	4.50	4.00	3.50
Cash & Capital Funding Division	15.80	1.00	12.80	1.00	14.00	1.00	1.20	0.00
Controller's Office	86.00	0.00	89.00	1.00	93.00	3.10	4.00	2.10
Division of Real Estate	10.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00
Office of the Chief Financial Officer	7.00	1.00	9.00	1.00	10.00	1.00	1.00	0.00
Risk Management and Worker's Compensation	0.00	0.00	4.00	0.00	4.00	0.00	0.00	0.00
Treasury Division	172.00	0.50	177.00	0.50	176.00	0.50	(1.00)	0.00
<b>Finance</b>	<b>377.55</b>	<b>6.30</b>	<b>392.80</b>	<b>7.50</b>	<b>403.20</b>	<b>12.90</b>	<b>10.40</b>	<b>5.40</b>
Facilities Management	79.00	0.00	88.00	0.00	88.92	0.00	0.92	0.00
General Services Administration	18.00	0.00	18.00	0.00	22.00	0.00	4.00	0.00
Office of the Executive Director	6.25	0.00	7.25	0.00	9.08	0.00	1.83	0.00
Purchasing	22.00	0.00	27.00	0.00	27.92	0.00	0.92	0.00
<b>General Services</b>	<b>125.25</b>	<b>0.00</b>	<b>140.25</b>	<b>0.00</b>	<b>147.92</b>	<b>0.00</b>	<b>7.67</b>	<b>0.00</b>
Community and Behavioral Health	19.00	0.00	20.10	0.00	28.76	0.30	8.66	0.30
Denver Animal Protection	49.67	5.49	55.67	4.06	61.17	4.06	5.50	0.00
Division of Administration	10.00	1.65	24.67	1.10	7.00	1.10	(17.67)	0.00
Office of the Medical Examiner	21.00	3.76	27.00	1.00	33.75	2.90	6.75	1.90
Public Health Investigations	41.10	0.00	56.77	0.00	64.44	(0.00)	7.67	(0.00)
Strategic Planning and Administration	0.00	0.00	0.00	0.00	13.67	0.00	13.67	0.00
<b>Environmental Health</b>	<b>140.77</b>	<b>10.90</b>	<b>184.21</b>	<b>6.16</b>	<b>208.79</b>	<b>8.36</b>	<b>24.58</b>	<b>2.20</b>
Department of Housing Stability	48.14	0.00	71.14	4.68	82.64	6.00	11.50	1.32
<b>Housing Stability</b>	<b>48.14</b>	<b>0.00</b>	<b>71.14</b>	<b>4.68</b>	<b>82.64</b>	<b>6.00</b>	<b>11.50</b>	<b>1.32</b>
Auditor	76.40	1.00	80.00	1.00	82.00	1.00	2.00	0.00
Board of Adjustment for Zoning Appeals	4.25	0.12	4.25	0.12	4.25	0.12	0.00	0.00
Board of Ethics	1.00	0.00	1.00	0.00	2.00	0.00	1.00	0.00
City Council	57.00	0.00	59.00	0.00	74.00	0.00	15.00	0.00
Civil Service Commission	10.00	5.25	11.00	6.25	10.00	6.25	(1.00)	0.00
Denver County Court	246.00	3.55	263.00	3.55	273.49	8.55	10.49	5.00
Denver District Attorney	228.00	1.00	247.50	1.00	284.49	2.00	36.99	1.00
Election Division	21.00	30.00	26.00	73.50	26.00	73.50	0.00	0.00
Hearing Office	4.00	0.00	4.00	0.00	4.00	0.00	0.00	0.00
Office of Human Resources	97.00	0.00	112.00	1.00	124.25	1.80	12.25	0.80
Office of Independent Monitor	15.00	0.50	16.00	0.00	16.00	0.00	0.00	0.00
Office of Municipal Public Defender	16.75	1.00	28.75	0.50	32.25	0.50	3.50	0.00
Recordings and Public Trustee Division	36.00	2.50	39.00	3.50	41.00	2.50	2.00	(1.00)
<b>Independent Agencies</b>	<b>812.40</b>	<b>44.92</b>	<b>891.50</b>	<b>90.42</b>	<b>973.73</b>	<b>96.22</b>	<b>82.23</b>	<b>5.80</b>
Denver Public Library	525.75	15.75	584.50	12.50	584.25	14.75	(0.25)	2.25
Parks and Planning	321.12	134.83	366.90	125.30	395.25	115.55	28.35	(9.75)
Parks and Recreation Administration	34.75	1.90	36.00	1.90	39.00	16.17	3.00	14.27

Personnel Comparison

Agency/Department	2021 Budgeted		2022 Appropriated		2023 Recommended		2023 Change	
	Perm	Temp	Perm	Temp	Perm	Temp	Perm	Temp
Recreation	137.72	320.73	160.00	285.94	163.00	299.00	3.00	13.06
<b>Parks and Recreation and Cultural Facilities</b>	<b>1,019.34</b>	<b>473.21</b>	<b>1,147.40</b>	<b>425.64</b>	<b>1,181.50</b>	<b>445.47</b>	<b>34.10</b>	<b>19.83</b>
Safety Management	66.20	1.00	86.70	3.00	84.20	3.00	(2.50)	0.00
Safety Programs	70.60	34.50	71.60	33.50	94.60	35.50	23.00	2.00
Crime Prevention and Control Commission	0.00	0.00	0.00	0.00	4.00	0.00	4.00	0.00
Police Administration Division - Civilian	146.25	1.00	169.25	0.00	167.25	1.00	(2.00)	1.00
Police Administration Division - Uniform	110.00	0.00	108.00	0.00	108.00	0.00	0.00	0.00
Police Investigations Division - Civilian	144.14	0.00	138.89	3.00	147.03	2.00	8.14	(1.00)
Police Investigations Division - Uniform	368.00	0.00	353.00	0.00	350.00	0.00	(3.00)	0.00
Police Patrol Districts Division - Civilian	23.63	0.00	24.63	0.00	28.63	0.00	4.00	(0.00)
Police Patrol Districts Division - Uniform	986.00	0.00	1,003.00	0.00	1,049.00	0.00	46.00	0.00
Fire Department Administration - Civilian	42.00	0.00	47.00	0.75	49.00	1.00	2.00	0.25
Fire Department Administration - Uniform	138.00	0.00	138.00	0.00	165.00	0.00	27.00	0.00
Fire Department Operations - Civilian	1.00	0.00	1.00	0.00	5.00	0.00	4.00	0.00
Fire Department Operations - Uniform	788.00	0.00	791.00	0.00	802.00	0.00	11.00	0.00
Sheriff Administration - Civilian	11.75	0.00	12.75	0.00	15.00	0.00	2.25	0.00
Sheriff Administration - Uniform	7.00	0.00	7.00	0.00	73.00	0.00	66.00	0.00
Sheriff Jail Operations - Civilian	140.00	0.00	141.00	0.00	126.74	0.00	(14.26)	0.00
Sheriff Jail Operations - Uniform	670.19	0.00	685.53	0.00	609.53	0.00	(76.00)	0.00
Sheriff Specialized Operations and Analysis - Civilian	56.00	2.00	70.00	2.00	76.00	2.00	6.00	0.00
Sheriff Specialized Operations and Analysis - Uniform	172.34	0.00	158.00	0.00	163.00	0.00	5.00	0.00
Sheriff Mental Health and Programs Division - Civilian	3.00	0.00	15.00	0.00	23.75	0.00	8.75	0.00
Sheriff Mental Health and Programs Division - Uniform	10.00	0.00	10.00	0.00	0.00	0.00	(10.00)	0.00
911 Emergency Communications	118.66	0.00	118.66	0.00	126.66	0.00	8.00	0.00
<b>Public Safety</b>	<b>4,072.76</b>	<b>38.50</b>	<b>4,150.01</b>	<b>42.25</b>	<b>4,267.39</b>	<b>44.50</b>	<b>117.38</b>	<b>2.25</b>
Applications Development	94.00	0.00	93.00	0.00	103.49	0.00	10.49	0.00
Data Tools and Governance	21.00	0.00	34.00	0.00	35.66	(0.00)	1.66	(0.00)
Denver Marketing and Media Services	50.00	11.64	62.00	11.64	64.33	11.64	2.33	(0.00)
Office of the Chief Information Officer	3.00	0.00	4.00	0.00	4.00	0.00	0.00	0.00

## Personnel Comparison

Agency/Department	2021		2022		2023		2023	
	Budgeted		Appropriated		Recommended		Change	
	Perm	Temp	Perm	Temp	Perm	Temp	Perm	Temp
Operations	102.00	0.00	105.00	0.00	109.50	0.00	4.50	0.00
Program and Project Management	17.00	0.00	19.00	0.00	20.75	0.00	1.75	0.00
<b>Technology Services</b>	<b>287.00</b>	<b>11.64</b>	<b>317.00</b>	<b>11.64</b>	<b>337.73</b>	<b>11.64</b>	<b>20.73</b>	<b>0.00</b>
Department of Transportation								
Operations	465.00	16.48	481.00	18.48	486.00	18.48	5.00	0.00
Department of Transportation Project								
Delivery	125.00	23.75	131.74	26.75	133.00	36.75	1.26	10.00
National Western Center Office	2.00	6.00	2.00	6.00	2.00	6.00	0.00	0.00
Office of the Executive Director	162.75	6.34	167.75	7.44	179.50	10.49	11.75	3.05
Utilities/Solid Waste	183.00	22.87	191.00	19.87	6.00	0.58	(185.00)	(19.29)
<b>Transportation and Infrastructure</b>	<b>937.75</b>	<b>75.44</b>	<b>973.49</b>	<b>78.54</b>	<b>806.50</b>	<b>72.30</b>	<b>(166.99)</b>	<b>(6.24)</b>
<b>Total General Fund</b>	<b>8,384.08</b>	<b>697.02</b>	<b>8,916.45</b>	<b>715.49</b>	<b>9,116.86</b>	<b>755.09</b>	<b>200.41</b>	<b>39.60</b>
<b>General Fund Civilian and Uniform</b>								
Civilian	5,134.55	697.02	5,662.92	715.49	5,797.33	755.09	134.41	39.60
Uniform	3,249.53	0.00	3,253.53	0.00	3,319.53	0.00	66.00	0.00
<b>Internal Service Funds</b>								
Workers Compensation	20.00	2.00	21.00	2.00	24.00	2.00	3.00	0.00
Asphalt Plant	8.00	0.00	8.00	0.00	8.00	0.00	0.00	0.00
<b>Total Internal Service Funds</b>	<b>28.00</b>	<b>2.00</b>	<b>29.00</b>	<b>2.00</b>	<b>32.00</b>	<b>2.00</b>	<b>3.00</b>	<b>0.00</b>
<b>Enterprise Funds</b>								
Wastewater Management	315.50	8.55	321.50	8.30	351.50	15.55	30.00	7.25
Environmental Services	36.33	6.25	37.00	4.25	39.00	5.30	2.00	1.05
Golf	59.00	54.17	60.00	51.17	62.00	51.17	2.00	0.00
Aviation	1,277.00	35.25	1,277.00	35.25	1,307.00	35.25	30.00	0.00
<b>Total Enterprise Funds</b>	<b>1,687.83</b>	<b>104.22</b>	<b>1,695.50</b>	<b>98.97</b>	<b>1,759.50</b>	<b>107.27</b>	<b>64.00</b>	<b>8.30</b>
<b>Special Revenue Funds</b>								
General Government	482.70	40.33	454.90	68.72	659.27	38.02	204.37	(30.70)
Public Safety	130.54	42.23	142.04	38.67	141.50	54.34	(0.54)	15.67
Health	31.46	49.93	35.88	54.98	17.70	54.55	(18.18)	(0.43)
Culture and Recreation	130.42	38.48	128.75	54.88	151.25	58.38	22.50	3.50
Community Development	26.23	0.00	36.10	2.09	36.18	0.00	0.08	(2.09)
Economic Opportunity	43.91	18.00	54.21	23.00	62.81	10.02	8.60	(12.98)
Human Services	1,179.66	64.88	1,213.00	52.88	1,239.00	35.85	26.00	(17.03)
Grant/Other Capital Funds	0.00	3.00	0.00	3.00	0.00	3.00	0.00	0.00
<b>Total Special Revenue Funds</b>	<b>2,024.92</b>	<b>256.85</b>	<b>2,064.88</b>	<b>298.22</b>	<b>2,307.71</b>	<b>254.16</b>	<b>242.83</b>	<b>(44.06)</b>
<b>Total Other Funds</b>	<b>3,740.75</b>	<b>363.07</b>	<b>3,789.38</b>	<b>399.19</b>	<b>4,099.21</b>	<b>363.43</b>	<b>309.83</b>	<b>(35.76)</b>
<b>Total Citywide Personnel (All Funds)</b>	<b>12,124.83</b>	<b>1,060.09</b>	<b>12,705.83</b>	<b>1,114.68</b>	<b>13,216.07</b>	<b>1,118.52</b>	<b>510.24</b>	<b>3.84</b>
<b>All Funds Civilian and Uniform</b>								
Civilian	8,587.63	1,060.09	9,162.30	1,114.68	9,609.54	1,118.52	447.24	3.84
Uniform	3,537.20	0.00	3,543.53	0.00	3,606.53	0.00	63.00	0.00



**Position Moves Between Funding Sources**

There are several agencies within the City that provide direct services to other funds such as Enterprise Funds and Human Services Special Revenue Funds, and these other funds are required to fully pay for these services. Beginning in 2021, positions that are dedicated to providing direct services to Denver International Airport (DEN) and Human Services were reallocated to the Internal Billings and Reimbursement Special Revenue Fund from which the positions are budgeted and expensed, and the billings process transacted. This does not have an impact to services.

From 2021 to 2022, this change resulted in a significant decrease in FTE budgeted in the General Fund for these agencies and an increase in Special Revenue Funds. Please note that the cost centers remain the same, and the respective agencies continue to have authority to manage their positions. The table below shows the agency cost centers with positions in the Internal Billings and Reimbursement SRF in 2023.

<b>Agency / Cost Center</b>	<b>FTE Count</b>
0110000-Denver Economic Development and Opportunity	12.00
3020200-General Services - Procurement	4.00
0601000-Office of Human Resources - DHS Service Group	15.00
0601000-Office of Human Resources - DIA Service Group	12.00
3510000-Police Department - DPD Airport Operations	132.00
3520000-Fire Department - DFD Airport Operations	134.00
4511000-City Attorney’s Office - Employment and Labor Law	5.00
4511000-City Attorney’s Office - Airport Legal Services	20.00
4511000-City Attorney’s Office - Human Services Legal Services	47.00
<b>Total FTE in the Internal Billings and Reimbursement SRF</b>	<b>381.00</b>



# General Fund

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## General Fund Summary

The General Fund is the largest of the City's operating funds. It includes all resources not restricted legally to a specific use. The major source of revenue for the General Fund is sales and use tax, which accounts for approximately 55 percent of the Fund's revenue.

Approximately thirty-five agencies are funded in the General Fund, providing over two hundred services and programs to the citizens of the City and County of Denver. This section includes a summary balance sheet for the General Fund (Schedule 100), a schedule of all revenues in the General Fund (Schedule 100A), a detailed discussion of these revenues, and a schedule of all projected expenditures by department/agency within the General Fund (Schedule 100B). The agency detail section of this document includes more detailed information on the services provided by the City and changes to budgeted resources.

The **Schedule 100** on the following page presents a comparison of the revenue and expenditures of the General Fund to provide a picture of the Fund's financial condition.

**Financial Resources** include all revenues received by the General Fund. The sources and amounts are summarized in the Schedule 100A, followed by a detailed explanation of General Fund Revenues, including historical data.

**Uses of Resources** summarizes the City's anticipated expenditures by agency.

**Annual Appropriations** are appropriations to General Fund agencies for operating expenses (personnel, supplies and materials, capital equipment, and internal service charges) and transfers. The expenditures by agency are summarized in the Schedule 100B.

The **General Contingency** is no less than two percent of the total annual appropriations and designated reserves and is required by the City Charter and set aside to cover unanticipated operating costs throughout the year.

The **Estimated Unspent Agency Appropriations** are subtracted from total possible expenditures to reflect the anticipated total use of resources. This amount reflects anticipated or planned lapsing appropriation.

The **Net Increase (Decrease) in Fund Balance** is the difference between total Financial Resources and total Uses of Resources.

The **Beginning Budget Unassigned Fund Balance** is the prior year's ending balance. This is added to the projected current year's Net Increase (Decrease) in Fund Balance to project the year-end fund balance.

The **Assigned Fund Balance** reflects unappropriated funds in the General Fund that are intended by the Department of Finance to be used for specific purposes but are neither restricted nor committed.

**Change in Fund Balance** addresses non-spendable, restricted and committed as identified in the City's Annual ACFR (Annual Comprehensive Financial Report). In 2016, there was a positive adjustment to acknowledge that committed and non-spendable amounts were also accounted for in annual appropriations. Any adjustments to restricted amounts will be reflected in this line moving forward.

The **Ending Budget Unassigned Fund Balance** is the anticipated year-end balance, which is carried into the next budget year. This line includes the fund balance reserve. Please refer to the financial policies for additional detail on the fund balance reserve goals and minimum requirements.

**ACFR Reconciliation** includes prepaid items and other assignments of fund balance per Governmental Accounting Standards Board (GASB) Statement No. 54. For more detailed information on the ACFR,

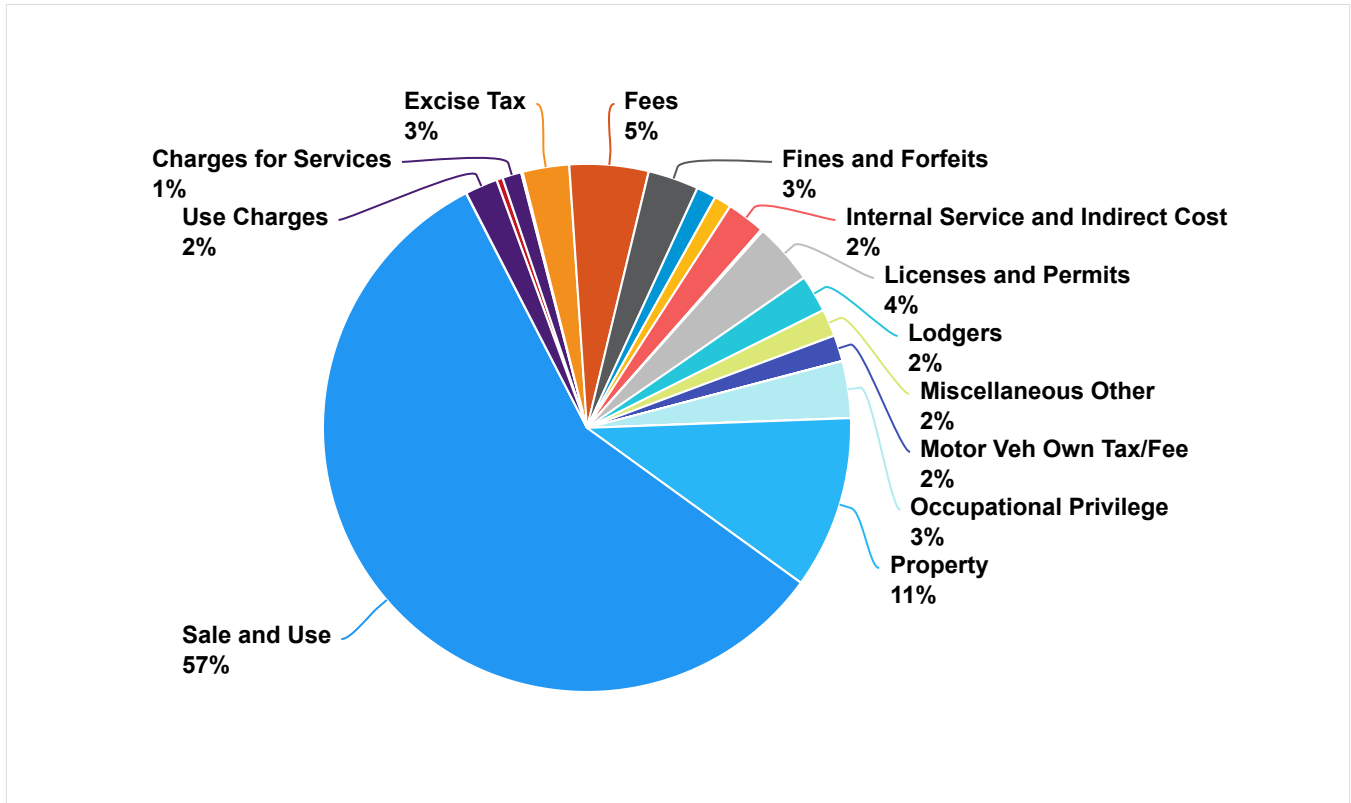
please refer to <https://www.denvergov.org/Government/Agencies-Departments-Offices/Agencies-Departments-Offices-Directory/Department-of-Finance/Financial-Reports/Annual-Comprehensive-Financial-Report>.

The **Ending ACFR Fund Balance** includes the total of unassigned and reserved portions of the General Fund Balance. According to GASB Statement No. 54, unassigned fund balance is “the residual classification for the government’s general fund and includes all spendable amounts not contained in the other classifications.”

## General Fund Financial Summary, Schedule 100

(\$ in thousands)	2021 Final	2022 Revised	2023 Recommended
<b>Financial Resources</b>			
General Government	\$ 269,836	\$ 296,499	\$ 307,440
Intergovernmental	39,426	38,233	40,166
Taxes	1,073,309	1,172,513	1,217,343
Transfers	45,206	55,727	49,481
<b>Total</b>	<b>\$ 1,427,777</b>	<b>\$ 1,562,972</b>	<b>\$ 1,614,429</b>
<b>Uses of Resources</b>			
Annual Appropriations	\$ 1,289,350	\$ 1,490,174	\$ 1,650,985
General Contingency	-	27,289	32,540
Estimated Unspent Appropriations	-	(22,000)	(24,000)
<b>Total</b>	<b>\$ 1,289,350</b>	<b>\$ 1,495,463</b>	<b>\$ 1,659,525</b>
Net Increase/(Decrease) in Fund Balance	\$ 138,427	\$ 67,509	\$ (45,096)
<b>Beginning Budget Unassigned Fund Balance</b>	<b>\$ 168,626</b>	<b>\$ 306,741</b>	<b>\$ 334,250</b>
Change in Fund Balance	138,427	67,509	(45,096)
Increase/Decrease in Restricted	(312)	-	-
Budget Assigned Fund Balance	-	(40,000)	(40,000)
<b>Ending Budget Unassigned Fund Balance</b>	<b>\$ 306,741</b>	<b>\$ 334,250</b>	<b>\$ 249,154</b>
Ending Percent Fund Balance	23.8%	22.4%	15.0%
<b>ACFR Reconciliation</b>			
<b>Ending ACFR Fund Balance:</b>	<b>\$ 440,438</b>	<b>\$ -</b>	<b>\$ -</b>
GASB 54 Funds Balance	115,605	-	-
Restricted	20,351	-	-
Net Non-Cash Adjustment	(2,260)	-	-
<b>Ending Budget Unassigned Fund Balance</b>	<b>\$ 306,741</b>	<b>\$ -</b>	<b>\$ -</b>

## Revenue Summary Chart, Schedule 100A



Revenue Type	(In Millions) Amount
Cable Franchise	\$ 6.16
Charges for Services	\$ 18.63
Cigarette	\$ 1.57
Excise Tax	\$ 46.04
Fees	\$ 78.14
Fines and Forfeits	\$ 50.00
Highway Users	\$ 19.67
Interest Income	\$ 16.98
Internal Service and Indirect Cost	\$ 38.08
Investment Service	\$ 1.71
Licenses and Permits	\$ 60.80
Lodgers	\$ 36.72
Miscellaneous Other	\$ 27.04
Motor Veh Own Tax/Fee	\$ 26.01
Occupational Privilege	\$ 56.13
Property	\$ 170.71
Sale and Use	\$ 927.48
Telecommunications	\$ 0.30
Use Charges	\$ 32.27
	<b>\$ 1,614.43</b>



## Revenue Summary Chart, Schedule 100A

	2021 Actuals	2022 Revised	2023 Projected
<b>Taxes</b>			
Property	164,428,628	171,876,931	170,708,599
Sale and Use	802,271,492	886,940,147	927,480,011
Lodgers	24,765,242	34,002,677	36,715,819
Occupational Privilege	52,319,328	54,045,866	56,132,036
Motor Veh Own Tax/Fee	28,987,768	25,248,870	26,006,336
Telecommunications	536,205	399,000	300,000
<b>Taxes Subtotal</b>	<b>1,073,308,663</b>	<b>1,172,513,491</b>	<b>1,217,342,801</b>
<b>Intergovernmental</b>			
Highway Users	19,045,010	18,030,884	19,666,874
Cigarette	1,431,582	1,569,044	1,569,044
Miscellaneous Other	18,949,727	18,633,225	18,930,174
<b>Intergovernmental Subtotal</b>	<b>39,426,319</b>	<b>38,233,153</b>	<b>40,166,092</b>
<b>General Government</b>			
Licenses and Permits	60,359,244	60,864,243	60,795,215
Fines and Forfeits	43,367,024	49,601,262	50,003,207
Cable Franchise	6,593,949	6,159,903	6,159,903
Interest Income	11,739,624	13,040,214	16,976,734
Fees	73,048,027	75,134,673	78,138,577
Charges for Services	16,834,933	17,254,006	18,631,102
Use Charges	16,404,467	29,806,134	32,274,033
Internal Service and Indirect Cost	37,806,502	38,215,336	38,077,596
Investment Service	1,407,334	1,711,859	1,711,859
Miscellaneous Other	2,274,871	4,711,409	4,671,409
<b>General Government Subtotal</b>	<b>269,835,976</b>	<b>296,499,039</b>	<b>307,439,635</b>
<b>Transfers</b>			
Excise Tax	37,316,522	50,349,029	46,040,821
Miscellaneous Other	7,889,231	5,377,574	3,439,777
<b>Transfers Subtotal</b>	<b>45,205,753</b>	<b>55,726,603</b>	<b>49,480,598</b>
<b>General Fund Total Revenues</b>	<b>1,427,776,710</b>	<b>1,562,972,286</b>	<b>1,614,429,126</b>

## General Fund - Discussion of General Fund Revenues

### Economic Overview

As of June 2022, Denver's economic recovery has been sustained with continued declines in unemployment, strong home sales, the return of leisure travel, and consumer spending exceeding pre-pandemic levels. Denver's unemployment rate dropped to 3.3 percent in June, down from 6.7 percent a year ago and down from 12.3 percent in June of 2020 when the brunt of the pandemic was sweeping across Denver's economy. In the real estate sector, there were 7,404 active listings for single-family homes in the Denver Metro area in June with buyers paying an average of 102.5 percent of the asking price and the median home price totaling \$646,000. This median home price reflects year-over-year growth of 10 percent and an increase of 39 percent compared to the June 2020 median home price of \$465,000. In the hard-hit hospitality sector, only one-third of rooms in Denver-area lodging facilities were occupied in June of 2020 compared to 86 percent in the prior year, and the average daily rate for a room fell by 44 percent to total \$92. Two years later, occupancy rates are nearing their pre-COVID levels, totaling 81.9 percent, and the average daily rate for a room has surpassed pre-pandemic levels, totaling \$176. Consumer spending, as expressed by Denver's June year-to-date core sales and use tax revenue, also reflects strength, growing by 19.1 percent year-over-year and by 24.6 percent compared to 2019 collection levels.

Downside risks to recovery are rooted in federal monetary policy for price stability as well as tight labor market conditions, sluggish business travel recovery, and the delayed return to prior levels of downtown core office workers.

The City's General Fund revenue forecast was prepared amidst this rapidly evolving economic environment. While there continues to be heightened uncertainty about what the future holds, particularly as various economic sources contemplate the potential of a recession, the overall outlook used to inform the General Fund revenue forecast assumes continued economic growth and improvements in public health.

### Revised 2022 General Fund Estimate

The revised 2022 General Fund revenue estimate totals \$1,562,972,300. This represents an increase of \$135,195,600 or 9.5 percent compared to 2021 actual collections and a \$78,007,000 or 5.3 percent increase over the original forecast. The General Fund's projected year-over-year dollar change is broadly broken down as follows: a \$99,204,800 increase in tax revenue; a \$1,193,200 decrease in intergovernmental revenue; a \$26,663,100 increase in General Government collections; and an increase of \$10,520,900 in transfer revenue.

Tax revenue in 2022 is projected to total \$1,172,513,500, representing an increase of \$99,204,800 or 9.2 percent compared to 2021 actual collections and a \$70,879,400 or 6.4 percent increase compared to the original forecast. Sales and use tax, representing three quarters of tax revenue, is the largest contributor to the General Fund's tax revenue growth in 2022, increasing by a projected \$84,668,700 million or 10.6 percent year-over-year. This growth is largely due to continued recovery from COVID-19 impacts on consumer spending and travel, gradual improvements in employment, and an improved public health outlook among local consumers and businesses. The next largest contributor to 2022 tax revenue growth is lodgers' tax, which reflects a \$9.2 million increase due to continued recovery in the tourism sector. Despite this growth, lodgers' tax collections are still projected to remain below pre-pandemic levels in 2022. Property tax is projected to increase by \$7.5 million or 4.5 percent in 2022 due to growth in the City's 2021 assessed valuation. Pulling down on growth in

## General Fund - Discussion of General Fund Revenues

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2022 is a reduction in motor vehicle ownership tax due in part to inflationary pressures on consumer spending and supply chain issues making it difficult for people to purchase newer vehicles. Growth in occupational privilege tax and a decrease in the City's telecommunications business tax collections make up the remainder of net year-over-year growth in the General Fund's 2022 projected tax revenue.

The 2022 estimate for intergovernmental revenue totals \$38,233,200, reflecting a net decrease of \$1,193,200 or 3.0 percent compared to 2021 actual collections. Driving this year-over-year change is a projected decrease in the City's Highway Users Tax (HUTF) revenue based on modeling from the Colorado Municipal League and the Colorado Department of Transportation, which shows decreases in the HUTF streams that flow through to the General Fund. Note that Senate Bill 21-260 authorized new sources of HUTF revenue, including an electric vehicle surcharge and a retail delivery surcharge, and that these new sources of revenue are expected to increase the City's HUTF distribution from the State. However, these new sources of revenue are to flow into the City's capital fund to support transportation-related projects, not the General Fund.

General government revenue includes a broad mix of revenue streams, including licenses and permits, fines and forfeits, fees for services, interest income, and internal service charges. In 2022, general government revenue reflects a year-over-year increase of \$26,663,100 or just under 10 percent. Two-thirds of this increase is attributable to rate increases for parking meters and parking fines that took effect in 2022 to increase investments in transportation and mobility programs and infrastructure. Other large contributors are recovering membership fee revenue in the City's recreation centers and an increase in the City's franchise fee revenue from Xcel Energy, due largely to rate increases that are driven by rising gas prices. Partially offsetting growth in 2022 is a decrease in recorder fee revenue, due in part to increasing interest rates and housing inventory remaining low, and a decrease in traffic court fines as the number of moving citations are down year-over-year.

In 2022, transfer revenue is estimated to increase by \$10,520,900 or 23.3 percent year-over-year. This growth is driven by an increase in the General Fund's excise tax transfer, which includes a one-time catch-up of revenue that could not be transferred in the prior year due to the pandemic's impact on the City's excise tax collections. Partially offsetting year-over-year growth are smaller, one-time transfers not carrying forward into 2022.

### Beginning 2023 General Fund Forecast

The General Fund revenue forecast for 2023 totals \$1,614,429,100. This is an increase of \$51,456,800 or 3.3 percent over the 2022 revised estimate. Factors contributing to this increase include: \$44,829,300 in tax revenue growth; a \$1,932,900 increase in intergovernmental revenue; a \$10,940,600 net increase in General Government collections; and a \$6,246,000 decrease in transfer revenue.

The forecast for tax revenue is increasing by \$44,829,300 or 3.8 percent over the 2022 revised forecast. Close to 90 percent of this growth is attributable to growth in sales and use tax, with other drivers of growth consisting of continued recovery in lodgers' tax collections and growth in occupational privilege tax revenue with the underlying expectation being that employment will continue to strengthen in 2023.

Intergovernmental revenue in 2023 is projected to increase by \$1,932,900 or 5.1 percent in 2023. This growth is due primarily to growth in the General Fund's Highway Users Tax distribution from the State due to projected growth in Vehicle Miles Traveled (VMT) and a projected increase in gas sales. These expectations are informed by modeling from the Colorado Department of Transportation and the Colorado Municipal League.

General government revenue is projected to increase by \$10,940,600 or 3.7 percent in 2023. The single largest contributor to this growth is an increase in investment income that reflects both growth in fund balances as well as increasing yields as the City invests in new securities with higher interest rates. Other contributing factors include continued recovery in recreation center membership fee revenue, growth in the City's Xcel franchise fee collections, and an increase in revenue associated with the City's residential rental licensing program. In addition, \$2,642,700 in expansion revenue is also factored into the 2023 forecast and includes additional revenue associated with expanding the photo speed enforcement program and adding additional inspection and planning staff.

The 2023 forecast for transfer revenue is decreasing by \$6,246,000 or 11.2 percent compared to the 2022 revised estimate. One-time transfer revenue not carrying forward into 2023, including the catch-up excise tax transfer revenue discussed previously, is driving this year-over-year decrease.

## Taxes

### Sales and Use Tax

Sales and use tax is the principal source of revenue to the General Fund, accounting for over half of all revenues. Included in this revenue category are general sales tax, use tax, aviation fuel tax, short-term car rental tax, prepared food and beverage tax, and the special sales tax on retail marijuana.

The general sales tax is levied on the purchase price of tangible personal property sold at retail. Exempt items include sales to governments and eligible charitable organizations, cigarettes, motor fuel, un-prepared food sold by grocers, and sales to purchasers outside of the City when delivery is outside the City. Denver's sales tax rate is 4.81 percent, with 3.50 percent distributed to the General Fund, and the remaining 1.31 percent distributed to seven special revenue funds that support the following programs: Denver Preschool Program (0.15 percent); the Parks Legacy Fund, (formerly known as the Parks, Trails, and Open Space Fund, 0.25 percent); Caring for Denver (0.25 percent); the Climate Protection Fund (0.25 percent); the Homelessness Resolution Fund (0.25 percent); the Healthy Foods for Denver's Kids Fund (0.08 percent); and the Prosperity Denver Fund (formerly College Affordability, 0.08 percent).

The use tax is levied on the purchase price of tangible personal property that is used, stored, distributed or consumed in the City when there has been no previous payment of a legally imposed sales or use tax equal to or greater than the Denver rate. Denver's use tax is 4.81 percent and is distributed in the same way as sales tax.

The aviation fuel tax is imposed on the sale of airline fuel, a brokered commodity. If a licensed dealer sells the fuel, a sales tax is levied. If an unlicensed dealer sells the fuel, the tax is paid as use tax by the airlines. The aviation fuel tax is \$0.04 per gallon with 50 percent of the proceeds going to the General Fund and 50 percent going to the Airport Gross Revenue Fund.

The short-term car rental tax is applied when automotive vehicles are hired, rented, or leased for 30 days or less. The tax rate is 7.25 percent, all of which is pledged to the repayment of the City's outstanding excise tax bonds, which provided funding for expansions of and improvements to the Colorado Convention Center and the National Western Center redevelopment project. Of that percentage, 3.75 percent is pledged to the repayment of City's outstanding excise tax bonds. The remaining 3.5 percent is directed to the General Fund if the aforementioned pledged revenues exceed what is required for debt service.

The prepared food and beverage tax applies to food or drink served by or provided in restaurants, cafes, lunch counters, hotels, drugstores, etc. The tax rate is 4.0 percent. Of that percentage,

## General Fund - Discussion of General Fund Revenues

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3.5 percent is directed to the General Fund. The remaining 0.5 percent is pledged to the repayment of City's outstanding excise tax bonds.

The special sales tax on retail marijuana totals 5.5 percent and is in addition to the 4.81 percent general sales tax that is also applied to retail marijuana purchases. In 2022, of the 5.5 percent retail marijuana sales tax, 2.5 percent is distributed to the General Fund, 2.0 percent is distributed to the Affordable Housing Fund, and 1.0 percent is distributed to the newly-established Denver Small Business Incentive Special Revenue Fund (also known as the Malone Fund).

### **2022 Estimate**

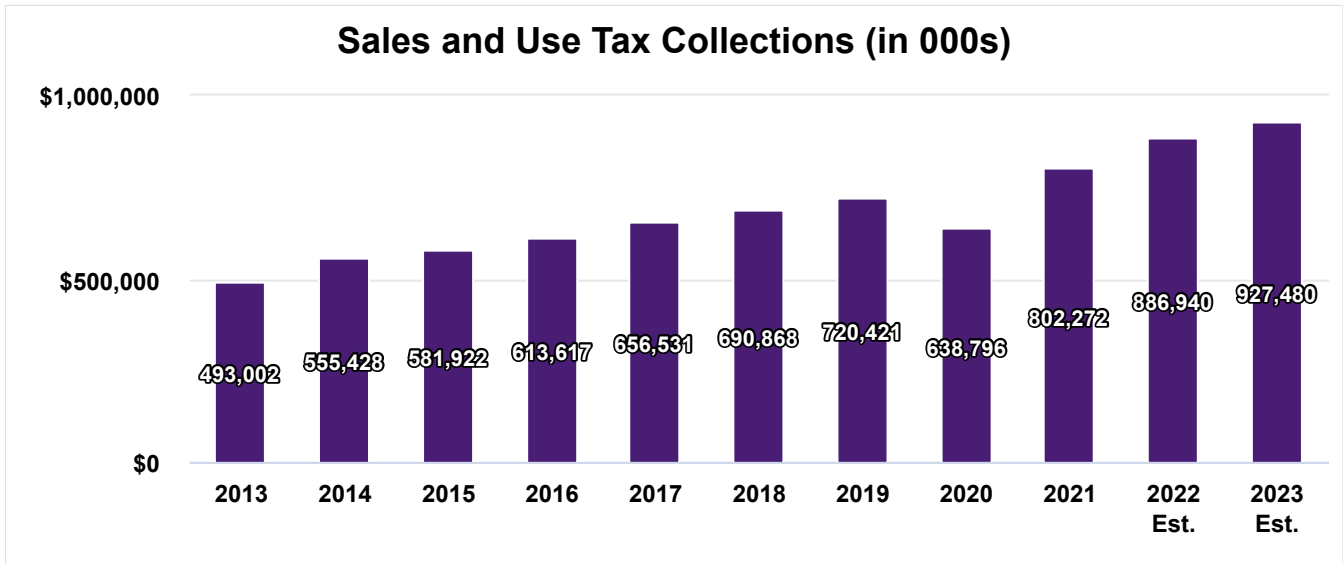
The 2022 revised sales and use tax estimate totals \$886,940,100. This is an increase of \$84,668,700 or 10.6 percent compared to 2021 actual collections and an increase of \$69,841,800 or 8.5 percent compared to the original 2022 forecast. Roughly 90 percent of budgeted 2022 sale and use tax revenue is comprised of core sales and use tax, with the remaining 10 percent coming from audits, aviation fuel tax, and the City's annual Stapleton Retained Tax payment from the Denver Urban Renewal Authority. Of these latter, non-Core revenue streams, audit revenue is projected to pull down on overall sales and use tax revenue growth in 2022 as COVID-impacted sales activity enters the audit pipeline. The City's Stapleton Retained Tax payment also shows a projected decrease due to one-time incremental sales tax revenue not carrying forward into 2022. The forecast also factors in 1.0 percent of the General Fund's 3.5 percent special retail marijuana sales tax being diverted to the newly-established Denver Small Business Incentive special revenue fund. Had this portion of the special retail marijuana sales tax not been diverted, projected 2022 sales and use tax revenue to the General Fund would have reflected year-over-year growth of 11.1 percent. Aviation fuel tax shows stable growth in 2022, growing by 4.8 percent year-over-year.

Through the first six months of 2022, core sales and use tax collections are up by 19.1 percent year-over-year and are projected to end the year up 13.7 percent. Moderating revenue is anticipated in the second half of the year as we move further out on the pandemic recovery timeline and as we start to see normalization in new out-of-state retailer revenue that the City started collecting in 2021. Sectors exhibiting strong year-over-year growth in 2022 include food and drinking establishments, motor vehicle sales, construction and building materials, public utilities, truck fleet rentals, and information producers and distributors. Some of the strong growth that is evident in these sectors is due to inflationary pressures driving up the cost of the items that are being taxed. Elevated inflation is expected to persist through the remainder of 2022, posing some risk that there could be a pullback in discretionary spending as well as the exhausted spend-down of excess savings that were acquired during the pandemic. Few sectors show year-over-year decreases through the first part of 2022, the notable exception being retail marijuana sales tax revenue, which through April, is down 24 percent year-over-year. Factors that are putting downward pressure on retail marijuana sales tax, as cited in the Colorado Office of State Planning and Budgeting's June 2022 forecast, include significantly lower prices and slowing growth in the quantity of marijuana that is sold.

Compared to pre-pandemic 2019 collection levels, the General Fund's 2022 projected core sales and use tax revenue reflects growth of 24.0 percent. Part of this growth reflects new out-of-state retailer revenue that the City started collecting in 2021.

### **2023 Forecast**

The 2023 sales and use tax projection totals \$927,480,000, representing a \$40,539,900 or 4.6 percent increase over the 2022 revised estimate. Core collections comprise just over 90 percent of this estimate and are projected to increase by \$34,766,100 or 4.25 percent year-over-year.



**Lodgers’ Tax**

Guests staying in Denver lodging facilities for fewer than 30 consecutive days pay a lodgers’ tax on the purchase price of their lodging. Primary exemptions include governmental, religious, and charitable organizations. Denver’s lodgers’ tax rate is 10.75 percent. Of the total revenues collected at this tax rate, Visit Denver receives 2.75 percent and the remaining 8.0 percent is pledged for the repayment of the City’s 2016, 2018, and 2021 excise tax bonds associated with the National Western Center redevelopment project and the expansion of and improvements to the Colorado Convention Center. If pledged revenues exceed what is required for debt service, 3.25 percent of the total lodgers’ tax rate will be released to the General Fund each month and 4.75 percent of the total lodgers’ tax rate will remain within the Excise Tax Revenue Fund. The forecasts listed below are the General Fund’s portion of lodgers’ tax. Any proceeds in the Excise Tax Revenue Fund received from lodgers’ tax collections after debt service on the bonds has been paid each year can be found in the transfer revenue section. Lodgers’ tax projections are developed collaboratively with Visit Denver, Denver’s tourism and marketing partner, who monitors the impact of tourism on Denver.

**2022 Estimate**

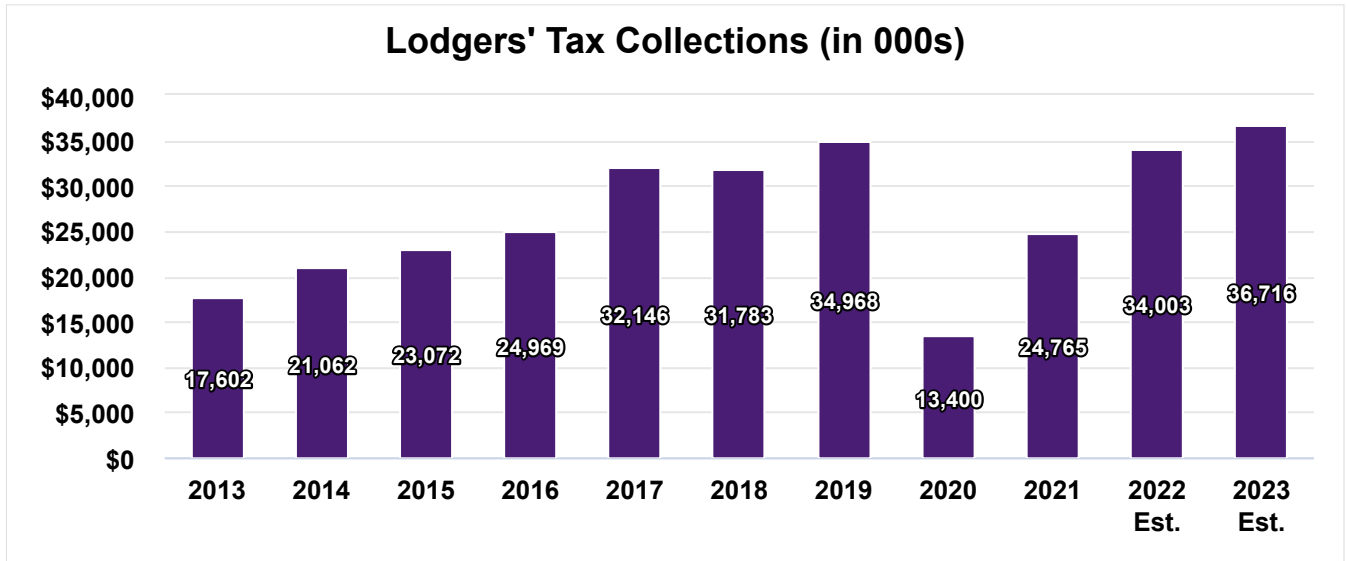
Lodgers’ tax is projected to total \$34,002,700 in 2022. This reflects a \$9.2 million or 37.3 percent increase compared to 2021 actual collections. Through the first part of 2022, Denver’s tourism industry has shown continued recovery from the impacts of COVID-19. In the Denver metro area, occupancy rates in June totaled 81.9 percent. This compares to 70.5 percent during the same period last year, 35.7 percent in June of 2020, and 86.3 percent in June of 2019. Average room rates in Denver area lodging facilities also show marked improvement, totaling \$176.32 in June, up from \$131.66 in June of last year and \$91.85 in June 2020. Despite these signs of recovery, Denver’s lodgers’ tax collections are projected to remain below pre-pandemic levels in 2022. Compared to 2019 collections, the General Fund’s projected lodgers’ tax revenue in 2022 reflects a decrease of 2.8 percent. The lodgers’ tax forecast is informed by Visit Denver’s expectations for 2022.

**2023 Forecast**

The 2023 lodgers’ tax forecast totals \$36,715,800, representing an increase of \$2,713,100 or 8.0 percent over the 2022 revised estimate and a 5.0 percent increase over 2019 actual collections. Denver’s lodging activity is fueled by three types of travelers: leisure, business, and group. While business travel has been slow to recover and group travel continues to ramp up, leisure demand has been strong in 2022 and this



trend is expected to continue into 2023. Possible headwinds to the forecast include inflation and high gas prices stymying travel, and COVID continuing to impact business. These assumptions and projected 2023 growth in lodgers’ tax are informed by Visit Denver’s expectations.



**Property Tax**

The property tax is levied on the assessed value of all real property (land and buildings), certain personal property (property used in the production of income), and public utilities within the City. Agricultural equipment, property used for religious or charitable purposes, and property owned by governmental entities are exempt.

Per state statute, all assessable real property must be re-appraised every two years and personal property must be re-appraised annually. Property taxes collectable in 2023 are based on values established during the 2021 re-appraisal and reflect any physical changes to property, including new construction, completed prior to January 1, 2022.

On November 3, 2020, Colorado voters passed Amendment B, nullifying the long-standing Gallagher Amendment. The Gallagher Amendment had required that residential property carry 45.0 percent of the statewide burden of all property valuation, with all other property owners (commercial, industrial) carrying a 55.0 percent share. To maintain this balance, the ratio of assessment on residential property was subject to adjustment in re-appraisal years. Leading up to the passage of Amendment B, the residential assessment rate stood at 7.15 percent and the non-residential rate stood at 29 percent. Post Gallagher, these assessment rates can be adjusted without any balance between residential and non-residential property tax burden being taken into account. Note, however, that assessment rates cannot be increased without statewide voter approval due to TABOR. Amendment B also enabled the creation of subclasses of residential and non-residential property for assessment purposes.

During the 2021 legislative session, State legislators passed Senate Bill 21-293, temporarily reducing the assessment rate for certain types of non-residential property from 29 percent to 26.4 percent and also lowering the residential assessment rate on multi-family properties from 7.15 percent to 6.8 percent. All other residential properties’ assessment rates were lowered from 7.15 percent to 6.95 percent. Senate Bill 21-293 also expanded the property tax deferral program, allowing taxpayers to defer increases in their property taxes in limited circumstances. The changes authorized under Senate Bill 21-293 have been factored into the City’s property tax modeling.



In November 2012, voters approved ballot measure 2A, eliminating TABOR growth restrictions on the City’s property tax revenue. In place of the TABOR growth cap, property tax revenue to the General Fund and other affected funds is subject to a cap equal to 6 percent plus local growth. To ensure collections do not exceed this growth cap in years when assessed valuation growth exceeds 6 percent plus local growth, the City will credit, or lower, taxpayers’ mill levy rate. These “credited” mills are available for restoration in future tax years, so long as restoring them does not cause the City to exceed the 2A growth cap. For property taxes due in 2023, no mills are being restored in the General Fund to enable property tax growth up to the 2A allowable growth limit and assessed valuation growth is within the property tax growth limitation, thereby obviating the need to credit mills. Currently, the City has 7.933 credited mills, which represents an increase of 5.711 mills since 2012, when ballot measure 2A was passed.

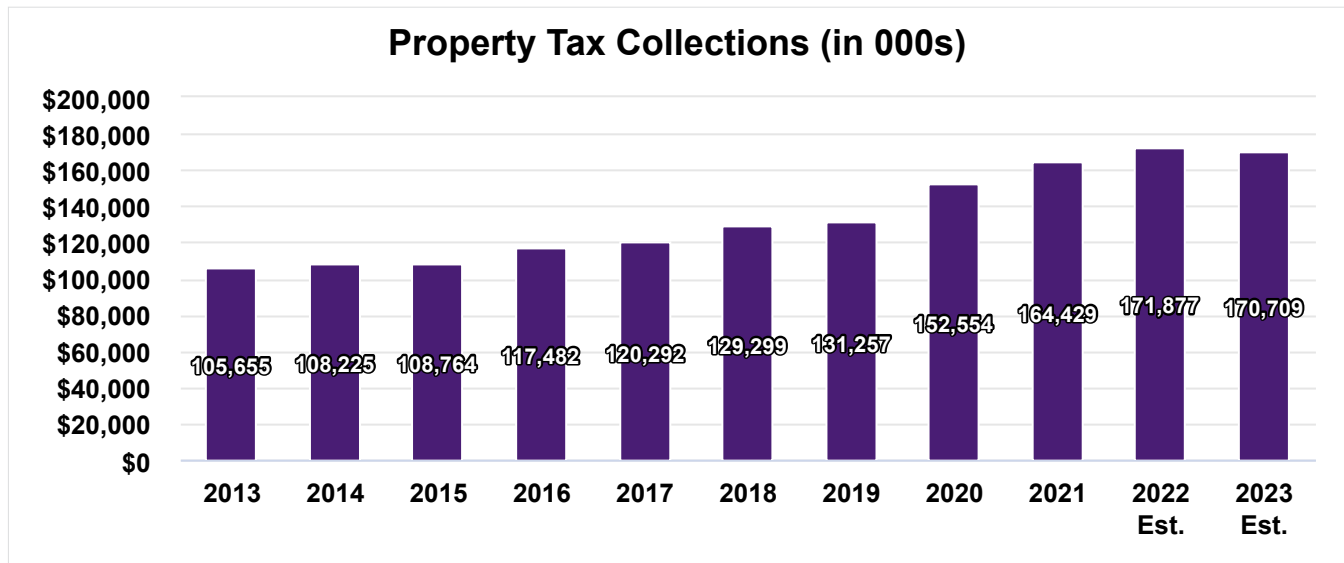
**2022 Estimate**

The 2022 estimate for property tax totals \$171,876,900 representing a \$7.5 million or 4.5 percent increase over 2021 actual collections. This projection takes into account growth in the City’s 2021 assessed valuation and incremental property tax associated with a terminating Tax Increment Financing District returning to the General Fund.

**2023 Forecast**

Property tax to the General Fund is projected to total \$170,708,600 in 2023, reflecting a slight decrease of 0.7 percent relative to the 2022 estimate. Pushing down property tax revenue in 2023 is the temporary reduction of assessment rates in 2022 and 2023 for property taxes payable in 2023 and 2024, as authorized by Senate Bill 21-293, discussed above.

In November 2022, Denver voters will decide whether to add a 1.5 mill levy to provide additional funding for Denver’s public libraries. The maximum 2023 dollar amount associated with this proposed tax increase totals \$36,000,000. The 2023 property tax forecast does not factor in revenue attributable to the possible passage of this initiative.



**Occupational Privilege Tax**

The occupational privilege tax is levied on any person employed within Denver city limits receiving \$500 or more a month for services performed and on any business having a fixed or transitory location within the City. Primary exemptions include religious and charitable organizations. In these cases,

## General Fund - Discussion of General Fund Revenues

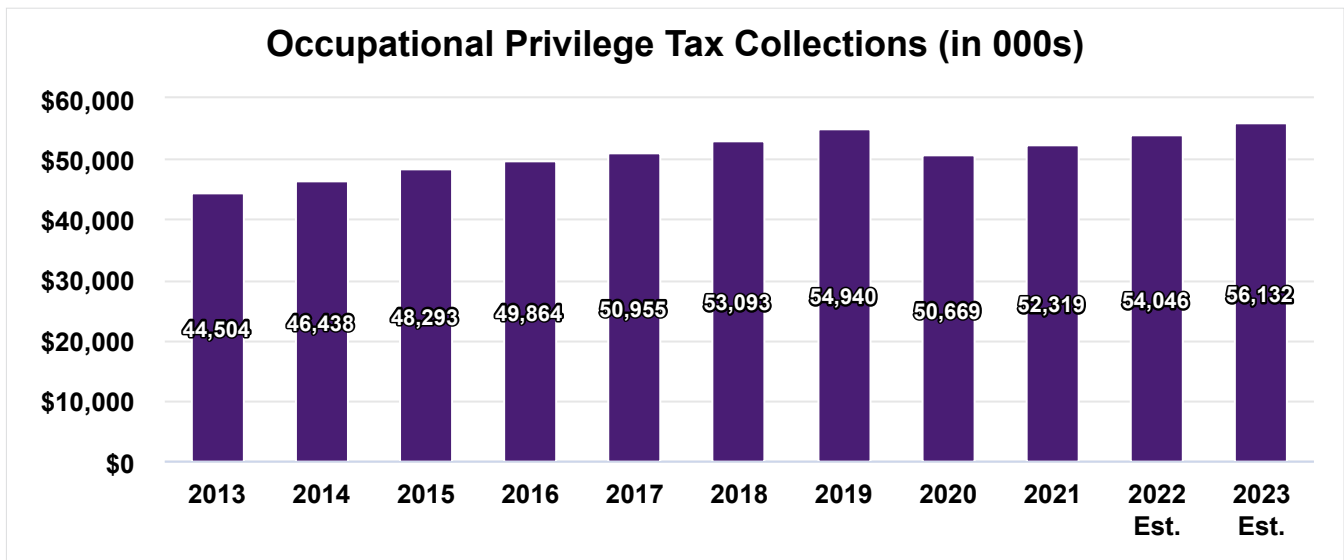
employers do not pay the tax, but employees still pay their share. Employees pay \$5.75 per month and employers pay \$4.00 per month for each owner, partner, manager, or taxable employee.

### 2022 Estimate

The 2022 revised estimate for occupational privilege tax (OPT) totals \$54,045,900 representing a \$1,726,500 or 3.3 percent increase compared to 2021 actual collections. Through July of 2022, sectors showing year-over-year growth include food and drinking establishments, business administrative support services, professional/scientific/technical services, and transportation/warehousing services. Continued growth is expected in these and other sectors in the remaining months of the year as Denver's employment continues to strengthen.

### 2023 Forecast

In 2023, occupational privilege tax is projected to total \$56,132,000, a \$2,086,200 or 3.9 percent increase over the 2022 revised estimate. This growth assumes continued improvement in Denver's employment and puts OPT revenue above pre-pandemic levels.



### Motor Vehicle Ownership Tax (Auto A & B)

The motor vehicle ownership tax is levied annually on vehicle ownership and collected when new vehicles are registered or when license plates are renewed. Denver's motor vehicle ownership tax is derived from vehicles that are registered in Denver, regardless of where the vehicle is purchased. The tax is proportional to the age and value of the vehicle, ranging from 0.45 percent to 2.10 percent of the vehicle's taxable value, with older vehicles being assessed a lower rate. Vehicles that are 10 years old or older are taxed at a flat rate of \$3.00. Car rental agencies can pay a tax of 2.0 percent of their gross sales in lieu of the ownership tax.

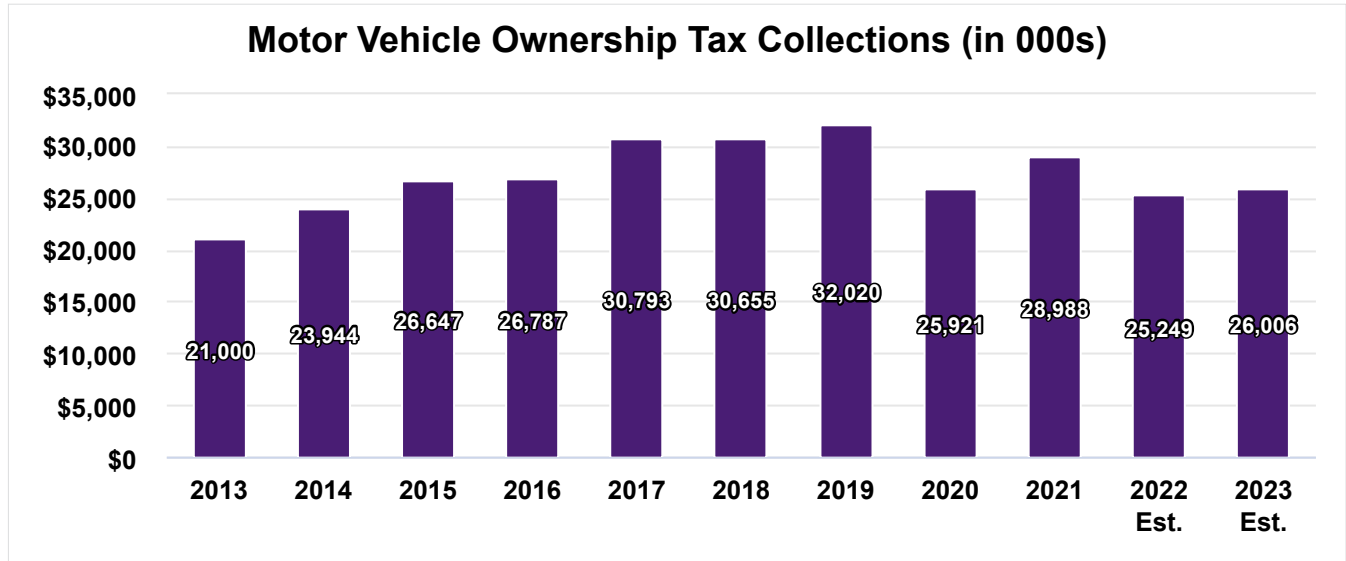
### 2022 Estimate

The 2022 motor vehicle ownership tax estimate totals \$25,248,900, which reflects a decrease of \$3,738,900 or 12.9 percent compared to 2021 actual collections. Through July, collections reflect a year-over-year decrease of 19 percent. The forecast assumes that some of this to-date decrease is attributable to timing delays in people registering their vehicles and that a portion of these late registrants will become compliant before the end of the year. Several other factors are at work in 2022 that may be pulling down on collections, including inflationary pressures, supply-chain issues, increased prevalence of work-from-home models, and high gas prices. Due to these and other issues,

the Colorado Automotive Dealers Association anticipates pent-up demand is accumulating, which will benefit future collections from vehicle registrations.

**2023 Forecast**

In 2023, motor vehicle ownership tax is projected to total \$26,006,300, reflecting year-over-year growth of \$757,500 or 3.0 percent. This projection anticipates some recovery from the factors pulling down on motor vehicle ownership tax, as identified above, and is in alignment with Motor Vehicle Department’s expectations for 2023.



**Telecommunications Business Tax**

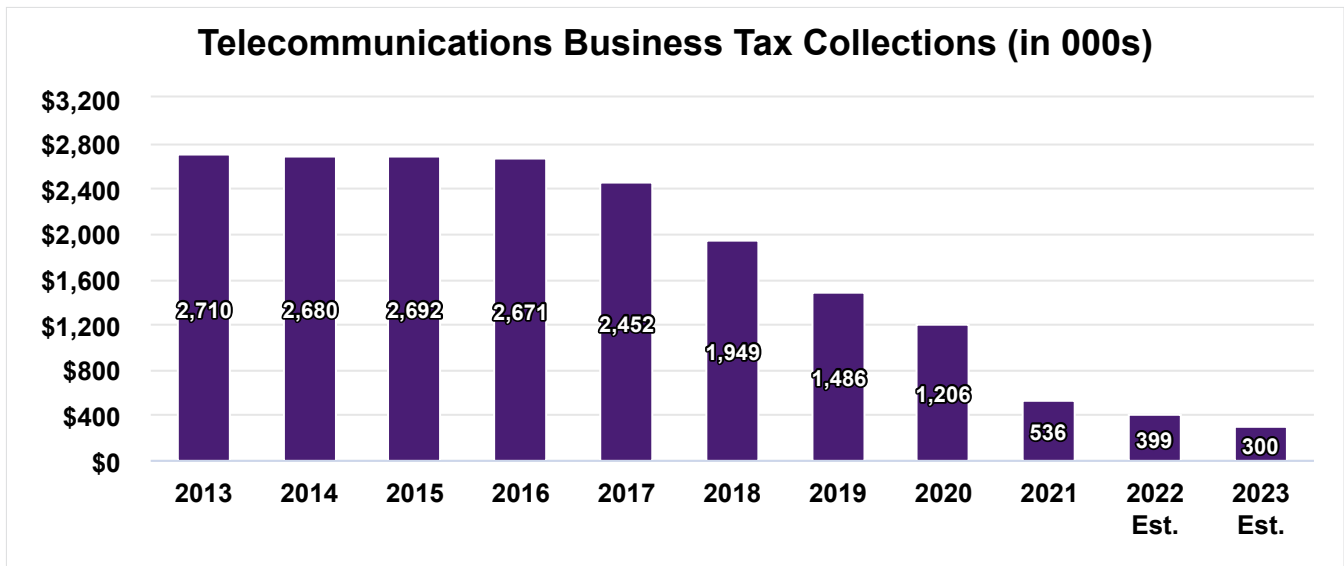
The telecommunications business tax is imposed on all companies that provide local exchange telecommunication service to Denver customers. It is a flat tax of \$1.12 per account per month.

**2022 Estimate**

The 2022 telecommunications business tax estimate is \$399,000, representing a year-over-year decrease of \$137,200 or 25.6 percent. This forecast is supported by year-to-date collections.

**2023 Forecast**

In 2023, telecommunications business tax is projected to decrease further to \$300,000. This is due in part to the increasing prevalence of wireless communication, which is not subject to the telecommunications business tax.



## Intergovernmental

### Highway Users Trust Fund (HUTF)

The highway users tax is state-collected, locally shared revenue that is distributed monthly among the state, counties, and municipalities. Revenue is derived from gasoline taxes, special fuel taxes, motor vehicle registration fees, title fees, license fees, increases in driver’s license fees, motor vehicle registration fees, and certain truck registration fees. Beginning in 2022, additional fee revenue is flowing into the State’s Highway Users Trust Fund with some portion of this revenue passing through to the City and County of Denver. This new revenue is per Senate Bill 21-260 and includes the electric vehicle registration fee and the retail delivery fee. Senate Bill 21-260 also authorized a new road usage fee, though implementation of this fee has been delayed until April of 2023. Highway users tax is distributed to the City’s General Fund, Capital Improvement Fund, and Wastewater Enterprise Fund.

#### 2022 Estimate

In 2022, the General Fund’s share of highway users tax is projected to total \$18,030,900, reflecting a decrease of 5.3 percent compared to 2021 actuals collections. This forecast factors in June year-to-date actual collections and the Colorado Department of Transportation and Colorado Municipal League’s expectations for Denver’s share of highway users tax revenue in the second half of the year. Note that new fee revenue associated with Senate Bill 21-260, and the one-time funding support authorized by House Bill 22-1351, is not factored into the General Fund’s HUTF forecast, as those revenue streams are dedicated to the Capital Improvement Fund to support transportation-related projects.

#### 2023 Forecast

Highway Users Tax distributed to the General Fund is estimated to total \$19,666,900 in 2023, reflecting a year-over-year increase of \$1,636,000. This projection is informed by modeling from the Colorado Department of Transportation and Colorado Municipal League and takes into account Denver’s projected vehicle miles traveled (VMT) and gas sales. Similar to 2022, the 2023 forecast does not assume the General Fund receives any of the new fee revenue authorized by Senate Bill 21-260.

### Cigarette Tax Rebate

The state levies a flat tax on cigarette sales and rebates a portion of the revenues to municipalities and counties. At the November 3, 2020 statewide election, voters approved Proposition EE, which increases

the tax on a 20-pack of cigarettes from 0.84 cents to \$2.64 by 2027. This tax increase is to be phased in over time, with the tax rate totaling \$1.94 in 2022 and 2023. Additional revenues from the tax increase and from other new taxes that are authorized by Proposition EE are directed towards the State's public education, universal preschool, and vaping cessation and education programs.

### **2022 Estimate**

The cigarette tax rebate estimate for 2022 is \$1,569,000, reflecting year-over-year growth of 9.6 percent. July year-to-date collections are in line with this projection, reflecting growth of 9.2 percent year-over-year.

### **2023 Forecast**

The 2023 forecast totals \$1,569,000, flat with last year.

### **Miscellaneous Other Intergovernmental**

Miscellaneous Other Intergovernmental revenue includes collections from the State and local jurisdictions, including retail marijuana shareback revenue from the State, motor vehicle license fees and indirect cost reimbursement.

### **2022 Estimate**

In 2022, miscellaneous other intergovernmental revenue is estimated to total \$18,633,200, a \$316,500 or 1.7 percent decrease compared to 2021 actual collections. This decrease is mainly attributable to a projected decrease in motor vehicle license fees based on June year-to-date performance and decreased expectations for retail marijuana shareback revenue, as informed by the Colorado Office of State Planning and Budgeting's March economic forecast. Per their forecast, demand for retail marijuana increased during the pandemic, impacting both the quantity and price of retail marijuana that was sold. Several months into 2021 and continuing into 2022, this pandemic-induced demand has subsided, contributing to decreases in retail marijuana sales tax collections at both the state and local levels.

### **2023 Forecast**

Miscellaneous other intergovernmental revenue is forecast to increase by 1.6 percent in 2023. This slight increase is due to projected growth in the City's retail marijuana State shareback revenue, reflecting normalization in this revenue stream.

## **General Government**

### **Licenses and Permits**

Revenue is derived from the sale of licenses and permits by a variety of City agencies, including contractors' licenses, building permits, street occupancy permits, and business licenses.

### **2022 Estimate**

The 2022 estimate for licenses and permits totals \$60,864,200, representing a \$505,000 or 0.8 percent increase compared to 2021 actual collections. Increases in various construction-related permits, street occupancy permits, residential rental licensing, and special event permitting are contributing to this growth. Partially offsetting growth is one-time revenue associated with some large projects not carrying forward into 2022.

### **2023 Forecast**

## General Fund - Discussion of General Fund Revenues

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In 2023, revenue from licenses and permits is projected to decrease by 0.1 percent to \$60,795,200. Contributing to this decrease is a reduction in street occupancy permit revenue due to a few large, shovel-ready projects not carrying forward into 2023. This decrease is partially offset by continued growth in residential rental licensing and various construction-related permits.

### Fines and Forfeits

Fines are collected from persons or businesses that violate state statutes or City ordinances, and forfeits are collected from the sale of confiscated or abandoned property.

#### 2022 Estimate

In 2022, fines and forfeits are projected to total \$49,601,300, which is \$6,234,200 or 14.4 percent higher than 2021 actual collections. Most of this increase is attributable to the parking fine rate increase that took effect in February to increase investments in transportation and mobility programs and infrastructure. The 2022 estimate also factors in revenue growth from auctioned vehicles. Offsetting growth in 2022 is a projected decrease in traffic court fines due to fewer traffic citations being issued. Through the first seven months of 2022, traffic court fines are down 47 percent year-over-year and are projected to be down 36 percent for the year.

#### 2023 Forecast

The 2023 forecast totals \$50,003,200, a \$401,900 or 0.8 percent increase over the 2022 estimate. Expansion of the photo radar program as well as continued growth in parking fines are the main contributors to this growth. Vehicle auction revenue is expected to moderate in 2023, pulling down on the overall fines and forfeits revenue forecast.

### Cable Franchise Fee

Revenue is derived from a franchise agreement between Comcast (formerly AT&T Broadband) and the City and County of Denver. The City's franchise fee payment is equal to 5 percent of gross cable service revenue collections.

#### 2022 Estimate

The 2022 estimate for cable franchise fee revenue totals \$6,159,900, reflecting a year-over-year decrease of \$434,000 or 6.6 percent. Declining revenue is anticipated as some cable subscribers continue the trend of shifting from cable service to internet-based services, which are not subject to the cable franchise fee. This projection is in line with Comcast's first two quarterly payments.

#### 2023 Forecast

In 2023, cable franchise fee revenue is projected to total \$6,159,900, reflecting no change year-over-year.

### Interest Income

Revenue is derived from investing "general pool" monies in various securities. The general pool is a collection of cash accounts of certain City funds, including the General Fund. The earnings from these investments are apportioned back to the individual funds based on the ratio of a fund's average daily equity to the total equity of the pool.

#### 2022 Estimate

The 2022 revised estimate for interest income is \$13,040,200, representing an increase of \$1.3 million or 11.1 percent over 2021 actual collections. This growth is largely attributable to growth in fund balances and is supported by year-to-date actuals.

### 2023 Forecast

In 2023, investment income is projected to total \$16,976,700, reflecting growth of \$3.9 million or 30.2 percent year-over-year. Through the first seven months of 2022, the Federal Reserve has increased the Federal Funds Rate four times and is expected to increase it further in the second part of 2022. This activity by the Fed is expected to increase portfolio yields in 2023 as the City invests in new securities. Combined with expectations for stable growth in fund balances, rising interest rates are expected to produce strong growth in the General Fund's interest income in 2023.

### Fees

General Fund agencies charge individuals and businesses for the provision of various services. This category includes the Xcel Franchise fee, motor vehicle license fees, docket fees, probation fees, foreclosure fees, recording of documents fees, property tax collection fees, plan checking fees, court cost fees, zoning fees, Excise and License application fees, copy work and certification fees, street repair fees, engineering inspection fees, animal shelter fees, and other fees.

### 2022 Estimate

In 2022, the revised estimate totals \$75,134,700, which is a \$2,086,600 or 2.9 percent year-over-year increase. Contributing to this growth is an increase in the City's franchise fee revenue from Xcel due primarily to increasing rates and gas prices, growth in plan checking revenue to align the budget with year-to-date performance, and new vital records revenue starting to flow into the General Fund due to the Vital Records clinic function transitioning from Denver Health to the City. Partially offsetting growth is a decrease in recorder fee revenue, which is being attributed to increasing interest rates and low housing inventory, and a decrease in fire annual inspection fee revenue due to 2021 collections including delayed inspection fee revenue from 2020.

### 2023 Forecast

Fee revenue is projected to increase by \$3,003,900 or 4.0 percent to \$78,138,600 in 2023. Roughly half of this growth is attributable to continued growth in Xcel franchise fee revenue. Other, smaller increases comprise the remainder of fee revenue growth in 2023, including additional revenue resulting from adding inspection and planning staff.

### Charges for Services

Revenue is derived from charges to individuals and businesses for services, supplies and materials. Revenue includes towing and storage charges, charges for the care of federal and state prisoners in City facilities, charges for tree trimming, DUI alcohol evaluation charges, and charges for off-duty firefighters.

### 2022 Estimate

The estimate for 2022 is \$17,254,000, representing a year-over-year increase of \$419,100 or 2.5 percent. This includes growth in Fire's charges for off-duty personnel providing standby fire and life-support services at public events and an increase in revenue associated with the Denver Fire Department providing fire protective services to jurisdictions outside of the city. Partially offsetting this and other growth is a projected decrease in street cut permit fees.

### 2023 Forecast

In 2023, charges for services is growing by \$1,377,100 or 8.0 percent to \$18,631,100. This growth includes additional administrative penalties revenue and other charges associated with Denver Department of Public Health and Environment's inspection activity in 2023.



### Use Charges

User fees are charged to the public for the performance of specific services that benefit the person(s) charged. Included in this category are parking meter and parking lot charges, and recreation center and athletic field fees.

#### 2022 Estimate

User fees are projected to total \$29,806,100 in 2022, up \$13,401,700 or 81.7 percent compared to the prior year. The single largest contributor to this growth is an increase in parking meter revenue resulting from an increase in parking meter rates to support transportation and mobility programs and infrastructure. Continued recovery in parks and recreation fees, including the return of some membership fee revenue, is also contributing to increased user fee revenue in 2022.

#### 2023 Forecast

The 2023 forecast for user fees is \$32,274,000, representing a \$2,467,900 or 8.3 percent year-over-year increase. Just over half of this projected growth is attributable to continued recovery in recreational membership fee collections. Note, however, that membership fee revenue in 2023 is still projected to be below pre-pandemic collection levels. Continued growth in parking meter and parking lot revenue are the other main contributors to this category's projected growth in 2023.

### Internal Service Charges and Indirect Cost Billings

Internal service charges result from General Fund agencies providing services and billing other City funds for these services. Indirect cost billings are the reimbursement of all costs incurred by General Fund agencies in support of non-General Fund activities that are not recovered through direct internal service charges.

#### 2022 Estimate

The 2022 estimate totals \$38,215,300, reflecting an increase of \$408,800 or 1.1 percent compared to 2021 actuals. Increased billings revenue, offset by one-time repair and maintenance charges not carrying forward into 2022, are driving this net growth.

#### 2023 Forecast

The 2023 forecast is decreasing slightly to \$38,077,600 due primarily to one-time reimbursement revenue in the Elections division not carrying forward into 2023.

### Investment Service Fees

Investment service fees are repayments to the General Fund for services rendered and expenses incurred in the administration, management, and investment of funds for various enterprise funds.

#### 2022 Estimate

The 2022 estimate for investment service fee revenue is \$1,711,900, reflecting no change from the original projection.

#### 2023 Forecast

The investment service fee projection is being held flat in 2023 at \$1,711,900.

### Miscellaneous Other General Government

The miscellaneous other general government category includes revenues such as short check collection fees, salvage item sales revenue, unclaimed monies, insurance recoveries, and various one-time revenue increases.

### **2022 Estimate**

The 2022 revised estimate totals \$4,711,400, reflecting a slight 0.2 percent increase over the original projection.

### **2023 Forecast**

Miscellaneous other general government revenue is projected to be relatively flat with 2022, totaling \$4,671,400.

## **Transfers**

### **Excise Tax Transfer and Other Transfers**

Revenue to the General Fund includes direct cash transfers from other City funds. The largest transfer is the Excise Tax Revenue Fund transfer, which reflects revenues from the Excise Tax Bond Fund in excess of the required annual debt service and capital reserve requirements.

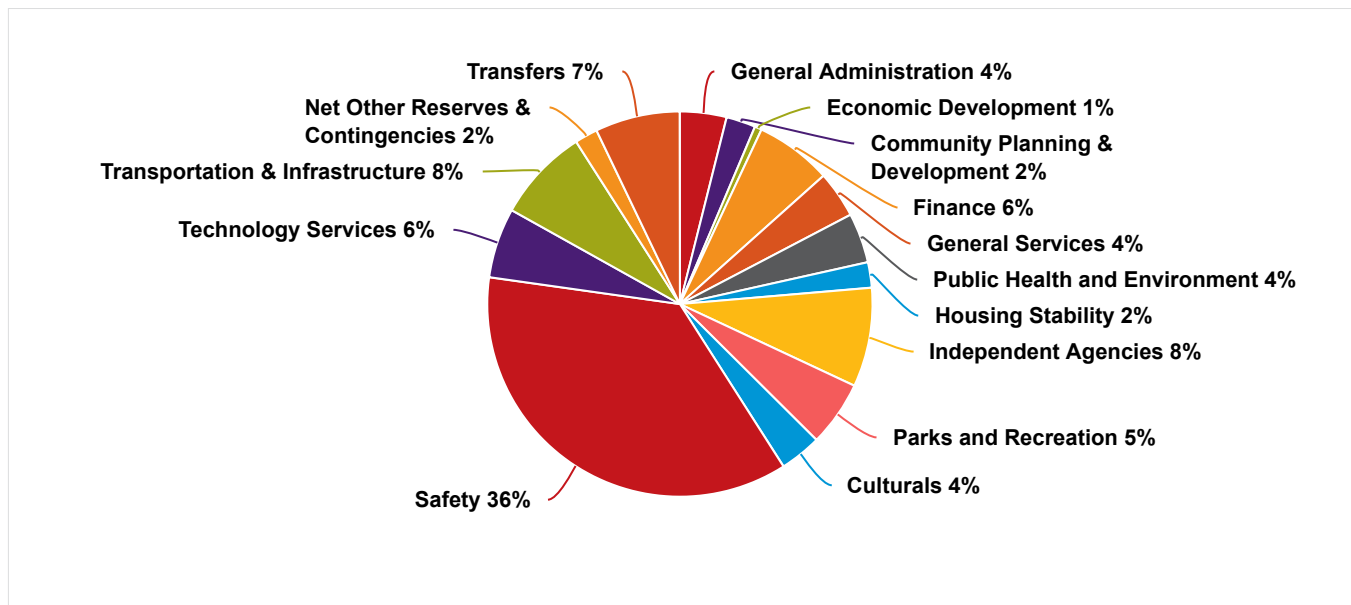
### **2022 Estimate**

Transfer revenue in 2022 is projected to total \$55,726,600. This is an increase of \$10,520,900 or 23.3 percent over 2021 actual collections. This growth is driven by an increase in the General Fund's excise tax transfer, which includes a one-time catch-up of revenue that could not be transferred in the prior year due to the pandemic's impact on the City's excise tax collections. Partially offsetting year-over-year growth are smaller, one-time transfers not carrying forward into 2022.

### **2023 Forecast**

The 2023 forecast totals \$49,480,600, a \$6,246,000 or 11.2 percent decrease compared to the 2022 revised estimate. One-time transfer revenue not carrying forward into 2023, including the catch-up excise tax transfer revenue discussed previously, is driving this year-over-year decrease.

## Expenditure Summary by Agency - Schedule 100B



<u>Agency</u>	<u>Amount</u>
General Administration	\$ 65.77
Community Planning & Development	\$ 41.73
Economic Development	\$ 9.93
Finance	\$ 108.24
General Services	\$ 65.98
Public Health and Environment	\$ 70.50
Housing Stability	\$ 35.91
Independent Agencies	\$ 140.19
Parks and Recreation	\$ 92.32
Culturals	\$ 59.08
Safety	\$ 610.69
Technology Services	\$ 98.72
Transportation & Infrastructure	\$ 132.07
Net Other Reserves & Contingencies	\$ 32.54
Transfers	\$ 119.85
	<b><u>\$ 1,683.53</u></b>
\$ in millions	

## Estimated Expenditures, Schedule 100B

	2021 Actual	2022 Appropriated	2023 Estimated	% Change 22-23
<b>General Administration</b>				
Mayor’s Office	1,731,937	2,192,889	2,273,340	3.67%
Civic Events	940,731	1,001,019	1,301,019	29.97%
Office of Children’s Affairs	3,894,804	5,125,679	5,638,309	10.00%
Performance Based Infrastructure Office	288,144	317,990	333,792	4.97%
Office of Climate Action, Sustainability and Resiliency	2,973,170	5,702,685	6,766,047	18.65%
Office of Social Equity and Innovation	7,069	1,020,858	2,074,430	103.20%
Human Rights and Community Partnerships	5,160,581	7,188,109	7,487,527	4.17%
Office of Emergency Management	1,458,012	1,796,939	2,107,426	17.28%
Office of Special Events	703,624	849,197	979,912	15.39%
Excise & Licenses	4,246,440	5,545,943	6,756,090	21.82%
City Attorney	22,254,095	27,240,141	30,050,496	10.32%
<b>General Administration Total</b>	<b>43,658,608</b>	<b>57,981,449</b>	<b>65,768,388</b>	<b>13.43%</b>
<b>Community Planning and Development</b>				
Performance and Operations	4,658,558	5,732,175	7,948,508	38.66%
Development Services	18,929,792	24,196,909	26,238,964	8.44%
Planning Services Division	5,691,112	7,355,713	7,542,582	2.54%
<b>Community Planning and Development Total</b>	<b>29,279,462</b>	<b>37,284,797</b>	<b>41,730,054</b>	<b>11.92%</b>
<b>Economic Development</b>				
Small Business Opportunity	1,245,041	2,427,109	2,358,323	(2.83%)
Neighborhoods	1,290,003	1,539,949	1,565,806	1.68%
Business Development Division	1,914,606	2,987,431	3,109,290	4.08%
Executive Office	2,392,098	2,717,958	2,900,304	6.71%
<b>Economic Development Total</b>	<b>6,841,748</b>	<b>9,672,447</b>	<b>9,933,723</b>	<b>2.70%</b>
<b>Finance Operating Budget</b>				
Office of the Chief Financial Officer	2,314,157	3,540,541	4,314,860	21.87%
Assessment Division	6,290,104	6,481,481	6,927,753	6.89%
Treasury Division	15,572,121	18,278,936	19,548,855	6.95%
Cash, Risk & Capital Funding	10,390,393	10,726,765	11,197,277	4.39%
Risk Management and Worker’s Compensation	4,330,526	6,155,138	6,199,089	0.71%
Controller’s Office	8,400,040	9,648,010	11,138,241	15.45%
Division of Real Estate	7,710,521	-	-	0.00%
Budget and Management	2,553,935	3,594,460	3,877,715	7.88%
Capital Planning and Real Estate Division	1,124,097	10,163,917	11,489,931	13.05%
<b>Finance Operating Subtotal</b>	<b>58,685,895</b>	<b>68,589,248</b>	<b>74,693,721</b>	<b>8.90%</b>

## Estimated Expenditures, Schedule 100B

	2021 Actual	2022 Appropriated	2023 Estimated	% Change 22-23
<b>DOF Citywide Payments</b>				
Annual Rental Payments	18,736,907	19,602,458	19,832,317	1.17%
Downtown Historic District Tax Rebate	-	-	300,000	0.00%
DPS-Stapleton Mill Levy Payment	2,153,576	2,345,000	2,500,000	6.61%
Hotel Tax Increment	332,001	700,000	750,000	7.14%
Special Payments and Other Funding	7,099,600	-	-	0.00%
Unemployment Comp Insurance	445,738	1,200,000	1,200,000	0.00%
Workers' Compensation Billings	7,068,387	8,780,648	8,968,758	2.14%
<b>DOF Payments Subtotal</b>	<b>35,836,208</b>	<b>32,628,106</b>	<b>33,551,075</b>	<b>2.83%</b>
<b>Finance Total</b>	<b>94,522,103</b>	<b>101,217,354</b>	<b>108,244,796</b>	<b>6.94%</b>
<b>General Services</b>				
General Services Administration	33,170,037	34,632,466	41,002,553	18.39%
Purchasing	2,321,042	2,968,653	3,205,165	7.97%
Office of the Executive Director	710,829	1,133,354	1,387,161	22.39%
Facilities Management	15,827,767	17,604,329	20,386,794	15.81%
<b>General Services Total</b>	<b>52,029,675</b>	<b>56,338,802</b>	<b>65,981,673</b>	<b>17.12%</b>
<b>Public Health and Environment Operating Budget</b>				
Community and Behavioral Health	1,448,238	10,529,522	10,666,028	1.30%
Public Health Investigations	1,349,422	5,956,026	7,163,108	20.27%
Denver Animal Protection	5,036,557	5,712,069	6,363,818	11.41%
Office of the Medical Examiner	1,937,766	5,398,702	5,809,737	7.61%
Division of Administration	838,892	2,977,927	1,629,439	(45.28%)
Office of Strategic Planning and Administration	-	200	1,929,510	99999.00%
<b>Public Health and Environment Operating Budget Total</b>	<b>10,610,876</b>	<b>30,574,446</b>	<b>33,561,640</b>	<b>9.77%</b>
<b>DDPHE Public Health Payments</b>				
Payment - Denver Cares	1,375,756	3,032,228	3,332,869	9.91%
Payment - Medically Indigent	27,700,000	29,700,000	30,777,300	3.63%
Payment - Park Hill Clinic Financing	90,757	173,500	200,900	15.79%
Payment - Poison Center	131,412	199,697	199,697	0.00%
Payment - Public Health Clinical	1,628,602	703,192	2,426,777	245.11%
<b>Public Health Payments Subtotal</b>	<b>30,926,527</b>	<b>33,808,617</b>	<b>36,937,543</b>	<b>9.25%</b>
<b>Public and Environmental Health Total</b>	<b>41,537,403</b>	<b>64,383,063</b>	<b>70,499,183</b>	<b>9.50%</b>
<b>Housing Stability</b>				
Department of Housing Stability	23,807,086	33,765,977	35,905,642	6.34%
<b>Housing Stability Total</b>	<b>23,807,086</b>	<b>33,765,977</b>	<b>35,905,642</b>	<b>6.34%</b>
<b>Independent Agencies</b>				
Board of Ethics	183,656	198,289	325,623	64.22%
Office of Independent Monitor	1,565,991	2,143,283	2,293,486	7.01%
City Council	6,294,357	7,749,818	9,558,995	23.34%
Auditor	9,544,144	11,641,112	12,677,944	8.91%
Denver District Attorney	28,205,670	31,335,757	39,601,835	26.38%
Denver County Court	26,745,247	29,509,149	33,205,590	12.53%
Office of Municipal Public Defender	2,349,630	3,918,381	4,520,845	15.38%

Estimated Expenditures, Schedule 100B

	2021 Actual	2022 Appropriated	2023 Estimated	% Change 22-23
Office of Human Resources	13,775,412	16,632,137	19,462,384	17.02%
Hearing Office	527,224	679,008	657,294	(3.20%)
Division of the Clerk and Recorder	8,546,804	13,820,797	15,295,052	10.67%
Board of Adjustment for Zoning Appeals	348,929	382,241	389,365	1.86%
Civil Service Commission	1,629,715	1,926,259	2,205,042	14.47%
<b>Independent Agencies Total</b>	<b>99,716,777</b>	<b>119,936,231</b>	<b>140,193,455</b>	<b>16.89%</b>
<b>Parks and Recreation and Cultural Facilities</b>				
Parks and Recreation Administration	4,447,575	4,887,189	6,333,025	29.58%
Parks and Planning	43,453,093	49,373,551	54,351,788	10.08%
Recreation Division	17,067,372	29,220,148	31,635,146	8.26%
Denver Public Library	45,568,300	54,659,581	59,084,464	8.10%
<b>Parks and Recreation and Cultural Facilities Total</b>	<b>110,536,340</b>	<b>138,140,469</b>	<b>151,404,423</b>	<b>9.60%</b>
<b>Public Safety</b>				
Safety Management	10,547,272	12,667,144	14,171,892	11.88%
Safety Programs	9,117,611	11,376,641	14,380,780	26.41%
Crime Prevention and Control Commission	-	-	1,092,552	0.00%
Police Administration Division	31,581,831	35,466,376	38,014,488	7.18%
Police Investigations Division	71,742,478	79,965,513	83,310,505	4.18%
Police Patrol Districts Division	119,415,477	130,502,898	135,831,127	4.08%
Fire Department Administration	25,729,040	30,704,523	36,229,039	17.99%
Fire Department Operations	65,120,086	98,777,979	106,119,881	7.43%
Sheriff Administration	22,503,332	25,159,030	37,234,122	48.00%
Sheriff Jail Operations	81,562,567	96,371,732	94,946,738	(1.48%)
Sheriff Specialized Operations and Analysis	32,032,339	32,602,304	35,190,876	7.94%
Mental Health and Programs Division	5,278,801	3,616,167	2,118,686	(41.41%)
911 Emergency Communications	6,766,211	10,460,887	12,051,349	15.20%
<b>Public Safety Total</b>	<b>481,397,044</b>	<b>567,671,194</b>	<b>610,692,035</b>	<b>7.58%</b>
<b>Technology Services</b>				
Denver Marketing and Media Services	5,539,035	7,169,590	8,164,385	13.88%
Office of the Chief Information Officer	2,086,674	3,461,495	3,925,271	13.40%
Operations	30,609,185	35,762,241	39,406,906	10.19%
Applications Development	27,115,508	29,359,649	31,186,483	6.22%
Program and Project Management	3,008,828	3,286,895	3,587,163	9.14%
Data Tools and Governance	6,110,066	8,236,097	12,445,730	51.11%
<b>Technology Services Total</b>	<b>74,469,297</b>	<b>87,275,967</b>	<b>98,715,938</b>	<b>13.11%</b>
<b>Transportation and Infrastructure</b>				
Office of the Executive Director	35,650,453	38,460,287	46,578,767	21.11%
National Western Center Office	1,370,425	2,270,786	2,186,686	(3.70%)
Utilities/Solid Waste	24,344,722	24,526,876	569,713	(97.68%)
Department of Transportation Operations	48,059,186	53,035,643	57,042,262	7.55%
Department of Transportation Project Delivery	17,634,034	21,529,571	25,690,409	19.33%
<b>Transportation and Infrastructure Total</b>	<b>127,058,820</b>	<b>139,823,163</b>	<b>132,067,837</b>	<b>(5.55%)</b>
<b>General Fund Total Operations</b>	<b>1,184,854,363</b>	<b>1,413,490,913</b>	<b>1,531,137,147</b>	<b>8.32%</b>
<b>General Fund Transfers</b>				

## Estimated Expenditures, Schedule 100B

	2021 Actual	2022 Appropriated	2023 Estimated	% Change 22-23
Transfer to Affordable Housing SRF	3,700,000	-	800,000	0.00%
Transfer to Alternative Transportation SRF	1,388,700	1,388,700	-	(100.00%)
Transfer to Art Museum	1,484,072	1,484,072	1,513,753	2.00%
Transfer to Botanic Gardens	1,122,625	1,122,625	1,145,078	2.00%
Transfer to Business Incentives SRF	1,000,000	1,200,000	1,200,000	0.00%
Transfer to Capital Improvement Projects Fund	1,640,000	2,000,000	4,650,000	132.50%
Transfer to CIF - Infrastructure Repl	1,314,915	2,040,085	2,040,085	0.00%
Transfer to CIF - Innovation Projects	-	6,000,000	9,500,000	58.33%
Transfer to CIF - Radio Replacement and System Upgrade	4,212,028	4,388,328	1,552,600	(64.62%)
Transfer to CIF - System Upgrades	518,369	1,000,000	2,500,000	150.00%
Transfer to CIF - User Component Repl	335,000	1,510,000	1,510,000	0.00%
Transfer to Convention Center SRF	7,000,000	5,100,000	8,000,000	56.86%
Transfer to Crime Prevention & Control	-	-	2,050,965	0.00%
Transfer to Crime Prevention and Control Commission (CPCC)	3,592,600	3,592,600	-	(100.00%)
Transfer to Economic Opportunity SRF	2,039,500	4,521,300	4,671,300	3.32%
Transfer to Educational Refund	-	-	300,000	0.00%
Transfer to Four Mile Historic Park	66,600	66,600	66,600	0.00%
Transfer to General Government SRF	52,607,295	17,594,168	22,655,555	28.77%
Transfer to Grant/Other CIF	840,000	840,000	1,914,600	127.93%
Transfer to Housing and Neighborhood Development	-	2,900,000	3,477,000	19.90%
Transfer to Human Services Special Revenue Fund	2,100,000	2,100,000	1,100,000	(47.62%)
Transfer to Liability Claims SRF	2,000,000	2,000,000	2,000,000	0.00%
Transfer to Municipal Band	57,000	92,000	92,000	0.00%
Transfer to Museum of Nature & Science	1,151,006	1,151,006	1,174,026	2.00%
Transfer to Planned Fleet SRF	7,000,000	10,983,100	19,755,200	79.87%
Transfer to Public Health and Wellness SRF	4,143,482	1,332,000	582,000	(56.31%)
Transfer to Site Removal/Cleanup Fund	-	-	1,200,000	0.00%
Transfer to Social Impact Bonds SRF	2,906,000	-	-	0.00%
Transfer to Training SRF	-	-	75,000	0.00%
Transfer to Volume-Based Trash Pricing Program	-	-	22,000,000	0.00%
Transfer to Zoological Gardens	2,276,858	2,276,858	2,322,395	2.00%
<b>Transfers Total</b>	<b>104,496,050</b>	<b>76,683,442</b>	<b>119,848,157</b>	<b>56.29%</b>
<b>General Fund Annual Appropriations</b>	<b>1,289,350,413</b>	<b>1,490,174,355</b>	<b>1,650,985,304</b>	<b>10.79%</b>
<b>General Fund Contingency</b>	<b>-</b>	<b>27,288,900</b>	<b>32,540,000</b>	<b>19.24%</b>
<b>General Fund Total Appropriations</b>	<b>1,289,350,413</b>	<b>1,517,463,255</b>	<b>1,683,525,304</b>	<b>10.94%</b>
<b>Estimated Unspent Appropriations</b>	<b>-</b>	<b>(22,000,000)</b>	<b>(24,000,000)</b>	<b>9.09%</b>
<b>General Fund Total Expenditures</b>	<b>1,289,350,413</b>	<b>1,495,463,255</b>	<b>1,659,525,304</b>	<b>10.97%</b>



## General Fund Transfers

### General Fund Transfers to Other Funds

The transfer to the **Affordable Housing SRF** has provided seed and gap funding for the purpose of supporting the development and preservation of affordable housing for low and moderate-income residents of the City and County of Denver. The General Fund transfer is one source of funding for this SRF. In 2022, the other sources of funding grew to exceed the target revenue goal of \$30 million. The General Fund transfer was suspended to provide capacity to fund other expenditures in the General Fund, such as homelessness initiatives. In 2023, the General Fund transfer was reinstated at a lower level to continue to support the initiative. For more information on the Affordable Housing program, see the Housing Stability section of this budget book.

The transfer to the **Alternative Transportation SRF** provides funding support to encourage city employees to use alternative methods of transportation and reduce automobile usage. Funding for this effort traditionally consists of transfers from the General Fund, Human Services Funds, the Wastewater Management Enterprise Fund, and the Environmental Services Enterprise Fund, as well as contributions from participating employees via payroll deductions and internal billings from Denver International Airport. The Office of Human Resources administers the Alternative Transportation program. In mid-2022, the City temporarily began providing the Eco-Pass to all city employees at no-charge and is continuing this through the end of 2023. Due to surplus funds in the Alternative Transportation SRF, the City is able to fund this program without additional revenue in 2023, making the General Fund transfer unnecessary (other transfers to this fund are also suspended for 2023).

The transfer to the Denver **Art Museum SRF** provides for the general maintenance and upkeep of the museum's galleries and buildings. In 2023, the transfer will increase by two percent in response to increased operational costs.

The transfer to the **Botanic Gardens SRF** provides operational support for an adequate supply of water and utilities costs needed to maintain Botanic Gardens' facilities. In 2023, the transfer will increase by two percent in response to increased operational costs.

The transfer to the **Business Incentives SRF** provides funding to encourage and develop new investment programs, support the seeding and nurturing of emerging economic and business targets, and support existing high economic impact businesses. These programs are administered by the Department of Economic Development and Opportunity to help meet job and growth requirements. In 2022, the transfer increased by \$200,000 to restore the budget from reductions that were taken in 2021 due to the COVID-19 impact on the economy, and in 2023 this transfer will remain flat.

The transfer to the **Convention Center SRF** provides funding support for utilities and other operating expenses at the Colorado Convention Center. Convention Center operations contribute the majority of funding for this effort. In 2023, the transfer will increase to \$8.0 million to address revenue lost from the decrease in convention activity as a result of the pandemic and to support rising costs due to utilities and labor, including prevailing wage.

The transfer to the **Crime Prevention and Control SRF** provides funding for strategies and programs that reduce crime and recidivism, facilitate coordination among justice system agencies, and support the development of a data-driven criminal justice system. The primary source of revenue is a transfer from the General fund, but the fund can also receive grants, donations, project incomes, interest earned, and private receipts. In 2023, the Crime Prevention and Control SRF moved from the Department of Health and Environment to the Executive Director of Safety's Office, and the General Fund Transfer was

## General Fund Transfers

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decreased to reflect that the expenditures and associated revenue were reallocated to the agencies that had been administering these programs, where support for these programs will continue. For more information, see the Executive Director of Safety section of this book.

The transfer to the **Economic Opportunity SRF** provides funding for the Employer Recruitment, Training and Retention program and Youth Employment Opportunities managed by the Department of Economic Development and Opportunity. In 2023, the transfer maintains the programmatic support started in 2022 primarily due to \$2 million to support the Construction Careers Program and \$436,000 for the Career Wise Youth Apprenticeship Program. See the Department of Economic Development and Opportunity agency section for additional details on the above programs. The programs funded by this transfer include the following:

- \$3.2 million for the Denver Construction Careers Program in the Employment, Retention, Recruitment and Training Special Revenue Fund
- \$477,500 for other workforce programs in the Employment, Retention, Recruitment and Training Special Revenue Fund
- \$557,800 for Summer Youth employment opportunities in the Summer Youth Employment Special Revenue Fund
- \$436,000 to support the CareerWise Youth Apprenticeship program in the Summer Youth Employment Special Revenue Fund

Transfer to the **Education Refund Program SRF** has been restored for the 2023 budget. This funding provides up to \$1,500 per year in tuition reimbursement to eligible employees, to encourage them to continue their education and enhance their careers within the City.

The transfer to the **Four Mile Historic Park SRF** provides funding to maintain and operate the Four Mile Historic Museum and grounds located at 715 South Forest Street in Denver. Admission fees, special event fees, program fees, facility rentals, and private and governmental grants and donations also contribute to funding this effort.

The transfer to the **General Government SRF** provides funding support for various programs within the General Government SRF. Transfers may be budgeted as part of the Annual Appropriation or take place throughout the budget year as requested or needed by agencies. In 2023, the transfer will increase by a net \$5.06 million due primarily to the increase for parking fine revenue that is dedicated to the Transportation and Mobility SRF. The initiatives funded through this transfer in 2023 are listed below.

- \$16.7 million to fund the Transportation and Mobility SRF, which will support transportation projects related to bicycles, sidewalks, safety, and transit improvements
- \$2.05 million to fund the investment in public campaign finance per a voter-approved ballot initiative passed in 2020
- \$2.0 million for the Stapleton Retained Tax SRF
- \$1.4 million to fund the Investment Impact SRF to support programs that mitigate displacement in neighborhoods where the City is investing in large capital projects
- \$500,000 to the Risk Management Special Revenue Fund for the replacement of totaled vehicles and insurance deductibles for property loss

The transfer to the **Housing and Neighborhood Development SRF** replaces the transfer previously made to the Social Impact Bonds SRF in the Department of Finance to support a multi-year reserve to make performance-based payments to contractors providing housing and case management for chronically homeless individuals. In 2022, the program administration moved to the Department of Housing Stability, and is funded in the HOST Performance Contracts SRF. This transfer from the General

Fund to the Housing Performance Contracts SRF was coupled with a transfer from the Social Impact Bond SRF to complete the action to move the program from Finance to HOST. In 2023, the General Fund transfer includes an increase for the Performance Contracts fund and a transfer to the “SIPRA - City Share Fund”. For more information, see the HOST department section and SRF section of this book.

The transfer to the **Human Services SRF** provides the funding for the Property Tax Relief Program, formerly known as the Senior and Disabled Property Tax Refund Program. In 2023, the one-time decrease is due primarily to the existing cash balance in the fund. This change is not anticipated to impact the program.

The transfer to the **Liability Claims SRF** provides funding for a self-insurance program for settling claims and paying settlements and judgments against the City involving personal injury, property damage, and other damages as provided by law. Claims are paid after they are investigated and approved by the City Attorney’s Office. Settlements in excess of \$5,000 and all property damage claims in excess of \$25,000 require approval by the Mayor and City Council before they are paid.

The transfer to the **Municipal Band SRF** provides funding support for the Municipal Band, which performs 15 free musical concerts in Denver parks during the summer. Expenditures are for supplies, materials, repairs, utilities and security associated with performances by the band. Donations and contributions also contribute to funding this effort.

The transfer to the **Museum of Nature and Science SRF** provides partial funding for capital and facility maintenance at the museum’s campus. In 2023, the transfer will increase by two percent in response to increased operational costs.

The transfer to the **National Western Center Campus Management SRF** provided funding support for campus management expenses during the construction of the facility for tenants leasing facilities. The City received revenue in the form of leaseback payments from tenants and reinvested these funds into development of the campus. The transfer was suspended in 2021 because there is sufficient cash balance in the fund to meet the projected needs.

The transfer to the **Planned Fleet Replacement SRF** provides funding for vehicle replacements on a periodic cycle, as well as for expansion vehicles. Fleet Management within Transportation and Infrastructure manages this fund and partners with the Police Fleet and Fire Fleet on the vehicle replacement program. For 2023, the transfer will increase by \$8.8 million to restore a portion of the reduction taken in 2021 to generate budget savings due to the impact of COVID-19 on the City’s revenue. Additionally, the 2023 transfer includes \$1,742,400 for expansion vehicles. For additional information regarding new and replacement vehicles, see the approved Capital Equipment list in the appendices of this book.

The transfer to the **Public Health and Wellness Special Revenue Fund** provides funds for Community and Behavioral Health programs including mental health outreach and education, opioid response, support for the syringe access program, and a mobile health unit affectionately known as Wellness Winnie. This transfer has been decreased by \$750k in 2023 due to reallocating the Drug Diversion Program from DDPHE to the Department of Safety.

The transfer to the **Site Removal/Cleanup Fund** provides funding for the Denver Department of Public Health and Environment and partner agencies to remove abandoned and/or badly damaged RVs from the public rights of way and to manage the inventory of RVs at impound lots.

The transfer to the **Social Impact Bonds SRF** provided the allocation towards creating a multi-year reserve to make performance-based payments to contractors providing housing and case management for chronically homeless individuals. In 2022, the Department of Housing Stability began administering this program in a new Special Revenue Fund, the HOST Performance Contracts SRF, which now receives

## General Fund Transfers

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the General Fund transfer. As such, the transfer to the Social Impact Bonds SRF was discontinued in 2022.

The transfer to the **Volume Based Trash Pricing SRF** supports the new Volume-Based Trash Program, which provides trash, compost and recycling services to city residents. In 2023, this covers one-time implementation costs incurred by the SRF including cart purchases and a public education campaign, and the ongoing cost of an affordability program to provide an instant rebate for eligible households.

The transfer to the **Zoological Gardens SRF** provides operational support for an adequate supply of water and utilities costs needed to maintain Zoological Gardens' facilities. The transfer also funds a workers' compensation budget maintained for a small number of legacy career service employees employed by the Zoological Gardens. In 2023, the transfer will increase by two percent in response to increased operational costs.

## General Fund Transfers to Capital Improvement Funds

The transfer to the **Capital Improvement Fund** provides funding support for the City's Capital Improvement Program (CIP). CIP funding is used to replace and maintain city assets, such as buildings, parks, and streets. Property tax, interest income, and highway users trust fund (HUTF) funding also contribute to funding this effort. In 2023, the transfer will be increased to support the following projects:

- \$3.0 million to support the City facility space optimization and improvements
- \$800,000 to fund eight traffic signal designs, per the Mayor's response letter to City Council's budget amendment request
- \$500,000 to fund a corridor study for East Evans Avenue between Colorado Blvd and Quebec Street, per City Council's budget amendment request
- \$250,000 to support the Participatory Budgeting initiative
- \$100,000 to fund a corridor study for 38th Avenue between Inca Street and Sheridan Blvd, per the Mayor's response letter to City Council's budget amendment request

The transfer to the **CIF – Infrastructure Replacement** provides funding for the scheduled replacement of servers, routers, and other hardware, software, and tools to support the City's network infrastructure for agencies within the General Fund.

The transfer to the **CIF – Innovation Projects** provides funding for the implementation of projects designed to improve city operations and efficiencies through automation and business process improvements. The Technology Services Department administers the Innovation Projects program with support from the Innovation Fund Committee. The Innovation Fund did not fund new investments in 2021 due to reduced General Fund capacity. In 2023, the transfer will increase to \$9.5 million to support new innovation projects.

The transfer to the **CIF – Radio Replacement and System Upgrade** provides funding for the scheduled replacement of radios for safety and non-safety agencies and the replacement of police radar equipment within the General Fund, as well as the upgrade of radio system technology. The Technology Services Department manages the citywide radio repair and replacement program. In 2023 the transfer decreased due to the final equipment lease payment made in 2022.

The transfer to the **CIF – Strategic Resource Alignment** provided funding for Technology Services' efforts related to critical infrastructure items needed to stabilize and enhance services provided to citizens and employees, including multi-factor authentication, data center resiliency, and professional services to support intake requests.

The transfer to **CIF – System Upgrades** provides funding for technological enhancements and improvements of current citywide applications. The transfer in 2023 will increase by \$1,500,000.

The transfer to the **CIF – User Component Replacement** provides funding for the scheduled replacement of desktop and laptop computers for agencies within the General Fund, as well as the ruggedized laptops used by safety personnel in police and fire vehicles. The Technology Services Department manages the citywide computer replacement program.

The transfer to **Grant/Other CIF** provides funding for capital projects that may have other sources of revenue such as grants, program fees, districts, etc. This transfer supports the Central Park Boulevard Bridge Project which completes the final 0.65-mile section of Central Park Boulevard (South of I-70), including an additional 900' two-lane span over Sand Creek. In 2023, the transfer will increase by \$1,074,600 to support the ESCO program.





# Special Revenue Funds

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# Special Revenue Funds Summary

## Summary

Special Revenue Funds (SRFs) account for the proceeds of revenue sources that are restricted by law or administrative action to expend for specific purposes. Primary sources of SRF revenue are federal, state, local and private grants; contractual agreements; taxes and fees earmarked for a specific purpose; donations, and transfers from other funds, including the General Fund. Grants are a special type of SRF since they are awarded for a specific purpose, must be expended within a set period of time, and typically entail various reporting requirements to a grantor. Grants are reported separately from other SRFs. Please refer to the Grant Program Overview for more details on grants the City receives.

The City currently has approximately 150 non-grant SRFs, with estimated expenditures totaling \$977 million in 2023. New SRFs must be established by ordinance and approved by City Council. They are set up as either appropriated funds or on a cash basis (non-appropriated). An appropriated SRF's annual budget is established for the ensuing budget year by the amount appropriated in the Long Bill or enabling ordinance, and agencies cannot spend more out of the fund than approved by Council unless the fund receives additional spending authority. Examples of appropriated SRFs include federal entitlement programs administered by Denver Human Services, Youth Programs administered by the Denver Economic Development and Opportunity Department (DED), and the Denver Arts and Venue operating fund, which receives ticket sales revenue from City-owned performing arts centers. Cash basis SRFs, on the other hand, are not appropriated in the Long Bill. Agencies can spend as much out of cash basis SRFs as the funds receive from their dedicated revenue source(s), provided the expenditures fall within the purpose of the fund as established by ordinance. Examples of cash basis SRFs include funds that receive and spend various fee revenue, as well as donations funds for the Denver Animal Shelter, Denver Police Department, and other agencies.

Both appropriated SRFs and those set up on a cash basis are used for program administration, financial management, and transparency purposes. They are broadly classified by purpose into the six categories identified below. A description of each of the City's SRFs can be found in the subsequent pages.

**General Government** Special Revenue Funds are for general government special purposes or activities not covered by other funds, including programs in City Attorney; City Council; Clerk and Recorder; Community Planning and Development; Human Rights and Community Partnerships; the Office of Climate Action, Sustainability and Resiliency; Finance; Office of Children's Affairs; Office of Human Resources; the Department of Transportation and Infrastructure; and Technology Services. The Mayor or his or her designees or other authorized officials are the expending authorities.

**Public Safety** Special Revenue Funds are for public safety purposes or activities in agencies including Police, County Court, District Attorney, Fire, and the Sheriff. The Mayor or his or her designees, in particular the Executive Director of Safety and the District Attorney, are the expending authorities.

**Human Services** Special Revenue Funds are for the administration of all forms of public assistance in the City. It includes both annually appropriated funds for the operations of the Denver Human Services as well as periodic grants that have been awarded for specific projects and programs. The Mayor or his or her designees, in particular the Executive Director of Human Services, are the expending authorities.

**Health** Special Revenue Funds are for public health purposes and activities, including community and behavioral health, environmental quality, mitigation and sustainability activities, primarily in the Denver Department of Public Health and Environment (DDPHE). The Mayor or his or her designees, in particular the Executive Director of DDPHE, are the expending authorities.

**Culture and Recreation** Special Revenue Funds are for cultural and recreational purposes or activities in City departments, including Parks and Recreation and the Library. The category also includes the annually appropriated Denver Arts and Venues Special Revenue Fund, which accounts for all operating revenues and expenditures generated by this agency. The Mayor or his or her designees, in particular the Executive Director of Parks and Recreation and the directors of the Denver Public Library, Denver Arts and Venues and other cultural facilities, are the expending authorities.

**Community Development** Special Revenue Funds are for community development and housing stability purposes or activities and programs, including the administration of affordable housing programs. The Mayor or his or her designees, in particular the Executive Director of the Department of Housing Stability, are the expending authorities.

**Economic Opportunity** Special Revenue Funds are for economic opportunity purposes or activities and programs including the administration of business and workforce training programs, as well as assistance to businesses. The Mayor or his or her designees, in particular the Executive Director of Denver Economic Development and Opportunity, are the expending authorities.

Information on the programs funded or partially funded by these Special Revenue Funds can be found in the Description by Agency narratives in this section and in the agency program section of this document.

## Special Revenue Funds Financial Summary – All Funds

	2021 Actuals	2022 Appropriated	2023 Recommended
<b>Financial Resources</b>			
<b>Annually Appropriated</b>			
Charges for Services	2,921,061	5,933,000	18,422,913
Fees	3,426,383	-	-
Fines and Forfeits	311	-	-
Interest Income	1,915,125	648,751	854,534
Internal Service and Indirect Cost	468,943	160,000	160,000
Miscellaneous Other	103,503,265	123,501,097	151,416,734
Property	85,317,155	88,057,007	90,924,453
Sale and Use	231,007,534	228,830,787	266,851,105
Use Charges	46,342,230	63,406,795	54,345,300
<b>Total Annually Appropriated SRF Revenues</b>	<b>474,902,006</b>	<b>510,537,437</b>	<b>582,975,039</b>
<b>Uses of Resources</b>			
<b>Annually Appropriated</b>			
11000-General Government	61,146,379	128,803,828	146,269,643
13000-Human Services	155,199,534	207,367,318	224,317,073
14000-Health	48,107,060	86,794,924	65,988,288
15000-Culture and Recreation	72,014,674	138,084,360	113,789,127
16000-Community Development	40,245,029	112,731,809	68,239,016
17000-Economic Opportunity	1,619,048	6,957,799	4,671,300
<b>Subtotal Annually Appropriated SRF Funds</b>	<b>378,331,725</b>	<b>680,740,038</b>	<b>623,274,447</b>
<b>Other SRF Expenditures</b>			
11000-General Government	142,021,077	188,997,496	152,216,009
12000-Public Safety	79,342,406	94,479,640	95,998,673
13000-Human Services	910,021	3,866,340	4,166,340
14000-Health	8,095,571	9,475,794	2,245,092
15000-Culture and Recreation	30,669,859	46,927,617	49,041,929
16000-Community Development	4,057,538	27,332,725	43,811,879
17000-Economic Opportunity	4,179,931	8,715,092	8,544,879
<b>Subtotal Other SRF Funds</b>	<b>269,276,402</b>	<b>379,794,704</b>	<b>356,024,801</b>
<b>Total SRF Expenditures</b>	<b>647,608,127</b>	<b>1,060,534,742</b>	<b>979,299,248</b>
<b>Personnel Complement</b>			
11000-General Government	405.80	428.58	655.25
12000-Public Safety	135.54	148.54	162.54
13000-Human Services	1,237.54	1,260.38	1,265.60
14000-Health	34.34	39.20	10.26
15000-Culture and Recreation	164.73	179.63	204.63
16000-Community Development	20.00	31.30	31.30
17000-Economic Opportunity	6.25	8.50	8.10
<b>Total Personnel Complement</b>	<b>2,004.20</b>	<b>2,096.13</b>	<b>2,337.68</b>

## General Government Estimated Expenditures

Fund	Control Level	Program Name	2021 FTE	2022 FTE	2023 FTE	2021 Actuals	2022 Estimated	2023 Estimated
<b>Appropriated Special Revenue Funds</b>								
<b>Office of Children’s Affairs</b>								
11851	0103000	Denver Preschool Program	-	-	-	26,279,617	25,801,860	30,720,920
11871	0103000	Prosperity Denver	-	-	-	13,550,804	13,142,666	15,843,798
<b>Subtotal</b>			<b>-</b>	<b>-</b>	<b>-</b>	<b>39,830,421</b>	<b>38,944,526</b>	<b>46,564,718</b>
<b>Office of Climate Action, Sustainability and Resiliency</b>								
11880	0107000	Climate Protection Fund	1.75	10.00	-	515,957	6	-
11880	0107700	Climate Protection Fund	-	7.00	21.00	-	56,759,299	43,692,887
<b>Subtotal</b>			<b>1.75</b>	<b>17.00</b>	<b>21.00</b>	<b>515,957</b>	<b>56,759,305</b>	<b>43,692,887</b>
<b>Transportation and Infrastructure</b>								
11882	5073000	Transportation and Mobility	-	2.00	6.00	-	1,409,997	2,081,544
11886	5052000	Volume-Based Trash Pricing Program	-	9.33	237.00	-	10,000,000	27,001,731
<b>Subtotal</b>			<b>-</b>	<b>11.33</b>	<b>243.00</b>	<b>-</b>	<b>11,409,997</b>	<b>29,083,275</b>
<b>Transfers</b>								
11882	9910000	Transfer to Capital Improvement Projects Fund	-	-	-	-	14,490,000	14,624,011
11886	9910000	Transfer to Planned Fleet SRF	-	-	-	-	-	7,154,752
<b>Subtotal</b>			<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>14,490,000</b>	<b>21,778,763</b>
<b>Total Appropriated SRFs</b>			<b>1.75</b>	<b>28.33</b>	<b>264.00</b>	<b>40,346,379</b>	<b>121,603,828</b>	<b>141,119,643</b>
<b>Non-Appropriated Special Revenue Funds</b>								
<b>Community Planning and Development</b>								
<b>Office of the Manager</b>								
11881	0141000	Investment Impact	-	-	-	-	1,400,000	1,400,000
11809	0141000	Landmark Preservation Fund	-	-	-	1,605	70,000	25,000
<b>Subtotal</b>			<b>-</b>	<b>-</b>	<b>-</b>	<b>1,605</b>	<b>1,470,000</b>	<b>1,425,000</b>
<b>Economic Development</b>								
<b>Small Business Opportunity</b>								
11879	0111000	Internal Billings and Reimbursements	12.00	12.00	12.00	956,028	1,515,754	1,637,423
<b>Subtotal</b>			<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>956,028.28</b>	<b>1,515,754</b>	<b>1,637,423</b>
<b>Finance</b>								
<b>Budget and Management</b>								
11829	2580000	Grant Development	-	-	-	2,518	-	-
<b>Subtotal</b>			<b>-</b>	<b>-</b>	<b>-</b>	<b>2,518</b>	<b>-</b>	<b>-</b>

## General Government Estimated Expenditures

Fund	Control Level	Program Name	2021 FTE	2022 FTE	2023 FTE	2021 Actuals	2022 Estimated	2023 Estimated
<b>Capital Planning and Programming</b>								
11865	2590000	Special Districts Revolving Loan	-	-	-	-	95,000	100,000
11868	2590000	Tourism Improvement District Marketing and Promotion Fund	-	-	-	2,073,582	4,822,630	5,205,100
11835	9910000	Transfer to Colorado Convention Center Capital Fund	-	-	-	3,500,000	3,500,000	3,500,000
<b>Subtotal</b>			<b>-</b>	<b>-</b>	<b>-</b>	<b>5,573,582</b>	<b>8,417,630</b>	<b>8,805,100</b>
<b>Cash &amp; Capital Funding Division</b>								
11835	2550000	Convention Center Hotel - 11835	-	-	-	11,000,000	11,000,000	11,000,000
<b>Subtotal</b>			<b>-</b>	<b>-</b>	<b>-</b>	<b>11,000,000</b>	<b>11,000,000</b>	<b>11,000,000</b>
<b>Office of the Chief Financial Officer</b>								
11863	2501000	Social Impact Bond Program	-	-	-	8,737,707	1,757,395	-
<b>Subtotal</b>			<b>-</b>	<b>-</b>	<b>-</b>	<b>8,737,707</b>	<b>1,757,395</b>	<b>-</b>
<b>Risk Management and Worker's Compensation</b>								
11838	2557000	Risk Management SRF	-	-	-	2,587,400	2,000,000	775,000
<b>Subtotal</b>			<b>-</b>	<b>-</b>	<b>-</b>	<b>2,587,400</b>	<b>2,000,000</b>	<b>775,000</b>
<b>Special Payments</b>								
11878	2561000	Coronavirus Emergency Response	-	-	-	24,278,268	22,021,113	3,100,000
<b>Subtotal</b>			<b>-</b>	<b>-</b>	<b>-</b>	<b>24,278,268</b>	<b>22,021,113</b>	<b>3,100,000</b>
<b>Workers' Compensation</b>								
11864	2558100	Firefighter Heart Benefit	-	-	-	-	50,000	50,000
<b>Subtotal</b>			<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>50,000</b>	<b>50,000</b>
<b>General Administration</b>								
<b>City Attorney</b>								
11879	4511000	Internal Billings and Reimbursements	72.80	73.00	72.00	10,071,277	10,776,795	11,300,833
11827	4511000	Liability Claims	-	-	-	3,345,911	4,887,088	2,000,000
<b>Subtotal</b>			<b>72.8</b>	<b>73.00</b>	<b>72.00</b>	<b>13,417,188</b>	<b>15,663,883</b>	<b>13,300,833</b>
<b>Human Rights and Community Partnerships</b>								
11869	0150000	2020 Census	-	-	-	8,646	16,151	-
11859	0150000	Energy Efficiency Assistance Fund	1.25	0.75	1.75	1,894,888	2,583,468	2,000,000
11875	0150000	Human Rights and Community Partnerships Collaboration	-	-	-	12,568	24,128	61,702
15704	0150000	Human Rights/Community Relations	-	-	-	32,539	50,000	50,000

**General Government Estimated Expenditures**

<b>Fund</b>	<b>Control Level</b>	<b>Program Name</b>	<b>2021 FTE</b>	<b>2022 FTE</b>	<b>2023 FTE</b>	<b>2021 Actuals</b>	<b>2022 Estimated</b>	<b>2023 Estimated</b>
11713	0150000	Strategic Partnership Donation	-	-	-	4,841	5,000	5,000
		<b>Subtotal</b>	<b>1.2</b>	<b>0.75</b>	<b>1.75</b>	<b>1,953,482</b>	<b>2,678,747</b>	<b>2,116,702</b>
<b>Office of Children’s Affairs</b>								
11704	0103000	Education / Advocacy Donations	-	-	-	12,710	5,000	5,000
		<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>12,710</b>	<b>5,000</b>	<b>5,000</b>
<b>Office of Climate Action, Sustainability and Resiliency</b>								
11715	0107000	Climate Office Donations	-	-	-	-	21,000	30,000
11877	0107000	Disposable Bag Fee	-	1.50	1.50	423,854	2,000,000	2,000,003
		<b>Subtotal</b>	<b>-</b>	<b>1.50</b>	<b>1.50</b>	<b>423,854</b>	<b>2,021,000</b>	<b>2,030,003</b>
<b>General Services</b>								
<b>Convention &amp; Visitors Bureau</b>								
11845	3012000	Convention Marketing/ Tourism	-	-	-	21,469,765	25,080,025	28,355,014
		<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>21,469,765</b>	<b>25,080,025</b>	<b>28,355,014</b>
<b>Facilities Management</b>								
11884	3082000	DOJ Settlement ADA Improvements	-	-	-	2,175	1,981,925	-
		<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,175</b>	<b>1,981,925</b>	<b>-</b>
<b>Purchasing</b>								
11879	3020000	Internal Billings and Reimbursements	4.00	4.00	4.00	312,068	425,876	433,314
		<b>Subtotal</b>	<b>4.0</b>	<b>4.00</b>	<b>4.00</b>	<b>312,068</b>	<b>425,876</b>	<b>433,314</b>
<b>Housing Stability</b>								
<b>Department of Housing Stability Special Revenue Funds</b>								
11860	0145000	Metro Mortgage Assistance Program	-	-	-	883,532	4,200,000	6,150,000
		<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>883,532</b>	<b>4,200,000</b>	<b>6,150,000</b>
<b>Independent Agencies</b>								
<b>City Council</b>								
11720	0201000	City Council Special Programs	-	-	-	27,641	30,000	30,000
11701	0201000	City Council Special Revenue Fund	-	-	-	424,764	30,100	75,000
		<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>452,405</b>	<b>60,100</b>	<b>105,000</b>
<b>Division of the Clerk and Recorder</b>								
11836	0702000	Electronic Filing Technology	-	-	-	10,000	85,000	50,000
11883	0702000	Redaction Services	-	-	-	-	470,000	450,000
		<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10,000</b>	<b>555,000</b>	<b>500,000</b>



## General Government Estimated Expenditures

Fund	Control Level	Program Name	2021 FTE	2022 FTE	2023 FTE	2021 Actuals	2022 Estimated	2023 Estimated
<b>Election Division</b>								
11874	0701000	Elections Equipment and Technology SRF	-	-	-	142,930	203,000	173,000
11872	0701000	Fair Elections	2.00	2.00	2.00	231,193	5,899,743	2,050,000
		<b>Subtotal</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>374,123</b>	<b>6,102,743</b>	<b>2,223,000</b>
<b>Office of Human Resources</b>								
11846	0601000	Alternative Transportation	-	-	-	1,861,612	2,160,000	2,000,000
11806	0601000	Career Service Training	-	-	-	45,600	43,550	65,326
11808	0601000	City Team Week	-	-	-	-	44,400	45,000
11801	0601000	Education Refund Program	-	-	-	(1,789)	-	300,000
11879	0601000	Internal Billings and Reimbursements	25.00	24.00	27.00	2,571,297	2,994,812	3,542,583
		<b>Subtotal</b>	<b>25.00</b>	<b>24.00</b>	<b>27.00</b>	<b>4,476,720</b>	<b>5,242,762</b>	<b>5,952,909</b>
<b>Dental Fund Transfers*</b>								
59500	9910000	Transfer to Self-Insurance ISF	-	-	-	-	4,400,000	-
		<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,400,000</b>	<b>-</b>
<b>Medical Self-Insurance Fund Transfers*</b>								
59700	9910000	Transfer to Self-Insurance ISF	-	-	-	-	18,000,000	-
		<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>18,000,000</b>	<b>-</b>
<b>Parks and Recreation and Cultural Facilities</b>								
<b>Parks and Planning</b>								
11879	7021000	Internal Billings and Reimbursements	4.00	-	-	-	-	-
		<b>Subtotal</b>	<b>4.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Parks and Recreation Administration</b>								
11876	7010000	Planned Capital Equipment	-	-	-	172,025	-	-
		<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>172,025</b>	<b>-</b>	<b>-</b>
<b>Public Safety</b>								
<b>Fire Department Operations</b>								
11876	3521000	Planned Capital Equipment	-	-	-	74,163	-	-
		<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>74,163</b>	<b>-</b>	<b>-</b>
<b>Fire Department Operations</b>								
11879	3522000	Internal Billings and Reimbursements	134.00	134.00	134.00	17,644,265	18,964,846	22,078,338
		<b>Subtotal</b>	<b>134.00</b>	<b>134.00</b>	<b>134.00</b>	<b>17,644,265</b>	<b>18,964,846</b>	<b>22,078,338</b>
<b>Police Administration Division</b>								
<b>Police Airport Operations</b>								

**General Government Estimated Expenditures**

<b>Fund</b>	<b>Control Level</b>	<b>Program Name</b>	<b>2021 FTE</b>	<b>2022 FTE</b>	<b>2023 FTE</b>	<b>2021 Actuals</b>	<b>2022 Estimated</b>	<b>2023 Estimated</b>
11879	3515000	Internal Billings and Reimbursements	132.00	132.00	132.00	18,583,137	19,029,725	19,136,855
		<b>Subtotal</b>	<b>132.00</b>	<b>132.00</b>	<b>132.00</b>	<b>18,583,137</b>	<b>19,029,725</b>	<b>19,136,855</b>
<b>Denver Marketing and Media Services</b>								
11706	3041000	Public Access TV Support	1.00	1.00	1.00	1,337,571	2,000,000	2,010,816
11841	3041000	Technology Services Fund	-	-	-	809	100,000	100,000
		<b>Subtotal</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1,338,380</b>	<b>2,100,000</b>	<b>2,110,816</b>
<b>Transportation and Infrastructure</b>								
<b>CFO Finance and Administration</b>								
11702	5012000	City Neighborhood Partner Project	-	-	-	-	137,646	-
		<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>137,646</b>	<b>-</b>
<b>CFO Fleet Management</b>								
11804	5014000	Planned Fleet Fund	-	-	-	3,654,427	10,983,100	19,755,200
		<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,654,427</b>	<b>10,983,100</b>	<b>19,755,200</b>
<b>National Western Center Office</b>								
11870	5041000	National Western Center Campus Management	-	-	-	177,625	325,000	325,000
		<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>177,625</b>	<b>325,000</b>	<b>325,000</b>
<b>Right of Way Services</b>								
11867	5083000	Sidewalk Repair Revolving Fund	4.00	4.00	4.00	45,942	831,120	845,502
11867	9910000	Transfer to General Fund	-	-	-	1,500,000	-	-
		<b>Subtotal</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>1,545,942</b>	<b>831,120</b>	<b>845,502</b>
<b>Utilities/Solid Waste</b>								
11862	5052000	Composting Fund	12.00	12.00	-	1,905,986	1,977,106	-
		<b>Subtotal</b>	<b>12.00</b>	<b>12.00</b>	<b>-</b>	<b>1,905,986</b>	<b>1,977,106</b>	<b>-</b>
		<b>Total Non-Appropriated SRFs</b>	<b>404.05</b>	<b>400.25</b>	<b>391.25</b>	<b>142,021,077</b>	<b>188,997,496</b>	<b>152,216,009</b>
		<b>Total</b>	<b>405.80</b>	<b>428.58</b>	<b>655.25</b>	<b>182,367,456</b>	<b>310,601,324</b>	<b>293,335,652</b>

\*The Dental Trust Fund and Medical Self-Insurance Fund Transfers appear in the General Government Special Revenue Fund Section of this report although they are appropriated from the Special Trust Series. This Fund Series is not shown in the annual budget document. In 2022, these funds are being converted to Internal Services Funds and are described in that section of the budget book. The 2022 transfers are to close out these funds and will be adjusted to reflect the cash balances at year-end close.

## General Government Description by Agency

### Citywide

The **Internal Billings and Reimbursements** Fund is used to bill Denver Human Services and Denver International Airport for direct services provided by various agencies and departments within the City. Prior to 2021, the City budgeted for these services in each department's respective General Fund appropriation, including the City Attorney's Office, the Denver Police Department, the Denver Fire Department, the Denver Economic Development and Opportunity, General Services, and the Office of Human Resources. Starting in 2021, appropriations for services provided by the above departments to DHS and DEN reside in the Internal Billings and Reimbursements Fund, and reimbursements and bills for services from DHS and DEN are received in this new fund. The program budget continues to be administered by the agencies providing the services. This fund is subject to annual appropriation and lapses at year end.

The **Planned Capital Equipment** Fund was established to purchase and account for capital equipment items approved for General Fund agencies. Expending authorities are the agencies or departments receiving the approved capital equipment purchase. This fund is cash-based, non-lapsing, and is funded by General Fund transfers.

### Community Planning and Development

The **Landmark Preservation Fund** receives and accounts for fees paid by the taxpayer for review of rehabilitation tax credit projects. Colorado statutes provide for a rehabilitation tax credit to owners of historic landmark property. The City is appointed by the State as a reviewer of applications for the tax credit; the appointment must be renewed annually by ordinance. Funded by fees paid by historic landmark property owners.

The **Investment Impact Fund** is a fund that is administered by Community Planning and Development, in collaboration with other agencies such as the Department of Economic Development's NEST Team, to strategically deploy priority programs that mitigate displacement in neighborhoods where the City is investing in large capital projects. Other City agencies with the subject matter expertise implement the programs. Funded by General Fund transfers with the potential to leverage other revenue sources in future years.

### Department of Finance

The **Convention Center Hotel** separates the revenues generated from the operation of the hotel from those revenues that are not pledged for other purposes. These funds are applied to contract payments to the Denver Convention Center Hotel Authority in return for economic development services to be provided by the Authority to the City. To the extent monies in the fund are not needed for such payments to the Authority, this fund makes payments to Denver Public Schools (DPS) in lieu of property taxes, pursuant to a revenue sharing agreement between DPS and the City. Revenue to this fund consists of use, sales, and lodgers' tax, as well as other revenue derived from the operation of the Convention Center Hotel. This fund is subject to annual appropriation and lapses at year end.

The **Coronavirus Emergency Response Fund** was established in 2020 to support unbudgeted expenses incurred by General Fund agencies in their response to the COVID-19 pandemic. Program expenditures include services and supplies, personnel services, and capital equipment costs incurred by General Fund agencies, as well as capital project funds for coronavirus-response projects. The fund has also been used

to temporarily accommodate expenses prior to their transfer to federal grant sources. This strategy has helped the City to fund services for community testing, personal protective equipment provision and emergency sheltering until federal obligations in these areas are secured. For 2023, estimated expenditures are expected to decrease as the City transitions from emergency response to recovery. The expenditure estimate will likely change as conditions in the community evolve and can be viewed as highly variable and subject to change. This fund is cash-based and non-lapsing, and it is funded primarily by General Fund transfers.

The **Denver Metro Mortgage Assistance Plus Program** provides up to a four percent down payment assistance (DPA) grant for mortgage loans targeted to low income homebuyers. The program, which began in April of 2013, operates by aggregating mortgages into mortgage backed securities which are then sold to investors. Each time a security is sold, the City earns a return and program expenses are paid. The fund is an administrative mechanism for the financial transactions to facilitate this HUD-allowed program. The trust accounts represent the City's ability to fund down payment assistance for families buying homes under the program as well as earnings for operating the program. Starting in 2021, this program is administered by the Department of Housing Stability.

The **Firefighter Heart Benefit** program was created as a result of Colorado State Senate Bill 14-172, which was backed by Colorado Firefighters and the Colorado Fire Chiefs Association. This bill created a benefit program for firefighters who sustain certain identified heart and circulatory malfunctions within 48 hours of a defined work event. The act provided specified payments to eligible firefighters based on the nature and extent of their illness. Program reimbursements to the City of Denver and other public entities are based on the actual number of eligible firefighters employed by the entity and the actual cost or projected rate needed to cover future payments of benefits. Prior to 2018, the Risk Management team had been accounting for the funds in the Workers' Compensation Internal Service Fund, but a separate fund was created for purposes of transparency and to give the Risk Management team a more effective way to track revenue, expenditures, and earnings. Revenue is reimbursements from the State, and this fund is non-lapsing.

The **Grant Development Fund** paid for software to manage pre-application grants processes, including research databases to allow agency personnel to identify possible funding opportunities. Revenue was provided by General Fund transfers, and the Fund was cash-based and non-lapsing. This fund is no longer being used and will be closed.

The **Risk Management Fund** pays deductibles for various insurance programs in the event of a loss. It also pays the replacement cost of City-owned vehicles involved in auto crashes. Revenue has primarily been funded by insurance reimbursements and subrogation claims. This fund also receives a General Fund transfer to support the increase associated with insurance policy deductibles. This fund is cash-based and non-lapsing.

The **Social Impact Bond Program** is an initiative aimed at measurably improving the lives of people most in need by driving resources towards better, more effective programs. Social Impact Bonds are a unique type of performance-based contract wherein private and/or philanthropic lenders loan funds to accomplish a specific objective and are repaid based on whether the program achieves its goals. Denver's Social Impact Bond program will use funds from lenders to provide housing and supportive case management services to homeless individuals who frequently use the city's emergency services, including police, jail, the courts, and emergency rooms. An expansion of the program launched in 2018 with the goal of serving at least 75 additional participants for a total of 325 participants. The program is based upon a proven model that combines the approaches of Housing First with a modified Assertive Community Treatment (ACT) model of intensive case management. The program is funded by a General Fund transfer, and the fund is non-lapsing. Starting in 2022, the program moved from

## General Government Description by Agency

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the Department of Finance to the Department of Housing Stability (HOST). The remaining estimated expenditures in the Department of Finance in 2022 were associated with cash transfers to other funds with similar programs, including the General Fund, the City Share SIPBRA Fund, and the HOST Performance Contracts Fund.

The **Special Districts Revolving Loan Fund** supports the continued creation of business improvement districts (BIDs) and general improvement districts (GIDs) in the City and County of Denver. BIDs and GIDs will continue to be utilized by Denver as a formal mechanism to compel community financial support in furtherance of key aspects such as the promotion of businesses in targeted districts through specific marketing and placemaking activities and providing enhanced levels of services including the acquisition, installation, maintenance, and financing of enhancements in the public right of way. These enhancements can include specialized cross walks, improved sidewalks, additional pedestrian lighting, wayfinding signs, planters and bus stops. The program is funded by a General Fund transfer and repayments from recipients of the funds, and the Fund is non-lapsing.

The **TABOR Amendment Reserve** is used to account for a portion of the emergency reserve required by the TABOR Amendment to the Colorado State Constitution.

The **TABOR Reserve – Strategic Real Estate Fund** is used to account for a portion of the emergency reserve required by the TABOR Amendment to the Colorado State Constitution. Monies held in this fund may be used to purchase real property in the name of the City deemed to be nonessential to the City, the fair market value of which constitutes a portion of the City's TABOR emergency reserve for so long as the City owns the property.

The **Tourism Improvement District (TID)**, established in November 2017, raises revenue through a one percent (1%) tourism improvement tax to district hotels with 50 or more rooms. Of the revenue generated, a portion is dedicated to fund the Colorado Convention Center expansion's annual Certificate of Participation payment. The remaining revenue, collected in the TID Marketing and Promotion special revenue fund, funds tourism improvements and services, including marketing and promotions services.

### City Attorney

The **Liability Claims Fund** provides a self-insurance program for settling claims and paying settlements and judgments against the City involving personal injury, property damage, and other damages as provided by law. Claims are paid after they are investigated and approved by the City Attorney's Office. All settlements in excess of \$5,000 and all property damage claims in excess of \$25,000 require approval by the Mayor and City Council before they are paid. This fund is an appropriated, non-lapsing fund, and is funded by a General Fund transfer.

The **Internal Billings and Reimbursements Fund** is established to account for direct services provided by the City Attorney's Office to the Department of Human Services and Aviation and to administer billings and payments for those services. Revenue to this fund is billings revenue from DHS and DEN, which offsets the expenditures.

### Human Rights and Community Partnerships

The **2020 Census Fund** supported outreach and engagement as well as a marketing campaign in an effort to conduct a full and accurate count of the population of the City and County of Denver. It was funded by a General Fund transfer. The 2022 expenditures reflect a transfer of the remaining cash back to the General Fund. This fund is closed in 2023 as it is no longer needed.

The **Energy Efficiency Assistance Fund** provides funds for low-income energy and low-income energy efficiency programs for individuals and non-profit agencies. It is funded by a dedicated portion of the Xcel Energy Franchise fee.

The **Human Rights and Community Partnerships Collaboration Special Revenue Fund** is used for programs and services that are tied to shared initiatives between HRCF and other City agencies.

The **Human Rights and Community Relations Special Revenue Fund** purchases equipment, furniture, supplies, and services associated with programs and events provided by the various commissions within the agency and is funded by private donations.

The **Strategic Partnership Donation Fund** (also known as the Office of Nonprofit Engagement Donations Fund) is used to support workshops, events, and programming in accordance with donor direction and outside the regular core funding support in place for the Office. It is funded by private donations from individuals, foundations, and corporations made to the Office of Nonprofit Engagement, formerly known as the Office of Strategic Partnerships.

### Housing Stability

The **Denver Metro Mortgage Assistance Plus Program** provides up to a four percent down payment assistance (DPA) grant for mortgage loans targeted to low income homebuyers. The program, which began in April of 2013, operates by aggregating mortgages into mortgage backed securities which are then sold to investors. Each time a security is sold, the City earns a return and program expenses are paid. The Fund is an administrative mechanism for the financial transactions to facilitate this HUD-allowed program. The trust accounts represent the City's ability to fund down payment assistance for families buying homes under the program as well as earnings for operating the program. Starting in 2021, this program is administered by the Department of Housing Stability.

### Office of Children's Affairs

The **Prosperity Denver Special Revenue Fund** provides funding to programs that increase college enrollment and degree completion by Denver residents who are earning a degree from a public or not-for-profit college, university, community college, or technical school in Colorado. The additional revenue generated by the 2019 increase in the sales tax rate of 0.08 percentage points is used to fund scholarships and support services that promote completion of that degree including career and academic counseling, tutoring, mentoring, and financial aid assistance. This SRF was established in 2020 and the program is managed by a non-profit entity. It is subject to annual appropriation and lapses at year-end.

The **Denver Preschool Program** provides the opportunity for every four-year-old in Denver to attend preschool, with tuition credits based on various factors. Revenue to this fund consists of the proceeds of the dedicated 0.15 percent sales and use tax. This fund is subject to annual appropriation and lapses at year-end.

The **Education and Advocacy Donations Fund** provides funding for a variety of educational and children's programs and is funded by private donations. It is a revenue-based and non-lapsing fund.

### General Services/Visit Denver

The **Convention Marketing and Tourism Promotion Fund** accounts for Visit Denver's share of the lodgers' tax which consists of 25.6 percent of proceeds collected from the levy of the 10.75 percent lodgers' tax. The Executive Director of General Services makes payments according to the



## General Government Description by Agency

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City's agreement with Visit Denver. Funds are used to promote cultural tourism in local, regional, national, and international markets and develop corporate sponsorships of city facilities and events.

The **Internal Billings and Reimbursements Fund** is established to account for direct services provided by General Services to the Department of Human Services and Aviation and to administer billings and payments for those services. Revenue to this fund is billings revenue from DHS and DEN, which offsets the expenditures.

### City Council

The **City Council Special Programs Fund** allows Council members to accept donations from private entities for various programs, events, or activities occurring in their Council districts or across the City. For example, these activities may include youth leadership development, senior citizen appreciation events, maintaining a recycling center, or retaining a vendor to conduct an economic study, among many others. It is funded by non-city, private individuals or organizations, such as non-profit foundations, corporations, and individual citizens.

The **City Council Procurement Special Revenue Fund** (formerly known as the City Council District Special Revenue Fund) is used to support the procurement of professional services that will aid City Council in carrying out its duties and responsibilities under the Charter. It is funded by appropriated transfers from the General Fund as part of the annual budget process.

### Office of Clerk and Recorder

The **Electronic Filing Technology Fund** collects revenue pursuant to State House Bill No. 02-1119, which requires that beginning September 1, 2002, the County Clerk and Recorder collect a \$1 surcharge for each document received for recording. The funds are used to defray the costs of implementing and providing electronic filing and recording capabilities. In 2017, the law was amended to extend collection of the fee through 2026. Expenditures do not occur every year, and so this fund may not be included in the SRF expenditures table.

The **Elections Equipment and Technology Fund** is established to purchase new and replacement equipment, as well as fund equipment leases, storage and other space needs, and technology to support elections. Revenue is primarily General Fund transfers and reimbursements from the state or federal government. This is a revenue-based, non-lapsing fund.

The **Fair Elections Fund** was established through the Denver Fair Elections Act, which went into effect on January 1, 2020. The fund administers a public matching program for certified candidates' campaigns, which can receive matching funds at a rate of 9-to-1. The fund may not exceed \$8 million and is used for both the matching program and administrative costs. The Clerk and Recorder's Office began providing candidates with matching funds in August, 2022, for Denver's Municipal Election in 2023, the first local election since fund was established. Allowable expenses include administrative costs of running the program and purchasing necessary equipment and software. This fund is appropriated and non-lapsing, and is funded by General Fund transfers.

### Office of Climate Action, Sustainability and Resiliency

The **Climate Office Donations Fund** receives donations supporting the City's environmental and sustainability initiatives. This fund was previously used as a donations fund under the Mayor's Office.

**Disposable Bag Fee Special Revenue Fund** - In 2019, City Council passed the Fee on Disposable Bags (Ord. No. 1176-19, § 1, 12-23-19), to charge consumers for the use of disposable bags and encourage

use of reusable bags, and it went into effect on July 1, 2021. Revenue for the program covers permitted costs such as program administration, providing reusable bags, education and outreach, and programs to reduce single-use products and fund community cleanup events.

**Green Building Fund Special Revenue Fund** - All commercial buildings in Denver 25,000 SF or larger are required to comply with the Green Building Ordinance (Ord. No. 1134-18, § 1, 10-29-18). In lieu of compliance, developers or owners can pay a fee and those fees go into the Green Building Fund managed by CASR. Funds can be used to create and improve green space, green infrastructure, green roofs, urban forest, and advance solar and energy efficiency projects for low-income households.

The **Climate Protection Fund** is dedicated to eliminating greenhouse gas emissions and air pollution, supporting climate adaptation, and creating new jobs to improve the lives of Denverites, with efforts focused on the communities most harmed by climate change. The fund is supported by a 0.25 percent sales tax, which was approved by voters in 2020 (Ballot Measure 2A). For more information see CASR's department section in Volume 2 of this book.

### Office of Human Resources

The **Alternative Transportation Fund** encourages city employees to use alternative methods of transportation and reduce automobile usage. Revenue to this fund consists of transfers from the General Fund, the Human Services Fund, the Wastewater Management Enterprise Fund, and the Environmental Services Enterprise Fund, as well as contributions from participating employees via payroll deductions and internal billings for Denver International Airport. Expenditures from this fund are subject to annual appropriation.

The **Career Service Training Fund** provides funds to support citywide employee development and training programs; new hire orientation; and learning and development tools for the purposes of increased job performance, strengthened skills, leadership capability, and readiness for promotion... It is funded by a transfer from the General Fund and fees paid by participating agencies.

The **City Team Week Fund** supports the annual City Spirit picnic events, which are co-hosted by the Office of Human Resources and the Mayor's Office. The events are partially funded by sponsorships provided by the City and County of Denver benefit providers and other vendors. Due to budget constraints and stay-at-home orders, the City's annual picnic was canceled in 2020 and 2021 and was brought back in 2022.

The **Education Refund Program Fund** encourages full-time city employees to continue their education and enhance their careers within the City. Employee eligibility is based on criteria outlined in the Denver Revised Municipal Code. Employees can receive up to \$1,500 every calendar year for coursework deemed relevant by the Education Refund Committee. Funded by transfers from the General Fund as contributions and reimbursements from agencies with participating staff. Due to budget constraints as a result of the COVID-19 pandemic, the program was suspended starting in 2020 and through 2022. Starting in 2023, the program has been restored.

The budgets for the **Dental Fund and Medical Self-Insurance Fund** are associated with the funds being converted from a Special Trust Fund to Internal Service Funds to align with best practices. Because Special Trust Funds are not included in the Budget Book, these transfers were placed in the SRF section for documentation in prior years. Please reference the Proprietary Funds section for more information regarding Internal Service Funds.

The **Internal Billings and Reimbursements Fund** is established to account for direct services provided by OHR to the Department of Human Services and Aviation and to administer billings and payments

## General Government Description by Agency

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for those services. Revenue to this fund is billings revenue from DHS and DEN, which offsets the expenditures.

### Mayor's Office of the National Western Center

The National Western Center represents a transformation of the National Western Complex into a year-round destination and agri-business hub. The **National Western Center Campus Management Special Revenue Fund** is used to capture revenue from commercial tenants who have entered into a short-term leaseback agreement with the City and County of Denver, for properties acquired for the development of the National Western Center. Revenues will be used to support stabilization and activation of remaining structures.

### Department of Transportation and Infrastructure

The **City Neighborhood Partners Project Fund** provided for imaginative and innovative graffiti curtailment and litter control through education initiatives and was funded by private grants and donations. This special revenue fund will be closed in 2022 after the cash balance is spent.

The **Planned Fleet Fund** provides funding for fleet replacement on a periodic cycle and is funded by a General Fund transfer, interest income, and other sources.

The **Sidewalk Repair Revolving Fund** is funded by a General Fund transfer to complement the City's new program for sidewalk inspections and repairs on a region by region basis over the next 10 years. The Fund is used to advance the cost of sidewalk repairs to offer an extended repayment option for qualifying homeowners. The fund also covers the cost of affordability discounts for qualifying homeowners. Repayments to the fund are used to advance the cost of additional sidewalk repairs. The General Fund provided original seed funding for the program.

The **Composting Fund** provides for the operations and expansion of the City's voluntary, fee-based composting program. It was seeded by a loan from the Denver Department of Public Health and Environment's Environmental Services Enterprise Fund and is funded by customer subscription fees. In 2023, this fund will be closed due to the establishment of the Volume-Based Trash Pricing Program that will administer all waste collection starting in 2023.

The **Transportation and Mobility Fund** was established in 2022 to provide dedicated support for transportation and mobility projects related to bicycles, sidewalks, safety, and transit improvements. This is funded by General Fund transfers made possible by an increase in parking meter fees in January of 2022 as well as an increase in parking fines that went into effect in February of 2022. This fund includes operating expenditures as well as transfers to the Capital Improvement Program to support transportation and mobility projects. For more detail on these projects, please reference the Capital Improvements Program section of the budget book.

The **Transfer to Capital Improvement Projects Fund** reflects the transfer from the Transportation and Mobility SRF to support capital projects for transportation and mobility.

The **Volume-Based Trash Pricing Program** Fund was established in 2022 to support implementation costs in advance of the program's launch in 2023. The Volume-Based Trash Pricing Program was established through a 2022 ordinance that amended Chapter 48 of the Revised Municipal Code of the City and County of Denver to repeal the fee on composting and implement a volume-based pricing system for trash, including recycling and composting at no extra charge, to facilitate improved waste diversion and its related environmental benefits starting in January 2023.

## Technology Services

The **Public Access TV Support Special Revenue Fund** provides funds to support Public, Education and Government (PEG) access cable television production and programming. Comcast and CenturyLink provide quarterly funding to the City via the PEG Fee which amounts to \$1.05 per cable subscriber.

**Technology Services Fund** is the Denver Media Services Donation Fund which receives funds from City partners in support of developing video products for client use and to air on Channel 8, Channel 58, and online.

## Public Safety Estimated Expenditures

Fund	Control Level	Program Name	2021 FTE	2022 FTE	2023 FTE	2021 Actuals	2022 Estimated	2023 Estimated
<b>Independent Agencies</b>								
<b>Denver County Court</b>								
12826	0501000	DCC Competency Diversion Initiative	-	-	1.00	-	691,758	343,139
12807	0501000	Outstanding Judgement/ Warrants	1.00	-	-	-	180,000	6,000
12808	0501000	Public Service Programs	3.00	3.00	3.00	58,268	294,515	273,906
<b>Subtotal</b>			<b>4.00</b>	<b>3.00</b>	<b>4.00</b>	<b>58,268</b>	<b>1,166,273</b>	<b>623,045</b>
<b>Denver District Attorney</b>								
12701	0401000	District Attorney Donations	-	-	-	84,813	20,000	20,000
12010	0401000	Property Confiscation	-	-	-	-	600,000	600,000
12811	0401000	Victim Assistance-D.A.	-	-	1.50	83,529	100,571	244,118
12707	0401000	Victim Services Donations	-	-	1.00	77,151	55,393	117,159
<b>Subtotal</b>			<b>-</b>	<b>-</b>	<b>2.50</b>	<b>245,493</b>	<b>775,964</b>	<b>981,277</b>
<b>Property Confiscation DOJ</b>								
12010	0402000	Property Confiscation	-	-	-	293,650	645,416	537,847
<b>Subtotal</b>			<b>-</b>	<b>-</b>	<b>-</b>	<b>293,650</b>	<b>645,416</b>	<b>537,847</b>
<b>Property Confiscation State</b>								
12010	0404000	Property Confiscation	-	-	-	67,364	554,584	462,153
<b>Subtotal</b>			<b>-</b>	<b>-</b>	<b>-</b>	<b>67,364</b>	<b>554,584</b>	<b>462,153</b>
<b>Property Confiscation Treasury</b>								
12010	0403000	Property Confiscation	-	-	-	52,935	-	-
<b>Subtotal</b>			<b>-</b>	<b>-</b>	<b>-</b>	<b>52,935</b>	<b>-</b>	<b>-</b>
<b>Public Safety</b>								
<b>Fire Department Administration</b>								
12706	3521000	Fire Prevention/ Investigation Donations	-	-	-	75,654	18,915	18,915

Public Safety Estimated Expenditures

Fund	Control Level	Program Name	2021 FTE	2022 FTE	2023 FTE	2021 Actuals	2022 Estimated	2023 Estimated
12824	3521000	Police/Fire Pension	-	-	-	24,664,787	27,334,523	28,585,924
12819	3521000	Rocky Mountain Fire Academy	1.00	1.00	-	143,166	163,619	75,000
12825	3521000	Wildland Fire Reimb Fee Program	1.00	1.00	1.00	6,609	104,890	105,606
		<b>Subtotal</b>	<b>2.00</b>	<b>2.00</b>	<b>1.00</b>	<b>24,890,215</b>	<b>27,621,947</b>	<b>28,785,445</b>
<b>Fire Department Operations</b>								
12804	3522000	Fire Regional Service	-	-	-	20,358	-	-
12824	3522000	Police/Fire Pension	-	-	-	707,993	-	-
12825	3522000	Wildland Fire Reimb Fee Program	10.00	11.00	12.00	7,132,299	6,500,000	6,686,485
		<b>Subtotal</b>	<b>10.00</b>	<b>11.00</b>	<b>12.00</b>	<b>7,860,650</b>	<b>6,500,000</b>	<b>6,686,485</b>
<b>Police Administration Division</b>								
12824	3511000	Police/Fire Pension	1.00	-	-	21,814,225	24,472,314	26,764,660
		<b>Subtotal</b>	<b>1.00</b>	<b>-</b>	<b>-</b>	<b>21,814,225</b>	<b>24,472,314</b>	<b>26,764,660</b>
<b>Police Patrol Districts Division</b>								
12702	3513000	Police Donations	-	-	-	2,291	4,583	4,583
12703	3513000	Police Equestrian Patrol	-	-	-	-	2,488	2,488
12704	3513000	Police K-9 Unit	-	-	-	5,044	2,043	2,043
		<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7,334</b>	<b>9,114</b>	<b>9,114</b>
<b>Police Recruits</b>								
12824	3514000	Police/Fire Pension	-	-	-	-	-	730,581
		<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>730,581</b>
<b>Police Airport Operations</b>								
12824	3515000	Police/Fire Pension	-	-	-	741,730	-	-
		<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>741,730</b>	<b>-</b>	<b>-</b>
<b>Safety Management</b>								
56540	3501000	911 Emergency	80.34	80.34	82.34	11,006,097	12,152,000	12,808,906
12302	3501000	Community Correction	18.40	18.90	19.90	8,220,025	14,659,362	9,170,228
12804	3501000	Fire Regional Service	-	-	-	8,102	20,302	20,302



## Public Safety Estimated Expenditures

Fund	Control Level	Program Name	2021 FTE	2022 FTE	2023 FTE	2021 Actuals	2022 Estimated	2023 Estimated
12805	3501000	Police Regional Service	-	-	-	10,921	50,000	50,000
12821	3505000	Crime Prevention/Control Fund	-	-	5.50	-	-	2,051,000
56540	9910000	Transfer to General Fund	-	-	-	-	900,000	900,000
<b>Subtotal</b>			<b>98.74</b>	<b>99.24</b>	<b>107.74</b>	<b>19,245,146</b>	<b>27,781,664</b>	<b>25,000,436</b>
<b>Safety Programs</b>								
12302	3504000	Community Correction	-	13.50	13.50	-	1,157,781	1,265,431
12711	3504000	Safety Private Donations Fund	-	-	-	-	3,000	3,000
<b>Subtotal</b>			<b>-</b>	<b>13.50</b>	<b>13.50</b>	<b>-</b>	<b>1,160,781</b>	<b>1,268,431</b>
<b>Sheriff Administration</b>								
12822	3533000	Inmate Processing Fees	-	-	1.00	75,358	128,500	220,899
12816	3533000	Sheriff Inmate Welfare and Recreation Fund	1.80	1.80	1.80	1,686,869	1,569,235	1,599,198
12009	3533000	Sheriff Regional Service	18.00	18.00	19.00	2,303,168	2,093,848	2,329,102
<b>Subtotal</b>			<b>19.80</b>	<b>19.80</b>	<b>21.80</b>	<b>4,065,395</b>	<b>3,791,583</b>	<b>4,149,199</b>
<b>Total</b>			<b>135.54</b>	<b>148.54</b>	<b>162.54</b>	<b>79,342,406</b>	<b>94,479,640</b>	<b>95,998,673</b>

## Public Safety Descriptions by Agency

### County Court

The **Outstanding Judgments and Warrants Program (OJW)** funds positions and IT purchases to upgrade and maintain the County Court's case management system. Revenue is derived from a \$30 administrative fee charged for each outstanding judgment warrant on a traffic violation. Fees were collected when drivers renewed their driver's license and were evenly divided between the State Motor Vehicle Division and the Denver County Court. The State Legislature has repealed this fee moving forward and will no longer be collected as of January 1, 2022. Estimated expenditures for 2022 reflect spending the projected remaining cash balance in this fund during the 2022 and 2023 budget year.

**Useful Public Service Program (UPS)** provides for the placement of approximately 2,300 defendants in public and not-for-profit organizations to perform community public service. The remaining portion is used to cover the program's personnel costs. This SRF is funded by a \$75 fee paid by each person sentenced to the program.

**Competency Diversion Program** provides funds for a program designed to serve individuals with misdemeanor and felony level offenses who have been found incompetent to proceed in the last three years. The program identifies eligible individuals who are not likely competent to proceed and diverts them directly to community mental health treatment and services. This SRF is funded by the Consent Decree and Fines Committee.

### District Attorney

The **District Attorney Donations Fund** is used for the implementation of special projects to further the goals of the Agency, and it is funded by contributions, donations, project incomes, and other private sources.

The **Property Confiscation Fund(s)** support activities of the Police Department and the District Attorney. By municipal ordinance, the funds can be used for training and equipment. It is funded by the sale of civil property that is seized by court order for which the proceeds are deposited in the Fund by the Police Property Bureau.

The **Victim Assistance DA/State Surcharge** is part of the Municipal Victim Assistance and Law Enforcement (VALE) program and provides counseling to victims of crime. This program is funded by a surcharge on state criminal convictions, which is determined by individual judges based upon the category of fine or type of crime. The surcharge also provides funding to the Victim Compensation Fund to reimburse victims for financial losses.

The **DA Victim Services Donations** program pays for supplies and computer support used to provide services to victims of crime and service providers who serve crime victims. It is funded by private donations.

### Fire Administration

The **Fire Prevention/Investigation Donations Fund** covers the costs for fire prevention and investigation programs, including life safety seminars provided to Denver Public Schools, local businesses, and city residences. Funds are used for brochures, supplies, and fire education materials. Funding is from contributions, donations, and registration fees from seminars and other private sources.

The **Police/Fire Pension Fund** provides funds for the Police and Fire pensions, both old-and new-hires, and is funded by revenue generated by the Police and Fire Pension dedicated mill levy. The funds are used to pay out all annual payments for both police and fire pension payments respectively, including the eight percent employer contribution for current police officers and firefighters. This change eliminated the General Fund contribution for the City's new-hire Police and Fire pension. For more information, please see the complete details under the Appendices Tab, Police/Fire Pension Plan of this document. This fund is appropriated annually and lapses at year-end. This is for the Fire portion of the pension.

The **Rocky Mountain Fire Academy Fund** pays for the operation and maintenance of the Fire Academy. The Academy was jointly operated and maintained by both the City and County of Denver and the City of Aurora until the end of 2015. As of January 1, 2016, the City and County of Denver is the sole proprietor of this facility. Funds received through transfers from the General Fund were used to complete annual payment obligations for the fire burn building.

### Fire Operations

The **Wildland Firefighting Reimbursement and Other Fee-Based Programs Fund** pays for operational costs associated with maintaining fire service assistance programs. The programs are coordinated through operational agreements with state and federal government agencies, including the Colorado State Forest Service and Colorado Task Force I, and is funded by fees, donations, and other financial transactions.

### Police Administration

The **Police/Fire Pension Fund** provides funds for the Police and Fire pensions, both old and new-hires, and is funded by revenue generated by the Police and Fire Pension dedicated mill levy. The funds are used to pay out all annual payments for both police and fire pension payments respectively, including the eight percent employer contribution for current police officers and firefighters. This change eliminated the General Fund contribution for the City's new-hire Police and Fire pension. For more information, please see the complete details under the Appendices Tab, Police/Fire Pension Plan of this document. This fund is appropriated annually and lapses at year-end. This is the Police portion of the pension.

### Police Operations

The **Police Donations Fund** provides funding for investigative and enforcement operations. Donations often support a particular function or program such as canine training, narcotics enforcement, or other special interests. Funding is provided by private donations.

The **Police Equestrian Patrol Fund** purchases horses and program equipment, provides care and veterinary services for the horses, and provides special training for the mounted patrol. It is funded by donations, contributions, and other private sources.

The **Police K-9 Unit Program** purchases dogs and program equipment, provides care and veterinary services for the dogs, and provides special training for the canine patrol. It is funded by donations, contributions, and other private sources.

## Safety Management

The **911 Emergency Communications Trust Fund** provides funding for operating the 911 Communications Center and is funded by a surcharge on all citizen telephone bills. This fund functions on a cash basis and is non-lapsing.

The **911 Emergency Communications Trust Fund Transfer to the General Fund** reflects a repayment to the General Fund for a cash transfer to the Trust Fund in 2018 to address a shortfall. In January of 2019, the Trust Fund began receiving additional revenue from an increase in customers' monthly phone surcharge, approved by the Colorado Public Utilities Commission. This additional revenue allows the Trust Fund to cover Emergency Communications expenses and, over several years, complete the \$6.3M repayment to the General Fund from 2018. The Trust Fund began repayments in 2019. In 2019 and 2020, the transfer expense is reflected in the Trust Fund expenses and not in this transfer org, as it is since 2021.

The **Community Corrections Program** administers services for residential programs at halfway houses and administers substance abuse treatment for diversion and transitional placements in the community. The level of funding is determined by billings for services provided and annual state appropriations. Funding is provided by a revenue contract from the Colorado Department of Public Safety, Division of Criminal Justice and the Colorado Department of Corrections. This fund is appropriated and lapses at year-end.

The **Crime Prevention and Control Commission (CPC)** funds are used to implement an evidence-based, accountable, and efficient public safety strategy to reduce crime and delinquency and to increase neighborhood safety. The funding for the CPC is an annual General Fund transfer. This Fund will be transferred from the Denver Department of Public Health & Environment to the Department of Safety beginning in 2023. This transition will not result in a decrease in services or programs provided by the CPC.

The **Fire Regional Services Program** provides funds for the training of firefighters and for construction, remodeling, repair, maintenance, and/or financing of the joint Denver/Aurora training facility. It is funded by payments from other fire jurisdictions that train their firefighters at this facility. This includes the Rocky Mountain Fire Academy program.

The **Police Regional Services Program** provides funds for training police officers and for the purchase and financing of equipment for the training facility and the forensic laboratory. It is funded by reimbursement from other jurisdictions for services such as training, crime laboratory testing, video training, film production, and vehicle identification number inspections.

The **Sheriff Regional Services Projects** fund supports capital projects related to the repair and rehabilitation of the Denver County Jail facility. Portions of the Undersheriff Regional Services fund are, by ordinance, moved into the Undersheriff Regional Service Projects fund as needed to perform capital projects to maintain the Denver County Jail.

## Safety Programs

The **Safety Private Donations Fund** is used for programs that support citywide goals around safety and is funded by private donations from the community.

## Sheriff Administration

The **Inmate Processing Fees Fund** accounts for receipts and disbursements of the processing fee that is charged to convicted persons in custody. By state statute, 60 percent of the total revenue may be

## Public Safety Descriptions by Agency

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transferred to the General Fund to offset costs, 20 percent is used for training of law enforcement personnel, and the remaining 20 percent is used for a community-based treatment program for those in custody.

The **Inmate Welfare and Recreation Fund** receives revenue from a commissary system which allows those in custody to buy items for personal hygiene, health and recreation, and food and drink. Proceeds from the Fund support items such as recreational equipment, legal research resources, educational supplies, and other items related to inmate welfare and recreation.

The **Sheriff Regional Services Fund** provides funds for services directly related to the care and custody of those in custody in a Denver jail facility, including programming for those in custody. It is funded by federal, state and local agencies for the room and board of those in custody from various other jurisdictions held in the Denver County Jail.

## Human Services Estimated Expenditures

Fund	Control Level	Program Name	2021 FTE	2022 FTE	2023 FTE	2021 Actuals	2022 Estimated	2023 Estimated
<b>Appropriated Special Revenue Funds</b>								
<b>Child Welfare Services</b>								
13005	5533000	Child Welfare Services	354.83	-	-	36,761,872	-	-
13005	5532000	Family Crisis Center	-	-	-	1,028	-	-
		<b>Subtotal</b>	<b>354.83</b>	<b>-</b>	<b>-</b>	<b>36,762,900</b>	<b>-</b>	<b>-</b>
<b>Service Delivery and Administration</b>								
13008	5523000	Adult Protection Services	23.00	23.00	23.00	2,146,292	2,367,424	2,510,016
13008	5543000	Aid to the Blind	-	-	-	-	1,000	1,000
13008	5522000	Child Support Enforcement	129.00	132.00	127.00	9,898,953	10,832,841	11,303,143
13008	5533000	Child Welfare Services	-	360.00	355.00	-	42,971,298	45,108,276
13008	5527000	Community Impact	-	-	10.00	-	2,043,574	2,024,538
13008	5526000	Community Outreach and Resource Engagement	74.75	76.00	-	6,118,498	-	-
13008	5528000	Economic Resilience	-	-	65.00	-	20,493,343	20,931,408
13008	5521000	Family and Adult Assistance Division	417.49	427.99	394.00	37,992,253	29,762,059	33,429,352
13008	5516000	Financial Services	53.53	55.28	53.00	4,941,449	6,076,361	6,879,861
13008	5551000	General Assistance	-	3.00	-	-	-	-
13008	5511000	Human Services Administration	31.83	38.00	22.00	18,298,600	24,018,770	26,169,422
13008	5515000	Information System and Technology	9.00	9.00	9.00	1,061,203	1,953,656	1,969,541
13008	5527200	Marketing and Communications	-	-	8.00	-	1,408,026	1,483,731
13008	5517000	Performance Improvement and Accountability	124.11	119.11	117.00	10,314,283	12,052,073	12,828,848
13008	5527100	Resource Engagement and Prevention	-	-	72.60	-	6,469,745	7,483,090
13303	5541000	Aid to Needy Disabled	-	-	-	299,015	-	-
13813	5583000	Financial Assistance	-	-	2.00	-	-	147,995
		<b>Subtotal</b>	<b>862.71</b>	<b>1,243.38</b>	<b>1,257.60</b>	<b>91,070,546</b>	<b>160,450,170</b>	<b>172,270,221</b>
<b>Transfers from Service Delivery and Administration</b>								
13008	9910000	Transfer to Alternative Transportation SRF	-	-	-	144,900	144,900	-
13008	9910000	Transfer to Capital Improvement Projects Fund	-	-	-	-	2,900,000	20,000,000
13008	9910000	Transfer to General Fund	-	-	-	163,000	-	-



## Human Services Estimated Expenditures

Fund	Control Level	Program Name	2021 FTE	2022 FTE	2023 FTE	2021 Actuals	2022 Estimated	2023 Estimated
13008	9910000	Transfer to Human Services Special Revenue Fund	-	-	-	1,000,000	1,000,000	1,000,000
13305	9910000	Transfer to Housing and Neighborhood Development	-	-	-	502,120	-	-
<b>Subtotal</b>			<b>-</b>	<b>-</b>	<b>-</b>	<b>1,810,020</b>	<b>4,044,900</b>	<b>21,000,000</b>
<b>Child Care</b>								
13008	5524000	Child Care	-	13.00	-	-	-	-
13017	5524000	Child Care	14.00	-	-	3,373,909	-	-
<b>Subtotal</b>			<b>14.00</b>	<b>13.00</b>	<b>-</b>	<b>3,373,909</b>	<b>-</b>	<b>-</b>
<b>Human Services State and Local Programs</b>								
13303	5541000	Aid to Needy Disabled	-	-	-	299,015	-	-
13304	5553000	Developmental Disabilities	-	-	4.00	18,630,326	35,818,783	24,074,502
13305	5551000	General Assistance	2.00	-	-	813,147	-	-
13813	5581000	Property Tax Relief Program	4.00	4.00	4.00	2,662,386	6,053,465	5,972,350
13813	5582000	Wastewater Affordability Program	-	-	-	76,300	-	-
<b>Subtotal</b>			<b>6.00</b>	<b>4.00</b>	<b>8.00</b>	<b>22,481,174</b>	<b>41,872,248</b>	<b>30,046,852</b>
<b>Total Appropriated SRFs</b>			<b>1,237.54</b>	<b>1,260.38</b>	<b>1,265.60</b>	<b>155,498,549</b>	<b>206,367,318</b>	<b>223,317,073</b>
<b>Non-Appropriated Special Revenue Funds</b>								
13811	5511000	Assistance Incentive Program	-	-	-	250,433	300,000	600,000
13310	5511000	Child Welfare Services	-	-	-	-	2,778,340	2,778,340
13706	5511000	DHS Volunteer Services Donation Fund	-	-	-	3,366	33,000	33,000
13808	5511000	Energy Assistance	-	-	-	-	125,000	125,000
13502	5511000	Integrated Care Management Incentive	-	-	-	337,502	230,000	230,000
13301	5511000	Parental Fees Incentive	-	-	-	318,720	400,000	400,000
<b>Total Non-Appropriated SRFs</b>			<b>-</b>	<b>-</b>	<b>-</b>	<b>910,021</b>	<b>3,866,340</b>	<b>4,166,340</b>
<b>Human Services SRFs Total</b>			<b>1,237.54</b>	<b>1,260.38</b>	<b>1,265.60</b>	<b>156,408,570</b>	<b>210,233,658</b>	<b>227,483,413</b>

## Human Services Descriptions by Agency

### Appropriated in the Long Bill

**Aid to the Needy Disabled** provides assistance to people who are unemployed due to disability and who do not have sufficient income to meet basic living requirements. These funds supplement federal benefits or provide interim assistance while federal benefit applications are reviewed. The state funds 80 percent of actual grant payments, which are made directly to clients. Beginning in 2022, DHS budgeted this appropriation in the Service Delivery and Administration Fund (13008).

**Child Care** pays for subsidized child care for eligible families enrolled in the Colorado Child Care Assistance Program (CCCAP). It is funded by a combination of state/federal allocations and local property tax revenue. Beginning in 2022, DHS budgeted this appropriation in the Service Delivery and Administration Fund (13008).

**Child Welfare Services** provides services to children and youth in need of protection and develops permanency planning options for children who cannot be returned to their homes. The Division is funded by a combination of state/federal allocations and local property tax revenue. Beginning in 2022, DHS budgeted this division in the Service Delivery and Administration Fund (13008).

The **Family Crisis Center** provided short-term therapeutic shelter and residential care for children removed from their homes due to abuse or being behaviorally beyond the control of their caretakers. It was licensed to serve up to 64 youth. The Family Crisis Center closed in mid-2016, but other DHS services continued out of this location through early 2021. The small expense in 2021 is related to facilities costs and no expenses in subsequent years are anticipated.

**Financial Assistance** is the previously used cost center of the Affordability Program Fund that has been repurposed for DHS's customer support and eligibility determination related to the instant rebate for the trash fee associated with the Volume-Based Trash Pricing Program, which launches in 2023. The General Fund transfers that fund DHS's Property Tax Relief Program also fund this work.

**General Assistance** helps clients residing in Denver in need of food or shelter. This program also covers funeral and burial expenses for people who pass away without resources. Funded by local property tax revenue. Beginning In 2022, DHS budgeted this appropriation in the Service Delivery and Administration Fund (13008).

The **Property Tax Relief Program** (previously known as the Senior/Disabled Rebate Program) provides a rebate on property taxes or rent paid by Denver residents who are elderly or disabled. Beginning in 2021, eligibility expanded to cover homeowner families with children earning up to 60 percent of area median income. It is funded by a General Fund transfer and local property tax revenue from the Social Services Mill Levy.

**Service Delivery and Administration** is the primary operating fund of Denver Human Services. It encompasses functions such as eligibility determination and certain benefit programs such as Aid to Needy Disabled and Old Age Pension, child support services, child welfare services, child care services, community outreach services, financial services, performance improvement, and facilities/security management. It is funded by a combination of state/federal allocations and local property tax revenue. Beginning in 2022, this appropriation includes Child Welfare Services, Child Care, General Assistance, Aid to the Blind, and Aid to the Needy Disabled, which previously had been budgeted as separate appropriations.

**Services for People with Intellectual and Developmental Disabilities** provides funding for children and adults who live in Denver with an I/DD. Programs are both through Rocky Mountain Human Services, the community centered board for Denver, as well as other organizations providing services to people with I/DD and their families. It is funded by a dedicated property tax levy.

**Transfer — Alternative Transportation SRF** provides the DHS share of funding for the Alternative Transportation Program, which encourages City employees to reduce automobile usage. The transfer is funded by local property tax revenue. For 2023 DHS will not make a transfer due to there being a sufficient balance in the fund.

**Transfer – Capital Improvement Fund** is a transfer from the appropriated Service Delivery and Administration Fund to the Capital Improvement Fund to make necessary deferred maintenance, and other improvements at DHS’s Richard T. Castro Campus.

**Transfer – General Fund** was a transfer from the Service Delivery and Administration Fund to the General Fund to support an FTE who transferred to the Department of Public Health and Environment (DPHE) to support programs that moved from DHS. Beginning in 2022, the social services mill levy was reduced by an amount equal to the prior year’s transfer and the funds will be retained in the General Fund to support functions that moved to DPHE. It was funded by local property tax revenue.

**Transfer — Housing and Neighborhood Development** was a one-time cash transfer from the General Assistance Fund (13305) to the Housing and Neighborhood Development Fund due to the transfer of two transitional housing contracts to the Department of Housing Stability.

**Transfer — Human Services Special Revenue Fund** is a transfer from the Service Delivery and Administration Fund to the Affordability Program Fund to support the Property Tax Relief Program, which provides property tax refunds to families, seniors and people with disabilities. It is funded by local property tax revenue.

The **Wastewater Affordability Program** provided a benefit to low-income residents impacted by wastewater rate increases. This was a temporary program that began in 2017 after storm and sanitary fees were increased and ended in 2021.

### Non-Appropriated Special Revenue Funds

The **Assistance Incentive Program** funds enhancements to the client eligibility-determination experience associated with Medicaid and other benefits, and it is funded by performance incentives from the state for meeting medical assistance program performance objectives.

**Child Welfare Services** provides services to children and youth in need of protection and develops permanency planning options for children who cannot be returned to their homes. It is funded by the Managed Care Savings program from prior state fiscal years when there were surpluses in DHS’s Child Welfare allocation.

**DHS Volunteer Services Donations Fund** is used to operate the GIVE Center and distributes donated items to people in need, and it is funded by private donations to DHS.

**Energy Assistance** provides heating and cooling assistance to low-income families in Denver and is funded by the Denver electrical utility as part of its franchise agreement with the City and County of Denver.

**Integrated Care Management Incentives** provide supplemental funding to support child welfare services. DHS uses this funding for prevention services, and it is funded by the state.

**Parental Fees Incentives** flexibly fund various child welfare services, including client assistance. It is funded by the state based on DHS's collection of child support payments from non-custodial parents that offsets the cost of out-of-home placements.

## Health Estimated Expenditures and Description by Agency

### Public Health and Environment

Fund	Control Level	Program Name	2021 FTE	2022 FTE	2023 FTE	2021 Actuals	2022 Estimated	2023 Estimated
<b>Appropriated Special Revenue Funds</b>								
<b>Community and Behavioral Health</b>								
14809	6501000	Healthy Foods for Denver's Kids	-	2.00	-	6,057,220	40,261,951	-
<b>Subtotal</b>			<b>-</b>	<b>2.00</b>	<b>-</b>	<b>6,057,220</b>	<b>40,261,951</b>	<b>-</b>
<b>Division of Administration</b>								
14810	6508000	Caring for Denver	1.00	1.00	-	42,027,124	46,363,554	-
14809	6508000	Healthy Foods for Denver's Kids	3.00	1.00	-	22,716	169,419	-
<b>Subtotal</b>			<b>4.00</b>	<b>2.00</b>	<b>-</b>	<b>42,049,841</b>	<b>46,532,973</b>	<b>-</b>
<b>Division of Administration</b>								
14810	6509000	Caring for Denver	-	-	1.00	-	-	49,545,674
14809	6509000	Healthy Foods for Denver's Kids	-	-	2.50	-	-	16,442,614
<b>Subtotal</b>			<b>-</b>	<b>-</b>	<b>3.50</b>	<b>-</b>	<b>-</b>	<b>65,988,288</b>
<b>Total Appropriated SRFs</b>			<b>4.00</b>	<b>4.00</b>	<b>3.50</b>	<b>48,107,060</b>	<b>86,794,924</b>	<b>65,988,288</b>
<b>Non-Appropriated Special Revenue Funds</b>								
<b>Community and Behavioral Health</b>								
14704	6501000	Community Health Promotion Donations	-	-	-	-	20,000	-
14821	6501000	Crime Prevention and Control Fund	16.00	18.50	-	3,206,655	4,062,601	-
14703	6501000	Drug Strategy and Behavioral Health	-	-	-	1,042	6,913	3,000
14806	6501000	Public Health and Wellness	3.25	5.20	2.76	1,389,349	2,500,271	582,000
14822	6501000	Ryan White Needs Assessment IGA	-	-	-	140,993	39,175	-
14808	6501000	Solutions Center	-	-	-	2,417,687	-	-
14804	6501000	Tobacco Sting	1.02	2.00	2.00	24,748	81,024	83,080
<b>Subtotal</b>			<b>20.27</b>	<b>25.70</b>	<b>4.76</b>	<b>7,180,473</b>	<b>6,709,984</b>	<b>668,080</b>
<b>Denver Animal Protection Division</b>								
14702	6503000	Animal Care and Control Donations	2.57	2.00	2.00	220,796	365,277	375,012
<b>Subtotal</b>			<b>2.57</b>	<b>2.00</b>	<b>2.00</b>	<b>220,796</b>	<b>365,277</b>	<b>375,012</b>
<b>Environmental Quality Division</b>								
14805	6506000	Site Removal/Cleanup Fund	-	-	-	2,801	327,000	750,000

**Public Health and Environment**

Control Fund	Level	Program Name	2021 FTE	2022 FTE	2023 FTE	2021 Actuals	2022 Estimated	2023 Estimated
14805	6504000	Site Removal/Cleanup Fund	-	-	-	-	-	450,000
		<b>Subtotal</b>	-	-	-	<b>2,801</b>	<b>327,000</b>	<b>1,200,000</b>
<b>Public Health Investigations</b>								
14903	6502000	Child Care Facility Inspection	7.5	7.50	-	690,219	306,335	-
14801	6502000	Environmental Health and Safety	-	-	-	1,282	2,000	2,000
		<b>Subtotal</b>	<b>7.5</b>	<b>7.50</b>	-	<b>691,501</b>	<b>308,335</b>	<b>2,000</b>
<b>Transfers</b>								
14808	9910000	Solutions Center	-	-	-	-	1,765,198	-
		<b>Subtotal</b>	-	-	-	-	<b>1,765,198</b>	-
		<b>Total Non-Appropriated SRFs</b>	<b>30.3</b>	<b>35.20</b>	<b>6.76</b>	<b>8,095,571</b>	<b>9,475,794</b>	<b>2,245,092</b>
		<b>Total</b>	<b>34.3</b>	<b>39.20</b>	<b>10.26</b>	<b>56,202,631</b>	<b>96,270,718</b>	<b>68,233,380</b>

**Public Health and Environment**

The **Animal Care and Control Donations Fund** accepts private donations for animal protection purposes.

The **Caring for Denver Special Revenue Fund** administers the Caring for Denver program, which Denver voters passed in November of 2018. This measure increased the sales and use tax rate to fund mental health services and treatment for children and adults; suicide prevention programs; opioid and substance use disorder prevention, treatment and recovery programs; and housing and case management services to reduce the number of people experiencing homelessness, improve long-term recovery, and reduce costly use of correctional facilities and emergency rooms for those with mental health and substance use disorder needs.

The **Child Care Facility Inspections Fund** provides financial resources for the Child Care Facility Inspection Program, which conducts original licensure, renewals, and investigations for family child care homes, school age programs, child care centers, day treatments, and children’s resident camps located in the City and County of Denver. These functions are performed on behalf of the State, and the program is funded by an annual revenue contract with the Colorado Department of Human Services. This contract ended in June, 2022 and will not be renewed.

The **Community Health Promotion Donations Fund** accepts donations that support community health programs, such as city food programs and maternal child health programs. This fund is revenue-based and non-lapsing.

Administration of the **Crime Prevention and Control Fund** moved from DDPHE to the Department of Safety mid-2022. For more information on the programs this funds, please see the Department of Safety tab as well as the Safety SRF section of this book.

The **Drug Strategy and Behavioral Health Fund** accepts donations to support community based behavioral health programs. The Fund continues to exist for donation-based contributions to these efforts.



## Health Estimated Expenditures and Description by Agency

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The **Environmental Health and Safety SRF** provides additional funding for the Public Health Investigations Division to conduct lead testing for families who are disadvantaged and to update and maintain a blood lead surveillance database that can be used to better target Denver's lead program activities.

The **Healthy Food for Denver's Kids Special Revenue Fund** administers the Healthy Food for Denver's Kids program, and it is funded by revenue generated from an increase in the sales and use tax rate approved by Denver voters in November 2018. The Program was approved for ten years through 2029 to fund healthy food and food-based education for Denver's kids. The funding primarily targets low-income and at-risk youth and will be distributed through a Denver Food Commission made up of non-profit and government volunteer appointees (13 members in total).

The **Public Health and Wellness Fund** accepts state revenue contract funds for use on public health programs performed on behalf of the State. The Fund also receives additional funds via a transfer from the General Fund, including Marijuana Special Tax revenue, to support DDPHE's other health and wellness initiatives, such as the "Wellness Winnie."

The **Ryan White Needs Assessment** is a co-sponsored effort with the Colorado Department of Public Health and Environment to comprehensively assess the needs of people living with HIV (PLWH) in the region. This includes individual consumers and the broader system of care to provide the necessary services for PLWH.

The **Site Removal/Cleanup Fund** supports the removal of improper accumulation or storage of rubbish, ashes, garbage or other waste matter from privately owned property. It is funded by billings to property owners and transfers from other city funds.

The **Solution Center Fund** was funded by a transfer from the General Fund to pay for the Solution Center, which provides acute care and temporary living facilities to individuals in crisis in the City of Denver, with the intent to stabilize and reconnect them to the greater Denver society. The contract to administer the Center is now funded in DDPHE's General Fund operating budget.

The **Tobacco Sting Fund** accepts dollars from the Food and Drug Administration through the Colorado Department of Public Health and Environment to conduct routine, compliance follow-up and advertising and labeling inspections of tobacco retailers in the City and County of Denver. The purpose is to enforce federal tobacco laws related to the unlawful sale of tobacco to minors and improper advertising and labeling of tobacco products.

## Culture and Recreation Estimated Expenditures

Fund	Control Level	Program Name	2021 FTE	2022 FTE	2023 FTE	2021 Actuals	2022 Estimated	2023 Estimated
<b>Appropriated Special Revenue Funds</b>								
<b>Denver Arts and Venues Appropriated Special Revenue Fund</b>								
15815	3050000	Denver Arts and Venues	106.57	106.57	118.57	24,487,386	51,480,341	57,490,061
15815	9910000	Transfer to Grant/Other CIF	-	-	-	20,000,000	10,002,697	8,000,000
		<b>Subtotal</b>	<b>106.57</b>	<b>106.57</b>	<b>118.57</b>	<b>44,487,386</b>	<b>61,483,038</b>	<b>65,490,061</b>
<b>Parks Legacy</b>								
15828	7040000	Parks Legacy	22.00	31.90	49.81	5,817,287	49,805,322	13,924,066
15828	9910000	Transfer to Parks Legacy Capital Improvement Funds	-	-	-	21,710,000	26,796,000	34,375,000
		<b>Subtotal</b>	<b>22.00</b>	<b>31.90</b>	<b>49.81</b>	<b>27,527,287</b>	<b>76,601,322</b>	<b>48,299,066</b>
		<b>Total Appropriated SRFs</b>	<b>128.57</b>	<b>138.47</b>	<b>168.38</b>	<b>72,014,674</b>	<b>138,084,360</b>	<b>113,789,127</b>
<b>Non-Appropriated Special Revenue Funds</b>								
<b>Botanic Gardens</b>								
15803	7027000	Denver Botanical Gardens	-	-	-	1,013,110	1,250,617	1,145,078
		<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,013,110</b>	<b>1,250,617</b>	<b>1,145,078</b>
<b>Denver Art Museum</b>								
15802	1200000	Denver Art Museum	-	-	-	1,487,311	1,487,764	1,513,753
		<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,487,311</b>	<b>1,487,764</b>	<b>1,513,753</b>
<b>Denver Arts and Venues Special Revenue Fund</b>								
15607	3050000	Convention Center Special Revenue Fund	-	-	-	20,556,286	34,086,751	37,100,000
15714	3050000	Preserve the Rock	-	-	-	48	5,000	5,000
		<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>20,556,334</b>	<b>34,091,751</b>	<b>37,105,000</b>
<b>Denver Public Library</b>								
15807	8110000	Library - Special Trust Fund	3.00	8.00	5.09	1,195,183	1,869,104	1,337,273
		<b>Subtotal</b>	<b>3.00</b>	<b>8.00</b>	<b>5.09</b>	<b>1,195,183</b>	<b>1,869,104</b>	<b>1,337,273</b>
<b>Other Cultural Facilities Support</b>								
15804	1000000	Denver Museum of Nature and Science	-	-	-	1,151,006	1,151,016	1,174,026
		<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,151,006</b>	<b>1,151,016</b>	<b>1,174,026</b>
<b>Parks and Planning</b>								
15825	7021000	Denver Mountain Parks	4.71	4.71	5.71	667,904	614,098	977,913
15810	7021000	Four Mile Historic Park	-	-	-	66,600	66,600	66,600
		<b>Subtotal</b>	<b>4.71</b>	<b>4.71</b>	<b>5.71</b>	<b>734,504</b>	<b>680,698</b>	<b>1,044,513</b>
<b>Parks and Recreation Administration</b>								

## Culture and Recreation Estimated Expenditures

Fund	Control Level	Program Name	2021 FTE	2022 FTE	2023 FTE	2021 Actuals	2022 Estimated	2023 Estimated
15817	7010000	Cableland Trust Expenditures	-	-	-	190,000	190,180	190,180
15824	7010000	Citywide Sports Program	3.00	3.00	3.00	655,958	956,122	764,387
15827	7010000	Denver Employee Fitness Center SRF	0.95	0.95	0.95	83,047	127,357	179,097
15823	7010000	Event Facility	5.50	5.50	5.50	241,333	660,694	593,516
15821	7010000	Facility Rental Program	1.00	1.00	1.00	29,360	32,694	463,334
15813	7010000	Municipal Band	-	-	-	169,000	92,000	92,000
15710	7010000	Park/Rec Private Donations	-	-	-	528,722	213,000	327,645
15814	7010000	Parks/Rec Property Damage	-	-	-	-	10,000	50,000
15711	7010000	Public Tree Canopy	1.00	1.00	1.00	349,439	502,833	681,553
56700	7010000	Special Events	-	-	-	420	-	4,500
<b>Subtotal</b>			<b>11.45</b>	<b>11.45</b>	<b>11.45</b>	<b>2,247,280</b>	<b>2,784,880</b>	<b>3,346,212</b>
<b>Zoo</b>								
15806	7026000	Denver Zoological Foundation	17.00	17.00	14.00	2,285,132	3,611,787	2,376,074
<b>Subtotal</b>			<b>17.00</b>	<b>17.00</b>	<b>14.00</b>	<b>2,285,132</b>	<b>3,611,787</b>	<b>2,376,074</b>
<b>Total Non-Appropriated SRFs</b>			<b>36.16</b>	<b>41.16</b>	<b>36.25</b>	<b>30,669,859</b>	<b>46,927,617</b>	<b>49,041,929</b>
<b>Total</b>			<b>164.73</b>	<b>179.63</b>	<b>204.63</b>	<b>102,684,533</b>	<b>185,011,977</b>	<b>162,831,056</b>

## Culture and Recreation Project Descriptions by Agency

### Denver Arts and Venues

The **Convention Center Special Revenue Fund** accounts for the operating expenses at the Colorado Convention Center, and is funded by revenue from Convention Center operations and a General Fund transfer. An increase is anticipated in 2023 primarily due to cost escalation in utilities, collective bargaining labor, and supplies and materials.

The **Denver Arts and Venues Special Revenue Fund** is the main operating fund for the Denver Arts and Venues agency. It accounts for all revenue generated at the facilities and expenditures associated with the operations of the venues. Details on the program can be found in the Agency Detail section of this document. This fund is appropriated annually and lapses at year-end.

The **Transfer to DAV Capital Fund** provides for the Capital Improvement Program for Denver Arts and Venues facilities including Boettcher Concert Hall, Buell Theatre, Ellie Caulkins Opera House, Denver Coliseum, Red Rocks Amphitheatre, Colorado Convention Center, the McNichols Building and the future Lorretto Heights Theatre. The transfer is made from the agency's operating fund. A transfer of \$10 million was made to the Capital Fund in 2022, and an \$8 million transfer is anticipated in 2023.

The **Preserve the Rocks Donations Fund** was established in June 2002 to preserve the Red Rocks Park and Amphitheater. It is funded by private donations, contributions, project income, and other private receipts.

### Denver Botanic Gardens

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. The Botanic Gardens provides a complete and unique garden experience to the community. The City provides support to the Botanic Gardens with a General Fund transfer to the SRF.

### Denver Art Museum

The **Denver Art Museum (DAM)** 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. The City provides support to the DAM with a General Fund transfer to the SRF.

### Denver Public Library

The **Denver Public Library (DPL) Special Trust Fund** supports various collections and activities relating to library services. Activities include acquisition and restoration of artifacts donated to the Special Collections and Digital Archives department; collection of fees for lost materials; provision of additional staffing and supplies for programs that benefit specific communities/populations; and purchase of books and supplies for the library. It is funded by private donations, contributions, and fundraising through the Friends Foundation.

### Denver Museum of Nature and Science

The **Denver Museum of Nature and Science** is the Rocky Mountain region's leading resource for informal science education through a variety of exhibitions, programs, and activities that inspire curiosity and excite minds of all ages. Though the Museum is an independent non-profit, the City and County of Denver owns the buildings in which it operates and provides partial funding for capital and facility maintenance through a General Fund transfer.

### Parks and Planning

The **Denver Mountain Parks Fund** is funded by facility fees, contributions, donations, and partnership support programs. The Fund is used to increase public awareness and visitation, improve safety, and complete capital maintenance and improvements. This includes improvements at the Chief Hosa Lodge, Echo Lodge, Red Rocks Park, Genesee Park and other various locations throughout the mountain park system.

**Four Mile Historic Park** is funded by a General Fund transfer, admission fees, special event fees, program fees, facility rentals, and private and governmental grants and donations. Four Mile Historic Park is a 12-acre park offering museum tours, strolls through the gardens, exhibits, demonstrations, and special programming related to Denver's western heritage.

### Parks and Recreation

The **Cableland Trust Expenditures Fund** supports operating and maintenance of the Cableland properties that were donated to the City and County of Denver. It is funded by interest earned on the Cableland Trust Fund.

The **Citywide Sports Program** pays for expenditures related to the operation of the citywide sports program and tournaments, and it is funded by fees charged for citywide sports activities and tournament receipts.

The **Denver Employee Fitness Center** provides health and wellness programs and services to all City employees. The Center is located in the Wellington Webb Municipal Office Building, and it is funded by membership fees.

The **Event Facility Fund** provides funds to operate, maintain, and improve facilities at the Chief Hosa Lodge and Campground, the Washington Park Boathouse, the City Park Pavilion, the Montclair Civic Building, the Pavilion at Central Park, and the Fleming Mansion. It is funded by fees generated at these facilities.

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. Expenditures are for staffing for after-hours events, replacement of tables and chairs, janitorial services, and other related expenditures.

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

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. It is funded by private donations and partnerships.

The **Parks and Recreation Property Damage Fund** pays for repair of damage done to Parks and Recreation property by outside parties. It is funded by permitting deposits not refunded and from direct payments from the parties who caused the damage.

The **Public Tree Canopy Fund** removes and replaces trees lost or damaged during City and private construction projects on street rights-of-way. It is funded by private donations, project incomes, and reimbursements.

**Parks and Recreation Special Events Fund** is used to purchase venue admissions for field trips and is funded by contributions, donations, special events, programs, sponsorships or other sources of private receipts.

### Parks Legacy Fund

The **Parks Legacy Fund** was established in 2018 by a voter approved 0.25 percent increase in Sales and Use Tax (2018 Ballot Initiative-2A). The tax is dedicated to the improvement and expansion of Denver's parks and recreation system, accelerating implementation of the Game Plan for a Healthy City. This fund will create new opportunities to realize the Game Plan's goals and enhance the legacy of green space and outdoor culture that Denver Parks and Recreation will leave future generations. The fund is appropriated, non-lapsing and the future year budget reflects the sales tax revenue projection for the coming year, less fund reserves. It was formerly known as the Parks, Trails, and Open Space Fund.

The **Transfer to Parks Legacy Capital Improvement Funds** is made from the Parks Legacy Operating Fund to support large capital improvements related to the Game Plan for a Healthy City, including improvements to existing parks and open space as well as developing new outdoor spaces.

### Denver Zoo

The **Denver Zoo** provides a modern zoological park for the residents of Denver and the surrounding region and features recreation, education, conservation, and research programs. The Denver Zoo inspires a lifelong passion for discovery and exploration in every generation through an array of interactive experiences, connections, and memories. The Denver Zoo receives operational support from the General Fund via a transfer for an adequate supply of water and all other utilities needed to maintain the facility. Operational costs include payroll for full-time city employees that are paid through the Denver Zoo Special Revenue Fund.

## Community Development Estimated Expenditures and Descriptions by Agency

Control Fund	Level	Program Name	2021 FTE	2022 FTE	2023 FTE	2021 Actuals	2022 Estimated	2023 Estimated
<b>Appropriated Special Revenue Funds</b>								
<b>Housing Stability (HOST)</b>								
16606	0145000	Affordable Housing Property Tax and Other Local Revenue	9.00	12.00	12.00	23,945,402	48,220,329	19,306,559
16812	0145000	Homeless Services Fund	-	-	-	1,489,559	1,249,352	-
16813	0145000	Homelessness Resolution	9.00	17.00	17.00	14,810,068	63,262,128	48,932,457
<b>Total Appropriated SRFs</b>			<b>18.00</b>	<b>29.00</b>	<b>29.00</b>	<b>40,245,029</b>	<b>112,731,809</b>	<b>68,239,016</b>
<b>Non-Appropriated Special Revenue Funds</b>								
<b>Housing Stability (HOST)</b>								
16803	0145000	Affordable Housing and Remediation Fund	-	-	-	55,832	633,966	43,356
16811	0145000	Affordable Housing Incentive Fee Fund	-	-	-	-	-	1,190,627
16607	0145000	Affordable Housing Linkage Fee Fund	-	-	-	3,155,184	14,117,370	27,396,262
16702	0145000	Community Development-Donation	-	-	-	73,923	203,587	198,485
16807	0145000	H&NDS Housing for Mentally Ill	-	-	-	152,618	-	-
16703	0145000	Homeless Services Donations	-	-	-	410,377	220,042	231,583
16814	0145000	HOST Performance Contracts	-	-	-	-	3,377,000	3,377,000
16808	0145000	Housing Incentive Program	2.00	2.30	2.30	209,605	3,669,277	4,378,671
16911	0145000	Rental Rehab Assistance	-	-	-	-	572,000	572,167
16810	0145000	Revolving Affordable Housing Loan Fund	-	-	-	-	3,440,694	3,451,125
16017	0145000	SIPPRA City Share	-	-	-	-	-	1,100,000
11819	0145000	Skyline - Administration	-	-	-	-	12,892	13,312
11821	0145000	Skyline - Housing	-	-	-	-	1,085,897	1,859,291
<b>HOST Non-Appropriated SRFs</b>			<b>2.00</b>	<b>2.30</b>	<b>2.30</b>	<b>4,057,538</b>	<b>27,332,725</b>	<b>43,811,879</b>
<b>Total</b>			<b>20.00</b>	<b>31.30</b>	<b>31.30</b>	<b>44,302,567</b>	<b>140,064,534</b>	<b>112,050,895</b>



## Housing Stability

### Appropriated in the Long Bill

The **Affordable Housing Property Tax and Other Local Revenue Fund** was established in 2017 to support the development and preservation of affordable housing for low- and moderate-income residents of the City and County of Denver. The funds are dedicated to the production and/or preservation of rental and for-sale housing, the funding of rental assistance and homebuyer assistance programs, the development of permanent supportive housing for persons experiencing homelessness and/or at-risk individuals in danger of losing their existing homes, homeowner emergency repairs, and other supportive services directly associated with assisting low-income households to obtain rental housing. The primary funding sources include property taxes and the additional tax revenue generated from increasing the special retail marijuana tax from 3.5 percent to 5.5 percent. This tax was increased in 2018. This fund is appropriated annually and does not lapse. For more information, see the “Affordable Housing Funds” section of this budget book located within the Department of Housing Stability.

The **Homeless Services Fund** was established in 2019 to administer programs supporting individuals experiencing homelessness after the creation of the Department of Housing Stability. Administration of these programs was transferred from Denver Human Services in 2020, and was funded by one-time cash transfers from DHS. This fund is appropriated and non-lapsing.

The **Homelessness Resolution Fund** was approved by voters in November 2020, establishing a 0.25 percent sales tax increase to create a Homelessness Resolution Fund, a dedicated revenue stream to support housing, shelter and services for persons experiencing or exiting homelessness in the City. Over the next 10 years, the fund will build 1,800 units of additional housing with support services and create 500-600 new units of shelter or housing in catalytic projects that combine shelter and housing at the same location. Long-term uses of the Homelessness Resolution Fund will be determined through strategic plans and subsequent annual plans.

### Non-Appropriated Special Revenue Funds

The **Affordable Housing and Remediation Fund** was established in 2001 as part of the implementation of the City’s Housing Plan. The program supports the development of affordable housing for low- and moderate-income residents of the City and County of Denver. This program focuses on the rehabilitation of single-family and multifamily residences, both owner-occupied and rental housing; developing housing for populations with special needs; and helping to fund the removal and reduction of lead-based paint hazards. Revenue to this fund comes from developer contributions.

The **Affordable Housing Incentive Fee** fund was established in 2018 to fund the production or preservation of rental housing, including the funding of rental assistance programs, for qualified households earning eighty (80) percent or less AMI; the production or preservation of for-sale housing for qualified households earning one hundred (100) percent or less of AMI; the development of permanent supportive housing and for “supportive services” associated with such housing; programs supporting low-income, at-risk individuals in danger of losing their existing homes; mitigation of the effects of gentrification and involuntary displacement of lower-income households in neighborhoods of the city that are most heavily impacted by rapidly escalating housing costs; homeowner emergency repairs; or for other housing programs.

The **Affordable Housing Linkage Fee Revenue Fund** was established in 2017 to support the development and preservation of affordable housing for low- and moderate-income residents of the City and County of Denver. The funds are dedicated to increasing the supply of affordable rental housing, to providing funding for renter assistance programs, to increasing the supply of for-sale

## Community Development Estimated Expenditures and Descriptions by Agency

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affordable housing, and to supporting homebuyer assistance programs. Revenue is derived from an established linkage fee on development within the City and County of Denver beginning in 2017. Linkage fees range from \$0.41 to \$1.76 per square foot depending on the type of development. This is a cash-basis and non-lapsing fund. For more information, see the “Affordable Housing Funds” section of this budget book located within the Department of Housing Stability.

The **Community Development Donations Program** allows for the acceptance of funds from private sources to implement special projects and fund multifamily housing bond contracts. Revenue to this fund includes donations and multifamily bond payments.

The **Housing for the Mentally Ill Fund** addresses the housing and service needs for severe and persistent mentally ill populations via partnerships with non-profit housing and service providers. Funded initially from City funds as a result of the 1983 Goebel Settlement that required Denver to provide 250 housing units for populations with serious and persistent mental illness. The fund is now supported by on-going proceeds from property sales as they occur.

The **Homeless Services Donations Fund** was established for contributions, donations, and private/public receipts made for the provision of services for the homeless in Denver. In 2020, this fund was transferred from Denver Human Services to the Department of Housing Stability to better align funds with the scope of the new department. Funded by private donations.

The **HOST Performance Contracts** fund was created in 2022 for initiatives aimed at measurably improving the lives of people most in need by driving resources towards better, more effective programs. Performance-based contracts pay more when the providers meet established performance success criteria and achieve program goals. The current program provides housing and supportive case management services to homeless individuals who frequently use the City’s emergency services, including police, jail, the courts, and emergency rooms. The program was previously administered by the Department of Finance in the Social Impact Bond Fund. Starting in 2022, the Department of Housing Stability will administer the program in this new fund, which is funded by General Fund transfers.

The **Housing Incentive Program Fund** collects and disburses monies paid by developers in lieu of building moderately-priced dwelling units, and it funds incentives to developers and other costs related to affordable housing programs as provided in Article VI, Chapter 27 of the Denver Revised Municipal Code. Revenue to this fund comes from developer payments and other contributions.

The **Rental Rehabilitation** project is a family housing rehabilitation program directed toward low-income tenants. Revenue to this program includes a one-time federal grant through the U.S. Department of Housing and Urban Development, granted in 1984, which is augmented by loan repayments that are returned to the project for future reuse.

The **Revolving Affordable Housing Loan Fund** provides funding for new affordable housing for the workforce rental population in Denver. The funding is intended to provide gap financing for the acquisition and rehabilitation of affordable housing units. Program revenue has included a transfer from the General Fund, transfers from other City special revenue funds, and private funding; but the fund now leverages loan payments that are returned to the fund and reused. This fund has not received a transfer from the General Fund since 2016.

The **SIPPRA-City Share Fund** was created in 2022 to support the Social Impact Partnerships to Pay for Results Act (SIPPRA) program. The SIPPRA program includes both Federal and City funding to create the Housing to Health (H2H) project. H2H’s theory of change is that providing permanent supportive housing serves as a health intervention because it allows individuals experiencing chronic homelessness to avoid injuries and illnesses that come with living on the streets, and it allows a care team to provide services that promote individuals’ access to needed physical and behavioral health care while avoiding

expensive and avoidable emergency services and detoxification centers—reducing federal health care outlays. This fund holds the City share of funding to make performance-based payments to contractors providing housing and case management for people experiencing homelessness.

The **Skyline Administration Fund** provides for administration of Skyline grants. Housing Stability (HOST) is required to maintain separate funds for administration expenses related to the Housing projects.

The **Skyline Housing Fund** provides additional housing opportunities for low- and moderate-income families and aims to revitalize neighborhoods through new housing development and the rehabilitation of existing units. It encourages innovative housing solutions within the community; returns vacant and boarded-up buildings to use by providing funds for purchase or repair; finances the rehabilitation of rental apartment buildings and single-family homes; finances construction of new housing; and provides grants for selected projects including housing for low-income households. Revenue for this fund comes from loan repayments of principal and interest.

## Economic Opportunity Estimated Expenditures and Project Descriptions by Agency

Fund	Control Level	Program Name	2021 FTE	2022 FTE	2023 FTE	2021 Actuals	2022 Estimated	2023 Estimated
<b>Appropriated Special Revenue Funds</b>								
<b>Denver Economic Development and Opportunity</b>								
17601	0117000	Employer Recruitment, Training and Retention Program	5.75	8.00	-	1,124,871	5,258,718	477,500
17603	0117000	Youth Employment and Training Programs	-	-	0.10	494,177	1,699,081	993,800
17601	0114000	Employer Recruitment, Training and Retention Program	-	-	8.00	-	-	3,200,000
<b>DEDO Appropriated SRF Subtotal</b>			<b>5.75</b>	<b>8.00</b>	<b>8.10</b>	<b>1,619,048</b>	<b>6,957,799</b>	<b>4,671,300</b>
<b>Total Appropriated SRFs</b>			<b>5.75</b>	<b>8.00</b>	<b>8.10</b>	<b>1,619,048</b>	<b>6,957,799</b>	<b>4,671,300</b>
<b>Non-Appropriated Special Revenue Funds</b>								
<b>Business and Community Investment</b>								
11847	0114400	Business Incentives	-	-	-	2,085,420	1,200,000	1,200,000
17803	0114410	Coronavirus Emergency Business Support	-	-	-	1,995,305	497,310	-
<b>Subtotal</b>			<b>-</b>	<b>-</b>	<b>-</b>	<b>4,080,725</b>	<b>1,697,310</b>	<b>1,200,000</b>
<b>Business Development Division</b>								
17807	0114000	Denver Retail Attraction	-	-	-	-	-	1,000,000
11842	0114000	Enterprise Zone	0.50	0.50	-	24,003	127,940	342,253
17805	0114000	The Malone Fund	-	-	-	-	5,700,000	4,349,594
<b>Subtotal</b>			<b>0.50</b>	<b>0.50</b>	<b>-</b>	<b>24,003</b>	<b>5,827,940</b>	<b>5,691,847</b>
<b>Economic Development Grant and Special Revenue Funds</b>								
17904	0117000	Business and Workforce Development Training, Support, and Outreach	-	-	-	3,000	39,885	128,537
17802	0117000	MOWD General Cost Pool	-	-	-	(22,466)	-	-
11814	0117000	Revolving Loan Fund	-	-	-	-	100,000	238,362
11820	0117000	Skyline - Economic Development Project	-	-	-	-	1,000,000	1,247,655
<b>Subtotal</b>			<b>-</b>	<b>-</b>	<b>-</b>	<b>(19,466)</b>	<b>1,139,885</b>	<b>1,614,554</b>
<b>Executive Office</b>								
11855	0115000	Marketing Sponsorships	-	-	-	94,669	49,957	38,478
<b>Subtotal</b>			<b>-</b>	<b>-</b>	<b>-</b>	<b>94,669</b>	<b>49,957</b>	<b>38,478</b>
<b>DEDO Non-Appropriated SRF Subtotal</b>			<b>0.50</b>	<b>0.50</b>	<b>-</b>	<b>4,179,931</b>	<b>8,715,092</b>	<b>8,544,879</b>
<b>Total</b>			<b>6.25</b>	<b>8.50</b>	<b>8.10</b>	<b>5,798,979</b>	<b>15,672,891</b>	<b>13,216,179</b>

## Denver Economic Development and Opportunity

### Appropriated in the Long Bill

The **Employer Recruitment, Training, and Retention (GF) Program** establishes direct relationships with industry consortiums, determines their workforce needs, and develops specific recruitment, training, and retention programs to create employment opportunities for the working poor. Revenue to this program is a transfer from the General Fund. This fund is appropriated annually and is non-lapsing.

The **Youth Employment and Training Program** provides employment opportunities for youth interested in a government-assisted summer work experience. Included in this is DEDO's Careerwise program, which helps facilitate youth into Career Residency Training. These funds are used to put youth into workforce training opportunities and revenue for this program comes from a transfer from the General Fund.

### Non-Appropriated Special Revenue Funds

The **Business Incentives Fund** encourages and develops new investment programs, supports the seeding and nurturing of emerging economic and business targets, and supports existing high-economic impact businesses. Funded by a General Fund transfer.

The **Malone Fund** (formerly the Denver Small Business Investment Fund) bolsters small businesses located within the City and County of Denver through various programs, including but not limited to outreach, technical assistance, grants, and technical business assistance specific to Cannabis Social Equity applicants. It is funded by revenue generated from one percent of the existing special retail marijuana sales tax, up to \$50 million. Additionally, it is anticipated that non-City dollars will contribute to this effort.

The **Enterprise Zone Program** manages the nonprofit portion of Enterprise Zone activity and markets the Enterprise Zone program. Enterprise Zones are targeted areas, whose boundaries are determined by the State, that are eligible to receive economic incentives based on factors including poverty and unemployment rates in those areas. Revenue to this fund comes from a percentage fee assessed to nonprofit organizations that are certified as Enterprise Zone projects in the City and County of Denver, as well as State or private contributions.

The **Coronavirus Emergency Business Support Fund** was established in 2020 to support local Denver businesses during the economic downturn caused by the COVID-19 pandemic. Program expenditures include grants and loans to Denver businesses that meet the program criteria outlined by the Denver Economic Development and Opportunity. This fund is cash-based and non-lapsing and was funded by a General Fund transfer.

The **Marketing Sponsorships Fund** supports and promotes citywide initiatives, goals, and programs that cross multiple departments. This includes the City Spirit employee-appreciation initiatives and programs and the station parties around the opening of the RTD West Line. Revenue is received through various sponsorships and private donations.

The **Business and Workforce Development, Training, Support, and Outreach Fund** is used to administer programs related to training, outreach, and support for entrepreneurs, small businesses, and workforce development efforts for youth and adults. Revenue is from contributions, special donations, and funding from the airport.

The **Revolving Loan Fund** provides revitalization loans to low-income homeowners and businesses in economic development target areas. Funded by a one-time federal grant, this fund now leverages loan payments that are returned to the fund and reused.

The **Skyline Economic Development Fund** encourages anchor projects in Neighborhood Business Revitalization (NBR) areas, as well as non-NBR areas, and makes business loans available through a shared risk pool with a participating bank in a target area where conventional financing is not readily available. The purpose of the project is to foster the revitalization of neighborhood business areas and the surrounding neighborhoods; to generate employment for Denver residents; to increase tax revenues; and to improve the services available to neighborhood residents. Revenue for this fund comes from a settlement with the federal government.

DEDO's expenditures in the multi-agency **Internal Billing and Reimbursement Fund** reflect internal billings through DEDO's partnership with the Denver International Airport. DEDO uses this fund to bill DEN for their share of expenditures at the Workforce and Small Business Opportunity centers operated by DEDO out at the Denver International Airport. These funds are used to administer workforce-related services to the public. DEDO's expenditures in this fund are presented in the General Government Special Revenue Fund table.

The **Mayor's Office of Workforce Development (MOWD) General Cost Pool** is a fund utilized by DEDO to perform the agency's monthly payroll allocation journal entries. This fund is used as a holding pool to allocate DEDO employee salaries and benefits across the numerous grants that exist in the agency. Costs that are put into this fund are reclassified monthly to the grants and programs that incur the expense.

The **Denver Retail Attraction Fund** administers tax revenue-sharing City agreements for high-impact retail projects that create significant public benefits to the city. Public benefits include the elimination of blight through construction of significant improvements, new economic activity to the city, an inflow of consumers from outside the city, filling a market need not otherwise being served locally, and serving as an anchoring/seeding project that will be a catalyst for surrounding community-serving development.

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# Grants

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# Grants - Program Overview

Grants are a type of Special Revenue Fund that account for the proceeds of federal, state, local, and private funds awarded to the City or its departments to carry out a specific purpose and/or administer a program or service delivery on behalf of the federal or state government. Grant funds are restricted to their intended purpose as defined by the grantor in the award and contract process. Grant application and award, grant management, and grant closure are governed by Fiscal Accountability Rule 9 – Grants. As Special Revenue Funds, grants are categorized according to the same fund plan as other, non-grant Special Revenue Funds, and as defined in Section 20-18 of the Denver Revised Municipal Code. Please see the Special Revenue Fund section of this book for a description of the fund plan. Department of Aviation grants are not included in this summary due to a divergent grant accounting methodology.

## Federal Grant Funding Strategy

Federal recovery funds are a vital component to the City’s financial response to the COVID-19 emergency. As the City experienced unprecedented declines in tax revenue and subsequent reductions in outlays for services and programs in both 2020 and 2021, these funds have helped Denver weather the worst impacts of the pandemic and provide favorable conditions for a robust recovery. The City’s fundamental approach is to prioritize community needs around life and safety and to direct those expenses to the most restrictive of funding sources, thereby maintaining funding capacity for broader impacts from the emergency, such as helping individuals, households, businesses, and nonprofit organizations recover from the economic fallout from the emergency. That is because some federal funding sources only reimburse for items that are closely tied to the preservation of life and safety, such as personal protective equipment (PPE) or emergency shelter expenses, while others are broader in scope and application. Keeping those latter sources open for a more flexible response - whether that be through small-business grant programs, child care assistance, or the provision of transportation when citizens are hesitant to use public buses and trains - is contingent on first maximizing the more restrictive categories of funding. This strategy is depicted in the figure below, which demonstrates the order or progression from most to least restrictive funding source.

As the graphic indicates, Denver has adopted a strategy of using Federal Emergency Management Agency (FEMA) public assistance funding first. This grant program continues to provide vital support for sheltering people experiencing homelessness; the provision of personal protective equipment, emergency operations center expenses; community testing; vaccine administration; support to the local public safety net hospital system; and emergency needs at Denver International Airport. All of these uses fit squarely in the category of emergency expenses that preserve and protect lives, which is why FEMA funds were pursued from an early stage.



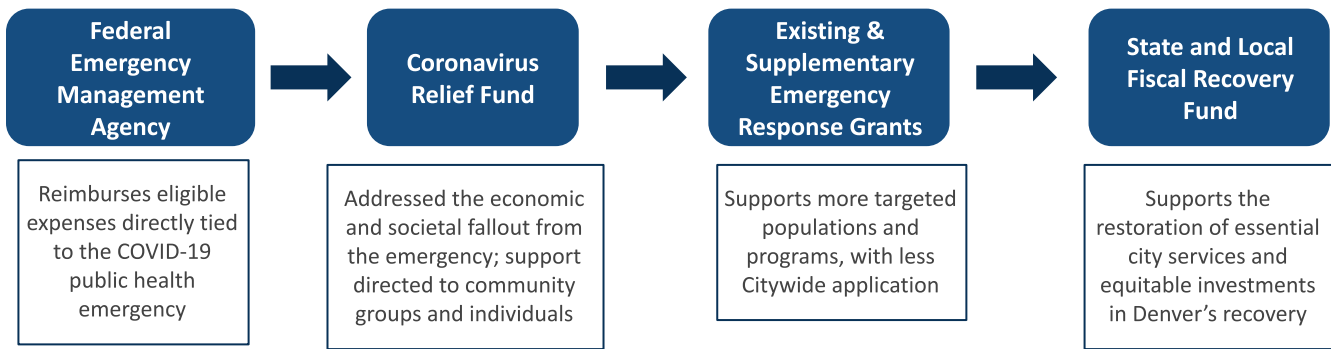


Figure 1.1.: Progression of Federal Funding Deployment

However, not every community need is life and safety driven. Businesses and nonprofits have struggled to keep their doors open amid the economic fallout from the crisis; families have struggled to afford nutritious food; renters have fallen behind on their monthly payments, including those for utilities; and educational programming for Denver’s youth has been severely disrupted amid social distancing requirements. These are just a sample of community needs met with funding from the Coronavirus Relief Fund (CRF) program, which are detailed in the figure below. The City recognizes that the pandemic has impacted everyone in different ways, which is why Denver has prioritized using these funds on a diverse array of projects, each of which tackles pandemic-related issues from a different angle. To meet these diverse needs, Denver provided CRF funding through separate project allocations to 20 City agencies and departments. Because this funding source was timebound, with a program end date of December 31, 2021, Denver prioritized the deployment of these monies over funds from other emergency response grant programs, which often have longer implementation periods.

Community Phase #1	Community Phase #2	Community Phase #3	Community Phase #4	Community Phase #5/6	City Operations
<ul style="list-style-type: none"> <li>• Rent, utility and mortgage assistance programs</li> <li>• Food support for vulnerable populations</li> <li>• Grant programs for small businesses and non-profits</li> <li>• Testing &amp; PPE</li> </ul>	<ul style="list-style-type: none"> <li>• Additional small non-profit support</li> <li>• Support for artists and cultural orgs.</li> <li>• Additional shelter space</li> <li>• Additional food assistance</li> <li>• Social equity and innovation support</li> <li>• Assistance for individuals who do not qualify for other federal benefit programs</li> </ul>	<ul style="list-style-type: none"> <li>• Shelter space</li> <li>• Rent and utility assistance</li> <li>• Marketing of seasonal events to drive economic activity downtown</li> <li>• Childcare</li> <li>• Support for target populations (disabled, Native Americans, faith community, older adults, immigrants &amp; refugees)</li> </ul>	<ul style="list-style-type: none"> <li>• Additional rent and assistance</li> <li>• Small business grant support</li> <li>• Support for restaurant and hotel workers</li> </ul>	<ul style="list-style-type: none"> <li>• Support to minority and women-owned businesses</li> <li>• Personal grants to alleviate the economic impacts of Covid-19</li> <li>• Additional emergency food distribution</li> <li>• Support for disabled populations</li> </ul>	<ul style="list-style-type: none"> <li>• Payroll and benefit expenses for select public health and safety FTE</li> <li>• Upgrades to make public buildings safer</li> <li>• Some categories of technical consultative services</li> </ul>

Figure 1.2: Non-Exclusive Sample of Coronavirus Relief Fund Disbursements

To date, the Department of Finance has overseen three of the City’s largest grant programs: The Coronavirus Relief Fund, FEMA Public Assistance COVID-19 Response, and the State and Local Fiscal Recovery Funds, more commonly referred to as “ARPA funds”. A fourth major stimulus-relief program known as the Emergency Rental Assistance Program is administered by the Department of Housing Stability (HOST). Although the former three programs are housed within the Department of Finance, they fund a broad variety of citywide programs. While ARPA and the Emergency Rental Assistance

programs will continue in 2023, the Coronavirus Relief Fund has expired and FEMA Public Assistance programming is expected to taper down, barring a major resurgence in Covid-19 incidence.

**The Coronavirus Relief Funds** are a one-time disbursement from the U.S. Department of Treasury allowing for the response to and the mitigation of the public health and public safety impacts of Covid-19. Eligible expenses must have been incurred between March 1, 2020 to December 30, 2021 and must not have been accounted for in the City's original FY2020 budget. The funds have been programmed for a variety of community needs, including grants to small businesses and nonprofits; assistance to residents struggling with past due mortgage, rent and utility bills; emergency food assistance; and expanding shelter capacity for at-risk individuals. Funding also paid for citywide operational needs, including for select public health and safety payroll expenses, the installation of touchless fixtures in public buildings and for laptops enabling city employees to work remotely.

**FEMA Public Assistance COVID-19 Response Grant** funding reimburses the City and County of Denver, Denver International Airport, and Denver Health and Hospital Authority for expenses paid in response to the public health emergency during the term of the Presidential Disaster Declaration. As of mid-2022, eligible expenses include the costs of sheltering at-risk populations, personal protective equipment for city employees and their community partners, aviation and hospital expenses, and Emergency Operations activities. Additional uses include community testing expenses and for vaccine administration. Funding is a federal pass-through grant from the Colorado Office of Emergency Management and Homeland Security.

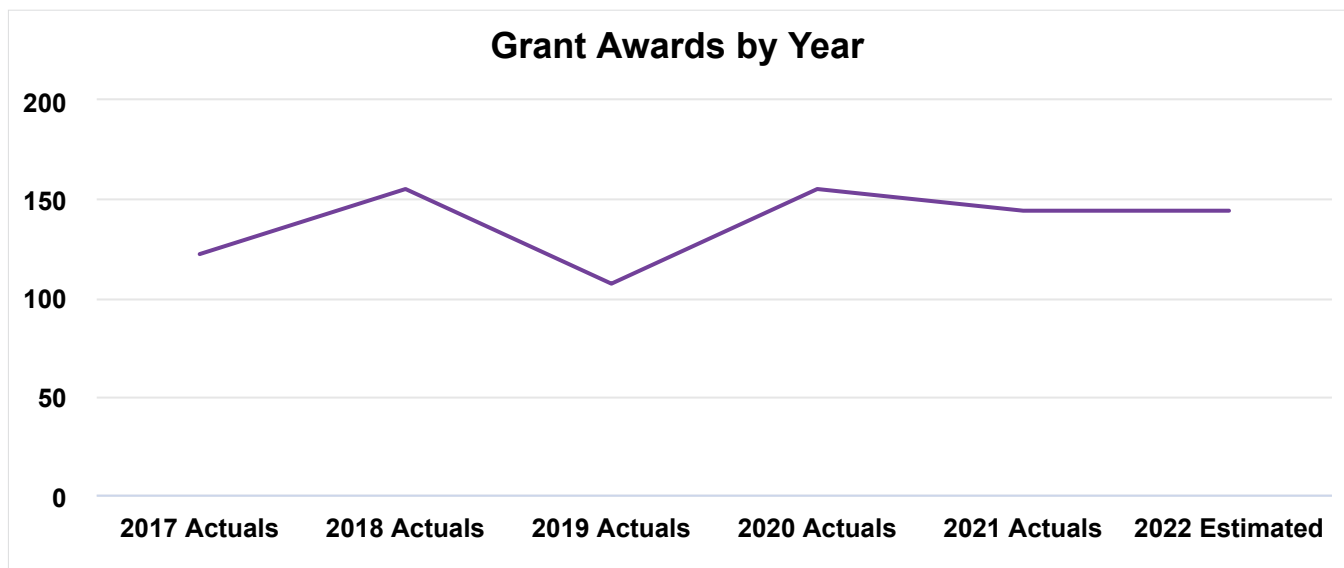
**State and Local Fiscal Recovery Funds** are authorized from the American Rescue Plan Act of 2021. These one-time funds from the U.S. Department of Treasury are intended to help state and local jurisdictions manage the public health and economic impacts of the Covid-19 pandemic and to lay the groundwork for a strong and equitable recovery. Delivered in two, equal distributions – the first in July of 2021 and the second in July of 2022 – the funds will be programmed for a variety of needs prior to their expiration in December 2026. Initial disbursements center on the restoration of the City workforce through the hiring of vacant positions and the elimination of mandatory furlough days. These efforts will also incorporate funding to address workloads by replenishing agency budgets cut due to the City's revenue losses, in addition to the hire of specific positions to reduce backlogs and to provide administrative support for the grant program as a whole. Through a one-time premium pay payment, funds were also used to reward and recognize City employees who were required to work in environments with the risk of exposure to Covid-19 prior to vaccines becoming widely available. Subsequent rounds supported programming to rebuild social and economic structures so all residents, particularly historically marginalized communities, have access to stability and prosperity. In particular, investments in housing and homeless initiatives, business and worker recovery, and community programs such as mental health, childcare and neighborhood safety have already been greenlit, with future investments to be directly informed by community priorities. Note that 'State and Local Fiscal Recovery' funding will be reflected in various agencies tables - both to reflect ongoing expenditures related to previous year allocations and new investments. New investments for 2023 are described in each agency or department's section of the book.

**The Emergency Rental Assistance Program (ERAP)** offers assistance to qualifying households unable to pay rent or utilities. ERAP funds have also been utilized for housing stability services including housing navigation, tenant/landlord mediation, and case management. Due to these crucial and unprecedented federal resources, thousands of low- and moderate-income Denver households impacted by the pandemic have been able to avoid an eviction and remain in their homes. Denver has closely coordinated the local ERAP program with the Colorado Division of Housing who is also serving Denver residents with ERAP by sharing an online database and application. There continues to be a significant demand for emergency rental assistance and free eviction legal assistance and Denver is committed to

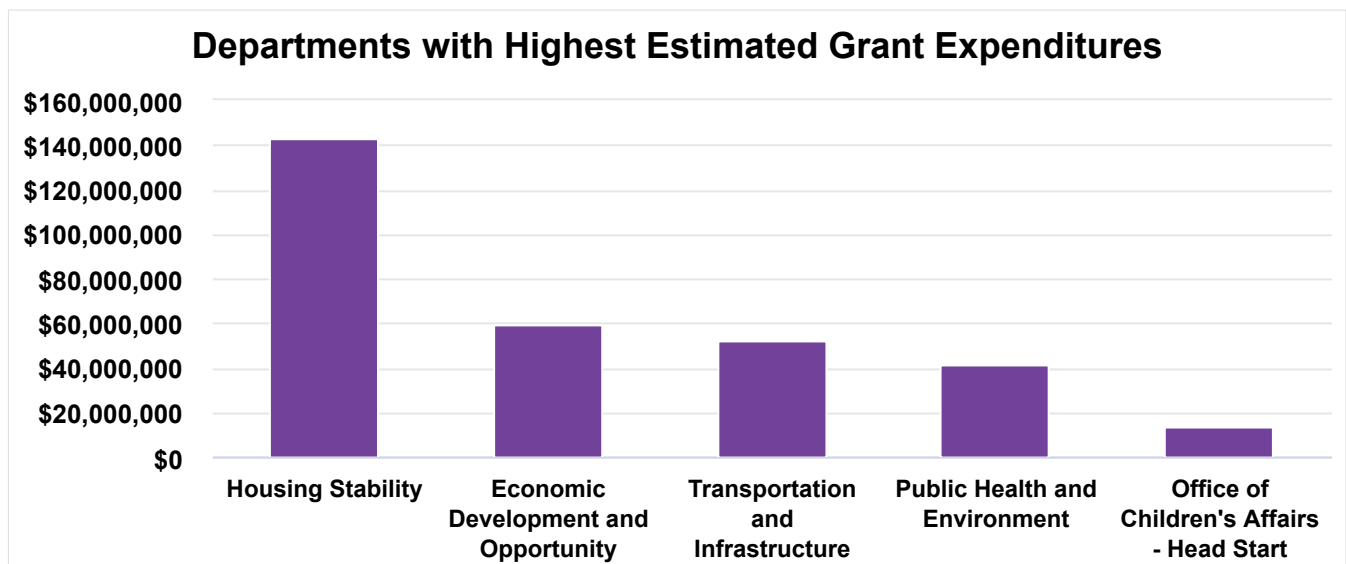
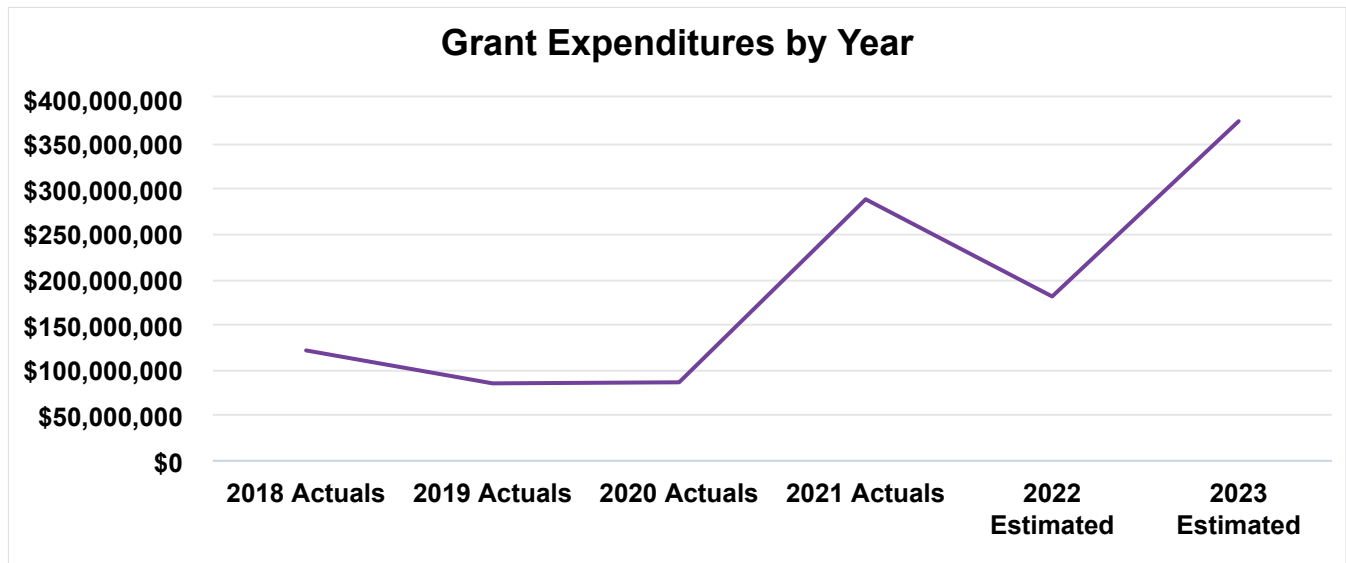
continuing to deploy resources in a strategic and effective way to help Denver’s residents recover from the impacts of COVID-19.

### Annual Grant Funding Strategy

The City’s grant portfolio is guided by an annual strategic plan developed by the Budget and Management Office, the City’s grant writing consultant, and the Grant Policy Advisory Committee; the latter is a body composed of Grant Liaisons who support each department’s grant program. The strategic plan communicates a shared vision and mission with respect to pursuing and implementing award funding; identifies strategic priorities for the City; and lays the groundwork for collaboration, dialogue, and exchange among agencies.



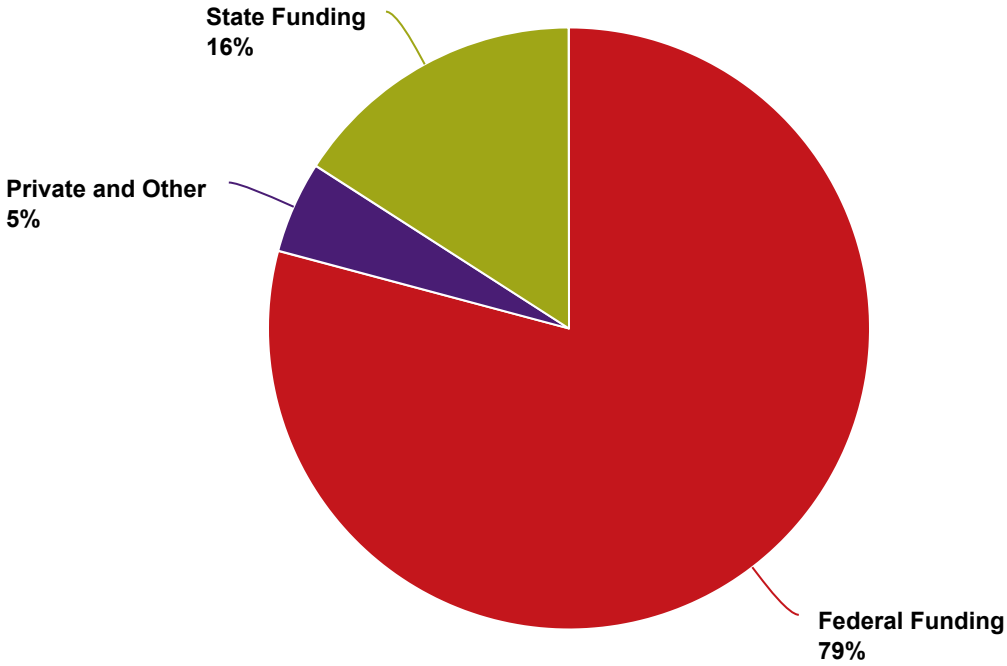
On an annual basis, the City and County of Denver receives between 100-150 grant awards totaling \$100-\$200 million. City agencies with the largest grant portfolios are Department of Transportation and Infrastructure, Denver Economic Development and Opportunity, Department of Housing Stability, Department of Public Health and Environment, and the Office of Children’s Affairs - Head Start.



For the budget book, actual expenditures and FTE are reported for the prior year. Estimated expenditures are reported for the current and future years. The current and future year estimated expenditures are based on awards and letters of intent received before the publishing of this book. As a result, it may appear some grants are not continued into the next budget year, but this may not be the case as an award may have been received after this window.



### 2023 Grant Funding Sources



Grant Funding Source	Amount
Federal Funding	\$295,938,705
Private and Other	\$18,434,950
State Funding	\$59,483,449
<b>Total</b>	<b><u>\$373,857,104</u></b>

### Grant Expenditures by Funding Source

	2021 Actuals	2022 Estimated	2023 Estimated
<b>Grant Expenditures by Funding Source</b>			
Federal Funding	240,161,489	133,774,970	295,938,705
Private and Other	15,102,954	20,490,319	18,434,950
State Funding	32,383,203	32,949,964	59,483,449
<b>Total</b>	<b>287,647,645</b>	<b>187,215,253</b>	<b>373,857,104</b>

### Grant Expenditures by Agency

Fund	Cost Center	Grant Program Name	2021 FTEs	2022 FTEs	2023 FTEs	2021 Actuals	2022 Estimated	2023 Estimated
<b>Mayor's Office</b>								
11605	0101100	Social Equity & Data Grant	-	-	-	111,465	-	-
		<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>111,465</b>	<b>-</b>	<b>-</b>
<b>Office of Children's Affairs</b>								
11605	0103100	Buell Foundation	-	-	-	4,796	15,204	-
11301	0103100	Child and Adult Care Food Program (Snacks and Supper)	-	-	-	10,083	144,744	157,592
11009	0103100	Coronavirus Relief Funds	-	-	-	556,291	-	-
11001	0103100	Emergency Preparedness & Response	-	1.00	1.00	258,614	187,460	339,548
11607	0103100	Out of School Time	-	-	-	55,000	30,000	-
11011	0103100	State and Local Fiscal Recovery Funds	0.33	1.08	1.00	7,047	1,942,016	7,072,120
11607	0103100	Wallace Foundation Social and Emotional Learning Initiative	2.68	3.50	1.67	689,645	1,229,681	1,181,781
11002	0104100	Head Start American Rescue Plan	-	-	-	22,770	264,965	66,241
11002	0104100	Head Start	7.20	9.50	9.15	14,525,727	14,652,784	13,111,190
		<b>Subtotal</b>	<b>10.21</b>	<b>15.08</b>	<b>12.82</b>	<b>16,129,973</b>	<b>18,466,854</b>	<b>21,928,472</b>
<b>Office of Climate Action, Sustainability and Resiliency</b>								
11010	0107100	Clean Energy Loan Program Denver Energy Challenge	-	-	-	160,500	34,000	139,000
11010	0107200	Clean Energy Loan Program Denver Energy Challenge	-	-	-	-	200,000	200,000
11303	0107100	Renewable Denver Initiative Project	-	-	-	-	-	1,000,000
11011	0107100	State and Local Fiscal Recovery Funds	0.66	-	-	6,132	-	-
		<b>Subtotal</b>	<b>0.66</b>	<b>-</b>	<b>-</b>	<b>166,632</b>	<b>234,000</b>	<b>1,339,000</b>
<b>Office of Social Equity and Innovation</b>								
11605	0108100	Social Equity & Data Grant	-	1.42	-	-	188,535	-

Grants - Program Overview

Fund	Cost Center	Grant Program Name	2021 FTEs	2022 FTEs	2023 FTEs	2021 Actuals	2022 Estimated	2023 Estimated
11011	0108100	State and Local Fiscal Recovery Funds	-	-	-	-	94,000	196,000
		<b>Subtotal</b>	<b>-</b>	<b>1.42</b>	<b>-</b>	<b>-</b>	<b>282,535</b>	<b>196,000</b>
<b>Office of Economic Development</b>								
17602	0113100	CareerWise	-	4.00	-	59,541	40,459	-
11009	0114100	Coronavirus Relief Funds	-	-	-	3,114,259	-	-
17301	0114100	Enterprise Zone Administrative Grant	-	-	-	16,950	16,950	16,950
17301	0114100	Small Business Relief Grant	-	-	-	4,501,043	-	-
11011	0115100	State and Local Fiscal Recovery Funds	0.66	-	-	8,350	7,500,000	25,550,000
		<b>Subtotal</b>	<b>0.66</b>	<b>4.00</b>	<b>-</b>	<b>7,700,144</b>	<b>7,557,409</b>	<b>25,566,950</b>
<b>Division of Workforce Development</b>								
17100	0117100	Apprenticeship State Expansion	-	-	-	55,862	-	104,380
17100	0117100	Apprenticeship USA for Work Based Learning Grant	0.25	0.25	-	-	28,230	-
17301	0117100	CO Upskilling	-	3.00	1.85	148,887	1,327,531	1,711,555
17016	0117110	Community Development Block Grant - Cares Act (CDBG - CV) Program	-	-	-	291,626	2,000,000	2,800,000
17016	0117110	Community Development Block Grant - Program	21.13	23.08	7.26	4,461,472	12,272,801	16,033,772
17016	0117110	Community Development Block Grant- Administration	-	-	12.48	1,834,257	1,178,766	1,471,698
11009	0117100	Coronavirus Relief Funds	-	-	-	768,705	-	-
17007	0117100	Disabled Vets Outreach Program (DVOP)	-	-	-	5,005	5,895	7,644
17301	0117100	Employment Support Fund	2.03	3.53	7.66	1,118,123	1,200,408	1,179,639
17008	0117100	Governor's Summer Job Hunt	-	-	0.71	46,000	46,000	50,029
17100	0117100	H-1B One Workforce Grant Program - TEC-P 2.0	-	3.00	3.81	551,429	3,693,787	2,735,929
17301	0117100	Income Share Agreement With San Diego Workforce Partnership	-	-	-	14,911	-	-
17602	0117100	Lives Empowered Initiative	1.35	-	-	11,166	-	-
17007	0117100	Local Veterans Employment Representative (LVER)	-	-	-	-	5,895	5,895
17100	0117100	Pathways Home Grant	-	-	0.16	197,858	102,537	203,450
17100	0117100	Reemployment Services and Eligibility Assessment (RESEA)	-	-	-	47,868	38,157	67,271
17100	0117100	Regional Planning Grant	-	0.50	-	72,864	35,126	-
17100	0117100	Sector Partnership Technical Assistance	0.25	0.25	-	-	60,346	32,116
17405	0117100	TANF Employment and Training	2.05	-	-	-	-	-

## Grants - Program Overview

Fund	Cost		2021	2022	2023	2021	2022	2023
	Center	Grant Program Name	FTEs	FTEs	FTEs	Actuals	Estimated	Estimated
17008	0117100	Trade Adjustment Assistance (TAA) Case Management	2.30	1.80	-	121,122	135,018	68,407
17100	0117100	Veterans Assistance Grant Program	-	-	-	21,951	-	-
17301	0117100	Veterans Assistance Grant Program	0.25	0.25	-	121,548	22,690	95,000
17008	0117100	Wagner-Peyser Employment Service Grant	20.55	21.55	17.25	1,018,254	1,270,549	1,723,707
17100	0117100	WIOA Adult	2.55	2.55	3.79	1,453,111	1,638,291	1,658,808
17100	0117100	WIOA Dislocated Worker	1.75	1.75	2.53	605,170	1,025,792	1,039,407
17100	0117100	WIOA Evaluation - Dislocated Worker	-	-	0.92	-	25,000	31,048
17100	0117100	WIOA Work Based Learning	0.05	0.05	-	-	4,134	278
17100	0117100	WIOA Workforce Performance Incentive	-	-	-	2,123	23,415	23,415
17100	0117100	WIOA Youth	1.15	1.15	5.44	1,076,842	1,185,362	1,678,500
17100	0117100	Workforce Innovation Grant (WIG)	-	2.00	0.87	211,804	1,119,605	1,124,597
<b>Subtotal</b>			<b>55.66</b>	<b>64.71</b>	<b>64.73</b>	<b>14,257,958</b>	<b>28,445,335</b>	<b>33,846,545</b>
<b>Board of Ethics</b>								
11011	0135100	State and Local Fiscal Recovery Funds	-	-	-	-	3,000	3,000
<b>Subtotal</b>			<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,000</b>	<b>3,000</b>
<b>Community Planning and Development</b>								
11605	0141100	Latino Historic Context Study	-	-	-	8,190	-	-
11011	0141100	State and Local Fiscal Recovery Funds	7.52	5.00	-	254,916	582,179	75,000
11955	0143300	Chicano/Latino Historic Context Study	-	-	-	35,000	-	-
<b>Subtotal</b>			<b>7.52</b>	<b>5.00</b>	<b>-</b>	<b>298,106</b>	<b>582,179</b>	<b>75,000</b>
<b>Department of Housing Stability</b>								
16217	0145100	ARRA Neighborhood Stabilization	-	-	-	-	-	253,110
16014	0145100	CoC Anchor Project	-	-	-	102,447	-	-
16014	0145500	CoC Anchor Project	-	-	-	52,181	-	266,718
16014	0145100	CoC Backhome Support	-	-	-	101,832	-	-
16014	0145500	CoC Backhome Support	-	-	-	143,430	280,731	237,762
16014	0145500	CoC Bedrock	-	-	-	624,543	533,073	742,503
16014	0145100	CoC Spectrum	-	-	-	580,216	-	-
16014	0145500	CoC Spectrum	-	-	-	396,633	514,313	1,053,953
11009	0145300	Community Development Block Grant - Program	-	-	-	5,158,468	-	-
16002	0145100	Community Development Block Grant - Program	1.00	-	-	950,430	-	-

Grants - Program Overview

Fund	Cost Center	Grant Program Name	2021 FTEs	2022 FTEs	2023 FTEs	2021 Actuals	2022 Estimated	2023 Estimated
16004	0145400	Community Development Block Grant - Program	-	-	-	5,223,062	-	-
16217	0145400	Community Services Block Grant	-	-	-	403,510	-	-
11009	0145100	Coronavirus Relief Funds	-	-	-	7,995,861	722,152	-
16001	0145500	Edward Byrne Memorial Justice Assistance Grant Program	-	-	-	137,634	49,030	89,229
11009	0145300	Emergency Rental Assistance Program	-	1.64	2.00	5,557,791	6,844,468	10,399,764
16014	0145500	Emergency Solutions Grant	-	-	-	51,880	-	-
16015	0145100	Emergency Solutions Grant	-	2.09	-	32,718	758,427	566,588
16015	0145500	Emergency Solutions Grant	-	-	-	4,562,873	4,645,632	-
11009	0145100	FEMA Covid Response	-	-	-	37,316,490	-	-
16004	0145100	HOME Award	4.55	4.11	4.15	631,738	2,985,485	3,743,934
16004	0145200	HOME Award	-	-	-	11,242	-	-
16004	0145400	HOME Award	-	-	-	581,500	-	-
16004	0145500	Home Award	-	-	-	558,754	-	-
16608	0145500	Homeless Shelter Utility Support	-	-	-	260,075	262,500	262,500
16609	0145500	Homeless Shelter Utility Support	-	-	-	166,719	-	-
16006	0145100	HOPWA Award	0.68	0.69	0.73	82,788	-	84,576
16006	0145500	HOPWA Award	-	-	-	3,106,261	2,882,065	3,601,682
11011	0145100	State and Local Fiscal Recovery Funds	-	-	-	-	100,000	109,295,000
11011	0145300	State and Local Fiscal Recovery Funds	-	-	-	-	-	1,500,000
11011	0145500	State and Local Fiscal Recovery Funds	-	-	-	-	3,900,000	2,400,000
38395	0145100	State and Local Fiscal Recovery Funds	-	-	-	-	3,391,200	7,578,800
16609	0145500	The Anschutz Foundation	-	-	-	-	500,000	539,000
16609	0145500	The Colorado Health Foundation	-	-	-	1,054,543	500,000	-
16609	0145100	The Kaiser Permanente National Community Benefit Fund at the East Bay Community Foundation	-	-	-	-	758,810	-
<b>Subtotal</b>			<b>6.23</b>	<b>8.53</b>	<b>6.88</b>	<b>75,845,621</b>	<b>29,627,886</b>	<b>142,615,119</b>
<b>Human Rights and Community Partnerships</b>								
11605	0150200	Cities for Action	-	-	-	66,775	-	-
11009	0150100	Coronavirus Relief Funds	-	-	-	294,040	-	-
11009	0150200	Coronavirus Relief Funds	-	-	-	1,987,000	-	-
11009	0150500	Coronavirus Relief Funds	-	-	-	800,000	-	-

## Grants - Program Overview

Fund	Cost		2021	2022	2023	2021	2022	2023
	Center	Grant Program Name	FTEs	FTEs	FTEs	Actuals	Estimated	Estimated
11009	0150700	Coronavirus Relief Funds	-	-	-	726,928	-	-
11605	0150200	COVID-19 Related Survey Focused on Communities of Color	-	-	-	20,000	-	-
11605	0151100	DenverConnect	-	-	-	116,916	-	-
11605	0150700	Financial Empowerment Center Expansion	-	0.25	-	59,036	30,493	11,804
11605	0150200	Immigration Policy Grant	-	-	0.25	-	-	26,403
11605	0150200	Language Access Program	-	-	-	72,366	-	-
11011	0150100	State and Local Fiscal Recovery Funds	0.99	-	-	38,810	277,900	6,568,400
11605	0150700	Summer Youth Employment Program Planning	-	-	-	35,076	-	-
<b>Subtotal</b>			<b>0.99</b>	<b>0.25</b>	<b>0.25</b>	<b>4,216,946</b>	<b>308,393</b>	<b>6,606,607</b>
<b>Office of Emergency Management</b>								
11009	0160100	Covid-19 After Action Reporting	-	-	-	68,735	-	-
12100	0160100	Denver Hazard Mitigation Plan Update	-	-	-	62,676	93,992	-
11008	0160100	Emergency Management Performance	1.00	-	-	172,104	65,000	-
11009	0160100	Emergency Management Public Health Activities	-	-	-	17,679	-	-
38393	0160100	FEMA Flood Projects	-	-	-	122,670	-	-
38394	0160100	FEMA Flood Projects	-	-	-	20,445	-	-
11001	0160100	Securing the Cities	3.15	3.13	2.79	319,845	4,450,065	2,074,457
12100	0160100	Urban Area Security Initiative	3.48	3.50	3.50	1,119,358	1,570,261	3,851,761
<b>Subtotal</b>			<b>7.63</b>	<b>6.63</b>	<b>6.29</b>	<b>1,903,510</b>	<b>6,179,318</b>	<b>5,926,218</b>
<b>Office of Special Events</b>								
11011	0181100	State and Local Fiscal Recovery Funds	-	-	-	3,479	5,000	5,000
<b>Subtotal</b>			<b>-</b>	<b>-</b>	<b>-</b>	<b>3,479</b>	<b>5,000</b>	<b>5,000</b>
<b>City Council</b>								
11009	0201100	Coronavirus Relief Funds	-	-	-	95,178	-	-
11011	0201100	State and Local Fiscal Recovery Funds	-	-	-	5,760	15,000	76,203
11011	0201201	State and Local Fiscal Recovery Funds	-	-	-	-	6,500	4,511
11011	0201202	State and Local Fiscal Recovery Funds	-	-	-	-	11,011	-
11011	0201203	State and Local Fiscal Recovery Funds	-	-	-	-	11,011	-
11011	0201204	State and Local Fiscal Recovery Funds	-	-	-	-	11,011	-



Grants - Program Overview

Fund	Cost Center	Grant Program Name	2021 FTEs	2022 FTEs	2023 FTEs	2021 Actuals	2022 Estimated	2023 Estimated
11011	0201205	State and Local Fiscal Recovery Funds	-	-	-	11,011	-	-
11011	0201206	State and Local Fiscal Recovery Funds	-	-	-	-	11,011	-
11011	0201207	State and Local Fiscal Recovery Funds	-	-	-	8,945	2,066	-
11011	0201208	State and Local Fiscal Recovery Funds	-	-	-	-	11,011	-
11011	0201209	State and Local Fiscal Recovery Funds	-	-	-	-	11,011	-
11011	0201210	State and Local Fiscal Recovery Funds	-	-	-	-	11,011	-
11011	0201211	State and Local Fiscal Recovery Funds	-	-	-	3,943	7,068	-
11011	0201213	State and Local Fiscal Recovery Funds	-	-	-	-	11,011	-
<b>Subtotal</b>			<b>-</b>	<b>-</b>	<b>-</b>	<b>124,837</b>	<b>118,722</b>	<b>80,714</b>
<b>Auditor's Office</b>								
11009	0301200	Coronavirus Relief Funds	-	-	-	19,225	-	-
11011	0301100	State and Local Fiscal Recovery Funds	1.32	-	-	43,570	-	-
<b>Subtotal</b>			<b>1.32</b>	<b>-</b>	<b>-</b>	<b>62,795</b>	<b>-</b>	<b>-</b>
<b>District Attorney Office</b>								
12012	0401100	Adult Diversion	-	-	-	8,584	26,278	38,000
12250	0401100	ARPA SLFRF associated	-	-	-	23,869	-	-
12012	0401100	Caring for Denver Foundation - Adult Diversion	-	-	2.00	266,951	265,000	302,596
12250	0401100	Coronavirus Emergency Supplemental Funding Program	-	0.75	0.75	113,233	56,544	51,841
12250	0401100	DA Family Violence	3.00	5.00	2.95	347,224	555,969	415,281
12250	0401100	DA Victim Compensation Program	-	-	1.00	550,000	620,000	679,461
12250	0401100	Innovations in Prosecutions Program	-	1.00	-	169,254	75,329	-
12250	0401100	Integrated Intervention Program	1.00	1.00	-	46,480	107,394	-
12012	0401100	Juvenile Diversion Program	-	-	-	212,654	215,000	215,000
12250	0401100	Restorative Justice Initiative	1.00	1.00	1.00	50,000	158,032	177,219
12250	0401100	Rose Anom Center Denver Family Justice Ctr	0.50	0.50	-	36,503	36,124	-
12250	0401100	Services for Human Trafficking Victims	2.50	1.50	1.50	188,265	171,874	150,933
11011	0401100	State and Local Fiscal Recovery Funds	6.82	12.00	-	96,449	1,691,352	255,000

## Grants - Program Overview

Fund	Cost Center	Grant Program Name	2021 FTEs	2022 FTEs	2023 FTEs	2021 Actuals	2022 Estimated	2023 Estimated
<b>Subtotal</b>			<b>14.8</b>	<b>22.75</b>	<b>9.20</b>	<b>2,109,466</b>	<b>3,978,896</b>	<b>2,285,331</b>
<b>County Court</b>								
12601	0501100	Criminal Justice System Peer Navigator	-	-	0.68	227,909	160,000	68,307
12301	0501100	Drunk Driver Intervention	-	-	-	88,722	109,903	109,909
11011	0501100	State and Local Fiscal Recovery Funds	5.29	3.00	-	317,229	942,794	642,722
<b>Subtotal</b>			<b>5.2</b>	<b>3.00</b>	<b>0.68</b>	<b>633,860</b>	<b>1,212,697</b>	<b>820,938</b>
<b>Office of Municipal Public Defender</b>								
11605	0521100	Caring for Denver -Denver's Front Door to Procedural Justice	-	3.67	3.67	1,260	280,061	297,742
11955	0521100	Defense Counsel First Appearance	-	-	-	255,190	262,246	137,500
11011	0521100	State and Local Fiscal Recovery Funds	1.34	-	-	58,798	-	-
<b>Subtotal</b>			<b>1.3</b>	<b>3.67</b>	<b>3.67</b>	<b>315,248</b>	<b>542,307</b>	<b>435,242</b>
<b>Office of Human Resources</b>								
11955	0601150	ABC Grant FY21	-	-	-	893	-	-
11011	0601110	State and Local Fiscal Recovery Funds	1.65	-	-	96,486	-	-
<b>Subtotal</b>			<b>1.6</b>	<b>-</b>	<b>-</b>	<b>97,379</b>	<b>-</b>	<b>-</b>
<b>Office of Clerk and Recorder</b>								
11009	0702100	Coronavirus Relief Funds	-	-	-	2,372	-	-
11011	0702100	State and Local Fiscal Recovery Funds	0.33	1.00	-	-	71,097	-
11007	0701100	Voting Dropbox Program	-	-	-	130,287	-	-
<b>Subtotal</b>			<b>0.3</b>	<b>1.00</b>	<b>-</b>	<b>132,659</b>	<b>71,097</b>	<b>-</b>
<b>Civil Service Commission</b>								
11011	1100100	State and Local Fiscal Recovery Funds	-	-	-	-	87,000	-
<b>Subtotal</b>			<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>87,000</b>	<b>-</b>
<b>Finance</b>								
11009	2501100	Coronavirus Relief Funds	-	-	-	83,303	-	-
11011	2501100	State and Local Fiscal Recovery Funds	5.61	4.00	5.85	325,040	1,061,731	3,807,758
11009	2580100	Coronavirus Relief Funds	-	-	-	40,430,805	-	-
11011	2580100	State and Local Fiscal Recovery Funds	-	-	-	14,612,210	200,000	500,000
<b>Subtotal</b>			<b>5.6</b>	<b>4.00</b>	<b>5.85</b>	<b>55,451,358</b>	<b>1,261,731</b>	<b>4,307,758</b>
<b>Special Payments and Other Funding</b>								
11009	2561100	Coronavirus Relief Funds	-	-	-	7,484,250	-	-
11009	2561200	Coronavirus Relief Funds	-	-	-	297,877	-	-

## Grants - Program Overview

Fund	Cost		2021 FTEs	2022 FTEs	2023 FTEs	2021 Actuals	2022 Estimated	2023 Estimated
	Center	Grant Program Name						
11009	2561200	FEMA Covid Response Public Assistance	-	0.80	-	597,429	1,038,222	900,000
11009	2561200	FEMA Covid-19 Public Assistance	-	-	-	129,875	-	-
11011	2561100	State and Local Fiscal Recovery Funds	-	-	-	8,229,500	-	-
<b>Subtotal</b>			<b>-</b>	<b>0.80</b>	<b>-</b>	<b>16,738,931</b>	<b>1,038,222</b>	<b>900,000</b>
<b>General Services</b>								
11011	3011100	State and Local Fiscal Recovery Funds	2.31	-	-	1,231,716	2,108,442	260,000
11009	3031100	FEMA Covid Response	-	-	-	1,454,212	-	-
<b>Subtotal</b>			<b>2.31</b>	<b>-</b>	<b>-</b>	<b>2,685,928</b>	<b>2,108,442</b>	<b>260,000</b>
<b>Denver Arts and Venues</b>								
15001	3050300	Artist and Venue Assistance	-	-	-	-	500,000	-
11009	3050100	Coronavirus Relief Funds	-	-	-	1,274,712	-	-
11605	3050300	Cultural Support and Advancement	-	-	-	-	25,000	-
38630	3050300	Public Art	-	-	-	-	10,000	60,000
15002	3050100	Shuttered Venue Operators (SVOG)	-	-	-	10,000,500	-	-
11011	3050100	State and Local Fiscal Recovery Funds	-	-	-	-	900,000	1,150,000
<b>Subtotal</b>			<b>-</b>	<b>-</b>	<b>-</b>	<b>11,275,212</b>	<b>1,435,000</b>	<b>1,210,000</b>
<b>Technology Services</b>								
11009	3070110	Coronavirus Relief Funds	-	-	-	6,881,262	-	-
11011	3070110	State and Local Fiscal Recovery Funds	5.28	-	-	650,927	1,198,231	-
<b>Subtotal</b>			<b>5.28</b>	<b>-</b>	<b>-</b>	<b>7,532,189</b>	<b>1,198,231</b>	<b>-</b>
<b>Public Safety</b>								
12301	3501100	Community Corrections	-	-	-	643,349	-	-
11011	3501100	State and Local Fiscal Recovery Funds	2.64	-	-	85,818	-	3,289,969
12301	3501100	Youth Detention Continuum	17.00	15.00	16.00	843,093	1,612,969	1,658,727
12601	3501100	Youth Detention Continuum	-	-	-	252,162	-	-
<b>Subtotal</b>			<b>19.64</b>	<b>15.00</b>	<b>16.00</b>	<b>1,824,422</b>	<b>1,612,969</b>	<b>4,948,696</b>

## Grants - Program Overview

Fund	Cost Center	Grant Program Name	2021 FTEs	2022 FTEs	2023 FTEs	2021 Actuals	2022 Estimated	2023 Estimated
<b>Police Administration</b>								
12601	3511300	Caring for Denver Co-Responder Program	-	-	0.67	864,191	991,971	1,039,642
12220	3511300	CDOT: Distracted Driving Enforcement	-	-	-	38,463	-	-
12220	3511300	CDOT: Pedestrian Safety	-	-	-	266,277	378,927	378,927
12220	3511300	Click It or Ticket	-	-	-	4,788	9,843	9,843
12220	3511300	Community Based Crime Reduction Program	1.75	-	-	177,807	306,861	306,861
12220	3511300	Coverdell Forensic - State	-	-	-	48,585	30,836	30,836
12220	3511300	DNA Backlog Reduction	1.50	0.17	-	208,604	44,386	31,673
12601	3511300	DPD Harm Reduction Case Manager	-	-	-	34,229	10,092	10,092
12220	3511300	Forensic DNA Laboratory Efficiency Improvement and Capacity Enhancement Program	3.00	1.00	-	249,274	134,490	34,099
12301	3511300	Gray and Black Market Marijuana Enforcement	-	-	-	426,174	489,688	489,688
12002	3511300	H.I.D.T.A.	1.00	1.00	1.00	582,905	866,938	805,538
12220	3511300	Justice Assistance Grant	1.50	0.75	-	391,303	376,115	331,195
12301	3511300	Law Enforcement Assisted Diversion Pilot Program	-	-	-	59,592	59,175	59,175
12220	3511300	Prosecuting Cold Cases	-	-	-	62,630	20,000	20,000
12220	3511300	Solving Cold Cases with DNA	-	-	-	57,265	224,102	224,102
11011	3511300	State and Local Fiscal Recovery Funds	5.28	-	-	1,435,497	3,252,800	-
12220	3511300	Supplemental Coronavirus Emergency Relief	-	-	-	116,908	679,510	679,510
12601	3511300	Support Team Assisted Response (STAR) Pilot Program	-	-	-	52,207	17,345	17,345
<b>Subtotal</b>			<b>14.03</b>	<b>2.92</b>	<b>1.67</b>	<b>5,076,701</b>	<b>7,893,079</b>	<b>4,468,526</b>
<b>Fire Department Administration</b>								
12230	3521400	FEMA Assistance to Firefighters	-	-	-	338,225	-	-
12230	3521410	FEMA Assistance to Firefighters	-	-	-	382,500	1,074,375	668,115
12301	3521410	Firefighter Safety & Disease Prevention	-	-	-	-	14,016	-
12601	3521400	Paramedic Training Program	-	-	-	24,245	-	-
11011	3521400	State and Local Fiscal Recovery Funds	0.67	2.00	-	5,929,742	7,230,778	8,726,849
<b>Subtotal</b>			<b>0.67</b>	<b>2.00</b>	<b>-</b>	<b>6,674,712</b>	<b>8,319,169</b>	<b>9,394,964</b>
<b>Sheriff Administration</b>								

## Grants - Program Overview

Fund	Cost Center	Grant Program Name	2021 FTEs	2022 FTEs	2023 FTEs	2021 Actuals	2022 Estimated	2023 Estimated
12601	3531100	Caring for Denver - Alternative to Jails Program	-	-	2.25	39,109	-	180,568
12240	3531100	Coronavirus Emergency Supplemental Funding Program	-	-	-	79,951	-	-
11009	3531100	Coronavirus Relief Funds	-	-	-	532,500	-	-
12301	3531100	CTB Release Assistance On Demand	-	-	-	158,928	-	-
12240	3531100	Edward Byrne Memorial Justice Assistance Grant Program	-	-	-	5,450	64,925	64,925
12240	3531100	Offender Re-entry Video Program	-	-	-	41,660	-	-
11011	3533100	State and Local Fiscal Recovery Funds	3.63	-	-	42,421	-	1,369,548
<b>Subtotal</b>			<b>3.63</b>	<b>-</b>	<b>2.25</b>	<b>900,018</b>	<b>64,925</b>	<b>1,615,041</b>
<b>General Administration</b>								
11011	4001100	State and Local Fiscal Recovery Funds	1.32	3.00	-	66,104	302,775	70,000
<b>Subtotal</b>			<b>1.32</b>	<b>3.00</b>	<b>-</b>	<b>66,104</b>	<b>302,775</b>	<b>70,000</b>
<b>City Attorney Office</b>								
11001	4511100	2023 Fentanyl Summit	-	-	-	-	144	-
11001	4511100	Crime Victim Services	2.43	3.30	2.49	200,898	234,503	206,022
11001	4511100	Denver Forensic Collaborative	1.00	0.75	0.75	86,692	90,000	88,070
11001	4511100	Post Adjudication Victim Outreach	-	-	1.00	-	81,742	75,327
11001	4511800	Post Adjudication Victim Outreach	-	-	-	72,753	-	-
11001	4511100	Specialized Domestic Violence Prosecution	0.57	0.57	0.57	66,005	64,637	75,772
11011	4511100	State and Local Fiscal Recovery Funds	3.76	3.00	-	175,091	428,199	50,000
<b>Subtotal</b>			<b>7.76</b>	<b>7.62</b>	<b>4.81</b>	<b>601,440</b>	<b>899,225</b>	<b>495,191</b>
<b>Transportation and Infrastructure</b>								
38810	5011100	Advanced Transportation and Congestion Management Technologies Deployment	3.00	3.00	3.00	720,792	3,819,193	2,929,048
38820	5011100	Bluetooth Expansion	-	-	-	170,473	190,509	-
38820	5011100	Broadway Station & I-25 Safety/Access Imps-Phase 2	-	-	-	376,639	-	726,210
11955	5011600	Cancer, Cardiovascular, and Pulmonary Disease Program	2.00	2.50	2.50	537,285	611,101	615,059
38820	5011100	CCTV Network Upgrade	-	-	-	42,415	146,327	-

## Grants - Program Overview

Fund	Cost Center	Grant Program Name	2021 FTEs	2022 FTEs	2023 FTEs	2021 Actuals	2022 Estimated	2023 Estimated
38830	5011100	CDOT: 16th Street Mall Reconstruction	-	-	-	6,233,368	10,056,381	2,514,095
38820	5011100	Charge Ahead Colorado	-	-	-	-	-	22,500
38830	5011100	Colorado Department of Agriculture Stimulus Funding	-	-	-	-	-	24,950,000
11009	5011100	Coronavirus Relief Funds	-	-	-	167,686	-	-
11009	5011100	CRF_DOTI Community Engagement	-	-	-	15,815	418	-
11001	5011600	Denver Booster and Seatbelt Engagement	-	0.32	1.50	39,430	24,445	124,633
38820	5011100	Denver Mobility Choice Networks	-	-	-	3,383	69,813	34,225
38820	5011100	Denver Passenger Amenity Program	-	-	-	200,000	-	-
38820	5011100	Denver Passive Pedestrian Detection	-	-	-	-	695,264	632,443
11001	5011600	Denver Teen Safe Streets	-	0.34	0.50	49,160	65,544	40,844
38314	5011100	DENVER TSSIP - 2012	-	-	-	14,072	186,846	-
38820	5011100	Denver TSSIP - 2017	-	-	-	362,901	750,000	-
38369	5011100	Denver TSSIP Design	-	-	-	400	-	-
38820	5011100	DRCOG Bicycle Detection	-	-	-	44,462	30,912	142,550
38840	5011100	DRCOG TIP	-	-	-	1,349,612	501,425	389,202
38830	5011100	FASTER - CDOT Signals	-	-	-	1,572,510	-	-
38830	5011100	Federal Blvd CDOT RAMP	-	-	-	2,306	11,499	8,749
38820	5011100	Federal Blvd. Speed & Reliability	-	-	-	124,144	383,168	297,380
38840	5011100	Federal Blvd. Speed & Reliability	-	-	-	-	-	100,000
38820	5011100	High Line Canal: Hampden & Havana	-	-	-	102,402	905,248	-
38820	5011100	Highway Safety Improvement Program	-	-	-	1,231,299	2,210,631	2,983,976
38830	5011100	Highway Safety Improvement Program	-	-	-	-	-	14,556
38840	5011100	HLC Underpass	-	-	-	932,259	3,157,422	-
38820	5011100	HOME Award	-	-	-	18,675	93,113	70,845
38820	5011100	I-25 & Broadway	-	-	-	2,216,338	2,987,200	-
38820	5011100	ITS Systems	-	-	-	300,784	300,000	1,330,306
38820	5011100	Martin Luther King Blvd	-	-	-	687,865	-	-
38820	5011100	Multi-Jurisdictional Monitoring and Management	-	-	-	37,150	120,000	-
38840	5011100	NACTO Streets for Pandemic Response and Recovery FY 21	-	-	-	9,999	-	-
38415	5011100	Platte to Park Hill	-	-	-	313,976	549,804	-

Grants - Program Overview

Fund	Cost Center	Grant Program Name	2021 FTEs	2022 FTEs	2023 FTEs	2021 Actuals	2022 Estimated	2023 Estimated
38820	5011100	RAQC Alt Fuel Veh/Equip	-	-	-	42,182	-	-
38840	5011100	RAQC Alt Fuel Veh/Equip	-	-	-	317,513	-	-
38820	5011100	RTD - Sidewalks	-	-	-	1,585,046	82,407	12,950
38820	5011100	RTD Bus Livability	-	-	-	2,306,880	-	1,190,317
38840	5011100	RTD Bus Livability	-	-	-	192,227	892,747	99,194
38840	5011100	RTD Free MetroRide Bus Feasibility Study & Implementation	-	-	-	563,878	132,670	149,349
11001	5011600	Safe Routes to School	-	-	0.10	-	4,000	55,367
38820	5011100	Safe Routes to School	-	-	-	621	313,168	105,967
38820	5011100	Safer Main Streets	-	-	-	-	-	2,622,686
38830	5011100	Safer Main Streets	-	-	-	-	-	7,856,885
38820	5011100	Signal Performance System	-	-	-	99,768	54,244	142,550
38820	5011100	South Platte River Trail Improvements	-	-	-	-	-	416,333
38830	5011100	South Platte River Trail Improvements	-	-	-	-	-	295,333
11011	5011100	State and Local Fiscal Recovery Funds	5.95	2.00	-	918,312	2,979,206	510,000
38820	5011100	Surface Transportation Block Grant	-	-	-	121,765	50,000	-
38820	5011100	TAP_47th & York Crossing	-	-	-	149,526	-	-
38820	5011100	TIP Program for Iowa Underpass	-	-	-	37,350	24,239	74,000
38820	5011100	Traffic Signal Investments	-	-	-	-	221,674	63,658
38830	5011100	Traffic Signal Investments	-	-	-	-	12,315	7,073
38820	5011100	Traffic Signal Technology Deployment	-	-	-	35,250	67,654	106,837
38820	5011100	Variable Messaging Signs	-	-	-	26,994	275,368	67,806
11001	5011600	Vision Zero	-	-	0.25	-	-	21,428
38820	5011100	Vision Zero	-	-	-	-	-	248,000
11955	5011600	Denver Booster and Seatbelt Engagement	0.32	-	-	-	-	-
11955	5011600	Denver Teen Safe Streets	0.34	-	-	-	-	-
11605	5052400	SEP - NE Denver Recycling & Training	-	-	-	109,430	-	-
<b>Subtotal</b>			<b>11.61</b>	<b>8.16</b>	<b>7.85</b>	<b>24,384,343</b>	<b>32,975,955</b>	<b>51,972,354</b>
<b>Human Services</b>								
13601	5511010	Chafee Foster Care Independence Program	1.00	-	-	55,363	34,000	-
13501	5511010	Colorado Community Response	-	-	-	160,257	154,000	80,000
13001	5511010	Colorado Fatherhood Program	1.00	-	1.00	53,817	96,000	96,739



## Grants - Program Overview

Fund	Cost Center	Grant Program Name	2021 FTEs	2022 FTEs	2023 FTEs	2021 Actuals	2022 Estimated	2023 Estimated
13007	5511010	Community Services Block Grant	3.00	3.00	3.00	1,396,012	1,486,060	841,799
13601	5511010	Denver Parent Advocates Lending Support	-	-	-	55,810	32,800	-
13001	5511010	Denver Prevention Partnership for Family Success	-	-	-	5,165	-	-
13601	5511010	Denver Public School Homeless Education Network	-	-	-	1,417	-	-
13001	5511010	Denver's Front Door to Procedural Justice	-	0.50	1.50	118,342	120,813	127,495
13001	5511010	Health Care Policy & Finance COVID Locked-In	-	-	-	90,515	-	-
13601	5511010	Human Centered Design - Child Trends	-	-	-	7,658	-	-
13501	5511010	Local Innovation Fund	-	-	-	4,000	-	-
13001	5511010	Pathways to Success	-	-	-	13,091	34,075	6,667
13001	5511010	Promoting Safe and Stable Families	-	-	-	171,693	223,433	150,000
11011	5511010	State and Local Fiscal Recovery Funds	-	-	-	-	-	400,000
13001	5511010	Unaccompanied Refugee Minors	2.00	2.00	3.75	538,628	1,110,000	1,365,797
13501	5511010	Veterans Assistance Grant Program	-	-	-	17,583	44,952	18,750
<b>Subtotal</b>			<b>7.00</b>	<b>5.50</b>	<b>9.25</b>	<b>2,689,350</b>	<b>3,336,133</b>	<b>3,087,247</b>
<b>Denver Department of Public Health and Environment</b>								
14301	6501100	Cancer, Cardiovascular, and Pulmonary Disease Program	-	-	-	0	-	-
14601	6501100	Caring For Denver - Expanded Mobile Integrated Healthcare	-	-	-	76,920	390,731	390,731
14601	6501100	Caring for Denver - STAR	-	-	-	-	1,395,000	-
14001	6501100	CDPHE - Maternal and Child Health	-	-	0.80	138,500	610,000	676,464
14301	6501100	CDPHE - Maternal and Child Health	-	-	0.20	-	-	21,618
14301	6501100	Child Fatality Prevention	-	-	-	18,465	-	-
14301	6501100	Community Tobacco Initiatives	-	-	3.78	42,809	282,785	382,298
11009	6501100	Coronavirus Relief Fund	0.50	-	-	2,908,805	-	-
14601	6501100	Denver Health Foundation	-	-	-	7,603	-	-
14301	6501100	Emergency Preparedness & Response	-	-	-	154,981	-	-
14001	6501100	Essentials for Childhood	-	-	-	7,307	-	-

## Grants - Program Overview

Fund	Cost Center	Grant Program Name	2021 FTEs	2022 FTEs	2023 FTEs	2021 Actuals	2022 Estimated	2023 Estimated
14301	6501100	Essentials for Childhood	-	0.70	-	54,898	72,180	-
11009	6501100	FEMA Covid Response: Downtown & DHHA	-	-	-	1,332,798	300,004	-
14601	6501300	Food Matters - CO Beverage & Conf of Mayors	-	-	0.42	-	100,000	51,102
14601	6501100	Food Matters	0.08	-	-	30,175	-	-
14601	6501100	Food Systems Interventions	1.00	-	-	57,949	-	-
14601	6501100	Good Food Purchasing Program	-	-	-	50,001	-	-
14301	6501100	Harm Reduction	-	0.50	0.64	17,013	87,559	73,669
14601	6501100	Healthy Eating and Active Living	-	-	-	1,326	-	-
14001	6501100	Indoor Radon Grant	-	-	-	5,939	11,000	-
14301	6501100	Law Enforcement Assisted Diversion Pilot Program	-	-	0.50	699,611	571,492	613,853
14001	6501100	Lead Hazard Control & Healthy Homes	-	-	-	320,304	-	-
14301	6501100	Local Planning & Support	3.50	-	-	543,195	-	-
14001	6501100	Mental Health Awareness Training	0.75	-	-	106,478	67,300	67,300
14001	6501100	NACCHO	-	-	-	116,747	-	52,544
14301	6501100	Neighborhood Food Environments	1.00	2.00	1.00	736,808	439,900	451,051
14301	6501100	Overdose Data 2 Action	-	0.30	0.15	98,726	93,136	78,129
14601	6501100	Pets for Life Community Outreach Program	-	-	-	104	-	-
14601	6501100	PetSmart Charities - Access to Care	-	-	-	31,642	-	-
14002	6501100	Ryan White/HIV Emergency Relief	7.59	8.66	5.66	7,571,560	6,530,971	6,320,893
14001	6501100	SAMHSA DenverStrong	-	-	1.00	10,071	125,000	131,786
14301	6501100	SUN Co-Responder	-	-	0.50	387,922	360,000	363,056
14001	6501100	The Denver ReCAST SAMHSA Grant	-	-	1.45	7,831	1,000,000	1,008,261
11009	6502100	Coronavirus Relief Fund	-	-	-	211,833	-	-
14001	6502100	FoodNet	-	-	-	-	39,004	-
14301	6501100	Coroner Mini-Grant	0.90	-	-	-	-	-
14601	6503100	Adoption and Foster Program	-	-	-	15,227	8,773	-
14601	6503100	Animal Assistance	-	-	-	67,241	95,000	95,000
14601	6503100	Maddie's Fund	-	-	-	50,000	-	-
14601	6503100	Petco Love	-	-	-	10,000	-	-
14301	6505100	Child Fatality Prevention	-	-	-	11,462	25,200	-
14001	6505100	Overdose Data 2 Action	-	-	-	15,500	-	-
14001	6508100	ARPA - Local Planning	-	-	1.00	-	613,725	6,927

## Grants - Program Overview

Fund	Cost Center	Grant Program Name	2021 FTEs	2022 FTEs	2023 FTEs	2021 Actuals	2022 Estimated	2023 Estimated
14001	6508100	COVID ELC 2	20.00	21.00	27.20	3,411,229	1,564,948	437,595
14001	6508100	COVID-19 Health Disparities	-	7.00	4.28	267,918	2,089,274	900,593
14001	6508100	DENVER - Immunization Round #4	-	-	0.58	132	-	57,691
14301	6508100	Local Planning & Support	-	4.50	4.00	362,477	987,047	320,971
11011	6508100	State and Local Fiscal Recovery Funds	2.33	7.00	1.00	106,142	1,507,557	28,273,370
<b>Subtotal</b>			<b>37.6</b>	<b>51.66</b>	<b>54.16</b>	<b>20,065,647</b>	<b>19,367,586</b>	<b>40,774,902</b>
<b>Environmental Quality Division</b>								
14601	6504100	Air Quality Community Action Network	1.00	-	1.00	202,795	573,648	38,835
14001	6504100	ARPA - Local Planning	-	-	0.33	-	-	42,518
14301	6504100	Cities Readiness Initiative	0.13	1.12	0.62	95,682	35,000	92,535
14001	6504100	COVID ELC	-	-	-	2,917,432	-	-
14001	6504100	DENVER - Immunization Round #3	11.00	2.00	3.00	668,643	261,296	134,279
14301	6504100	DENVER - Immunization Round #3	-	-	-	4,189	-	-
14001	6504100	DENVER - Immunization Round #4	-	-	-	-	80,073	135,000
14601	6504100	Denver Neighborhood Climate and Health Vulnerability Project	-	-	-	991	-	-
14301	6504100	DHHA Immunization	-	-	-	290,283	-	-
14001	6504100	Emergency Preparedness & Response	-	3.88	3.88	646,477	404,802	410,964
14001	6504100	Swansea Site Air Quality Monitoring	-	-	-	25,868	35,000	35,000
<b>Subtotal</b>			<b>12.13</b>	<b>7.00</b>	<b>8.83</b>	<b>4,852,361</b>	<b>1,389,819</b>	<b>889,131</b>
<b>Parks and Recreation</b>								
15001	7011100	Bicycle Education	-	-	-	-	74,128	-
38740	7011100	Bicycle Track	-	-	-	-	300,000	-
15601	7011100	Buffalo Bill Museum	-	-	-	45	63,317	-
15601	7011100	Buffalo Bill Museum/SCFD Support	-	-	-	27,427	-	-
11009	7011100	Coronavirus Relief Funds	-	-	-	63,487	-	-
38730	7011100	Habitat Restoration	-	-	-	-	125,000	625,000
38720	7011100	Heron Pond Natural Area	-	-	-	24,911	267,528	386,509
38740	7011100	Heron Pond Natural Area	-	-	-	-	393,733	356,267
15301	7011100	Inspire Initiative	4.17	-	1.00	728,039	1,299,398	1,527,982
38730	7011100	Inspire Initiative	-	-	-	444,503	-	-
38720	7011100	Lily Lake Shoreline Restoration	-	-	-	39,500	500	-
15605	7011100	Lois Webster Fund, Lights Out Program	-	-	-	-	6,000	-

## Grants - Program Overview

Fund	Cost Center	Grant Program Name	2021 FTEs	2022 FTEs	2023 FTEs	2021 Actuals	2022 Estimated	2023 Estimated
15001	7011100	N Turkey Creek Community Protection Project	-	-	-	49,994	-	10,006
15301	7011100	Northeast Xeriscape Garden	-	-	-	-	461	461
15301	7011100	Noxious Weeds	-	-	-	42,000	-	-
15001	7011100	Oehlmann Park Fuels Mitigation	-	-	-	-	111,504	-
15301	7011100	Resilient Communities Youth Program	-	1.00	-	208,641	238,472	-
11011	7011100	State and Local Fiscal Recovery Funds	13.91	15.27	-	450,421	1,896,223	3,353,130
15001	7011100	Wildfire Protection - Bell & Dedisse Park	-	-	-	40,750	126,484	-
<b>Subtotal</b>			<b>18.08</b>	<b>16.27</b>	<b>1.00</b>	<b>2,119,718</b>	<b>4,902,748</b>	<b>6,259,355</b>
<b>Denver Public Library</b>								
15001	8110220	Building an Inclusive Organizational Culture in Libraries	-	1.00	1.00	8,547	102,777	100,563
11011	8110210	State and Local Fiscal Recovery Funds	16.44	-	-	322,365	680,000	680,000
11011	8111200	State and Local Fiscal Recovery Funds	-	4.00	4.00	-	300,000	300,988
15301	8111300	State Grants for Libraries	-	-	-	155,280	185,479	180,000
15001	8115300	Bridging the Gap: Apprenticeships for Underrepresented Populations	-	1.00	2.00	-	64,368	134,120
15001	8115300	Preserving Black Western Legacies	-	1.00	1.00	71,809	73,992	78,132
15609	8121600	Read Aloud	-	-	-	9,533	-	-
15301	8131100	State Grants for Libraries	-	-	-	45	-	-
15001	8140200	Building an Inclusive Organizational Culture in Libraries	-	-	-	6,560	-	-
11009	8150100	Coronavirus Relief Funds	-	-	-	24,996	-	-
<b>Subtotal</b>			<b>16.44</b>	<b>7.00</b>	<b>8.00</b>	<b>599,136</b>	<b>1,406,616</b>	<b>1,473,803</b>
<b>Totals</b>			<b>277.47</b>	<b>266.97</b>	<b>224.19</b>	<b>287,647,645</b>	<b>187,215,253</b>	<b>373,857,104</b>

## General Government Grants by Agency

### City Attorney

The After-Court Care program provides **Post-Adjudication Victim Outreach** through contact and support to victims of municipal crimes. This post-adjudication victim advocacy and support fills a gap in service for those victims whose cases are dismissed or plead out, who are not receiving support from a probation advocate, and/or who have not been connected to community-based services and who need continued support to reduce their trauma and recover from the impact of the crime. This program helps diminish the traumatic impact of the criminal justice system on victims, increases their satisfaction with the criminal justice system, and increases post-victimization stability. It is funded by a federal pass-through Justice Assistance Grant from the Colorado Division of Criminal Justice, Department of Public Safety.

The **Colorado Fentanyl Summit** grant provided funding for Colorado's first statewide summit on fentanyl investigation, prosecution, and post-death analysis. The Colorado Fentanyl Summit was held June 2-3, 2022, at the Denver Art Museum. The Summit attracted 270 attendees from across the state and featured over 35 speakers and panelists. Mayor Michael B. Hancock and Attorney General Phil Weiser co-hosted the event. The grant was provided by the Office of the Attorney General, Colorado Department of Law.

The **Crime Victim Services** grant provides funding for victim advocates. These staff contact victims prior to arraignment to assess risk, review the defendant's criminal history, discuss safety planning, connect victims with community resources, address immediate needs (e.g., grocery cards, bus passes), and empower the victim to have a voice in the criminal justice process. Victim advocates also stay in contact throughout the trial process, helping with restitution, victims' compensation, continued safety planning, and court accompaniment. This funding also provides training for advocacy staff and provides emergency hotel stays for victims who need safe lodging but cannot get into shelters. This program is funded by a federal pass-through the Victim of Crime Act (VOCA) grant from the Colorado Division of Criminal Justice, Department of Public Safety.

The Enhanced Multidisciplinary Team grant supports the **Denver Forensic Collaborative** for At-Risk Adults and is a collaboration between the City Attorney's Office, the District Attorneys' Offices, Denver Police Department, and Denver Adult Protective Services. The program funds the Senior Resource Navigator position who provides outreach and support to victims of elder abuse and exploitation, and works with the Denver Forensic Collaborative for At-Risk Adults. It also funds the services of forensic accountants, a geriatrician, and neuropsychologists to provide assessments and expert testimony in cases of elder abuse tried in District Court. The program is funded by a grant from the U.S. Department of Justice, Office of Victims of Crime.

The **Specialized Domestic Violence Prosecution** grant provides partial funding for the prosecutor's salary who works in Courtroom 2100 as part of the CAO's in-custody domestic violence arraignment team. This team contacts victims prior to arraignment to assess risk, reviews defendants' criminal histories, determines appropriate bond requests, discusses safety planning, connects victims to community resources, addresses immediate needs (e.g., grocery cards, bus passes), files motions for protection orders, and empowers victims to have a voice in the criminal justice process. This program is funded by a federal pass-through the Services, Training, Officers, and Prosecutors (STOP) Violence Against Women Act (VAWA) grant from the Colorado Division of Criminal Justice, Department of Public Safety.

## Community Planning and Development

The **Latino Historic Context** grant is a private award from the National Trust for Historic Preservation that assists in funding the development of a historical context for historic properties associated with Latino history within the City and County of Denver, from settlement until the 1990s. Its focus is on historical themes associated with political, social, and cultural institutions of Denver's Latino communities while also identifying individuals and organizations that played significant roles.

The **Nuestra Historias: Mexican American/Chicano/Latino Historic Context Study - History Colorado, the Colorado Historical Society** grant is a state award to assist in funding the Chicano/Latino Historic Context study. This includes public outreach and engagement, literature review and research, and the Historic Context report.

## Department of Finance

**The Coronavirus Relief Funds** are a one-time disbursement from the U.S. Department of Treasury allowing for the response to and the mitigation of the public health and public safety impacts of Covid-19. Eligible expenses must have been incurred between March 1, 2020 to December 30, 2021 and must not have been accounted for in the City's FY2020 budget. The funds were programmed for a variety of community needs, including grants to small businesses and nonprofits; assistance to residents struggling with past due mortgage, rent and utility bills; emergency food assistance; and expanding shelter capacity for at-risk individuals. Funding will also pay for citywide operational needs, including the installation of touchless fixtures in public buildings and for laptops enabling city employees to work remotely.

**FEMA Public Assistance COVID-19 Response Grant** funding reimburses the City and County of Denver, Denver International Airport, and Denver Health and Hospital Authority for expenses paid in response to the public health emergency during the term of the Presidential Disaster Declaration. As of mid-2022, eligible expenses include the costs of sheltering at-risk populations, personal protective equipment for city employees and their community partners, and Emergency Operations activities. Additional uses include community testing expenses and vaccine administration. Funding is a federal pass-through grant from the Colorado Office of Emergency Management and Homeland Security. Note that actual and estimated expenditures will be reflected in appropriate agencies, not in the Department of Finance. The Department of Finance will facilitate the reimbursement process.

**State and Local Fiscal Recovery Funds** are authorized from the American Rescue Plan Act (ARPA) of 2021. These one-time funds from the U.S. Department of Treasury are intended to help state and local jurisdictions manage the public health and economic impacts of the Covid-19 pandemic and to lay the groundwork for a strong and equitable recovery. Delivered in two, equal distributions – the first in July of 2021 and the second in July of 2022 – the funds will be programmed for a variety of needs prior to their expiration in December 2026. Initial disbursements center on the restoration of the City workforce through the hiring of vacant positions and the elimination of mandatory furlough days. These efforts will also incorporate funding to address workloads by replenishing agency budgets cut due to the City's revenue losses, in addition to the hire of specific positions to reduce backlogs and to provide administrative support for the grant program as a whole. Subsequent rounds will support programming to rebuild social and economic structures so all residents, particularly historically marginalized communities, have access to stability and prosperity. Specific funding uses will be determined collaboratively between the community and government.



### Human Rights and Community Partnerships

The **Cities for Action** grant supports a Cities for Action Regional Coordinator within Immigrant & Refugee Affairs to build membership, assess regional needs, and coordinate sharing of best practices. Funded by the Mayor’s Fund to Advance New York City, funding from this grant expired in 2021.

The **COVID-19 Related Survey Focused on Communities of Color** grant was a one-time award provided to survey Denver residents, focusing on communities of color and specific neighborhoods impacted by COVID-19 to understand opportunities to better integrate and support these communities, including addressing racial disparities that existed before the pandemic. Funded by the Partnership for a New American Economy Research Fund, funding from this grant expired in 2021.

The **DenverConnect** program serves as a “satellite senior center” utilizing a customized van. The program allows the Office on Aging to deliver needed services and support to older residents in their own neighborhoods. Funded through support from the Colorado Attorney General’s Office and the Denver Regional Council of Governments (DrCOG).

The **Financial Empowerment Center Expansion Grant** supports a Financial Coach within the Office of Financial Empowerment and Protection to expand services and implement the Financial Empowerment Center initiative, which includes free one-on-one counseling, integration with other services, and counselor training. Funded by a private grant from the Cities for Financial Empowerment Fund, Inc.

The **Immigration Policy Grant** fosters long-term integration and support of Denver’s immigrant and refugee residents. In addition, the funding helps increase civic engagement related to national policies impacting municipal practices as well as supports access to Denver’s immigration legal resources.

The **Language Access Grant** helped the Office of Immigrant and Refugee Affairs identify and catalog how different agencies and programs within the City of Denver are addressing language access. This work will ensure consistent development and implementation for a long term, sustainable approach to language access policy and practice across all city agencies. Funding from this grant expired in 2021.

The **MyCity Academy** program provides improved access to City resources for immigrants and refugees to increase their community engagement through new skills, behaviors and knowledge. Funded by a private grant from The Denver Foundation. The funding for this program is reflected under the DenverConnect program and will be broken-out as a separate grant program in future budget books.

The **Summer Youth Employment Program Planning** grant funded a range of technical assistance to integrate financial education and banking access into the 2021 Summer Youth Employment Program (SYEP). Funded by the Cities for Financial Empowerment Fund, Inc. Funding from this grant expired in 2021.

### Office of Children’s Affairs

A grant from the **Buell Foundation** supported early childhood education and education from ages zero to five.

The **Child and Adult Care Food Program (CACFP)** provides food during the school year. The food is served in areas where a significant percentage of students are eligible for free or reduced school meals. While this state program also funds adults in need, Denver’s program currently only provides meals for children. In addition to the Office of Children’s Affairs (OCA) Meals Program, all Denver Great Kids Head Start delegate agencies participate in CACFP to ensure nutritious meals and snacks are provided to Head Start children. Funded by a state grant from the Colorado Department of Public Health and Environment.



The **Denver Great Kids Head Start** program provides quality early childhood education and comprehensive services to more than 1,344 Early Head Start and Head Start children and their families residing in Denver. This program fosters healthy development in children living in low-income settings. Seven community-based delegate agencies provide a range of individualized services, including education and early childhood development; medical, dental and nutrition services; mental health and disabilities services; and family support services. Funded by a federal grant from the U.S. Department of Health and Human Services.

The **Out of School Time (OST)** grants support the Denver Afterschool Alliance. The Denver Afterschool Alliance aligns stakeholders to develop a sustainable citywide afterschool system to increase access to and participation in quality afterschool programs for all of Denver's youth to keep kids safe, inspire kids to learn, and prepare them for the future. Funding for these grants comes from multiple sources.

The **Wallace Foundation Social and Emotional Learning Initiative** grant program is a four-year program designed to strengthen social and emotional partnerships between schools and after-school programs. Funded by a private grant through the Wallace Foundation.

### Office of the Clerk and Recorder

The **Voting Dropbox Program** supported the placement of additional drop boxes to allow Denver voters a safe, secure, and convenient way to participate in municipal and state elections during the COVID-19 pandemic. Federal funds for the program were passed through the Colorado Department of State.

### Office of Climate Action, Sustainability and Resiliency

The **Clean Energy Loan Program (formerly the Denver Energy Challenge)** is funded by a federal grant passed through Boulder County known as the Energy Efficiency and Conservation Block Grant. Stimulus funds provided by the U.S. Department of Energy have focused on energy efficiency in residential and commercial buildings through programming, incentives, and loans.

The **Renewable Denver Community Solar program** is funded in part by a grant from the Colorado Department of Local Affairs. This grant funds construction of community solar projects hosted across public parking lots, rooftops, and vacant land parcels.

### Office of Human Resources

The **Advancing Breastfeeding in Colorado** grant supported lactation room improvements in municipal buildings and was funded through a state grant from the Colorado Department of Public Health. This grant concluded in 2020.

### Transportation and Infrastructure

The **16th Street Mall Reconstruction Grant** is funding improvements to make the 16th Street Mall a more equitable and sufficient space for high-quality public gathering opportunities, improve pedestrian and vehicle safety, and continue reliable two-way Free MallRide transit service while honoring the Mall's use and iconic design. Funded by the Colorado Department of Transportation.

The **47th and York CDOT TAP grant** funded the construction of a grade-separated pedestrian and bicycle bridge over existing Union Pacific Railroad tracks at 47th and York to improve pedestrian and bicyclist safety and reduce travel delay. Funded by a federal grant passed-through the Colorado Department of Transportation.

### **The Advanced Transportation and Congestion Management Technologies Deployment (ATCMTD)**

grant funds cutting-edge transportation technologies to reduce congestion and improve the safety of our transportation system. This four-year, \$12 million effort is structured as a \$6 million U.S. Department of Transportation grant with \$6 million matching funds from Denver's Capital Improvement Program. With this effort, Denver will be one of the leading cities on the forefront of connected vehicle and infrastructure technology, which will improve congestion, air quality, and safety for Denver residents and businesses.

The **Bluetooth Expansion** project aims to fill the gaps of cotrip.org's traveler information map on Denver arterial roadways by expanding existing Bluetooth deployments. Funded by the U.S. Department of Transportation, passed-through the Colorado Department of Transportation.

The **Broadway Station and I-25 Safety/Access** grant funds the construction of a new southbound Interstate 25 on-ramp from the Broadway/Ohio Intersection and through the reconstruction of the local street network in the vicinity of the interchange, which includes Broadway, Lincoln, Kentucky, and Ohio Avenues. Funded by the U.S. Department of Transportation and passed-through Colorado Department of Transportation.

The **Cancer, Cardiovascular Disease, and Pulmonary Disease Project** targets families in Denver's low-income neighborhoods that are disproportionately affected by resource-poor environments and negative health outcomes. The strategic framework aligns with the Chronic Disease State Plan with the Colorado Department of Public Health and Environment (CPDHE). Funded by a state grant from CDPHE.

A **CCTV Network Upgrade** grant will deploy closed-circuit television (CCTV) cameras with pan, tilt, and zoom functionality at 54 intersections throughout Denver. Funded by federal funds distributed through the Colorado Department of Transportation.

The **Charge Ahead Colorado** grant funds charging stations for electric vehicles. Funded by a federal passthrough grant through the Regional Air Quality Council.

The **Colorado Department of Agriculture Stimulus Funding Grant** is funding construction of the National Western Stock Show's improved campus. These funds will be used to reimburse the National Western Center for certain construction costs associated with the campus redevelopment. Funded by the Colorado Department of Agriculture.

The **Denver Booster and Seatbelt Engagement Program** engages Denver residents in the use of booster seats and seatbelts. Funded through the Colorado Department of Transportation.

The **Denver ITS CTC Visibility Project** funded implementation of the DRCOG Intelligent Traffic System Pool Project. Funded by the Denver Regional Council of Governments.

The **Denver Mobility Choice Networks Grant** will increase first and last mile access to major transit stops while also providing greater mobility choice beyond traditional transit service. Funded by the Colorado Department of Transportation.

The **Denver Passenger Amenity Program Grant** will implement various improvements to multiple bus stop types, with the priority neighborhoods of Globeville, Elyria, Swansea, and Montbello. Funded by the U.S. Department of Transportation and passed-through Colorado Department of Transportation.

The **Denver Passive Pedestrian Detection Grant** funds infrared cameras for passive pedestrian detection at 17 intersections in pedestrian-heavy areas around Dicks Sporting Goods Park, Ball Arena, schools, and midblock crossings. Funded by the Colorado Department of Transportation.

The **Denver Teen Safe Streets Program** funds collaborative efforts among community stakeholders to reduce the number of teen drivers involved in fatal crashes. Funded by a federal pass-through grant from the Colorado Department of Transportation.

The **Denver TIP Signal System Grant** supported the design of signal system infrastructures and the installation of system software and equipment, signal equipment, communication devices and communication media. Funded by a federal grant passed through the Colorado Department of Transportation.

The **Denver Traffic Signal System Improvement (TSSIP) Grant** program was established in 1989 to improve inter-jurisdictional traffic signal timing and coordination on arterial roadways and traffic signal system improvements. Denver receives an annual allocation to fund various project sites. Funded by federal grants passed through the Denver Regional Council of Governments (DRCOG).

The **DRCOG Bicycle Detection Grant** funds the deployment of bicycle detection at 26 intersections. Funded by federal grants passed through the Denver Regional Council of Governments.

**DRCOG TIP** is a federal funding program for the Transportation Improvement Program (TIP) to design and construct a variety of multimodal transportation improvements. Funded by the Denver Council of Regional Governments.

The **FASTER- CDOT Signals Grant** provides for traffic signal upgrades. Funded by the Denver Council of Regional Governments.

**Federal Blvd CDOT RAMP Grant** funding will be used to support the construction of Federal Boulevard from 6th Avenue to Howard. This appropriation leverages funding from the CDOT Responsible Acceleration of Maintenance and Partnerships (RAMP) funding.

The **Federal Blvd Speed & Reliability** project funds the planning and construction to improve transit speed, reliability, and safety for users along Federal Boulevard in the City and County of Denver. Funds provided by the Colorado Department of Transportation.

The **High Line Canal: Hampden & Havana** grant funds constructions of two multi-use underpasses: one under Hampden Avenue 1500 feet west of Colorado Blvd, and another one under Colorado Blvd 200 feet north of Hampden Ave. Funded by Arapahoe County and the U.S. Department of Transportation and passed-through the Colorado Department of Transportation.

The Federal **Highway Safety Improvement Program (HSIP)** funds the construction of nine new traffic signals at various locations. Funded by a federal grant passed through the Colorado Department of Transportation.

The **HLC Underpass** funds the Underpass Project of the High Line Canal beneath the right-of-way for Parker Road at Mississippi. This is a cooperative project with Arapahoe County and the Colorado Department of Transportation.

The **Home Investment Partnerships (HOME) Grant** helps create affordable housing for low-income households. DOTI is using funding from this grant for multimodal transportation improvements of the Federal Boulevard roadway from approximately 7th Avenue to Holden Place. Funded by the U.S. Department of Housing and Urban Development.

The **ITS Systems Project** funds implementation of the DRCOG Intelligent Traffic System Pool Project. Funded by the Denver Council of Regional Governments.

The **Martin Luther King Boulevard Extension** adds two additional lanes to Martin Luther King Jr. Blvd (MLK) from Havana Street/Lola Street, and a new 4-lane roadway from where MLK turns south into

## General Government Grants by Agency

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Moline Street to Fitzsimmons Parkway/Peoria Street. Funded by federal grants passed through the Denver Regional Council of Governments.

The **Multijurisdictional Monitoring and Management program** provides multi-agency regional level monitoring and management of traffic signal data along Sheridan, Wadsworth, and Federal Boulevards from US 285 to Interstate-70. Funded by the Colorado Department of Transportation.

The **NACTO Streets For Pandemic Response and Recovery** project transformed a series of roadways into community gathering spaces in the epicenter of historic Five Points and linked them together through a cohesive and safe pedestrian network. Funded by the National Association of City Transportation Officials (NACTO) and Bloomberg Philanthropies.

The **P2P Project (Platte to Park Hill)** is comprised of multiple projects. In 2016 and 2017, the Colorado Department of Transportation funded the acquisition of Right of Way for the Platte to Park Hill wastewater conveyance program and construction of the drainage culvert under Brighton Boulevard for the Globeville Landing Outfall project. The Platte to Park Hill program also consists of the following projects: 39th Avenue open channel, Park Hill Golf Course Improvements, and City Park Golf Course Improvements.

The **RAQC Alt Fuel Veh/Equip Program** improved the air quality in the City and County of Denver through the use of cleaner alternative fuels, specifically in this instance for Compressed Natural Gas. Solid Waste (trash trucks) vehicles travel extensively throughout the city daily, meaning the benefit will have lasting impacts on the area for years to come. Funded by a private grant through the Regional Air Quality Council.

The **RTD Bus Livability Grant** is funding the reorganization and rebuilding of the transit way lanes of the 16th Street Mall from Market Street to Broadway. Funding is from Federal Transit Capital Investment Grants.

The **RTD Free MetroRide Bus Feasibility Study and Implementation** is a grant intended to improve operations for the MetroRide bus service to Union Station along 18th Street and 19th Street. Funded by a grant from RTD.

The **RTD Sidewalks Grant** provides funding for construction for transit oriented development (TOD) improvements from Brighton Boulevard to York Avenue. Funded by a grant from RTD.

The **Safe Routes to School Program** provides infrastructure improvements to get more children walking and biking to and from school. The project includes intersection improvements around Smith Elementary and Cole Arts and Science Academy. Funded by a federal pass-through grant from the Colorado Department of Transportation.

The **Safety Hazard Elimination – Traffic Signal Upgrade Grant** supported new traffic poles, mast arms, controllers, UPS, ethernet switches, cabinets and bases, conduits, signal and pedestrian displays, and traffic signs and striping. Funding also allowed for upgrade of ADA ramps, sidewalks, medians, curbs, gutters, and travel lanes to meet federal standards. Funded by federal funds passed through by the Colorado Department of Transportation.

The **Safer Main Streets Grant** will fund the construction of medians and pedestrian bulb-outs at various locations to improve safety and multimodal transportation. Locations include Broadway, Federal Boulevard, and Colfax Avenue. Funded by federal funds passed through by the Colorado Department of Transportation.

The **SEP-Northeast Denver Recycling and Training Grant** provided funds to educate residents about property recycling and waste services. Funding was provided by the Colorado Department of Public Health.

The **Signal Performance System** program funds the implementation of technology and process improvements that enhances the capability of transportation operators to provide safe and reliable transportation operations throughout Denver. Funded by a federal pass-through grant from the Colorado Department of Transportation.

The **South Platte River Trail Improvements Grant** funds several projects that will provide an improved experience for all trail users, with wider concrete surfaces and adjacent crusher fine trails. Funding is provided by the Colorado Department of Transportation.

The **Surface Transportation Block Grant** will fund the Far Northeast Next Steps Study, an implementation plan for multimodal solutions in the City of Denver's Far Northeast area. Funded by the U.S. Department of Transportation and passed-through Colorado Department of Transportation.

The **TIP Program for Iowa Underpass** funds the reconstruction of sidewalk along Iowa Avenue from Bannock Street to Santa Fe Drive and the westside of Santa Fe Drive from Florida Avenue to Jewell Avenue. Funded by the U.S. Department of Transportation and passed-through Colorado Department of Transportation.

The **Traffic Signal Investments Grant** will fund the installation of a new High-Intensity Activated Crosswalk (HAWK) beacon at the intersection of South Federal Boulevard and Amherst Avenue. Funded by the US Department of Transportation and passed-through Colorado Department of Transportation.

The **Traffic Signal Technology Deployment Grant** will fund the installation of adaptive technology to the remaining signals along 56th Avenue between Quebec Street and Tower Road. The Adaptive technology will assist with changing traffic patterns that traditional signal timing cannot account for. Funded by the U.S. Department of Transportation and passed-through Colorado Department of Transportation.

A grant for **Variable Messaging Signs**, funded by a passthrough grant by the Colorado Department of Transportation, will be used to install Variable Message Signs to relay information to motorists leaving downtown and approaching I-25.

The **Vision Zero Grant** will fund Denver's Vision Zero Safety Awareness Campaign, with a focus on speed management. The emphasis areas include motorcycles, bicycles, and pedestrian safety. Funded by the US Department of Transportation and passed-through Colorado Department of Transportation.

**Note:** Some grant programs in the Department of Transportation and Infrastructure are funded from multiple funds. Hence, in the grant table, a grant may appear twice, when it is merely funded from two or more different funds.

## Office of Social Equity and Innovation

The **Social Equity & Data** grant provides support to the Mayor's Office of Social Equity and Innovation (OSEI) to accelerate efforts that address racial disparities and systemic racism by providing learning and development, research/evaluation and technical coaching support to 28 city agencies and 13,000 city employees. It is funded by a private grant from Wend II Inc. This grant ends in 2022.



# Safety Grants by Agency

## County Court

**Drunk Driver Intervention** Pursuant to HB 06-1171, the Court Probation Division uses these funds to authorize payment assistance for individuals on probation supervision, Level II Education and Therapy, and required interventions for justice-involved individuals who cannot afford court ordered treatment and monitoring. Funded by a grant from the Alcohol and Drug Abuse Division in the State of Colorado Department of Human Services.

The **Forensic Peer Navigator** grant provides funds for Peer Navigators. Peer Navigators are court employees with lived experience who help criminal justice-involved individuals understand system processes and how to effectively navigate systems to obtain needed services and access resources. Funded by the Caring for Denver Foundation.

## District Attorney

The **Adult Diversion Program** provides intensive supervision and counseling to adult, non-violent felony offenders from ages 18 to 26. The program includes culturally competent services that repair harm caused to crime victims and the community, increases social competency skills of clients, and reduces the likelihood of further involvement in the criminal justice and court systems. The funds are provided by the Office of the State Court Administrator, the State of Colorado's Judicial Branch, and Caring for Denver.

The **American Rescue Plan Act (ARPA) State and Local Fiscal Recovery Funds (SLFRF) grant** helps fund the District Attorney's Victim Assistance and Law Enforcement (VALE) program. The VALE program was established by a state law and provides programming as well as services for crime victims and assistance to law enforcement.

The **Denver DA Coronavirus Emergency Supplemental Funding (CESF) Project** supports two Victim Advocate (VA) positions to help navigate the criminal justice system more successfully and assist with giving victims a voice in the process. The VAs assist victims' understanding of different courts and processes and make sure the victim has the most complete and timely information for each case. Funding is also provided to purchase PPE and cleaning materials to protect staff and the citizens they serve. Funding is provided by the Colorado Department of Public Safety, Division of Criminal Justice.

The **DA Family Violence Victim Unit (FVU) Advocate Program** provides funding for a Victim Advocate position to provide services to victims of children domestic violence and sexual assaults for cases filed in Denver District Court. Funded by a federal Victims of Crime Act pass-through grant from the State of Colorado Division of Criminal Justice.

The **DA Victim Compensation Program (CVC)** is a victim service program of the Denver District Attorney's Office that is governed by Colorado law. CVC can provide financial assistance to victims of certain crimes for specified services. The program receives funding through surcharges from criminal convictions. In addition, the program is funded by a Federal pass-through grant to the Crime Victim Compensation program in the 2nd judicial district.

The **Innovative Prosecution Solutions (IPS) Program** is to provide state, local, and tribal prosecutors with funding to secure resources that will help reduce crime and increase public safety. The program encourages prosecutors and agencies to use data in the development of their strategies and projects and to develop effective, economical, and innovative responses to crime within their jurisdictions.

The **Integrated Intervention Program** provides enhanced collaboration and system response to domestic violence and sexual assault cases prosecuted by the Denver District Attorney’s office. Funded by a federal Violence Against Women Act pass-through grant from the Colorado Division of Criminal Justice.

The **Denver DA’s Office Juvenile Diversion Program** provides culturally competent services that repair the harm caused by crime to victims and the community, increases social competency skills of offenders, and reduces the likelihood of further involvement in the court system. This program addresses the barriers which prevent juvenile clients from building and maintaining positive, pro-social attitudes and behaviors through a multi-faceted, informational, counseling, and skill development approach. Services include substance abuse treatment, behavior-based interventions (positive social activities, positive family, and peer relationships), and home-based case management. The grant also funds contractual and training costs. Funded by a State of Colorado, Marijuana Tax Fund grant.

The purpose of the **Restorative Justice Initiative** is to create an innovative collaboration between prosecutors and criminal defense attorneys to promote and support restorative justice within Colorado’s criminal justice legal community and educate about best practices. Funded by an intergovernmental agreement from the Office of the State Court Administrator.

The **Rose Aodom Center Family Justice Center Project** provides funds to expand partnerships to coordinate community response to domestic violence, improve outcomes for victims, increase offender containment and accountability, and increase access to and utilization of the criminal justice system and community-based services for victims of domestic violence. This grant provides partial funding for a domestic violence special prosecutor and a collaborative domestic violence response team victim advocate housed at the Rose Aodom Center. Funded by a federal grant from the U.S. Department of Justice.

The **Services for Human Trafficking Victims** grant program supports the development and enhancement of multidisciplinary human trafficking task forces that implement collaborative approaches to combat all forms of human trafficking within the United States. Funding helps implement victim-centered approaches to identifying victims, addressing victims needs through a comprehensive array of quality services, and engaging in proactive investigations and prosecutions of trafficking cases at local, state, and federal levels. Funded by a federal grant from the U.S. Department of Justice.



### Fire Administration

The **Assistance to Firefighters Program** grant is being used to procure essential breathing safety equipment for firefighters. Funds are provided through the U.S. Department of Homeland Security - Federal Emergency Management Agency (FEMA).

The **Colorado Firefighter Safety Disease Prevention Program** grant is being used to purchase equipment designed to increase firefighter breathing safety and prevent occupation-related diseases. Funds are provided by the Colorado Department of Public Safety, Division of Fire Prevention and Control.

The **Paramedic Training Program** grant was used to provide training to first responders for mental health/substance abuse awareness. Funds were provided through the Caring for Denver Foundation, funding for this grant ended in 2021.

### Office of Emergency Management and Homeland Security

The **Denver Hazard Mitigation Plan Update** grant is used to fund the development and update of the City's Hazard Mitigation Plan. The City is required by FEMA to update its Hazard Mitigation Plan every five years to ensure it keeps up with the ever-changing threat and hazard environment due to climate change and increasing threat of domestic violent extremism and cyber-attacks. This grant is funded by the Federal Emergency Management Agency FEMA and passed through the Colorado Division of Homeland Security and Emergency Management.

The **Emergency Management Performance Grant (EMPG)** program reimburses the Office of Emergency Management (OEM) for eligible operational costs related to administration, emergency planning, training, exercises, hazard mitigation, disaster response and recovery, as well as for the procurement of equipment and services up to a pre-identified level. EMPG is funded by a FEMA grant passed through the Colorado Division of Homeland Security and Emergency Management.

The **FEMA Flood Projects** were funded by the Presidential Disaster Grant through the U.S. Department of Homeland Security and passed through the Colorado Division of Homeland Security and Emergency Management. Grants were used for Colorado flooding, severe storms, and landslides that occurred in May and June of 2015. This grant reimburses the grantee for 75 percent of the federal share of the eligible FEMA Public Assistance program expenditures incurred in response to the recovery from the disaster. The City received FEMA reimbursement for costs previously incurred.

The **Securing the Cities (STC)** grant is used to reduce the risk to life, safety, and critical infrastructure of a successful deployment of a weapon of mass destruction within and the movement of associated radiological and nuclear materials into the Denver metropolitan area. The grant is awarded directly to the OEM from the U.S. Department of Homeland Security.

The **Urban Area Security Initiative (UASI)** program grant is awarded to Denver as a high-threat, high-density urban area. Funding from this grant is used to build and deliver the regional capabilities necessary to prevent, protect against, mitigate, respond to, and recover from acts of terrorism. Denver OEM manages the UASI funding on behalf of the City and County of Denver and the Denver metro area. The UASI grant program is funded by FEMA and passed through the Colorado Division of Homeland Security and Emergency Management.

### Office of the Municipal Public Defender

**Denver's Front Door to Procedural Justice** is a partnership between Denver Human Services (DHS) and the Office of Municipal Public Defender to support a case worker and peer-navigators to support Eligible

But Not Enrolled (EBNE) clients. The grant is a Department of Justice federal pass-through grant funded by the Colorado Division of Criminal Justice (DCJ).

The **Defense Counsel First Appearance Grant** provides reimbursement to local governments for costs associated with the provision of legal counsel to defendants at their first appearance in municipal courts. Funded by a state grant from the Colorado Department of Local Affairs.

## Police

The Caring for Denver Foundation has provided funding to expand the **Co-Responder Program** that pairs licensed mental health clinicians with police officers and focuses on responding to calls for service involving individuals with suspected or known mental health needs. Funding has also been provided for a Case Manager Hub with outreach case coordinators in each police district and with our Specialized Operations Response Team (SORT) to provide ongoing supportive care and services for our community. These are voluntary services meant to increase long-term success for some of our most vulnerable populations.

The **CDOT Distracted Driving Enforcement Grant** supports dedicated enforcement of distracted driving violations. This grant was funded by a federal passthrough grant from the Colorado Department of Transportation and ended in 2021.

The **CDOT Pedestrian Safety Program** focuses on the prevention of pedestrian/automobile collisions. The grant enables the Police Department to proactively conduct outreach to the public through educational enforcement, community meetings, and printing of educational flyers to reduce the number of pedestrian/auto collisions. Funded by a federal passthrough grant from the Colorado Department of Transportation.

The **Click it or Ticket Program** enables local law enforcement operations to focus enforcement on driver seat belt use concurrent with statewide “Click it or Ticket” awareness campaigns. Grants fund both nighttime and daytime enforcement. Funded by a federal passthrough grant from the Colorado Department of Transportation.

The **Community-Based Crime Reduction (CBCR) Program** enhances the capacity of local and tribal communities to effectively reduce violent crime in distressed neighborhoods through collaborative approaches. Funded by a federal grant from the U.S. Department of Justice.

The **Coronavirus Emergency Supplemental Funding (CESF)** Program from the Bureau of Justice Assistance provides funding to assist eligible states, local units of government, and tribes in preventing, preparing for, and responding to the coronavirus.

The **Paul Coverdell State Forensic Science Improvement Grant** supports investments to improve the quality and timeliness of laboratory forensic services. State grant funds support scientist training, annual laboratory accreditation costs, and the retention of administrative staff for the Denver Police Department Crime Laboratory. Funded by a federal pass-through grant allocated by the Colorado Division of Criminal Justice.

The **DNA Capacity Enhancement and Backlog Reduction Grants** support forensic staff, supplies, equipment, and analyst training to reduce the backlog of cases that await DNA analysis in the Denver Police Department Crime Laboratory. Funded by a federal grant from the U.S. Department of Justice, National Institute of Justice.

The **Forensic DNA Laboratory Efficiency Improvement and Capacity Enhancement (EICE) Program** has three objectives: (1) enhancing the capacity and increasing the efficiency of crime laboratories to process, record, screen, and analyze DNA and other forensic evidence, (2) decreasing the turnaround

## Safety Grants by Agency

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time to process and analyze DNA evidence, and (3) ensuring continued support for enhancing the quality of DNA analysis results. Funded by a federal grant from the National Institute of Justice.

The **Gray and Black-Market Marijuana Enforcement** Grant Program from the Colorado Department of Local Affairs provides financial assistance to local law enforcement and district attorneys for the investigation and prosecution of unlicensed marijuana cultivation or distribution operations.

The **Harm Reduction Grant Program** provides funds to provide harm reduction outreach and services to people who inject drugs as well as to provide important education and outreach to law enforcement officers who encounter these individuals. This grant is a partnership between the Denver Police Department, The Harm Reduction Action Center, and the Denver Department of Public Health and Environment. Funding provided by the State of Colorado Department of Public Health and Environment.

The **High Intensity Drug Trafficking Area (H.I.D.T.A.) Grants** provide funding to expand the collaborative enforcement of drug offenses in the area through increased information sharing. The HIDTA effort improves cooperation with the North Metro Task Force as well as other federal and local agencies in narcotics enforcement. Funded by a federal grant from the Office of the President-Office of National Drug Control Policy.

The **Justice Assistance Grant (JAG)** supports the City's most critical projects in law enforcement and prosecution. These revenues are awarded annually to Denver via a federal formula grant from the United States Department of Justice, Bureau of Justice Assistance. They support projects in both the Police Department and the District Attorney's Office, including District Attorney FTE paid from this grant program. Initiatives funded by annual JAG formula grants include the Victim Services Network of the Denver District Attorney's Office, and Denver's ShotSpotter expansion program.

The **Law Enforcement Assistance Grant Program** provides funding to support the enforcement efforts focusing on illegal narcotics distribution and related crimes to ultimately reduce the violence in the East Colfax corridor of Denver. Funds are provided by the Colorado Division of Criminal Justice.

The **Prosecuting and Solving Cold Cases Grant** uses DNA and Other Forensic Technologies Program to 1) prosecute violent crime cold cases and 2) decrease the number of violent crime cold cases awaiting prosecution. Through this program, NIJ will provide grant funding to support the prosecution of violent crime cold cases, where DNA has been used to identify a suspect.

The **Support Team Assisted Response (STAR) Pilot Program Grant** is a community-based response program that serves complementary goals with a current DPD co-responder program to include responses to mental health crises, welfare checks, low-level medical calls, and parties experiencing homelessness who may need resources or information on available resources. Funding is from the Caring for Denver Foundation and was made available from a ballot measure passed by Denver voters in 2018.

## Safety Programs and Management

The **Community Corrections Program** administers services for residential programs at halfway houses and administers substance abuse treatment for diversion and transitional placements in the community. The level of funding is determined by billings for services provided and annual state appropriations. Funding is provided by a revenue contract from the Colorado Department of Public Safety, Division of Criminal Justice, and the Colorado Department of Corrections.

The **Youth Detention Continuum** program implements the Juvenile Services Plan under the direction of the Second Judicial District Juvenile Services Planning Committee with goals of reducing placement

or length of stay of delinquent youths in state-funded detention centers, and/or prevent commitment to the Division of Youth Corrections. Funded through the Colorado Department of Human Services.

## Sheriff

The **Caring for Denver Alternative to Jails Program** supports case management services at the jails in Denver to support the full implementation of the **Transition from Jail to Community**; a data-driven industry standard to increase public safety, decrease recidivism, and care for people in the criminal justice system.

The **Coronavirus Emergency Supplemental Funding (CESF) Program** supports both state and local governments/agencies via a broad range of criminal justice and law enforcement activities to prevent, prepare, and respond to the coronavirus. This project consists of three categories that will help prevent contracting and the spreading of COVID-19 within our inmate population; transitional housing for released inmates, taxi vouchers with the goal to transport inmates safely to hotels, and eight kiosk machines with the goal to decrease the risk of exposure to COVID 19 through providing a free platform for professional visits for pretrial services for the inmates and their attorneys.

The **Correctional Treatment Board (CTB) Release Assistance on Demand** program provides connections for individuals with substance use who are being released outside of normal City business hours. These include, but are not limited to, referrals from Pretrial Services, probation, parole, and Community Corrections. This program is funded by the Colorado Judicial Branch.

The **Edward Byrne Memorial Justice Assistance Grant Program** is a partnership between the Denver Sheriff Department and the Colorado Division of Criminal Justice, which is administered by the State of Colorado Department of Public Safety. The grant allows for the hiring of an individual to administer an improved assessment process of incarcerated individuals at the Downtown Detention Center and improved transition planning and interventions to reduce the likelihood of recidivism.

The **Offender Re-Entry Video Program** provides a warmer hand-off from jail to community partners which support Denver's clients upon release. The program consists of 40 videos on topics of re-entry, community support, housing information, health care, employment, family needs, education resources, re-entry organizations, human services, financial literacy, and civic engagement.

## Community Development and Economic Opportunity Grants by Agency

### Denver Economic Development and Opportunity

The **Apprenticeship State Expansion Grant** provides resources to expand Registered Apprenticeship (RA) opportunities for adults by emphasizing work-based training that meets the needs of existing and emerging Colorado industries. The grant also supports outreach to under-represented populations including out-of-school and opportunity youth, low-income adults, individuals with disabilities, minorities, and women. In addition, the program recruits businesses and industry intermediaries to participate in building both the local sector partnerships and the statewide network of Registered Apprenticeships. Funding is a federal passthrough grant from the Colorado Department of Labor and Employment.

The **Apprenticeship USA for Work Based Learning Grant** provides funds to support the expansion of apprenticeships in Colorado and supports staff costs to develop all types of work-based learning opportunities, particularly those benefiting dislocated workers. Funding is a federal grant passed through the Colorado Department of Labor and Employment.

The **CareerWise Apprenticeship Program**, funded by CareerWise Colorado, facilitates multi-year youth apprenticeships designed by DEDO Neighborhood team and offered in partnership with City agencies/ Departments, schools, taking students out of the classroom and putting them in the workplace in meaningful, paid positions while earning high school and college credit.

The **CO Upskilling Grant** funding is Investments for Reskilling, Upskilling, and Next-Skilling Workers Program as funded by the American Rescue Plan Act of 2021. The Investments is an Initiative of the Colorado Workforce Development Council. These funds will be used to contract with local community-based organizations who provide services to individuals who have been disproportionately affected by the pandemic.

**Community Development Block Grant (CDBG)** provides resources for decent, safe, and sanitary housing; suitable living environments; and expanded economic opportunities for individuals and families. CDBG stimulates the economy through measures that modernize the nation's infrastructure, improve energy efficiency, and expand educational opportunities and access to health care. Funded by a federal grant from the U.S. Department of Housing and Urban Development and return on economic investment opportunities.

The **Disabled Veterans Outreach Program (DVOP)** provides outreach to disabled veterans, identifying those with the most significant barriers to employment, and providing intensive, client-centered, mediated services to assist veterans in becoming employed. Funded by federal pass-through grant funds from the Colorado Department of Labor and Employment.

The **Employment Support Fund** provides labor market exchange services to employers and job seekers. Funded by a grant from the Colorado Department of Labor and Employment.

The **Enterprise Zone Program** manages the nonprofit portion of Enterprise Zone activity and markets the Enterprise Zone program. Enterprise Zones are targeted areas, whose boundaries are determined by the State, that are eligible to receive economic incentives based on factors including poverty and unemployment rates in those areas. Revenue to this fund comes from a percentage fee assessed to nonprofit organizations that are certified as Enterprise Zone projects in the City and County of Denver, as well as State or private contributions.

The **Governor's Summer Job Hunt Program** provides job placement assistance to youth during the summer. Funded by federal pass-through grant funds from the Colorado Department of Labor and Employment.

The **DWD H-1B One Workforce Grant** is a targeted industry sector initiative that will build the information technology (IT) and advanced manufacturing (AM) sectors through an industry- and employer-driven approach that develops an education and training career pathway, leading to employment of long-term unemployed and incumbent workers in middle-to high-skilled jobs in IT and advanced manufacturing. Funded by a federal direct grant from the U.S. Department of Labor.

The **Income Sharing Agreement with San Diego Workforce Partnership** is targeted grant funding to serve Workforce Innovation and Opportunity Act (WIOA) enrolled participants. This is a pilot program setup through the Colorado Workforce Development Council (CDWC) that is designed to be used as a demonstration on how WIOA funding can be used as support of an Income Sharing Agreement (ISA) structure for the Department of Labor. CWDC is using The City and County of Denver as a local workforce area to participate in the research and stakeholder engagement process to prepare and present a proposal for the ISA pilot to the Department of Labor.

The **Lives Empowered Initiative** supports the Colorado retail industry in its efforts to increase employer engagement, incumbent worker training, and technical support and resources for newly developed retail sector partnerships across the State of Colorado. Funded by a private pass-through grant from the Colorado Department of Labor and Employment.

The **Local Veterans Employment Representative (LVER)** Program provides funding for employment services for all veterans and other eligible applicants. These services include registration, counseling and referral to supportive services, job development and labor market information, resume development, case management, job search assistance, and referral to training. Funded by a federal pass-through grant from the Colorado Department of Labor and Employment.

The **Pathway Home Grant** is a pilot program to provide eligible, incarcerated individuals in state correctional facilities or local jails with workforce services prior to release, and to continue services after release by transitioning the participants into reentry programs in the communities to which they will return. Projects are job-driven and build connections to local employers that will transition justice involving individuals to secure employment. These projects ensure that transitioning offenders are prepared to meet the needs of their local labor markets with the skills valued by employers. The focus of the pilot programs is to ensure continuity of case work services from pre-release through employment.

The **Reemployment Services and Eligibility Assessment (RESEA)** funding is provided to orient participants to workforce services, quickly reemploy participants through early intervention strategies, and reduce the average duration that participants receive unemployment insurance benefits. Funding is from the U.S. Department of Labor.

The **Regional Planning Grant** is from the Colorado Department of Labor and Employment in partnership with Arapahoe Douglas Work. The grant provides cross regional workforce center technical assistance and training for businesses and job seekers including convening cross regional hiring and training events, measuring overall impact of cross regional and regional activities, purchasing tools/platforms for supporting cross regional activities, producing reports summarizing the impact of these activities, providing technical assistance to WIOA participants and businesses across the local workforce areas, facilitating planning meetings and activities with WIOA partners across the local workforce area, and leading project specific regional activities.



## Community Development and Economic Opportunity Grants by Agency

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The **Sector Partnership Technical Assistance Grant** provides support for the growth and sustainability of the Colorado Sector Partnership Model. Funding is from a federal grant passed through the Colorado Department of Labor and Employment.

The **Small Business Relief (SBR) Grant** provides financial assistance to Denver's small businesses experiencing economic impacts resulting from COVID-19. Funding is a state grant from the Colorado Department of Local Affairs.

The **Temporary Assistance for Needy Families (TANF)** program reflects the delegation by Denver Human Services to DEDO of performance of workforce development services and work support programs associated with the Colorado Works Program for Job Readiness Level I Participants in Denver County.

The **Trade Adjustment Assistance (TAA) Case Management Program** supports case management of Trade Adjustment Assistance customers. The TAA program is a federal entitlement program that assists persons who have lost employment due to foreign trade. Funded by federal pass-through grant funds from the Colorado Department of Labor and Employment.

The **Veterans Assistance Grant Program** is a pilot program enacted by Colorado House Bill 16-1267. The program provides veterans, veterans' spouses, and other eligible participants with skills training, internships, work placements, mentorship opportunities, career and professional counseling, and support services. Funded by the State of Colorado Department of Labor and Employment.

**Wagner-Peyser** is a year-round program for unemployed workers, which provides basic work registration and labor exchange services. This federally funded program includes unemployment insurance claimant services. Funded by federal pass-through funds grant from the Colorado Department of Labor and Employment.

The **Workforce Investment and Opportunities Act (WIOA) Adult** Program reinforces the partnerships and strategies necessary for one-stops to provide job seekers and workers with the high-quality career services, education and training, and supportive services they need to get good jobs and stay employed. The program also helps businesses find skilled workers and access other supports, including education and training for their current employees. Funded by federal pass-through grant funds from the Colorado Department of Labor and Employment.

The **WIOA Dislocated Workers** Program reinforces the partnerships and strategies necessary for one-stops to provide dislocated workers with the high-quality career services, education and training, and supportive services they need to get good jobs and stay employed, and to help businesses find skilled workers and access other supports, including education and training for their current employees. Funded by federal pass-through grant funds from the Colorado Department of Labor and Employment.

The **WIOA Work Based Learning** Initiative provides Wagner-Peyser and 25 percent Enhanced Dislocated Worked formula funds to increase the use of work-based learning strategies as a foundational part of WIOA service delivery. Funded by a federal pass-through grant from the Colorado Department of Labor and Employment.

The **WIOA Workforce Performance Incentive** Grant funds are used to carry out employment and training and workforce development activities in the local area. Performance Incentive funds are used for any activities allowed under WIOA in support of the local area's one-stop services. The grant is funded through the Colorado Department of Labor Employment.

The **WIOA Youth** Program provides youth and young adults with career exploration and guidance, continued support for educational attainment, and opportunities for skills training in in-demand industries and occupations to culminate in a good job along a career pathway or enrollment in



post-secondary education. Funded by federal pass-through grant funds from the Colorado Department of Labor and Employment.

The **Workforce Innovation Grant** was created for the purpose of promoting innovation in order to improve outcomes for learners and workers, including underserved populations, by promoting partnerships and helping prepare Coloradans for well-paying, quality jobs. Within the categories of eligible uses, recipients have broad flexibility to decide how to best use this funding to meet the needs of their communities, provided those uses are allowable and allocable per all federal and state September Draft Community Development and Economic Opportunity Grants by Agency laws and guidelines that have oversight of these funds. The aim of this grant is to allow Workforce Development Boards to award grants to eligible applicants through a competitive process; for new program development; to expand access to existing programs; for outreach and engagement, especially to marginalized or disproportionately impacted populations; and for career coaching and navigation for individuals. Funding is a federal grant passed through the Colorado Department of Labor and Employment.

### Department of Housing Stability

The **ARPA Neighborhood Stabilization** grant provides emergency assistance to stabilize communities with high rates of abandoned and foreclosed homes, and assists households whose annual incomes are up to 120 percent of the area median income. This is a federal grant from the U.S. Department of Housing and Urban Development and is an award through the State of Colorado.

**Continuum of Care (CoC) Anchor Project** provides housing assistance for chronically mentally ill people. Funded by a federal U.S. Department of Housing and Urban Development grant. Previously, this grant was managed within Denver Human Services.

**CoC, Back Home Support (Rapid Re-Housing)** grant provides rental assistance and support services for homeless families and individuals. Funded by a federal U.S. Department of Housing and Urban Development grant. Previously, this grant was called Rapid Rehousing and was managed within Denver Human Services.

**CoC, Bedrock** (consolidated Lowry and Veterans) grant provides rental assistance for chronically homeless women with mental illness and veterans with special needs. Funded by a federal U.S. Department of Housing and Urban Development grant. Previously, this grant was managed within Denver Human Services, hence the lack of FTE and expenditure data in 2021 reflected in the HOST portion of the grants table for those years.

**CoC, Spectrum** (consolidated Criminal Justice, Seniors, STAR and Rowan) grant assists chronically homeless women, seniors, and youth with mental illness, substance abuse, and other behavioral health issues. Funded by a federal U.S. Department of Housing and Urban Development grant. Previously, this grant was managed within Denver Human Services.

**Community Development Block Grant (CDBG) Administration** funds the management and coordination of CDBG and other federally funded programs. Federal regulations allow CDBG money to fund positions that are assigned to communities that have populations with median incomes below 80 percent of the median income for Denver. Funded by a federal grant from the U.S. Department of Housing and Urban Development. Starting in 2022, this grant program is managed by the Department of Housing Stability. Previously, this grant was managed within Denver Economic Development and Opportunity.

**Community Development Block Grant (CDBG) Program** provides resources for decent, safe, and sanitary housing; suitable living environments; and expanded economic opportunities for individuals and families. CDBG stimulates the economy through measures that modernize the

## Community Development and Economic Opportunity Grants by Agency

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nation's infrastructure, improve energy efficiency, and expand educational opportunities and access to health care. Funded by a federal grant from the U.S. Department of Housing and Urban Development and return on economic investment opportunities.

The **Edward Byrne Memorial Justice Assistance Grant Program** supports the implementation of sustainable programs and resources that prevent, reduce, or address crime. In addition, the program addresses recidivism and improves outcomes for those affected by crime, using innovative, multidisciplinary, evidence-based best practices. Funding comes from a joint partnership between the federal Bureau of Justice Assistance and the Colorado Division of Criminal Justice.

The **Emergency Rental Assistance Program (ERAP)** through the US Department of Treasury provides State and local entities funding to provide rental assistance to help renters stay housed during the pandemic. This program makes funding available to assist households that are unable to pay rent or utilities.

**Emergency Solutions (formerly Shelter) Grant** supplements funding to various homeless shelters and homeless service providers. Funded by a federal grant from the U.S. Department of Housing and Urban Development. Previously, this grant was managed within Denver Human Services.

The **FEMA Covid Response** grant provides funding for sheltering, emergency operations centers, personal protective equipment, and Denver Health and Hospital Authority related expenses. Funding comes from the U.S. Department of Homeland Security Federal Emergency Management Agency.

The **Home Investment Partnerships (HOME) Administration and Program** components rehabilitate single family and multi-family residences, both owner-occupied and rental housing; acquire and rehabilitate vacant and boarded-up buildings; develop housing for populations with special needs; and provide tenant rental assistance. These activities are designed to implement specific strategies outlined in Denver's approved comprehensive Housing Affordability Strategy, with emphasis on preservation of existing affordable housing stock through rehabilitation. Funded by a federal grant from the U.S. Department of Housing and Urban Development and return on housing investment opportunities.

The **Homeless Shelter Utility Support** grant program is a private grant from British Petroleum to support gas and other utility needs at homeless shelters. This grant program transferred from Denver Human Services to the Department of Housing Stability in 2022.

The **Housing Opportunities for Persons with AIDS (HOPWA) Program & Administration** provides loans to offer housing assistance and support services for persons with AIDS or related diseases and their families. Funds are used for rental assistance and grants for the development of housing for individuals with HIV. Funded by a federal grant from the U.S. Department of Housing and Urban Development.

The **Anschutz Foundation Grant** provides support to housing and homeless services fund, bridge housing, and shelter for persons experiencing homelessness.

The **Colorado Health Foundation Grant** is a \$1.5M grant over a 36-month period to assist the Department of Housing Stability in providing more affordable housing and better services for those experiencing homelessness in Denver. These dollars are focused on expanding housing vouchers and day shelter services.

The **Kaiser Permanente National Community Benefit Fund** is a two-year grant agreement with Kaiser Permanente National Community Benefit Fund of the East Bay Community Foundation to support HOST's COVID-19 suppression efforts, housing vouchers, and day shelter services programs, citywide. This grant ends in 2022.

## Health Grants by Agency

### Public Health and Environment

The **Adoption and Foster Program** is funded by several private grants and encourages animal adoption and foster from the Denver Animal Shelter. Activities include enhanced behavior programs and training adoption counselors.

The **Air Quality Community Action Network Grant** provides funding as part of The Bloomberg Philanthropies Mayors' Challenge that promotes the use of cutting-edge air pollution sensor technology to create a citywide air quality monitoring program at public school buildings, resulting in better informed policy decisions using environmental, health, and economic data. Funded by a private grant from Bloomberg Philanthropies.

The **Animal Assistance Foundation** grant is used to fund an FTE Outreach Case Coordinator to manage a pilot program that focuses on expanding our Engagement services to older adults and individuals with disabilities.

The **Caring for Denver Expanded Mobile Integrated Behavioral Health Care** grant supports the STAR program, a mobile behavioral health team to travel to underserved areas of Denver to provide mental health and substance use treatment, peer support, and other supportive services to people who use substances or experience mental health conditions. This grant from the Caring for Denver Foundation expands overdose education and naloxone distribution through peer-to-peer social networks.

The **Child Fatality Prevention Program** aimed to reduce the number of child deaths in Colorado due to unintentional injury, violence, motor vehicle crashes, child abuse and neglect, sudden unexpected infant deaths, and suicide. Funding was provided by a state grant from the Colorado Department of Public Health and Environment.

The **Cities Readiness Initiative** supports all-hazards Medical Countermeasure Dispensing and Medical Material Management Distribution and Dispensing (MCDMMDD). Funding is provided by the Colorado Department of Public Health and Environment.

The **Community Tobacco Initiatives** grant builds and enhances tobacco control programming efforts for low-income communities to reduce disease, disability, and death related to tobacco use. Funding is from the Colorado Department of Public Health.

The **COVID-19 Health Disparities Project** is funded by the Centers for Disease Control and Prevention (CDC) and addresses inequities associated with COVID-19 to improve COVID-19 response activities in populations that are at high-risk and underserved, including racial and ethnic minority groups.

The **Denver Health Foundation Grant** provides funding for DDPHE to act as the Institutional Food Manager promoting Healthy Kids' Meals. Funding comes from The Denver Health Foundation Center for Science in the Public Interest.

The **Denver Health and Hospitals Authority (DHHA) Immunization Grant** supports Local Public Health Agencies (LPHA) to plan and provide direct services for COVID-19 vaccines throughout the State, according to established best-practices and standards. Funding is a state grant from the Colorado Department of Public Health.

The **Denver Neighborhood Climate and Health Vulnerability Project** aims to explicitly incorporate climate change into its work on the upstream determinants of health and engage with diverse partners

## Health Grants by Agency

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to integrate climate, health, and equity across divisions and agencies. This grant is privately funded by the Public Health Institute.

The **Denver ReCAST Substance Abuse and Mental Health Services Administration (SAMHSA) Grant** provides funding to improve resiliency in communities after stress and trauma. This grant is federally funded by the U.S. Department of Health and Human Services.

The **Emergency Preparedness and Response Program and the Public Health Emergency Planning (PHEP)** grant supported environmental public health emergency planning and response activities. Under the terms of the agreement with the State, the City completes emergency planning, coordination, and response activities. Funding came from the Colorado Department of Public Health.

The **Enhanced Laboratory Capacity (ELC 1 and 2)** grants support COVID-19 testing, case investigation, contact tracking, and outbreak response activities. They are funded by federal pass-through grants from the Colorado Department of Public Health and Environment.

The **Essentials for Childhood** program provides funding to organize and address issues in the social services system for children, and it specifically works with WIC, SNAP and CCAP programs to increase enrollment, reduce barriers to access and increase follow-through and use of these benefits. It also aligns the Department's work with community-based organizations targeting vulnerable and under-represented populations in the social service benefit programs. Funding is provided by a grant from the Colorado Department of Public Health and Environment.

The **Food Matters Program** aims to intentionally integrate strategies to advance food waste prevention, surplus food rescue, and recycling of food scraps. Funded by a grant from the National Resources Defense Council.

The **FoodNet Grant** serves to improve surveillance and investigation of foodborne disease and foodborne outbreaks by conducting active surveillance for foodborne pathogens in the FoodNet catchment area. This is a state funded grant from The Colorado Department of Public Health.

The **Food Systems Interventions** grant integrates community and modeling efforts to evaluate impacts and tradeoffs of food system interventions. The specific aim of the grant in Denver is to replicate a **Good Food Purchasing Program** for the City of Denver and affiliated partners (Universities, hospitals, school systems, etc.). The Program is funded by the Foundation for Food and Agriculture Research through Colorado State University.

The **Harm Reduction** grant is a four-year grant from the Colorado Department of Public Health to develop and implement a harm reduction program to reduce health risks associated with drug use and improve coordination between law enforcement agencies, public health agencies, and community-based organizations.

The **Healthy Eating and Active Living in Child Care** program recruited local childcare programs to participate in an evidence-based process for incorporating healthy eating and active living initiatives into their daily operations. Funded by a private grant from the Temple Hoyne Buell Foundation.

The **Denver Immunization COVID-19 Vaccine** grants support COVID-19 vaccination efforts and are funded by federal pass-through grants from the Colorado Department of Public Health and Environment.

The **Indoor Radon Mitigation** project serves to decrease lung cancer deaths throughout Colorado by educating the public about health risks associated with radon and encouraging testing and mitigation of radon in homes, daycare facilities, and schools. Funding is from the federal Environmental Protection Agency passed through the CDPHE.

The **Law Enforcement Assisted Diversion Pilot Program** grant provides interim funding for law enforcement to start services, hire staff, and attend the Behavioral Health Strategies LEAD training sessions. Funding is provided by a state grant from the Colorado Department of Human Services.

The **Lead Hazard Control and Healthy Homes** grant allows for lead hazard testing and mitigation for low-income households. Funding is provided by a federal grant from the U.S. Department of Housing and Urban Development.

The **Local Planning and Support** grant strengthens Colorado’s public health system by ensuring core public health services are available statewide. This grant moved from the Community and Behavioral Health Division to the Administration Division to allow for more flexibility to administer the work across multiple divisions as a shared services program.

The **Maddie’s Fund Infusion** grant funds a community outreach and engagement firm to conduct a needs assessment of Denver pet owners. The assessment aims to better understand the strengths and challenges of Denver Animal Protection’s work in the community, which will inform future policy and communication campaigns.

The **Maternal and Child Health Grant** helps develop, implement, and evaluate evidence-based Maternal and Child Health action plans that contribute to healthy outcomes for Colorado Women, children and youth. This is a state funded grant from Colorado Department of Public Health.

The **Mental Health Awareness Training** grant supports the work of DenverStrong, a program to build resilience and end stigma related to mental health through education. Funding is from the federal Substance Abuse and Mental Health Services Administration (SAMHSA).

The **NACCHO Grant Program** funds plans to develop and implement effective interventions to address fatal and non-fatal overdoses and the receipt of technical assistance to implement models. It is funded by a federal pass-through grant from the National Association of County and City Health Officials’ Opioid Crisis Project.

The **Neighborhood Food Environments** program implements food system policies and environmental changes to create complete neighborhood food environments that increase equitable access to healthy, affordable foods. Funding provided by the Colorado Department of Public Health and Environment through the Cancer, Cardiovascular and Pulmonary Disease grants program.

The **Overdose Data 2 Action** grant establishes innovative mechanisms to reduce fatal and non-fatal opioid overdoses using data and is funded by a federal pass-through grant from the Colorado Department of Public Health.

The **Petco Love** grant helped fund Denver Animal Protection’s veterinary apprenticeship program with the goal of growing the veterinary workforce and helping more pets in need. Funding was provided by a private grant from the Petco Love Foundation.

The **Pets for Life Community Outreach Program** assisted with spay/neuter and medical care for animals with the goal of keeping pets in homes. It was funded by a private grant from the Humane Society of the United States.

The **PetSmart Charities Access to Veterinary Care** grant supported Denver Animal Protection’s outreach program to assist with keeping pets in homes. Funding was used for medical care for pets in underserved Denver neighborhoods and is provided by a private grant from PetSmart Charities.

The **Ryan White/HIV Emergency Relief Formula Grant (includes Ryan White Part A)** provides emergency assistance to localities that are disproportionately affected by HIV/AIDS. The grant funds the development and implementation of systems to deliver services to individuals and families with

## Health Grants by Agency

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HIV. Using a competitive process, funds are made available to organizations that provide direct services to people affected by HIV/AIDS. Funding is by a federal grant from the Health Resources and Services Administration, a division of the U.S. Department of Health and Human Services.

The **SAMHSA DenverStrong** grant will train individuals to recognize the signs and symptoms of mental health disorders, teach them crisis de-escalation techniques, and educate them about mental health providers so they can refer individuals to appropriate services. Funding is from the U.S. Department of Health and Human Services.

The **SUN Co-Responder** grant improves outcomes, streamlines services and creates system efficiencies for persons with behavioral health issues who have come to the attention of Denver law enforcement, corrections, and/or emergency responders. Funding is provided by a state grant from the Colorado Department of Human Services.

The **Swansea Air Quality Monitoring** grant funds the creation of an ambient air monitoring facility located near Swansea Elementary School in the environmental justice communities of Elyria and Swansea. Funding is provided through 2023 with two-thirds coming from CDOT.



## Human Services Grants by Agency

### Human Services

The **Chafee Foster Care Independence Program Grant** from the McPherson Family Foundation supports a Chafee Social Caseworker and support services to provide case management and client supports for youth emancipating from the foster care system.

**Colorado Community Response (CCR)** provides support and services to families with the purpose of preventing entry into the child welfare system. Funded by a grant from the Colorado Department of Human Services.

**Colorado Fatherhood Program (FIRE Grant)** strengthens fathers' well being and prevents child maltreatment through wrap-around services and supports that increase healthy relationships, economic security, and parenting competence. Funded by a federal pass-through grant distributed by Colorado Department of Human Services.

**Community Services Block Grant** funds programs designed to reduce the effects of poverty and increasing food access including education and training programs, battered women's shelters, senior programs, and other self-sufficiency efforts. Funded by federal pass-through grants from the U.S. Department of Health and Human Services and distributed by the Colorado Department of Local Affairs to the counties.

The **Denver Parent Advocates Lending Support (DPALS) Program** is a peer mentoring program, and funding from the Foundation supports two part-time on-call peer navigators who support families involved in the child welfare system. Funded by a private foundation grant.

**Denver Prevention Partnership for Family Success (DPPFS)** provides programming designed to decrease the likelihood that adolescents will become delinquent and helps prevent child abuse and neglect. Funded by a grant from the U.S. Department of Justice and distributed by the Colorado Department of Public Safety, Division of Criminal Justice.

The **Denver Public School Homeless Education Network** project is a partnership with Denver Public Schools and provides emergency motel vouchers to eligible students through direct referral requests from DPS Homeless Education Network Staff to Denver Human Services General Assistance. Funded by a federal pass-through grant from the U.S. Department of Education.

The **Denver's Front Door to Procedural Justice Grant** is a partnership between Denver Human Services and the Denver Office of Municipal Public Defenders (OMPD) to support a caseworker and peer-navigators to provide benefit resource navigation and case-management support to OMPD clients. Funded by a federal pass-through grant from the Department of Justice and distributed by the Colorado Division of Criminal Justice.

**Health Care Policy and Finance COVID Locked-In Grant** provides funding to support the administrative effort to complete the Medicaid COVID Locked-In Report. Funded by a grant from the Colorado Department of Human Services.

The **Human Centered Design - Child Trends** project is a pilot training grant aimed at gaining authentic participant engagement in generating solutions to help address barriers in the delivery of human services programs. Funded by a federal pass-through from the U.S. Department of Health and Human Services.

## Human Services Grants by Agency

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**Local Innovation Fund** provides funding for efforts and activities to recruit new foster and adoptive parents and to support the retention of foster families. Funded by a state grant from the Colorado Department of Human Services.

The **Pathways to Success** provides a framework to prevent homelessness and instability for youth aging out of foster care. Funded primarily by a grant from the Colorado Department of Human Services along with bridge funding from a private foundation.

**Promoting Safe and Stable Families** promotes and supports time-limited reunification and strengthens families through individualized family service plans. Funded by federal pass-through grant funds distributed from the State of Colorado Department of Human Services and Division of Child Welfare.

**Unaccompanied Refugee Minors Program** grant assists unaccompanied minor refugees in developing appropriate skills to enter adulthood and to achieve social self-sufficiency. Funded by a federal pass-through grant distributed by the Colorado Department of Human Services.

**Veterans Assistance Grant Program** helps homeless and at-risk veterans with motel vouchers, transportation, and cell phone assistance to promote stabilization. Funded by a grant from Colorado Department of Military and Veterans Affairs.

## Culture and Recreation Grants by Agency

### Denver Arts and Venues

**Artist and Venue Assistance**- Denver Arts & Venues received a one-time \$500,000 grant from the National Endowment for the Arts for the purpose of regranting to local small and medium arts organizations. These funds are specifically dedicated to the support of operational costs of these organizations including salaries and wages, fees, stipends, rent, mortgage, utilities, health and safety supplies, and marketing and promotion costs.

**Cultural Support and Advancement** – Denver Arts & Venues received a one time \$25,000 grant from Take Note Colorado in support of the agency’s Music Advancement program. This grant is restricted for music instruction and the purchase of instruments for K-12 students.

**Public Art** – Denver Arts & Venues is receiving a grant of up to \$620,000 beginning in 2022 and expiring January 27, 2027 from the Colorado Department of Transportation. An estimated \$60,000 will be spent in 2023. This grant is for the acquisition and installation of custom public artwork for the Central 70 four acre park which is currently under construction as part of the Interstate 70 redevelopment.

**Shuttered Venue Operators Grant (SVOG)** - awarded to Denver Arts & Venues in 2021 as a way to support the recovery of operations after COVID-19. Funded by the U.S. Small Business Administration through the Economic Aid Act.

### Denver Public Library

The **Building an Inclusive Organizational Culture in Libraries** program is funded by a federal grant from the Institute of Museum and Library Services. Funding supports applying an Equity, Diversity, and Inclusion (EDI) lens to every aspect of libraries’ operations to transform their cultures so all staff and customers feel welcomed, supported, included, and valued by the library’s leadership and each other.

The **Colorado State Grants for Libraries Project** is used to purchase qualifying books, e-books, database subscriptions, and other educational resources. Funded by a state grant from the Colorado State Library.

The **Bridging the Gap** program is funded by a federal grant from the National Endowment for the Humanities. Funding supports post-Baccalaureate apprenticeships for underrepresented populations in Archives.

The **Preserving Black Western Legacies** program is funded by a federal grant from the Institute of Museum and Library Services. Funding supports the digitization of collections that document the lives of African Americans who settled in Denver and the American West. The project will enhance outreach and expand access to the Western Legacies Museum, located within the Blair-Caldwell African American Research Library, a branch of the Denver Public Library.

The **Read Aloud** program is an early literacy program provided in neighborhoods with low-income, ethnically and culturally diverse populations, improving school readiness with proven methods. High-quality story times are provided in over 350 classrooms each week for 30 weeks of the school year, one third of which are Spanish language instruction classrooms. Each week, 130 trained volunteer readers (and nearly 50 readers from DPL staff) are sent into Read Aloud classrooms to improve school readiness through shared reading and other activities that promote learning, listening, and communication. Readers create a collection of books in their Read Aloud classroom and at the end of each semester each child receives a brand-new gift book to keep. Funded by a private grant from

the Temple Hoyne Buell Foundation and other private donations. 2021 is the last year that actuals will appear in the grant report for this program, as it moved to the Library's Special Trust Fund SRF in 2022.

### Parks and Recreation

The **Buffalo Bill Museum/SCFD Support Grant** provides funding for general office support and operation of the Buffalo Bill Museum. Funded by a grant from the Scientific and Cultural Facilities District (SCFD).

**DPR Bicycle Education** is awarded to agencies, organizations, and tribal governments within the State of CO that provide programs, projects, services, and strategies that are intended to reduce the number of deaths and serious injuries resulting from traffic crashes on Colorado roads. Funding provided by the Colorado Department of Transportation.

Funding for the **Heron Pond Natural Area** will develop a master plan and provide construction funding for an 80-acre regional open space in Denver and Adams County adjacent to the South Platte River. This will serve to expand and ecologically improve Denver's Heron Pond Natural Area. Funding provided by the Colorado Department of Natural Resources, CDPHE, and Adams County.

**Heron Pond Pump Track** is being constructed to Improve the health of the Globeville and Elyria-Swansea neighborhoods by adding a pump track that contributes to the overall health and well-being of the community. Sponsored by the Colorado Health Foundation.

The Great Outdoors Colorado (GOCO) **Inspire Initiative** grant funds the My Outdoor Colorado program, which engages underserved families and youth in defining improvements to nearby outdoor natural spaces and the development of programs that provide a holistic set of learning experiences. The program will be piloted for two traditionally underserved communities in Denver, Westwood and Cole. Funded by the State Board of the Great Outdoors (GOCO).

**Lily Lake Shoreline Restoration** will improve vegetative conditions around the pond, reduce the impact of geese, and install fish habitat improvements in the pond. Angling at Lily Pond, located adjacent to heavily populated neighborhoods and in a popular park, will be significantly improved and will benefit larger lakes in the immediate area. Funding is provided by the Colorado Department of Natural Resources.

**Lois Webster Fund, Lights Out Program** is participating in the project, Conserving Migratory Bird Populations in the City and County of Denver. This is an effort to increase awareness to the issue of preventing needless deaths of thousands of migratory birds in the cities nationwide, and more specifically, in the city of Denver. Funding is provided by the Denver Audubon Society.

**Montbello Central Park Bike Pump Track (Bicycle Track)** is for the design and construction of a bike pump track in Montbello Central Park in order to create a new and exciting opportunity in a high-need neighborhood for both children and adults to be physically active – ultimately leading to a happier, healthier Denver. Funding is provided by the Denver Foundation.

**N Turkey Creek Community Protection Project** consists of implementing fuel breaks and forest-wide fuel reduction using both mechanical and hand treatment methods. Prescriptions will focus on managing and retaining ponderosa pine stands and mixed conifer stands at appropriate densities. Funding is provided by the Colorado State Forest Service.

The **Northeast Xeriscape Garden** in Central Park grant supports the rehabilitation and maintenance of the Xeriscape Demonstration Garden, which provides water-wise landscape examples for neighborhoods surrounding Central Park. Funded by the Denver Board of Water Commissioners.

The **Noxious Weeds** project focuses on eradication of high priority weed species through Denver and Denver Mountain Parks. These funds are used to hire seasonal employees to treat, map, and monitor these species. Funded by the Colorado Department of Agriculture.

**Oehlmann Park Fuels Mitigation Project** is to treat 135 acres on Denver Mountain Parks Legault Mountain Property in order to favor the retention of healthy ponderosa pine, large Douglas-fir, aspen and spruce; and target the removal of smaller Douglas-fir and lodgepole pine. Funding is provided by Colorado State Forestry Service.

The **Resilient Communities Youth Program** assists in implementing resiliency projects in public parks throughout Denver. Funded by the State Board of the Great Outdoors (GOCO).

Sand Creek **Habitat Restoration** serves to establish and restore habitat for birds on 36 acres of land along Sand Creek in the NE Denver Metro Region. Funding is provided by the Colorado Department of Public Health and Environment.

Funding from Colorado Parks and Wildlife will provide for development and complete trail buildout of the **Sand Creek Regional Trail**, improving the multi-use trail system.

**Wildfire Protection at Bell Park and Dedisse Park** involves wildfire protection treatment of acreage. Funded by the Colorado State Forest Service.

Note: Some grant programs in Parks and Recreation are funded from multiple funds. Hence, in the grant table, a grant may appear twice, when it is merely funded from two or more different funds.





# Proprietary Funds



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## Proprietary Funds - Summary

### Overview

Proprietary Funds are a group of funds that account for activities that are often seen in the private sector and are operated in a similar manner as in the private sector. Specifically, Proprietary Funds traditionally use the Generally Accepted Accounting Principles (GAAP), using a full accrual basis of accounting and focusing on net income and capital maintenance. As a result, capital assets are depreciated over the useful life of the capital asset. The City maintains two different types of Proprietary Funds: Enterprise Funds and Internal Service Funds. Enterprise Funds and Internal Service Funds differ in three ways:

- 1) Customers: those who utilize the services of Enterprise Funds are the general public, while Internal Service Funds provide services to other city departments or agencies within the City government;
- 2) Cost Recovery: Enterprise Funds can be used for services for which the City may recover only a portion of the fees or user charges, whereas Internal Service Funds should only be used when the City will recover the full cost of the service provided; and
- 3) Enterprise Funds have the option to follow recently issued Financial Accounting Standards Board (FASB) guidelines. Proprietary Fund expenditures must be fully recovered by fees or other revenue to the fund; however, use of cash reserves within the specific fund may be used in years when the estimated revenue is less than expenditures.

### Enterprise Funds

Enterprise Funds account for operations that are financed and operated in a manner similar to businesses in the private sector. The intent of the governing body is that the cost of providing goods and services to the general public on a continuing basis be financed or recovered primarily through user charges. The City uses Enterprise Funds to account for its Wastewater Management, Denver Airport System, Environmental Services, and Golf Course Funds.

### Internal Service Funds

Internal Services Funds account for the financing of goods or services provided by one department or agency to other departments or agencies throughout the City on a cost reimbursement basis. The City uses Internal Service Funds to account for its Medical and Dental Self-insurance Programs, the Workers' Compensation Self-insurance Program, and the Asphalt Plant Operations. Internal Service Funds provide services that predominantly benefit governmental rather than business-type functions.

## Internal Service Funds - Summary

### Overview

Internal Service Funds account for the financing of goods or services provided by one department or agency to other departments or agencies throughout the City on a cost reimbursement basis. The City and County of Denver has four Internal Service Funds.

The **Asphalt Plant Internal Service Fund** produces asphalt for resurfacing and maintaining the City's streets and alleys. The Executive Director of the Department of Transportation and Infrastructure is the expending authority.

The **Workers' Compensation Internal Service Fund** accounts for the payment of workers' compensation claims and liabilities for City departments and agencies. A centralized payment is appropriated in the General Fund to pay workers' compensation premiums on behalf of all agencies funded by the General Fund. All non-General Fund agencies are billed for workers' compensation premiums. The Chief Financial Officer is the expending authority.

The Workers' Compensation fund balance target policy states the City shall maintain the fund balance of the Workers' Compensation Fund so that at no time will the fund be less than 50 percent for adequacy of funding to meet all claims against the fund based upon an annual actuarial report. During challenging economic times, the balance may decrease but never to drop below a 50 percent confidence level. During normal or strong economic times, the annual premiums will be increased to build over time until the targeted 75 percent confidence level is reached. As part of the calculation, the City considers cash balances in the fund during the budget process, recognizing cash will be disbursed through the end of the year.

The **Dental Self-Insurance Fund** accounts for the payment of dental claims and administrative costs for the City's dental plan subsidized by the city and offered to employees as part of the benefits within the total compensation package. The Dental Self-Insurance Fund was created in 2005 to administer this benefit. Beginning in 2021, the program was converted from a Special Trust Fund to an Internal Service Fund due to recommendations from the City's outside auditor. Revenue to this fund includes both the City's share and the employee's share of the monthly premium. In 2022, the revenue included a cash transfer from the remaining balance of the Special Trust Fund, and the Special Trust Fund was closed.

The **Medical Self-Insurance Fund** accounts for the payment of medical claims and administrative costs for the portion of the medical insurance program that is self-funded by the City. While the City offers its employees six subsidized medical plans with three separate providers to choose from, only one of the providers falls within the self-insurance program. The Medical Self-Insurance Program was implemented in 2020 with only one of the providers so that the City could assess if there would be sufficient cost savings over time to outweigh the risks of being self-insured, before considering full implementation or conversion to self-insurance. Beginning in 2021, the program was converted from a Special Trust Fund to an Internal Service Fund due to recommendations from the City's outside auditor. Revenue to this fund includes both the City's share and the employee's share of the monthly premium, as well as retiree premiums. In 2022, the revenue included a cash transfer from the remaining balance in the Special Trust Fund, and the Special Trust Fund was closed.

Additional information for the programs provided by these Internal Service Funds can be found in the agency detail section of this document.

## Internal Service Funds - Summary

	2021	2022	2023	\$	%
<b>Asphalt Plant (67100-5054000)</b>	<b>Actuals</b>	<b>Appropriated</b>	<b>Recommended</b>	<b>Change</b>	<b>Change</b>
<b>Expenditures by Type</b>					
Personnel Services	636,728	800,748	832,741	31,993	4.00%
Services and Supplies	9,354,822	9,897,114	8,319,514	(1,577,600)	(15.94%)
Capital Equipment	44,410	-	-	-	0.00%
Internal Services and Misc.	32,377	89,148	166,748	77,600	87.05%
<b>Expenditures by Type Total</b>	<b>10,068,337</b>	<b>10,787,010</b>	<b>9,319,003</b>	<b>(1,468,007)</b>	<b>(13.61%)</b>
<b>Expenditures by Activity</b>					
Administration	255,992	326,031	311,750	(14,281)	(4.38%)
Production	9,812,345	10,460,979	9,007,253	(1,453,726)	(13.90%)
<b>Expenditures by Activity Total</b>	<b>10,068,337</b>	<b>10,787,010</b>	<b>9,319,003</b>	<b>(1,468,007)</b>	<b>(13.61%)</b>
<b>Total Program Expenditures</b>	<b>10,068,337</b>	<b>10,787,010</b>	<b>9,319,003</b>	<b>(1,468,007)</b>	<b>(13.61%)</b>
<b>Personnel Complement (Budgeted)</b>					
Administration	1.00	1.00	1.00	-	0.00%
Production	7.00	7.00	7.00	-	0.00%
<b>Personnel Complement Total</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>-</b>	<b>0.00%</b>
<b>Total Personnel Complement</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>-</b>	<b>0.00%</b>
<b>Revenue</b>					
Internal Service and Indirect Cost	9,466,005	9,500,000	9,500,000	-	0.00%
<b>Revenue Total</b>	<b>9,466,005</b>	<b>9,500,000</b>	<b>9,500,000</b>	<b>-</b>	<b>0.00%</b>

	2021	2022	2023	\$	%
<b>Workers' Compensation (65100-2558100)</b>	<b>Actuals</b>	<b>Appropriated</b>	<b>Recommended</b>	<b>Change</b>	<b>Change</b>
<b>Expenditures by Type</b>					
Personnel Services	5,158,651	6,318,540	6,891,268	572,728	9.06%
Services and Supplies	6,851,721	9,807,852	9,811,312	3,460	0.04%
Capital Equipment	1,099	4,600	1,220	(3,380)	(73.48%)
Internal Services and Misc.	628,003	546,519	546,519	-	0.00%
<b>Expenditures by Type Total</b>	<b>12,639,474</b>	<b>16,677,511</b>	<b>17,250,319</b>	<b>572,808</b>	<b>3.43%</b>
<b>Expenditures by Activity</b>					
Indemnity and Medical	7,619,081	10,830,500	10,830,500	-	0.00%
WC Administration	5,020,393	5,847,011	6,419,819	572,808	9.80%
<b>Expenditures by Activity Total</b>	<b>12,639,474</b>	<b>16,677,511</b>	<b>17,250,319</b>	<b>572,808</b>	<b>3.43%</b>
<b>Total Program Expenditures</b>	<b>12,639,474</b>	<b>16,677,511</b>	<b>17,250,319</b>	<b>572,808</b>	<b>3.43%</b>
<b>Personnel Complement (Budgeted)</b>					
WC Administration	22.00	23.00	26.00	3.00	13.04%
<b>Total Personnel Complement</b>	<b>22.00</b>	<b>23.00</b>	<b>26.00</b>	<b>3.00</b>	<b>13.04%</b>
<b>Revenue</b>					
Interest Income	1,029,865	1,194,000	1,194,000	-	0.00%
Fees	-	300	300	-	0.00%
Internal Service and Indirect Cost	8,000,058	10,000,000	10,000,000	-	0.00%

Internal Service Funds - Summary

<b>Workers' Compensation (65100-2558100)</b>	<b>2021 Actuals</b>	<b>2022 Appropriated</b>	<b>2023 Recommended</b>	<b>\$ Change</b>	<b>% Change</b>
Miscellaneous Other	625,806	760,000	760,000	-	0.00%
<b>Revenue Total</b>	<b>9,655,728</b>	<b>11,954,300</b>	<b>11,954,300</b>	<b>-</b>	<b>0.00%</b>

<b>Medical Self-Insurance (66100-0604000)</b>	<b>2021 Actuals</b>	<b>2022 Appropriated</b>	<b>2023 Recommended</b>	<b>\$ Change</b>	<b>% Change</b>
<b>Expenditures by Type</b>					
Personnel Services	1,047,074	54,400,000	56,900,000	2,500,000	4.60%
Services and Supplies	86,510	5,600,000	5,880,000	280,000	5.00%
<b>Expenditures by Type Total</b>	<b>1,133,584</b>	<b>60,000,000</b>	<b>62,780,000</b>	<b>2,780,000</b>	<b>4.63%</b>
<b>Expenditures by Activity</b>					
Self-Insurance Benefits Programs	1,133,584	60,000,000	62,780,000	2,780,000	4.63%
<b>Expenditures by Activity Total</b>	<b>1,133,584</b>	<b>60,000,000</b>	<b>62,780,000</b>	<b>2,780,000</b>	<b>4.63%</b>
<b>Total Program Expenditures</b>	<b>1,133,584</b>	<b>60,000,000</b>	<b>62,780,000</b>	<b>2,780,000</b>	<b>4.63%</b>
<b>Revenue</b>					
Miscellaneous Other	-	77,000,000	63,000,000	(14,000,000)	(18.18%)
<b>Revenue Total</b>	<b>-</b>	<b>77,000,000</b>	<b>63,000,000</b>	<b>(14,000,000)</b>	<b>(18.18%)</b>

<b>Dental Self-Insurance (66200-0604100)</b>	<b>2021 Actuals</b>	<b>2022 Appropriated</b>	<b>2023 Recommended</b>	<b>\$ Change</b>	<b>% Change</b>
<b>Expenditures by Type</b>					
Personnel Services	471,893	8,933,000	9,050,000	117,000	1.31%
Services and Supplies	58,161	350,000	350,000	-	0.00%
<b>Expenditures by Type Total</b>	<b>530,054</b>	<b>9,283,000</b>	<b>9,400,000</b>	<b>117,000</b>	<b>1.26%</b>
<b>Expenditures by Activity</b>					
Self-Insurance Benefits Programs	530,054	9,283,000	9,400,000	117,000	1.26%
<b>Expenditures by Activity Total</b>	<b>530,054</b>	<b>9,283,000</b>	<b>9,400,000</b>	<b>117,000</b>	<b>1.26%</b>
<b>Total Program Expenditures</b>	<b>530,054</b>	<b>9,283,000</b>	<b>9,400,000</b>	<b>117,000</b>	<b>1.26%</b>
<b>Revenue</b>					
Miscellaneous Other	-	13,607,000	9,400,000	(4,207,000)	(30.92%)
<b>Revenue Total</b>	<b>-</b>	<b>13,607,000</b>	<b>9,400,000</b>	<b>(4,207,000)</b>	<b>(30.92%)</b>

## Enterprise Funds - Summary

### Overview

Enterprise Funds account for operations financed and operated in a manner like private business. The intent of the governing body is that the costs of providing goods and services to the general public on a continuing basis be financed or recovered primarily through user charges. All proposed Enterprise Funds go through the Council process prior to adoption. Once adopted, each Enterprise Fund also goes through the annual budget process requiring City Council's approval of the appropriation. Enterprise Funds may not be used for normal government operations or services but can be used to fund public utilities, health care, recreation, and transportation needs.

Enterprise Funds are not commingled with the General Fund and have a separate accounting and financial reporting process. The Denver Revised Municipal Code Subtitle B, Article VII, Part 3, Sections 7.3.1 and 7.3.2 outlines and limits how Enterprise Funds may be used. The City and County of Denver has the following four Enterprise Funds:

The **Wastewater Management Enterprise Fund** accounts for all sanitary and storm sewer operations in the City, including daily operations, monitoring, maintenance, repair and rehabilitation of related infrastructure, and planning and development for future needs. Primary sources of revenue for the fund are fees collected for storm drainage and sanitary sewer services. The Executive Director of the Department of Transportation and Infrastructure (DOTI) is the expending authority. More information regarding operations and service delivery can be found under Wastewater within the DOTI section of this budget book.

The **Aviation Enterprise Fund** accounts for the operation, maintenance, planning, and development of Denver International Airport (DEN). DEN is the largest airport in the United States by size with 53 square miles of land. DEN serves over 187 destinations across the United States and around the world and is known for its innovations in public art, operations, technology, service, and management. It is Colorado's primary economic engine, generating an estimated \$26 billion in economic impact for the state each year. Revenues from airline sources such as facility rentals and landing fees as well as non-airline sources such as parking, concessions, and car rental charges support operations. The Chief Executive Officer of Aviation is the expending authority. More information regarding operations and service delivery can be found within the Aviation section of this budget book.

The **Environmental Services Enterprise Fund** accounts for the management and operation of environmental programs and services. This includes programs addressing environmental health and sustainability through improving air, land, and water quality. It also accounts for the operation and activity of the City's chemical waste disposal and phase out of hazardous materials disposal sites. The primary source of revenue for the fund is landfill tipping fees at the Denver Arapahoe Disposal Site (DADS). The Executive Director of Public Health and Environment is the expending authority. More information regarding operations and service delivery can be found under Environmental Services within the Department of Public Health and Environment section of this budget book.



The **Golf Enterprise Fund** accounts for the operation and maintenance of the City's five 18-hole golf courses, one 27-hole golf complex, two 9-hole par-3 courses, 54 holes of miniature golf, driving ranges, and pro shops. Primary activities include grounds maintenance, nightly watering functions, and providing starters and rangers for the golf courses. Revenues from greens fees, golf lessons, concession fees, cart rental fees, and pro shop revenues support fund operations. The Executive Director of Parks and Recreation is the expending authority. More information regarding operations and service delivery can be found under Golf within the Parks and Recreation section of this budget book.

## Wastewater Management Enterprise Fund

### Financial Summary

<b>Wastewater (72000-5060000)</b>	<b>2021 Actuals</b>	<b>2022 Appropriated</b>	<b>2023 Recommended</b>
<b>Revenue</b>			
Charges for Services	187,245,295	182,840,362	192,249,844
Fees	1,021,131	1,148,560	1,185,659
Interest Income	3,180,597	1,832,779	1,832,779
Internal Service and Indirect Cost	1,471,725	876,156	876,156
Investment Service	(645,842)	-	-
Miscellaneous Other	1,712,201	-	-
Property	270,749	188,000	196,000
<b>Total Revenues</b>	<b>194,255,856</b>	<b>186,885,857</b>	<b>196,340,438</b>
<b>Operating Expenditures</b>			
Capital Projects Management	7,461,447	9,393,175	10,559,333
Right-of-Way Services	7,314,901	9,089,302	10,516,195
Wastewater Administration	100,323,341	105,289,130	107,890,183
Wastewater Operations	15,459,692	19,591,548	22,764,045
<b>Subtotal Operating Expenditures</b>	<b>130,559,381</b>	<b>143,363,155</b>	<b>151,729,756</b>
<b>Expenditures</b>			
Personnel Services	30,926,106	36,064,260	43,440,530
Services and Supplies	72,047,945	76,666,184	77,856,159
Capital Equipment	2,339,932	2,885,721	2,675,861
Internal Services and Misc.	25,245,398	27,746,990	27,757,206
<b>Subtotal Operating Expenditures (by type)</b>	<b>130,559,381</b>	<b>143,363,155</b>	<b>151,729,756</b>
<b>Capital Improvements</b>			
East Corridor COP - 72710	94,947	948,539	983,892
Private & Other Grants	(178,135)	-	-
Water Quality Capital Projects	3,243,980	8,600,000	8,600,000
WMD 2016 Bond Construction	4,558,180	-	-
WMD 2018 Bond Construction	(2,795,421)	-	-
WMD Sanitary Capital Improvement	2,803,785	19,550,000	20,050,000
WMD Storm Capital Improvement	31,779,493	36,400,000	52,050,000
WMD UDFCD Tracking	(181)	-	500,000
<b>Subtotal Capital Improvements</b>	<b>39,506,648</b>	<b>65,498,539</b>	<b>82,183,892</b>
<b>Debt Payments</b>			
Wastewater Management Division Bond Debt Service	8,983,183	8,700,000	8,700,000
<b>Subtotal Debt Payments</b>	<b>8,983,183</b>	<b>8,700,000</b>	<b>8,700,000</b>

<b>Wastewater (72000-5060000)</b>	<b>2021 Actuals</b>	<b>2022 Appropriated</b>	<b>2023 Recommended</b>
<b>Personnel Complement</b>			
Administrative Services	4.00	3.00	5.00
Finance - Logistics	-	-	4.00
Finance	-	-	5.00
Accounting Services	17.09	18.09	14.09
Customer Services	24.00	24.00	24.00
Support Services	9.00	9.00	9.00
Safety	6.00	7.00	7.00
Director of Operations	5.50	5.50	8.50
Systems Maintenance	54.00	54.00	55.00
Television Crews	15.28	15.28	16.28
Quality Control	6.00	6.00	8.00
Laboratory	7.00	7.00	9.00
Construction Operations	35.00	35.00	30.00
Water Quality	18.93	19.93	16.93
Utility Locates	-	-	10.00
Green Infrastructure	-	-	7.00
Administration	1.00	1.00	3.00
Survey	15.75	15.75	15.75
Inspection	20.50	21.25	24.50
Development Services	16.00	16.00	16.00
Engineering Regulatory and Analytics	9.00	9.00	12.00
Administration	16.00	16.00	8.00
Planning and Design	18.00	21.00	19.00
Construction	23.00	23.00	24.00
Special Projects	-	-	14.00
NDCC Support	3.00	3.00	2.00
<b>Total Personnel Complement</b>	<b>324.05</b>	<b>329.80</b>	<b>367.05</b>
<b>Transfers</b>			
Transfer to Alternative Transportation SRF	12,900	12,900	-
Transfer to Wastewater Planned Fleet Replacement	990,000	2,645,000	3,171,900
Transfer to Wastewater Sanitary Capital Projects	3,750,000	15,200,000	20,050,000
Transfer to Wastewater Sanitary Operations	13,500,000	13,500,000	13,500,000
Transfer to Wastewater Storm Capital Projects	31,500,000	32,600,000	52,050,000
Transfer to Water Quality Capital Projects	2,500,000	10,800,000	8,600,000
<b>Subtotal Transfers</b>	<b>52,252,900</b>	<b>74,757,900</b>	<b>97,371,900</b>

## Capital Improvements

Projects	2023 Recommended
<b>Wastewater Management Division</b>	
<b>72400-5061000 WMD Sanitary Capital Improvement</b>	
PG712 Sanitary Capital Northeast	500,000
PW715 Facility Improvements	5,000,000
PZ711 WW Capital Maintenance - Critical Sanitary	2,250,000
PZ711 WW Capital Maintenance - Manhole and Pipe Rehabilitation	6,400,000
PZ718 Capital Project Support	1,500,000
PZ726 General Sanitary Improvements	4,000,000
PZ726 Sanitary Project Development	250,000
PZ726 Sanitary Master Plan Updates	150,000
<b>Total</b>	<b>20,050,000</b>
<b>72700-5061000 WMD Storm Capital Improvement</b>	
PA776 Storm Capital - North	14,700,000
PC707 Citywide Concrete Improvements	2,200,000
PC708 General Storm Improvements	5,900,000
PC708 Storm Project Development	700,000
PC708 Storm Master Planning	550,000
PC708 USACE Implementation: SPR & Gulches	5,000,000
PF701 Storm Capital - Northeast	10,750,000
PF706 Storm Capital - Northwest	2,000,000
PH718 Storm Capital - Southeast	7,500,000
PZ710 WW Capital Maintenance - Critical Storm	2,000,000
PZ710 WW Capital Maintenance - Citywide Storm Rehabilitation	750,000
<b>Total</b>	<b>52,050,000</b>
<b>72705-5061000 Water Quality Capital Projects</b>	
PC708 Water Quality Implementation	8,000,000
PC708 Water Quality Project Development	300,000
PZ712 WW Capital Maintenance - Green Infrastructure Maintenance	300,000
<b>Total</b>	<b>8,600,000</b>
<b>72710-5061000 East Corridor COP - 72710</b>	
PA776 East Corridor COP Payment	983,892
<b>Total</b>	<b>983,892</b>
<b>72701-5061000 WMD UDFCD Tracking</b>	
PH725 Storm Capital - Southwest	500,000
<b>Total</b>	<b>500,000</b>
<b>Grand Total</b>	<b>82,183,892</b>

# Aviation Enterprise Fund

## Financial Summary

	2021 Actuals	2022 Appropriated	2023 Recommended
<b>Revenue</b>			
Facility Rentals	187,007,457	281,400,000	353,373,200
Landing Fees	150,575,289	185,000,000	198,036,500
Parking Revenue	147,808,730	207,138,684	207,866,337
Car Rental Revenue	75,703,104	85,688,675	98,284,782
Concessions Revenue	69,120,476	90,499,633	109,189,139
Aviation Fuel Tax	21,626,348	27,945,803	30,477,530
Hotel	43,673,601	53,102,957	70,000,000
Ground Transportation	13,848,385	18,796,940	19,882,675
Other Sales & Charges	14,084,362	6,000,000	6,000,000
Passenger Facility Charges	113,499,956	139,791,309	144,619,628
Customer Facility Charges	15,585,116	22,385,760	20,687,176
Investment Income	(34,936,837)	36,000,000	32,400,000
Other Non-Operating Revenues	7,050,838	600,000	600,000
<b>Total Aviation Revenues</b>	<b>824,646,825</b>	<b>1,154,349,761</b>	<b>1,291,416,967</b>
<b>Operating Expenditures</b>			
Executive Office	16,834,484	22,608,699	24,964,349
External Affairs	3,904,461	7,537,512	10,006,449
Commercial	49,676,197	61,650,568	69,455,300
Finance	25,971,022	33,577,179	33,711,607
Operations	253,599,196	319,548,156	364,500,571
Construction and Infrastructure	53,294,281	69,099,249	76,740,175
<b>Total</b>	<b>403,279,641</b>	<b>514,021,363</b>	<b>579,378,451</b>
<b>Expenditures</b>			
Personnel Services	126,119,203	157,678,813	173,127,182
Services and Supplies	212,188,434	280,795,900	326,761,780
Internal Services and Misc.	64,972,004	75,546,650	79,489,490
<b>Total Operating Expenditures</b>	<b>403,279,641</b>	<b>514,021,363</b>	<b>579,378,452</b>
<b>Capital Equipment and Improvements</b>			
Capital Equipment	378,533	17,715,000	20,022,030
Capital Improvements	173,717,000	87,601,575	125,950,470
<b>Total Capital Equipment and Improvements</b>	<b>174,095,533</b>	<b>105,316,575</b>	<b>145,972,500</b>
<b>Debt Service Funds</b>			
Airport Interest and Replacement	256,990,463	488,534,957	510,118,489
<b>Total Debt Service Funds</b>	<b>256,990,463</b>	<b>488,534,957</b>	<b>510,118,489</b>
<b>Customer Facility Charge</b>			
Airport Interest and Replacement	-	11,964,033	12,200,600
<b>Total Customer Facility Charge</b>	<b>-</b>	<b>11,964,033</b>	<b>12,200,600</b>

	2021 Actuals	2022 Appropriated	2023 Recommended
<b>Hotel</b>			
Airport Interest and Replacement	22,464,662	31,490,773	42,235,847
<b>Total Hotel</b>	<b>22,464,662</b>	<b>31,490,773</b>	<b>42,235,847</b>
<b>Concessions Joint Marketing Funds</b>			
Concessions Joint Marketing Funds	147,468	3,022,060	1,511,080
<b>Total Joint Concessions and Marketing Funds</b>	<b>147,468</b>	<b>3,022,060</b>	<b>1,511,080</b>
<b>Total Aviation Expenditures</b>	<b>856,977,767</b>	<b>1,154,349,761</b>	<b>1,291,416,968</b>
<b>Personnel Complement</b>			
Aviation Department Summary	1,312.25	1,312.25	1,342.25
<b>Total Personnel Complement</b>	<b>1,312.25</b>	<b>1,312.25</b>	<b>1,342.25</b>



## Environmental Services Enterprise Fund

### Financial Summary

	2021 Actuals	2022 Appropriated	2023 Recommended
<b>Revenue</b>			
Charges for Services	4,171	-	-
Fees	12,000	-	-
Interest Income	370,186	346,000	322,000
Internal Service and Indirect Cost	109,752	118,000	118,000
Investment Service	(80,599)	-	-
Miscellaneous Other	3,370,398	1,772,000	1,239,500
Use Charges	10,011,980	10,118,000	10,410,000
<b>Total Revenues</b>	<b>13,797,888</b>	<b>12,354,000</b>	<b>12,089,500</b>
<b>Operating Expenditures</b>			
Environmental Quality Division	8,263,178	9,967,696	10,981,534
<b>Subtotal Operating Expenditures</b>	<b>8,263,178</b>	<b>9,967,696</b>	<b>10,981,534</b>
<b>Expenditures</b>			
Personnel Services	4,748,826	5,112,483	5,669,261
Services and Supplies	1,832,666	2,982,687	3,423,587
Capital Equipment	6,397	30,000	26,160
Internal Services and Misc.	1,675,290	1,842,526	1,862,526
<b>Subtotal Operating Expenditures (by type)</b>	<b>8,263,178</b>	<b>9,967,696</b>	<b>10,981,534</b>
<b>Capital Improvements</b>			
Enviro Services Seed Capital	427,147	-	500,000
Lowry Closure Fund	5,125,002	600,000	300,000
Underground Storage Tanks	180,773	-	250,000
<b>Subtotal Capital Improvements</b>	<b>5,732,922</b>	<b>600,000</b>	<b>1,050,000</b>
<b>Personnel Complement</b>			
Administration	12.25	12.25	11.30
Environmental Land Use & Planning (ELUP)	12.00	12.00	13.00
Clean Air, Water & Climate (CAW)	7.00	8.00	11.00
Environmental Management & Operations (EMO)	8.00	8.00	9.00
Environmental Protection & Response (EPR)	3.33	1.00	-
<b>Total Personnel Complement</b>	<b>42.58</b>	<b>41.25</b>	<b>44.30</b>
<b>Transfers</b>			
Transfer to Alternative Transportation SRF	411,300	411,300.00	-
Transfer to Environmental Capital Fund	750,000	-	500,000.00
Transfer to Environmental Services Enterprise Fund	1,000,000	-	-
Transfer to General Fund	1,765,324	1,967,471.00	1,967,471.00
Transfer to Planned Fleet SRF	744,000	744,000.00	-
Transfer to Underground Storage Tanks Fund	-	-	250,000.00
<b>Subtotal Transfers</b>	<b>4,670,624</b>	<b>3,122,771</b>	<b>2,717,471</b>

## Capital Improvements

Projects	<b>2023 Recommended</b>
<b>Environmental Quality</b>	
<b>78310-6506000 Underground Storage Tanks</b>	
EZ999      Environmental Quality (EQ) Capital Transfer	300,000
<b>Total</b>	<b>300,000</b>
<b>78310-6506000 Underground Storage Tanks</b>	
EZ005      Underground Storage Tanks	250,000
<b>Total</b>	<b>250,000</b>
<b>78310-6506000 Underground Storage Tanks</b>	
EZ500      Environmental Capital Fund	500,000
<b>Total</b>	<b>500,000</b>
<b>Grand Total</b>	<b>1,050,000</b>

# Golf Enterprise Fund

## Financial Summary

	2021 Actuals	2022 Appropriated	2023 Recommended
<b>Revenue</b>			
Interest Income	111,854	65,000	65,000
Internal Service and Indirect Cost	432	-	-
Investment Service	(22,940)	-	-
Miscellaneous Other	(193,896)	-	-
Sale and Use	(3)	-	-
Use Charges	17,337,781	17,898,500	18,759,320
<b>Total Revenues</b>	<b>17,233,229</b>	<b>17,963,500</b>	<b>18,824,320</b>
<b>Operating Expenditures</b>			
Golf	12,376,320	14,002,480	17,286,531
<b>Subtotal Operating Expenditures</b>	<b>12,376,320</b>	<b>14,002,480</b>	<b>17,286,531</b>
<b>Expenditures</b>			
Personnel Services	8,117,702	8,338,286	10,033,464
Services and Supplies	3,431,318	4,648,234	5,969,817
Capital Equipment	105,482	279,460	546,000
Internal Services and Misc.	721,818	736,500	737,250
<b>Subtotal Operating Expenditures (by type)</b>	<b>12,376,320</b>	<b>14,002,480</b>	<b>17,286,531</b>
<b>Capital Improvements</b>			
Golf Enterprise Capital Improv	601,141	1,000,000	1,500,000
<b>Subtotal Capital Improvements</b>	<b>601,141</b>	<b>1,000,000</b>	<b>1,500,000</b>
<b>Debt Payments</b>			
<b>Personnel Complement</b>			
Golf Operation	14.00	12.00	12.00
City Park Maintenance	13.32	13.32	15.32
Evergreen Golf Maintenance	9.06	9.06	9.06
Harvard Gulch Maintenance	5.48	5.48	5.48
Kennedy Golf Maintenance	18.90	18.90	18.90
Overland Golf Maintenance	12.98	12.98	12.98
Wellshire Pro Shop	13.96	13.96	13.96
Willis Case Maintenance	12.56	12.56	12.56
Junior Golf	8.44	8.44	8.44
Aqua Golf	4.47	4.47	4.47
<b>Total Personnel Complement</b>	<b>113.17</b>	<b>111.17</b>	<b>113.17</b>

## Capital Improvements

Projects	2023 Recommended
<b>Golf</b>	
<b>79400-7029000 Golf Enterprise Capital Improv</b>	
RG100      Golf Course Construction	1,500,000
<b>Total</b>	<b>1,500,000</b>
<b>Grand Total</b>	<b>1,500,000</b>



A photograph of a city street decorated with large, colorful flags and string lights. The flags feature a red sun with a yellow center on a blue and white background. The street is lined with brick buildings, and a clock is visible in the foreground. The text "Debt Service Funds" is overlaid on a blue rectangular background in the center of the image.

# Debt Service Funds

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## Debt Services Funds

Provided herein is an overview of long-term debt and lease obligations, which addresses the methods used by the City and County of Denver to finance certain capital projects, including property and equipment. Included in this overview is information about General Obligation (GO) and Revenue Bonds and lease purchase agreements, including Certificates of Participation (COPs).

Any information in this section dated after December 31, 2021 is estimated and unaudited.

Since May 2010, the City's General Obligation Bonds have been rated AAA, the highest bond rating, by all three major national credit ratings agencies. These strong ratings will attract investors and help lower the cost to taxpayers when the City borrows money.

### General Obligation Bonds

General Obligation Bonds are backed by the full faith and credit of the City and are payable from ad valorem property taxes and other general revenues. Except for refunding bonds issued to achieve savings, Denver voters must approve general obligation debt prior to issuance.

In November 2017, Denver voters authorized \$937,418,500 of new Elevate Denver General Obligation Bonds to be issued to address a wide variety of infrastructure improvements citywide. As of August 31, 2022, the City had \$129,238,500 authorized but unissued general obligation bonds from the November 2017 authorization for the Elevate Denver GO Bond program. In November 2021, Denver voters authorized \$260,030,000 of new RISE General Obligation Bonds to address a wide variety of infrastructure improvements citywide. As of August 31, 2022, the city had \$139,720,000 authorized but unissued general obligation bonds from the 2021 authorization for the RISE GO bond program.

### Debt Limitations

The City Charter limits general obligation bonded debt, excluding self-supporting water bonds, to three percent of the actual value of taxable property within the City.

The following schedule sets forth the computation of the general obligation debt margin of the City as of December 31, 2021. Note that the Denver General Obligation Bond authorization mentioned above is not included in the following schedules as the timing and amounts of future bond issuances have not yet been determined as of the final production of the 2023 budget book.

#### Computation of the General Obligation Debt Margin (\$ in thousands)

Total Actual Property Valuation	\$187,562,086
Maximum general obligation debt allowed (3 percent of total valuation)	\$5,626,863
Outstanding bonds chargeable to limit	\$737,461
Less amount reserved for long-term debt in fund balance	\$180,386
Net chargeable to bond limit	\$557,075
Legal Debt Margin	\$5,069,788
Percent of Charter limit	9.90%

## Debt Services Funds

### Existing Debt

The City's outstanding general obligation debt as of December 31, 2021 consist of the following:

Series	Final Maturity Date	Amount Outstanding
2007 Justice System Facilities (Mini-Bonds)	2022	\$ 8,860,500*
2013A Better Denver & Refunding Bonds	2030	\$ 27,425,000
2013B1 General Obligation Refunding Bonds	2025	\$ 19,960,000
2013B2 General Obligation Refunding Bonds	2025	\$ 41,740,000
2014A Better Denver Mini-Bonds	2028	\$ 12,000,000*
2018A Elevate Denver Bonds	2033	\$ 60,720,000
2018B Justice System Refunding Bonds	2025	\$ 36,430,000
2019A Elevate Denver Bonds	2029	\$ 75,855,000
2019B Elevate Denver Bonds	2025	\$ 35,030,000
2019C Elevate Denver Bonds	2033	\$ 55,295,000
2020A Elevate Denver Bonds	2039	\$ 145,500,000
2020B Elevate Denver Bonds	2030	\$ 218,645,000
<b>Total General Obligation Bonds</b>		<b>\$ 737,460,500</b>

\*Amount outstanding does not include compound interest of \$8,796,527 and \$4,842,323 on the Series 2007 and 2014A mini-bonds, respectively, as of 12/31/2021.

### Indicators Related to General Obligation Debt Burden

Outstanding general obligation debt	\$ 737,460,500
Total Estimated Actual Value*	\$ 187,562,086,035
Net Assessed Value*	\$ 23,529,239,000
Population as of July 1, 2021 (US Department of Commerce)	711,463
Ratio of net direct general obligation debt to actual value	0.39%
Ratio of net direct general obligation debt to net assessed value	3.13%
Net direct general obligation debt per capita	\$ 1,037

\*From 2021 Final Certification for Valuation by County Assessor

### Revenue Bonds

Revenue Bonds are payable from a specific, dedicated source of revenue that does not pledge the full faith and credit of the City. Denver's outstanding revenue bonds are described below. There are no City Charter limitations stipulating maximum revenue bond debt.

#### Excise Tax Revenue Bonds (also referred to as Dedicated Tax Revenue Bonds)

The majority of Denver's outstanding, non-airport Revenue Bond are backed by dedicated excise taxes (portions of the City's Lodgers' tax and sales tax on short-term auto rentals and prepared food and beverages). Except for refunding bonds issued to achieve savings, Denver voters must approve these bonds prior to issuance.

In November 2015, Denver voters authorized the issuance of up to \$778 million of new Excise Tax Revenue bonds supported by pledged portions of the Lodgers', Food and Beverage, and Auto Rental

Taxes for the purpose of financing tourism related projects for the National Western Center Campus and for expansion improvements to the Colorado Convention Center.

The City's outstanding excise tax bonds as of December 31, 2021 consisted of the following:

Series	Final Maturity Date	Amount Outstanding
2016A Dedicated Tax Revenue Refunding & Improvement Bonds	2046	\$235,490,000
2016B Dedicated Tax Revenue Refunding & Improvement Bonds (taxable)	2032	\$42,285,000
2018A-1 Dedicated Tax Revenue Bonds	2048	\$151,485,000
2018A-2 Dedicated Tax Revenue Bonds *	2040	\$88,514,984
2018B Dedicated Tax Revenue Bonds (taxable)	2029	\$57,395,000
2021A Dedicated Tax Revenue Bonds (Taxable)	2051	\$273,830,000
	<b>Total Excise Tax Bonds</b>	<b>\$849,000,000</b>

\*Amount outstanding exclude compound interest of \$12,917,868 as of 12/31/21.

The Series 2016A and 2016B Dedicated Tax Revenue Refunding and Improvement Bonds were issued to advance refund and defease all of the outstanding Series 2005A and 2009A Excise Tax Revenue Refunding Bonds as well as fund a portion of the construction and improvement costs of the National Western Center campus and the Colorado Convention Center expansion project.

In August 2018, the City issued Dedicated Tax Revenue Bonds, Series 2018A-B, in the principal amount of \$299,999,984 to provide additional funding for the National Western Center Campus.

In April 2021, the City issued Dedicated Tax Revenue Bonds, Series 2021A, in the principal amount of \$273,830,000 to provide additional project funding for the National Western Center Campus and the Colorado Convention Center Expansion project.

No new excise taxes or increases to existing excise taxes were imposed in conjunction with the issuance of Series 2016A-B Bonds, Series 2018A-B Bonds or Series 2021A Bonds.

### Airport System Revenue Bonds

As of December 31, 2021, the outstanding General Airport System Revenue Bonds totaled \$6,008,650,000 and have multiple maturities that range from 2022 to 2048. The bonds were issued to finance the construction of and capital projects at the airport and to refinance earlier bond issues. The bonds are payable solely from revenues derived by the Airport System; the City, through its Department of Aviation, has pledged future Airport System Net Revenues, as defined in the 1984 Airport System General Bond Ordinance and the 1990 Airport System Subordinate Bond Ordinance. It is expected that the outstanding Airport System Revenue bonds will total \$6,724,310,000 as of December 31, 2022.

### Wastewater Revenue Bonds

In January 2012, the City issued \$50,425,000 of Series 2012 Wastewater Revenue Bonds on behalf of the Wastewater Management Enterprise Fund of the City's Department of Public Works to finance improvements to the City's Storm Drainage Facilities and to refund the remaining \$20,350,000 of outstanding Series 2002 Wastewater Revenue Bonds. The bonds are payable solely from revenues derived by the City from the operation of its storm drainage and sanitary sewer facilities. The bonds mature in 2032.

## Debt Services Funds

In November 2016, the City issued \$115 million of Series 2016 Wastewater Revenue Bonds on behalf of the Wastewater Management Enterprise Fund to finance the Platte to Park Hill storm drainage project. The bonds will mature in 2046.

On February 22, 2018, the City issued \$103,050,000 of Series 2018 Wastewater Revenue Bond on behalf of the Wastewater Management Enterprise Fund to finance citywide storm drainage and sanitary sewerage improvements, including the Platte to Park Hill storm drainage project. The bonds will mature in 2047. As of December 31, 2020, \$228,490,000 of Wastewater Revenue bonds are outstanding.

As of December 31, 2021, \$220,755,000 of Wastewater Revenue bonds are outstanding. As of December 31, 2022, \$212,670,000 are expected to be outstanding.

## Lease Purchase Agreements

The City has utilized lease purchase agreements to facilitate the financing of certain public capital projects and capital equipment. The leases are subject to annual appropriation by the City Council and do not constitute a general obligation or other indebtedness of the City within the meaning of any constitutional, statutory, or Charter debt limitations. The City's obligation to make payments relating to its various leases is contingent upon the City appropriating the rental payments for the then-current fiscal year. In the event of non-appropriation, the lease terminates, and the pledged assets are liquidated to the benefit of the lease holders. As of December 31, 2020, the principal portions of base rentals under the lease purchase agreements, not including enterprise funds, were \$401,918,898. Of this amount, \$375,180,779 was attributable to certificated lease purchase agreements, and \$26,738,119 was attributable to non-certificated capital leases.

## Certificated Lease Purchase Agreements

Certificates of Participation (COPs) have been executed and delivered in conjunction with various lease purchase agreements discussed in the paragraph above. Principal outstanding on COP transactions as of December 31, 2021 consists of the following:

Lease Purchase	Agreements	Final Maturity Date	Amount Outstanding
Series 2008A1-3	Wellington E. Webb Office Bldg.	2029-2031	\$182,135,000
Series 2012A	Cultural Center Parking Garage	2021	\$1,100,000
Series 2012C1-3	Police Stations and other Denver Properties*	2022-2031	\$23,000,556
Series 2013A	Buell Theater Properties	2023	\$14,655,000
Series 2015	Fire Station & Library Facilities	2034	\$17,015,000
Series 2017A	Denver Botanic Gardens Refunding 2028	2028	\$12,606,796
Series 2018A	Colorado Convention Center Expansion Project	2048	\$126,730,000
Series 2020A1-2	Central Platte Campus / Wastewater Office Building / Roslyn Maintenance Facility	2023-2030	\$19,670,000
		<b>Total</b>	<b>\$396,912,352</b>

\*Does not include \$3,579,444 attributable to Wastewater Management Enterprise Fund

The estimated 2023 payments for all certificated lease purchase agreements are \$40,504,812. Of the total payments, approximately \$30,195,502 is paid from the General Fund or Capital Improvement Funds, \$7,303,525 is from Special Revenue Funds or non-General Fund/non-Capital Fund sources, and \$3,005,785 is from sources outside the City.

## General Obligations Bonds - Schedule 20000

Dollars in thousands	2021 Actuals	2022 Estimate	2023 Recommended
<b>Financial Resources</b>			
Interest Income	(161)	-	-
Miscellaneous Other	6,718	-	-
Property	135,152	141,125	139,364
<b>Total</b>	<b>\$ 141,709</b>	<b>\$ 141,125</b>	<b>\$ 139,364</b>
<b>Use of Resources</b>			
Bond Counsel & Financial Services	13	15	15
Principal Payments - Bond	104,910	104,225	101,740
Interest Payments - Bond	29,133	34,056	46,137
<b>Total</b>	<b>\$ 134,056</b>	<b>\$ 138,296</b>	<b>\$ 147,892</b>
<b>Excess of Revenues Over (under) Expenditures</b>	<b>7,653</b>	<b>2,829</b>	<b>(8,527)</b>
Net Increase (Decrease) in Fund Balance	7,653	2,829	(8,527)
<b>Fund Balance January 1</b>	91,972	99,625	102,454
<b>Fund Balance December 31</b>	<b>\$ 99,625</b>	<b>\$ 102,454</b>	<b>\$ 93,927</b>

## Excise Tax Revenue Bonds - Schedule 25000

Dollars in thousands	2021 Actuals	2022 Estimate	2023 Recommended
<b>Financial Resources</b>			
Interest Income	(428)	-	-
Lodgers	37,104	50,944	56,684
Sale and Use	45,524	52,413	54,918
<b>Total</b>	<b>\$ 82,200</b>	<b>\$ 103,357</b>	<b>\$ 111,602</b>
<b>Use of Resources</b>			
Bond Counsel & Financial Services	6	10	10
Principal Payments - Bond	14,260	15,910	17,990
Interest Payments - Bond	22,050	35,947	32,166
Bond Issuance Costs	31	-	-
<b>Total</b>	<b>\$ 36,347</b>	<b>\$ 51,867</b>	<b>\$ 50,166</b>
<b>Excess of Revenues Over (under) Expenditures</b>	<b>45,853</b>	<b>51,490</b>	<b>61,436</b>
<b>Other Financing Sources (Uses)</b>			
Transfer Out	(134,691)	(52,349)	(62,314)
Transfer In	101,505	-	-
<b>Total</b>	<b>\$ (33,186)</b>	<b>\$ (52,349)</b>	<b>\$ (62,314)</b>
Net Increase (Decrease) in Fund Balance	12,667	(859)	(878)
<b>Fund Balance January 1</b>	100,274	112,941	112,082
<b>Fund Balance December 31</b>	<b>\$ 112,941</b>	<b>\$ 112,082</b>	<b>\$ 111,204</b>



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# Appendices

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## Community Trends and Profiles

### Denver: The Mile-High City

The City and County of Denver, located 5,280 feet above sea level, is the capital city of the State of Colorado. Geographically, Denver is in the north-central part of the state and is bordered by the Rocky Mountains to the west and the Great Plains to the east. Since its founding in 1858, Denver has expanded from 3.52 square miles to 154.6 square miles. Denver is the service, financial, transportation, and distribution center of the Rocky Mountain region. Over the last few years, Denver has gained national recognition as one of the nation's most desirable cities in which to live, work, and play. In 2019, Forbes Magazine ranked the Denver-Aurora-Lakewood Metropolitan Area as the fourth *Best Places for Business and Careers* in the nation. In 2020, Denver was ranked the second-best place to live in the United States in the annual *Best Places to Live* by U.S. News & World Report for the second year in a row. TravelPulse named Denver one of the top "3 Best U.S. Destinations for 2022" and Conde Nast Traveler named the Denver Art Museum on its "Best New Museums in the World: 2022 Hot List". In 2022, Denver ranked eleventh in the nation among cities for solar capacity according to the *Shining Cities* report from the Environment America Research and Policy Center and the Frontier Group.

### Denver Fun Facts

Denver records an average of over 300 days of sunshine a year, more than many beach communities in the United States.

The 13th step of the state capital building in Denver is exactly one mile (5280 feet) above sea level.

The longest continuous street in the United States – Colfax Avenue – can be found in Denver. It is part of the longest continuous highway—US 40—that runs west to Utah and east, all the way to New Jersey.

The National Western Stock Show, held in Denver, is the largest stock show in the world. The 115th edition of the National Western Stock Show was postponed in 2021 due to COVID-19 and accompanying concerns for large public gatherings. This was the first time the event was not held annually since World War II. The Stock Show returned to in-person attendance in 2022.

There are 200 named peaks that are visible from Denver, and 32 of these mountains are at 13,000 feet in elevation or above.

### Denver's Government

Denver is both a city and a county, exercising municipal and county functions. Some of Denver's officers are county officials and have jurisdiction and functions broader in scope than their counterparts in other municipalities. Since 1904, Denver has existed as a "home-rule" city with extraordinary governing powers, and the state legislature retains, under the home-rule amendment, the right to act to the exclusion of Denver in matters of state-wide concern.

The City Charter, adopted in 1904, established a "strong mayor" form of government. The Mayor of the City, elected directly by the people every four years, is limited to three consecutive terms. The Mayor is the chief executive exercising all administrative and executive powers, except as otherwise delegated by the City Charter, including drafting the annual budget. The City Council, consisting of 13 members elected every four years with a three consecutive-term limit, is the legislative branch of the government. Eleven council members are elected by district and two are elected at-large. Seven members constitute a quorum, and the vote of seven members is necessary to adopt any ordinance or resolution. While the mayor has the power to veto, council can override a mayoral veto with nine votes. Denver also directly elects an auditor, district attorney, and clerk and recorder.

### Denver's Economy



In 2022, the top industries that contribute to the City and County of Denver's local economy are Professional, Scientific, and Technical Services (13.3% of total employment), Local, State, and Federal Government (12.5%), Health Care and Social Assistance (9.7%), Accommodation and Food Services (7.4%), and Administrative and Support and Waste Management and Remediation Services (5.9%). From 2019-2022, growth in employment can be seen most prominently in Denver's tech and medical sectors. Software Publishers increased jobs by 94% in that timeframe and 2021 compared to 2022 grew by 9% year-over-year (YOY); Custom Computer Programming Services jobs grew by 34% between 2019 and 2022 and 8% YOY; and Direct Health and Medical Insurance Carriers grew by 77% between 2019 and 2022 and 9% YOY. These represent the top three growing industries, adding 7,863 jobs since 2019 and showing strength and resilience despite economic uncertainty. It should be noted that the COVID-19 pandemic has taken a toll on employment in most industries dependent upon in-person attendance, losing 17,896 jobs since 2019. This includes industries such as Accommodation and Food Services, which fell 23% between 2019 and 2022 and 1% YOY; Administrative and Support and Waste Management and Remediation Services, which fell 8% between 2019 and 2022 and 0% YOY; and Mining, Quarrying, and Oil and Gas Extraction, which fell 29% between 2019 and 2022 and 3% YOY. (Lightcast Q4 2022 Data Set at <https://lightcast.io/>)

Denver's economy experienced negative impacts due to the COVID-19 pandemic during 2020 but improved in 2021 and continued to improve in 2022. The unemployment rate in Denver peaked in May 2020 during the early stages of the pandemic at 13.2%, compared to 2.3% in May 2019. However in May 2022, the unemployment rate in the City was down to 3.3%. In comparison, national unemployment rates were 3.6% in May 2019 as well as 3.6% in May 2022 (Bureau of Labor Statistics).

Prior to the onset of the pandemic, Denver's thriving tourism industry brought in 17.7 million overnight visitors in 2019 and facilitated \$6 billion in spending, both of which were single year records. While there were significant decreases in tourism in 2020, the number of visitors and amount of spending rebounded in 2021. In 2021, there were 16.6 million overnight visitors, representing a 24 percent increase compared to 2020. In addition, visitors to Denver in 2021 facilitated \$5.5 billion in spending, representing a 29 percent increase from 2020. The top three states (besides Colorado) sending vacationers to Denver in 2021 were Texas, California, and Florida (VISIT DENVER website at <https://www.denver.org>). In 2022, the City estimates it will issue 59,388 permits for residential and commercial building construction. This represents an approximate one percent increase from the number of permits issued in 2021 (The City and County of Denver, Community Planning and Development Internal Records).

Denver is located on the 105th meridian, the exact midpoint between Tokyo, Japan, and Munich, Germany, which allows Denver to conduct business with both countries on the same business day. Denver International Airport (DEN) is the largest airport in the United States and second largest in the world by size, with 53 square miles of land. Passenger traffic decreased by 51 percent from 2019 to 2020 due to COVID-19. However, as of December 2021, passenger totals were up 74.4 percent compared with 2020 levels (<https://www.flydenver.com/about/financials>). DEN was also ranked as the sixth busiest global airports in the world in 2022 based on number of seats (<https://www.oag.com/busiest-airports-world>). The Denver International Airport serves over 200 domestic and international destinations and is known around the globe for its innovations in public art, operations, technology, service, and management.

Denver has also gained a reputation as one of the best places to start and grow a business, and the Denver Startup Week, co-founded by the Downtown Denver Partnership in 2012, has grown into the largest free entrepreneurial event of its kind with over 20,000 people attending in 2019. After going remote in 2020 and hybrid in 2021, Denver Startup Week was again held in-person in September 2022 and attracted over 10,000 attendees from across the country. A startup is defined as a company

in the technology industry founded in the past decade with under 100 employees. In 2021, there were 1,304 total center city startups, employing 7,891 people. In Downtown Denver, 12 percent of businesses are startups, and they employ an average of 6.0 employees each (Downtown Denver Partnership website at <https://www.downtowndenver.com>, 2022 Startup Report).

### Denver's Culture and Recreation

Denver is a vibrant city that embraces its diverse culture in a variety of ways. Denver Arts and Venues provides diverse recreational and cultural opportunities, such as concerts in City parks and arts education for youth while supporting Denver's economy through cultivating nonprofit and commercial cultural enterprises.

Unique entertainment destinations also attract visitors from across the state and country to Denver. The most notable venues include Red Rocks Amphitheater, an internationally-recognized concert venue that ranked #1 in Billboard Magazine's year-end chart of top-grossing/best-attended venues in 2021. Despite the challenges of COVID-19, Red Rocks hosted more concerts and grossed more revenue than any other venue, of any size, anywhere in the world in 2021. Other notable venues are the Denver Coliseum, which hosts the National Western Stock Show; the Buffalo Bill Museum; and Denver's Performing Arts Complex, home to a Tony Award-winning repertory theatre company, Broadway touring productions, contemporary dance and ballet, magnificent chorales, a major symphony orchestra, and an internationally-acclaimed opera. Denver's newest attraction, which opened in 2021, is Convergence Station - Meow Wolf's third permanent interactive art exhibition that houses 70+ unique installations, rooms, and portals.

Denver also offers several museums, two water parks, the Denver Zoo, Elitch Gardens amusement park, the U.S. Mint, and the Denver Botanic Gardens as entertainment destinations. Additionally, the Denver Pop Culture Con, formerly known as the Denver Comic Con, returned for the seventh year to the Colorado Convention Center in 2019. Attendance had quadrupled since it started in 2012, with more than 100,000 comic book and pop culture fans attending in 2019. However, this event—along with many others—was canceled in 2020 and 2021 due to COVID-19 concerns regarding large public gatherings. That said, in 2021 Denver hosted the "FAN EXPO - Special Edition" at the Colorado Convention Center, a three-day event over Halloween weekend that boasted many of the same attractions. The FAN EXPO resumed as an in-person event in 2022. Another event, the Sculpture Park Concert Series, was created in 2021 to provide a free way for families to gather and enjoy music outside while many indoor events were canceled. This event series continued in 2022 and expanded to include outdoor movies.

Over a quarter of Denver residents speak languages other than English at home including Spanish, Vietnamese, Amharic, American Sign Language, Russian, Chinese/Mandarin, and French. Annual multicultural events indicative of the City's cultural diversity include the Indigenous Film and Arts Festival, the Denver March Powwow, the Cinco de Mayo Festival, the Colorado Dragon Boat Festival, and the Juneteenth Music Festival. In 2022, Denver City Council recognized Juneteenth as an official city holiday. Denver also has a strong LGBTQ+ community and hosts one of the largest Pride Festivals in the nation. In 2022, Denver Pride and Black Pride Colorado returned as in-person events and celebrations.

Additionally, Denver showcases some of its culinary specialties annually through the Taste of Colorado, Denver Beer Festival, the Denver International Wine Festival, and the Great American Beer Festival (GABF). Founded in 1982, the GABF has grown into the premier beer festival in the nation and featured 61,000 attendees in 2019. GABF was held virtually in 2020 and 2021, but will resume as an in-person event in October 2022.

Denver is a hub for professional sports in the Rocky Mountain region and is home to the National Football League's Denver Broncos, the National Basketball Association's Denver Nuggets, Major



League Baseball's Colorado Rockies, the National Hockey League's Colorado Avalanche, Major League Soccer's Colorado Rapids, and the National Lacrosse League's Colorado Mammoth. In 2022, Denver established itself as "Hockey Capital USA" with the Colorado Avalanche winning the Stanley Cup, the University of Denver Pioneers winning the NCAA Championship, and Denver East High School Angels winning the high school national championship.

The City and County facilitates numerous opportunities for residents and visitors to enjoy Denver's outdoors and engage in physical activities. The City's park system includes over 6,000 acres of urban parkland, over 14,000 acres of mountain parks, and several viewing points of the City's bison herds. Other recreation opportunities can be found on Denver's 193 miles of hiking and bikeway trails, 24 lakes, one of the largest free skate parks in the U.S., and eight public golf courses. The City and County also operates 30 active recreation centers along with 16 outdoor and 16 indoor swimming pools. These facilities successfully reopened in 2021 after COVID-19 related closures in 2020.

A few exciting highlights in the Parks and Recreation system include Levitt Pavilion in Ruby Hill Park, a state-of-the-art outdoor amphitheater that hosts 50 free concerts a year; the Ruby Hill Bike Park, a 7.5-acre premier recreation and play experience with diverse terrain that provides unique riding opportunities for riders of all ages and skill levels; Paco Sanchez Park, an innovative, multi-generational park that includes a 30-ft custom made climbing tower; and the multi-sport rink at the Lowry Sports Complex, the first outdoor multi-sport enclosed rink within the Denver parks system, and the only rink of its kind in Denver that is free and open to the public year-round. The City also hosts the Colfax Marathon and Rock and Roll Half Marathon, both of which returned in 2022.

The Denver Public Library system is comprised of the Central Library, 27 branch library locations, and three bookmobiles focused on serving the City's most vulnerable and disconnected communities. The library system is also home to the Blair-Caldwell African American Research Library, a 40,000-square foot facility highlighting African Americans in early Denver, the Black West, and African American leadership. Denver's library system offers a collection of more than 1.9 million physical and digital materials, access to 554 in-building computers and 1,535 technology tools available for checkout, 1.1 million historical artifacts available digitally, and more than 5,114 programs each year. Library spaces are an invaluable community asset - with more than 862,000 square feet of public space available for 1,023 hours each week across all locations. In 2022, as Central Library renovations progress and branch hours expand, the library anticipates increasing public access in key neighborhoods throughout Denver.

## Demographic Profile of Denver County

Denver has seen significant population growth between 2000 and 2020, increasing from 554,636 to 715,522, a 29 percent increase in the last 20 years. Between 2010 and 2020, the City and County of Denver's population grew by 19.2 percent. After several years of growth, the City's population decreased between 2020 and 2021 by approximately 4,000.

## Excise Tax Revenue Bonds - Schedule 25000

	2000	2010	2020	2021
Population	554,636	600,158	715,522	711,463
Percent of Population by Age				
0-4 Years	6.8	7.3	5.8	5.5
5-19 Years	15.1	14.2	15.3	15.1
20-34 Years	31.2	30.8	29.7	29.2
35-64 Years	35.6	37.3	37.4	38.1
65 Years and Over	11.3	10.4	11.9	12.2
Median Age	33.1	33.7	34.5	35.1
Male (%)	50.5	50.1	50.1	50.4
Female (%)	49.5	49.9	49.9	49.6
Percent of Population by Race				
White	65.3	69.0	60.6	59.0
Black	11.1	10.2	8.9	8.7
American Indian & Alaska Native	1.3	1.4	1.5	0.9
Asian/Pacific Islander	2.9	3.4	4.1	3.5
Other Race/Two or More Races	19.3	16.0	24.8	28.0
Hispanic, Latino Origin (%)	31.7	31.9	29.5	29.0
White, Non-Hispanic/Latino (%)	68.3	68.2	70.5	71.0
Education (25 Years and Over)				
0-11 Years Completed	9.1	7.7	12.0	9.1
12 or More Years Completed	78.5	85.7	88.0	90.9
College (4 or More Years Completed)	34.5	40.9	49.4	55.0

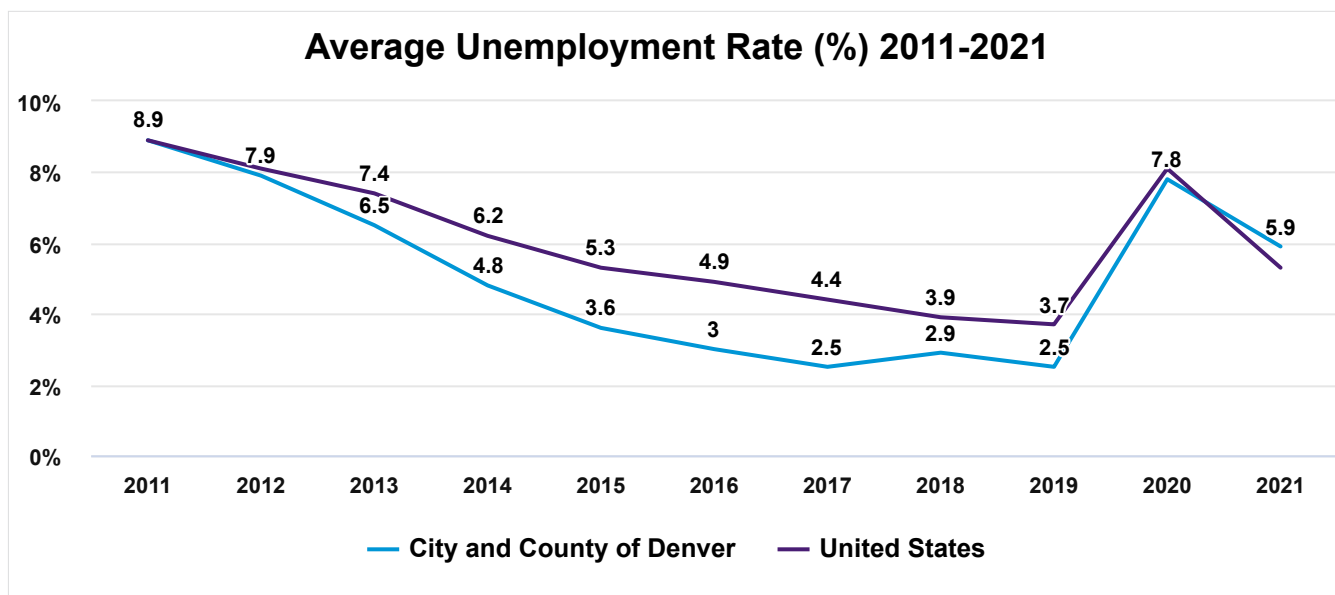
**Source:** U.S. Census Bureau, 2000 Census; U.S. Census Bureau, 2010 Census; U.S. Census Bureau, 2020 Census; U.S. Census Bureau, Population Estimates Program (PEP); U.S. Census Bureau, 2021 American Community Survey (ACS)

### Economic and Financial Profile (City and County of Denver)

Data from the U.S. Census Bureau show the key statistics surrounding income (median family, median household, and mean per capita income) have all continued to increase. The continued strength of the Colorado and Denver economy, low unemployment rates, continued growth in a variety of key business sectors, and wage growth help contribute to this increase through 2021. While impacts from COVID-19 are reflected in decreases in 2020 compared to the prior year, data from the most recent American Community Survey (ACS) in 2021 estimate increases in median family income, median household income, and mean per capita income to above 2019-levels.

Income	2018	2019	2020	2021
Median Family	\$ 90,020	\$ 98,247	\$ 93,236	\$ 105,365
Median Household	\$ 68,377	\$ 75,646	\$ 72,661	\$ 81,630
Mean Per Capita	\$ 44,556	\$ 47,802	\$ 45,636	\$ 52,960

Source: U.S. Census Bureau, American Community Survey (ACS), 2018, 2019, and 2021 one-year estimates; U.S. Census Bureau, ACS 2020, 5-Year Estimates



Denver’s unemployment rate historically outperformed national numbers, but that changed in 2020, likely due to COVID-19’s impact on the travel and tourism industries. In 2021, national unemployment averaged at 5.3 percent compared to Denver’s 5.9 percent. The Denver-Aurora-Lakewood Metropolitan Statistical Area (MSA) usually aligns closely with Denver’s unemployment rate, but fared better in 2021 at 5.5 percent. The state of Colorado usually aligns fairly well with Denver and had an average unemployment rate of 5.4 percent in 2021.

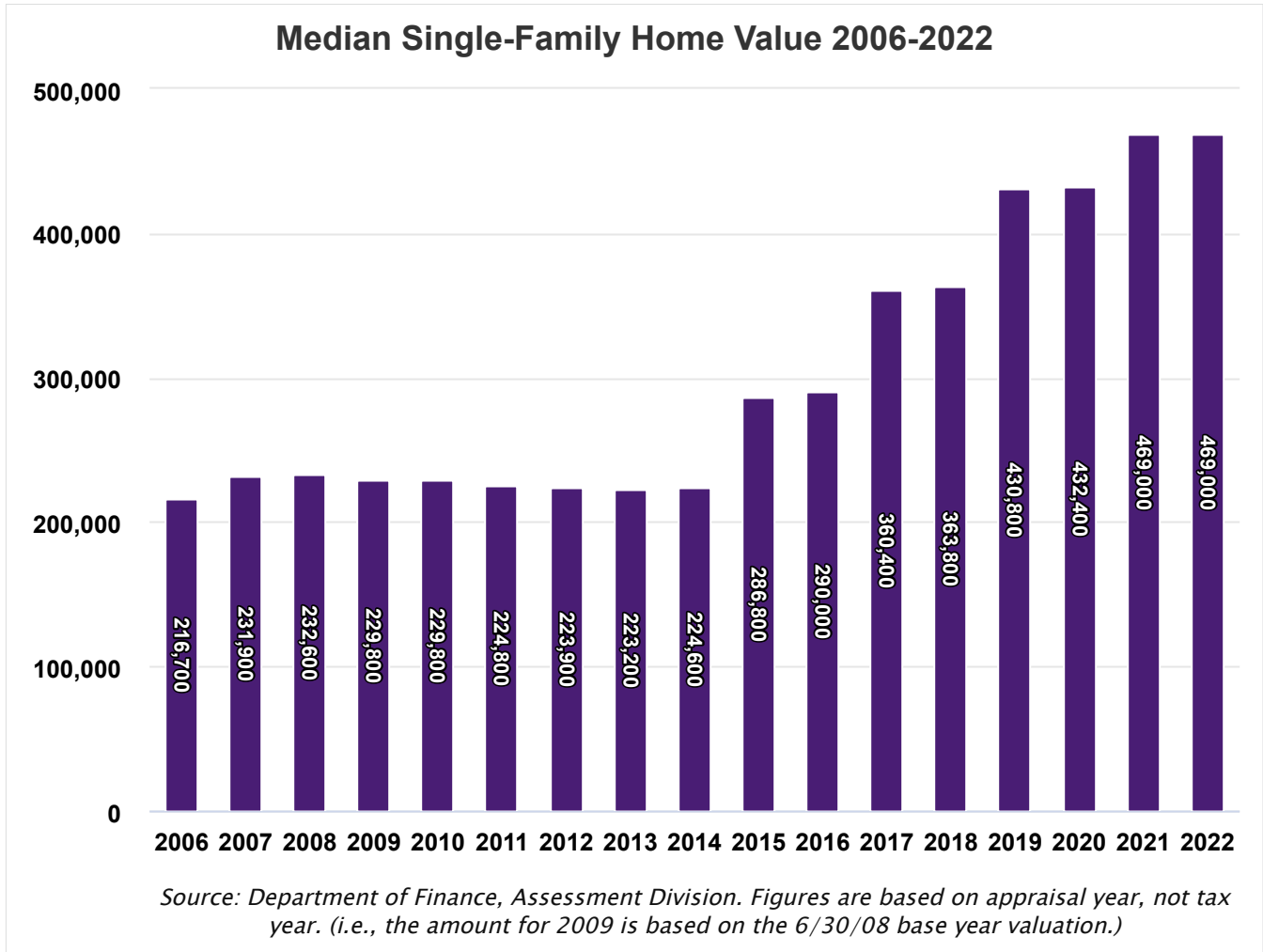
Unemployment Rates (%)	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
City and County of Denver	7.9	6.5	4.8	3.6	3.0	2.5	2.9	2.5	7.8	5.9
United States	8.1	7.4	6.2	5.3	4.9	4.4	3.9	3.7	8.1	5.3
Denver-Aurora-Lakewood, CO MSA	7.8	6.5	4.8	3.6	3.0	2.5	2.9	2.5	7.1	5.5
Colorado	8.0	6.7	5.0	3.7	3.1	2.6	3.0	2.6	6.9	5.4

Source: The U.S. Bureau of Labor Statistics

### Median Single-Family Home Value

Denver faces a significant shortage of affordable housing, further exacerbated by the COVID-19 pandemic. Median home values increased 100 percent from 2006 to 2020, and another 8 percent from 2020 to 2021. Properties are assessed every two years, and as a result, the median home price in 2021 closely matches 2022. New assessment data will be available in 2023. The City continues to invest in

ways to counteract increasing home prices, including increasing minimum wage and funding affordable housing programs in the 2023 Annual Budget.



### Principal Employers in the City and County of Denver

Rank	Employer	Employees	Percentage of Total City Employment
1	Denver Public School District #1	12,364	2.2%
2	City and County of Denver	10,752	1.9%
3	State of Colorado Central Payroll	9,978	1.7%
4	Denver Health & Hospital Authority	7,212	1.3%
5	United Airlines, Inc.	6,814	1.2%
6	CHC Payroll Agent, Inc. (HCA Health One)	4,390	0.8%
7	University of Denver	4,332	0.8%
8	USDA National Finance Center	4,252	0.7%
9	Southwest Airlines	2,892	0.5%
10	ADP TotalSource	2,682	0.5%

Source: 2021 Denver Annual Comprehensive Financial Report

## Principal Property Taxpayers in the City and County of Denver

Rank	Taxpayer	Taxable Assessed Value	Percentage of Total Taxable Assessed Value
1	Brookfield Properties	476,241,000	1.97%
2	Public Service Co.	367,291,000	1.52%
3	Beacon Capital Partners	181,727,000	0.75%
4	Hines Securities Inc.	156,607,000	0.65%
5	Invesco Realty Advisers Inc.	149,098,000	0.62%
6	Kroenke Sports Enterprises	145,250,000	0.60%
7	Franklin Streen Properties	135,033,000	0.56%
8	Dikeon Realty	123,185,000	0.51%
9	Simon Property Group	114,855,000	0.48%
10	Columbia-Healthone, LLC	106,695,000	0.44%

Source: 2021 Denver Annual Comprehensive Financial Report

## City Bond Ratings

	2013	2014	2015	2016	2017	2018	2019	2020	2021
Standard and Poor's	AAA	AAA	AAA	AAA	AAA	AAA	AAA	AAA	AAA
Fitch	AAA	AAA	AAA	AAA	AAA	AAA	AAA	AAA	AAA
Moody's	Aaa	Aaa	Aaa	Aaa	Aaa	Aaa	Aaa	Aaa	Aaa

Source: 2021 Denver Annual Comprehensive Financial Report

## Infrastructure Profile

	<b>2021</b>
<b>Fire</b>	
Number of fire engines/trucks	66
Number of stations	39
<b>Police</b>	
Number of patrol vehicles	594
Number of stations	6
<b>Parks and Recreation</b>	
Acreage	20,474
Golf courses	8
Mountain acreage	14,141
Number of parks (includes mountain parks)	347
Parkways (miles)	63
Athletic fields	359
Recreation centers	31
Swimming pools	31
Tennis courts	238
<b>Cultural Activities</b>	
Concert venues	7
Public libraries	26
<b>Denver Airport System</b>	
Acreage	33,800
Number of runways	6
<b>Seating Capacities</b>	
Boettcher Concert Hall	2,679
Colorado Convention Center	20,000
Denver Coliseum	10,000
Ellie Caulkins Opera House	2,225
Red Rocks Amphitheater	9,525
Temple Hoyne Buell Theatre	2,884
McNichols Civic Center Building	1,900

Source: 2021 Denver Annual Comprehensive Financial Report



## Millage and Sales Tax Rates

### City & County Tax Rates

The Budget and Management Office compared Denver’s local sales taxes and mill levies with those of 25 municipalities in the Denver metropolitan area to offer a detailed look at the tax burden landscape in the metropolitan community. The comparison includes the following taxes:

- Sales taxes (levied by city and county governments)
- Property taxes (county, city, library, fire, recreation, urban drainage and flood control, and school; additional levies imposed by bond issuances of these entities are also included) – the millage identified below are 2021 rates payable in 2022

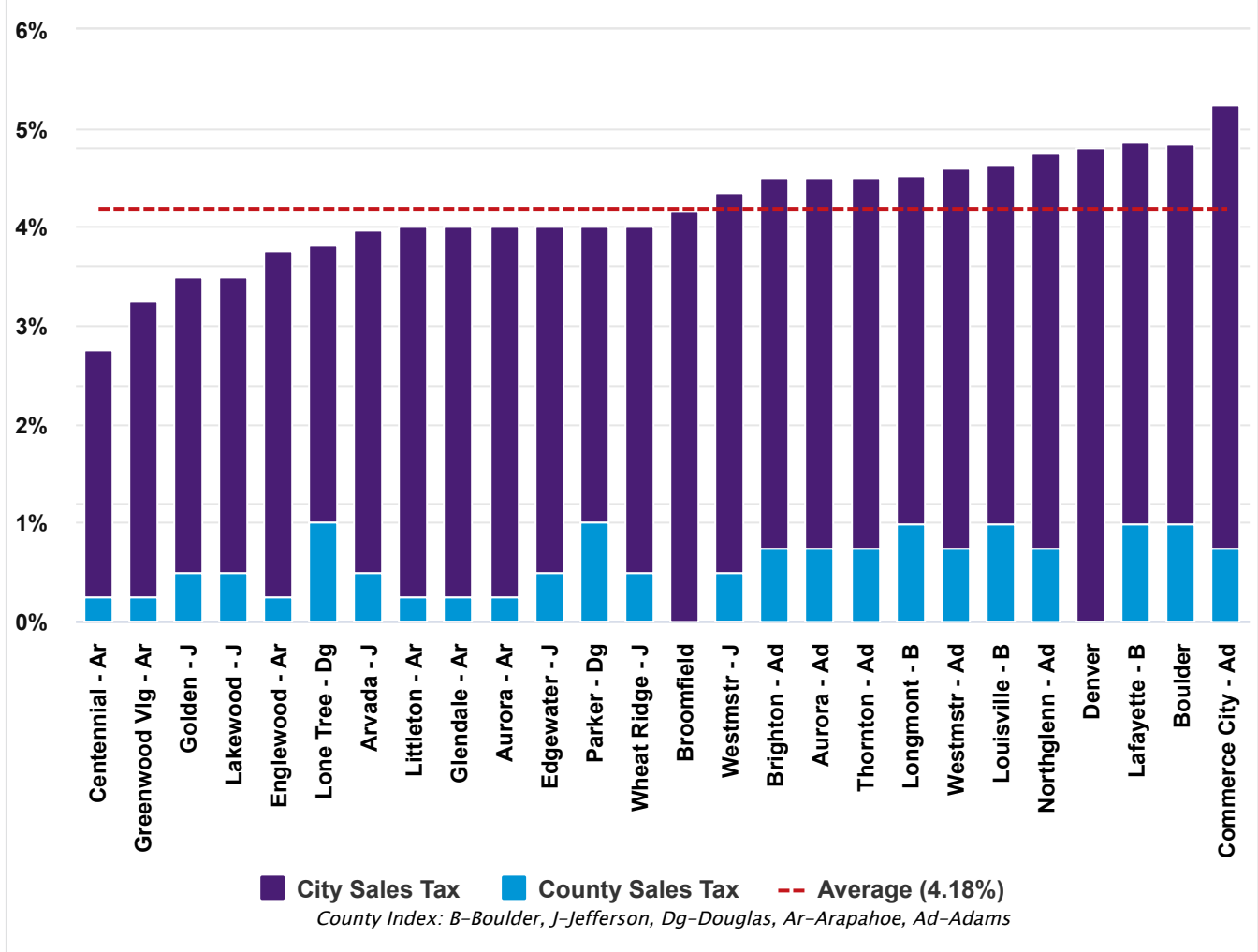
There are also regional taxes imposed to support infrastructure and programs. As they generally uniformly impact neighboring municipalities, they were excluded from the comparison. These include:

- Sales taxes supporting the Regional Transportation District (RTD)
- Sales taxes supporting the Scientific and Cultural Facilities District (which supports facilities such as the Denver Art Museum and Denver Botanic Gardens)

### Sales Tax

Sales tax comparisons can be seen in Figure 1. The sales taxes considered were those imposed by cities and counties in 2022. Following two voter-approved sales tax measures in the fall of 2020, Denver’s sales tax rate ranks 4th highest in the region at 4.81 percent, while the average sales tax rate across the 26 jurisdictions is 4.18 percent.

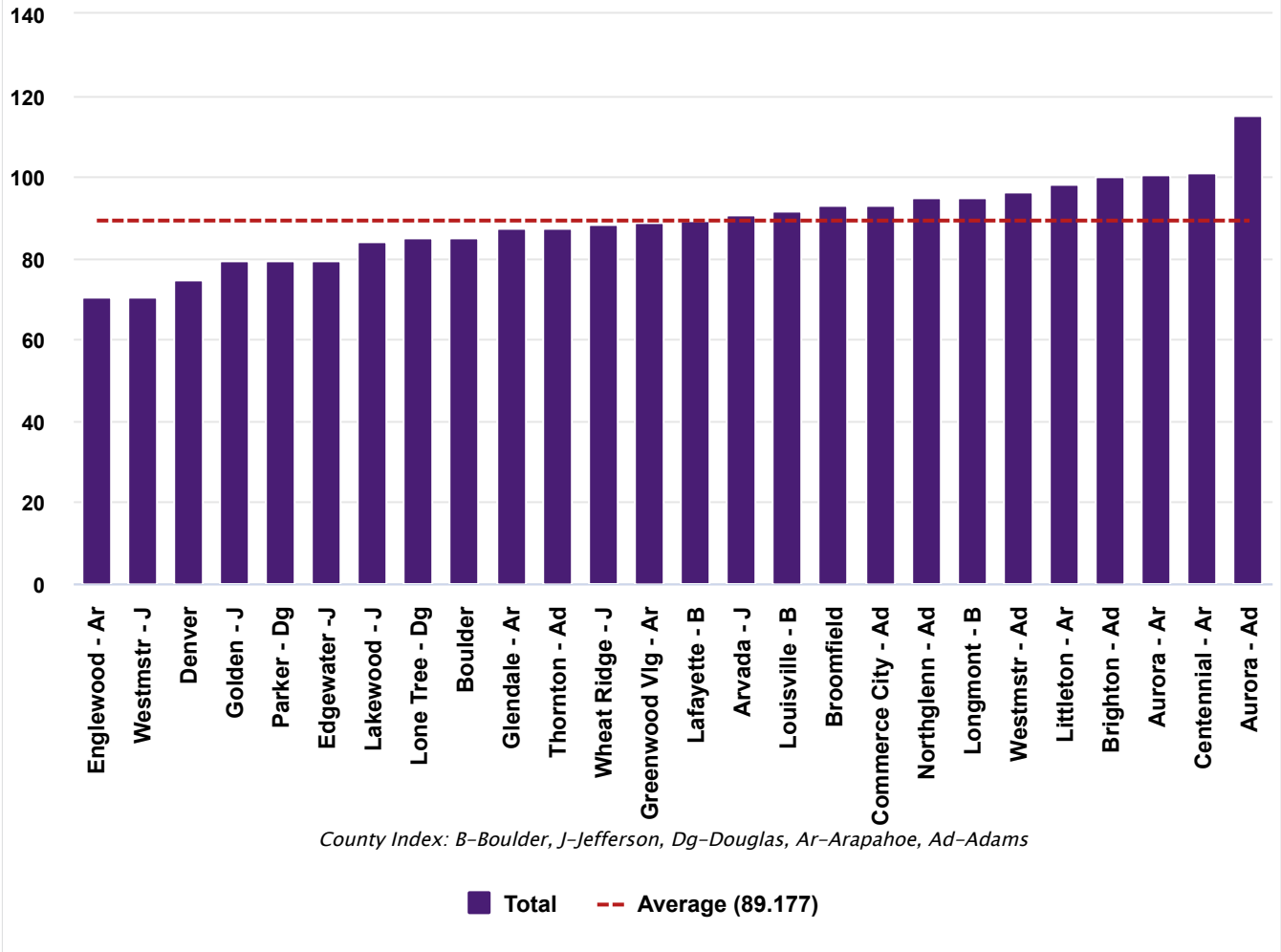
Figure 1: Sales Tax Rates by Jurisdiction, 2022



### Mill Levies

Property tax comparisons can be seen in Figure 2. The millage includes related local mills, including those of the county, city, library, fire, recreation, urban drainage and flood control, and schools. An average millage rate was calculated for jurisdictions with multiple school, fire, or recreation districts. Among the 26 jurisdictions, the average millage rate was 89.177, and Denver ranked third lowest with a rate of 74.62. For Denver residents, about 34 percent of the mills paid support the City and County of Denver and approximately 65 percent support the Denver Public School District. A detailed list of the mill levy rates among the 26 municipalities can be seen in Table 2 on the following page.

**Figure 2: Mill Levy Rates by Jurisdiction, 2021 (2021 Rates, Payable in 2022)**



**Table 2: Tax Rates by Community (City and County) in Detail**

City - County	County Levy	City Levy	Library	Fire	Recreation	Urban Drainage	School	Total
Englewood - Ar	12.762	9.510	0.000	0.000	0.000	1.000	47.257	70.529
Westmstr - J	20.076	3.650	0.000	0.000	0.000	1.000	45.808	70.534
<b>Denver</b>	25.120	0.000	0.000	0.000	0.000	1.000	48.498	74.618
Golden - J	20.076	12.340	0.000	0.000	0.000	1.000	45.808	79.224
Parker - Dg	18.524	2.602	4.021	9.319	0.000	1.000	43.797	79.263
Edgewater -J	20.076	0.000	0.000	12.530	0.000	1.000	45.808	79.414
Lakewood - J	20.076	4.711	0.000	12.530	0.000	1.000	45.808	84.125
Lone Tree - Dg	18.524	0.000	4.021	9.319	8.396	1.000	43.797	85.057
Boulder	24.250	11.981	0.000	0.000	0.000	0.900	47.944	85.075
Glendale - Ar	12.762	18.670	5.790	0.000	0.000	1.000	49.012	87.234
Thornton - Ad	27.069	10.210	3.689	0.000	0.000	1.000	45.408	87.376
Wheat Ridge - J	24.578	1.830	0.000	13.723	0.000	1.000	47.038	88.169
Greenwood Vlg - Ar	12.762	2.932	5.790	9.319	0.000	1.000	56.974	88.777
Lafayette - B	24.250	16.212	0.000	0.000	0.000	1.000	47.944	89.406
Arvada - J	20.076	4.310	0.000	14.849	4.560	1.000	45.808	90.603
Louisville - B	24.250	7.934	0.000	10.586	0.000	0.900	47.944	91.614
Broomfield	17.511	11.457	0.000	14.681	0.000	0.900	48.239	92.788
Commerce City - Ad	27.069	2.920	3.689	14.750	0.000	1.000	43.392	92.820
Northglenn - Ad	27.069	11.597	3.689	14.681	0.000	1.000	36.918	94.954
Longmont - B	24.250	13.420	0.000	0.000	0.000	0.000	57.358	95.028
Westmstr - Ad	27.069	3.650	0.000	0.000	0.000	1.000	64.800	96.519
Littleton - Ar	12.762	2.000	0.000	9.319	8.396	1.000	64.936	98.413
Brighton - Ad	27.069	6.650	3.689	11.795	0.000	1.000	49.866	100.069
Aurora - Ar	12.762	8.073	0.000	0.000	0.000	1.000	78.918	100.753
Centennial - Ar	12.762	5.013	5.790	9.319	7.268	1.000	60.031	101.182
Aurora - Ad	27.069	8.073	0.000	0.000	0.000	1.000	78.918	115.060

## Tabor and Ballot Initiative 2A

### Taxpayer's Bill of Rights (TABOR)

Colorado's TABOR amendment restricts revenues for all levels of government (state, local, and schools). Under TABOR, state and local governments cannot raise tax rates or spend revenues collected under existing tax rates if revenues grow faster than the rate of inflation and local growth without voter approval. As of 2012, 85 percent of Colorado's local jurisdictions had received voter approval to remove some or all of the revenue limits set in place by TABOR.

### Denver's TABOR Experience

In 2000 and 2005, the City and County of Denver asked for and received voter approval to temporarily suspend TABOR's revenue limits on all taxes except property taxes. This allowed the City to retain taxes collected over TABOR limits. The requirement for voter approval of debt issuance and tax increases has remained in place since TABOR was enacted three decades ago, and the City has never asked for its removal. As Council officially adopted the Denver 2013 Annual Budget, 74 percent of the Denver Electorate voted to approve Ballot Initiative 2A, which asked voters: 'Without increasing any tax rate or adopting any new tax, and in order to pay for improvements to police, fire, streets, Denver Public Library, parks, after-school and summer programs for children and such services as specified in City Council Bill 12-566 and published on the City's web-site, shall the City and County of Denver be authorized to collect, retain, and spend all tax revenue derived from the City's existing gross tax rates to the extent those revenues exceed the constitutional limitation on tax revenue, also known as TABOR, beginning in 2013...'

#### Passage of initiative 2A resulted in the following changes:

- Permanently removed TABOR restrictions on the City's tax base. The requirement of voting on tax increases remains in place.
- Eliminated four TABOR-credited property tax mills in 2012, increasing the 2013 property tax revenue base upon which future revenue growth is based.
- Implemented an anti-spiking provision that restricts property tax growth to no more than the rate of six percent plus local growth.
- In 2022, the City is projected to collect \$63 million more in property tax revenue than it would have collected if TABOR restrictions were still in effect.

Measure 2A also requires the Manager of Finance to provide an annual report documenting how 2A revenues are being spent. This section has been added to the annual budget document to highlight those changes and meet the reporting requirement.

### COVID Impact

In 2013, the City activated four property tax mills that had been credited due to TABOR growth restrictions on the City's property tax revenue. The revenue generated from this change allowed the City to begin restoring essential services lost during the Great Recession. In 2020, the City and County of Denver sustained major revenue losses due to the pandemic, with the hardest hit streams including sales tax, lodgers' tax, and a variety of general government collections such as recreational membership fees, parking meter and lot revenue, and construction-related permit fees. As the public health situation improved, the City and County of Denver experienced strong revenue growth, with collections returning to pre-pandemic levels by 2021. Revenues and the associated essential services, like many other

ongoing services provided to the citizens of Denver, restored through the passage of 2A, are now part of the City's base budget and may be subject to increases and decreases just as other city services are. Any increases or decreases in funding are noted in the narrative below.

### 2023 Programmatic Overview

All 2A programs implemented in 2013 will continue in 2023. The following is a summary of the programs that were implemented in 2013 and key highlights of program changes for 2023.

#### Parks and Recreation

**MY Denver Program Expansion** – This expansion has allowed all Denver students – elementary through high school – free access to Denver's recreation centers and outdoor pools. An estimated 100,000 children will be served in 2023.

**Parks Maintenance Standards** – Prior to the passage of 2A, Parks only had the budget capacity to meet 70 percent of its maintenance standards for current acreage. The original goal was to bring maintenance standards up to 100 percent, but due to changes in the methodology used to evaluate park maintenance standards, the maintenance standards goal for 2A funds was reset to 80 percent under the new standard by the end of 2019. From 2013-2018, Initiative 2A provided an annual increase of \$500,000 per year to improve maintenance standards for a total of \$3,000,000. Based upon this original goal set in 2013, the annual increase in funding ended with the 2018 budget. The \$3,000,000 that was added to the Parks budget over the six years is a part of the Parks' base budget. Like other General Fund agencies, Parks and Recreation's 2020 and 2021 budgets were impacted by strategic reductions, but those reductions have been incremental. Please see the full details in the Parks and Recreation Department section of this book.

#### Denver Human Services

**TANF Workforce Funding and Child Care Assistance** – Funding will continue to be used to support Colorado Works (also known as Temporary Assistance to Needy Families or TANF) and the Colorado Child Care Assistance Program (CCCAP). Although these programs are largely funded by the federal government, Denver has a required local share or "maintenance of effort" for each and may need to cover any spending above the state Colorado Works and CCCAP allocations for Denver. Denver Human Services utilizes local property tax revenue to fulfill the maintenance of effort for each program. As of late 2022, there were about 2,230 Colorado Works cases serving approximately 6,925 clients in Denver and about 3,400 Denver kids receiving care through CCCAP. For State Fiscal Year 2022-23, Denver's Colorado Works maintenance of effort is \$3.7 million, and its CCCAP maintenance of effort is \$2.7 million.

**Senior and Disabled Rebate Program** – 2A funding will continue to support the property tax rebate offered to qualifying seniors and people with disabilities. The 2020 program year ran from May 1, 2021 to April 30, 2022 and was for 2020 property taxes payable in 2021. Denver Human Services paid the program's 3,163 recipients for that period an average rebate amount of \$1,067.

#### Office of Children's Affairs

**After-School Programming** – \$500,000 in funding will be maintained to support and restore investments in Out-of-School Time programs that take place before and after school and during the summer. It is estimated these program dollars will serve 7,500 children in 2023.



## Department of Safety

**Recruit Classes** – Four police classes and three fire classes are anticipated in 2023. Classes supported by 2A funding were preserved for 2023.

## Economic Development and Opportunity

**Business Personal Property Tax Credit** – Measure 2A included a four-year Business Personal Property Tax exemption (General Fund Portion only) to eligible companies that invest in their Denver location and employees. Fifteen (15) businesses participated in the 2022 program year for their 2021 investments. The applicant firms employed 5,156 employees in Denver prior to their expansion or relocation activities. Their additional investments of \$21,612,052 million in business personal property resulted in 707 net new jobs being created. Overall, 5,863 jobs were impacted (created or retained).

**Business Incentive Fund (BIF)** – Established in 2005, the Business Incentive Fund provides incentives for companies relocating or expanding with new jobs and tax revenues. Measure 2A increased funding by \$500,000 in 2013, enabling Denver Economic Development and Opportunity to attract and retain quality jobs in targeted industry sectors. In 2022, the program provided support for one business retention and expansion project that impacted 500 jobs and encouraged \$400M in investments.

## Denver Public Library

**System-Wide Hours Expansion** – A \$3.1 million annual funding increase in 2013 allowed libraries to increase service from an average of 35.5 hours per week to more than 48 hours per week. Due to the COVID-19 pandemic, buildings were closed to the public throughout 2020 and part of 2021; however, library services continued through outreach, virtual offerings, curbside borrowing and outdoor services. As the community transitions to an endemic state, library operations are stabilizing, and DPL is settling into its new normal. Currently, all locations continue hours and services reduced from pre-pandemic levels, primarily because of ongoing challenges in the labor market.

## Transportation and Infrastructure

**Street Maintenance Paving Program** – The 2023 Paving Program managed by Street Maintenance is designed to address the needs of 451 lane miles of city streets. This will be broken down into approximately 96 lane miles for chipseal, 67 lane miles for contracted mill and overlay, 78 lane miles for hot in place repaving (HIPR), and 210 lane miles for mill and overlay SMD crews (in-house). This does not include any paving activities that may be funded with GO Bond projects. The Capital Improvement Fund is the source of funding for this program in 2023.

**Fleet** – The vehicle replacement backlog that was due primarily to the great recession has been eliminated, and city vehicles have continued to be replaced at a rate to maintain fleet availability. The \$19.7 million investment in 2023 is a \$8.7 million increase over the 2022 investment (not including expansion vehicles). Approximately 38.32 percent of the City's active fleet units are operating beyond their useful life entering 2023, which is down from a high of 55 percent during 2013. The 2023 increase in the City's active fleet units operating beyond their useful life over 2022 (from 14.3% to 38.3%, an increase of 24%) is due to reductions in the General Fund's Fleet Transfer, inflationary pressures per unit, and low inventory.

# Budget Basis and Appropriation Rules

## Annual Appropriation Ordinance

The Annual Appropriation Ordinance, referred to as the Long Bill, is a single appropriation ordinance enacted by City Council no later than the fourth Monday of November. This ordinance makes appropriations and authorizes expenditures for the ensuing fiscal year.

## Basis of Budgeting

The City's accounts are organized by fund and account groups, each considered a separate entity. The operations of each fund are accounted for with a separate set of self-balancing accounts comprising its assets, liabilities, fund equity, revenues, and expenses.

Governmental Funds (General Fund, Special Revenue Funds, Debt Service Funds, and Capital Projects Funds) use the modified accrual basis of budgeting and accounting. Revenues are recognized in the accounting period in which they become available and measurable. Expenditures are recognized in the accounting period in which the liabilities are incurred.

Proprietary Funds (Enterprise Funds and Internal Service Funds) are budgeted on a modified accrual basis not including depreciation or compensated absences. Each fund's financial statements, included in the Annual Comprehensive Financial Report, are reported on a full accrual basis. In the accrual basis of accounting, both revenues and expenses are recognized in the accounting period in which they are earned and incurred.

## Changes to the Adopted Budget

### Budget Increases

Funds are expected to confine spending to amounts appropriated during the budget process. However, appropriations may be increased during the budget year in the following circumstances:

- **Carryover Encumbrances** — if a department has open purchase orders or contractual obligations at year-end, the encumbrances are closed and re-established in the ensuing year's budget, and the appropriation may be increased if needed to cover the actual expense when it occurs.
- **Unanticipated Revenue** — if a fund receives unexpected revenue during the year, such as from a grant or a bond issue, such revenue may be appropriated with City Council approval for expenditure in the year received. Denver voters approved Ballot Measure 2G in 2020. Beginning in 2021, this ballot measure will allow Council to initiate appropriations of unanticipated revenue received during the current fiscal year; these appropriations will be subject to review and potential veto by the Mayor.
- **Reserves** — Council may approve appropriation amounts from contingency reserves to fund supplemental budget requests which were not included in the adopted budget or in accordance with financial policies in cases where a fund's reserves are greater than required by policies.

### Budget Decreases

Budgets may be decreased during the year to levels below adopted appropriations when dictated by financial circumstances. Such decreases are accomplished by a Council ordinance rescinding a portion of an appropriation or through an administrative process restricting use of an appropriation. Starting in 2021, Council may initiate such rescissions of appropriations due to voter approval of 2G in 2020;

previously this type of budget decrease could only be initiated by the Mayor and then subject to Council review.

### Level of Control and Budget Transfers

Expenditure control is exercised at the budget or “control” level, which are major divisions within an appropriation (e.g., Police Operations is a budget or “control” level division within the Police Department). Fund and agency managers are responsible for all expenditures made against appropriations within their fund or agency appropriation.

There are two general types of budget transfers:

#### Within Funds

Intra-appropriation transfers are made between major divisions (across account categories and/or between control level budgets) within an appropriation and require approval of the Budget and Management Office, and specifically of the Budget and Management Director if budget is transferred out of personnel accounts. Transfers between line-items within the same account category (e.g., personnel accounts such as overtime, supplies and services accounts such as office supplies or technology equipment, etc.) and within the same control level budget are reviewed by the Budget and Management Office but do not require approval.

Inter-appropriation transfers are transfers between two or more appropriation levels (e.g. between Police and Transportation and Infrastructure) within a fund and require approval of the Mayor and Council by ordinance.

#### Between Funds

This type of transfer requires approval of the Mayor and Council by ordinance.

### Lapsing of Appropriations

Unspent appropriations lapse into fund balance at the end of the year. They cannot be spent unless approved by Council, with the following exceptions:

- Capital Projects — Appropriations for capital projects do not lapse until the project is completed and closed out.
- Special Revenue Funds — Some programs funded by federal or state grants or other special sources do not lapse until the funding expires or the project for which the funds were received is completed and closed out. Annually appropriated Special Revenue Funds typically lapse at the end of the year. A Special Revenue Fund’s appropriated annual budget is established for the ensuing budget year by the amount appropriated in the Long Bill or enabling ordinance; agencies may not spend more out of the fund than approved by Council unless the fund receives additional spending authority. There are some Special Revenue Funds that are both appropriated and non-lapsing. Many Special Revenue Funds are set up on a cash basis (budget is authorized as revenue is received) and do not lapse.

### Description of Major Expenditure Categories

Expenditure budgets are divided into categories. Each category is assigned a code in the City’s financial management information system. The major categories are:

## Budget Basis and Appropriation Rules

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<b>Code</b>	<b>Category</b>	<b>Description</b>
500000	Personnel Services	Salaries and fringe benefits for all unlimited (permanent) and limited (temporary and on-call) employees and individual contracts.
600000*	Services and Charges	Purchase of professional and technical services (contract), utilities, repair and maintenance services, travel, printing and other services and charges.
700000	Supplies and Materials	Purchase of supplies and materials including office supplies, building materials, health supplies, food, automotive parts, and certain controlled assets.
800000	Capital Equipment	Purchase of fixed assets costing \$5,000 or more.
900000	Internal Services	Charges for services or materials from one City agency to another; payments are made through an internal service delivery.

\*The 600000 and 700000 categories are grouped into one total, named "Services and Supplies."

## Citywide Capital Equipment Program

### 2023 Funding Sources and Expenditures

Capital equipment (non-fleet) is included in departments' operating budgets, for both replacement and new equipment. The City classifies capital equipment as major and minor, depending on whether it is above or below \$50,000, the threshold for requiring City Council approval through ordinance. Per the City's Fiscal Rules, capital equipment includes both capital and controlled assets.

- Equipment purchases considered to be capital assets have a useful life greater than one year and are valued at \$5,000 and above.
- Controlled assets can have various minimum thresholds for tracking depending on the asset. All equipment purchases between \$2,500 and \$4,999 are considered controlled. In addition, several technology-related items that are between \$500 and \$4,999, including computers, desktops, laptops, and tablets, are considered high-risk controlled assets.
- All capital, controlled, and high-risk controlled assets that meet these thresholds are tracked in the City's system of record and require periodic inventory.

Vehicles for General Fund agencies generally are purchased out of the Planned Fleet Fund which provides funding for fleet replacement on an annual cycle, and most new/expansion vehicles are budgeted here as well. Revenues to this fund come from a General Fund transfer and interest income.

All vehicles are considered capital assets that must be tracked, and those costing over \$50,000 must be approved by City Council.

The Planned Fleet Replacement Fund is not an appropriated fund due in part to the lead-time needed to purchase vehicles, and also so mid-year adjustments can be made regarding funding decisions if/when the actual, delivered vehicle costs are different than the estimates provided during budget development. For example, remaining funds (cost savings) may be used to replace additional vehicles as approved by the Department of Finance and by ordinance (if applicable).

### General Fund Capital Equipment Program

For 2023, the capital equipment program for General Fund agencies consists of the following elements:

- \$19,755,200 for the purchase of vehicles funded by a General Fund transfer to the Planned Fleet Special Fund (11804). This includes \$1.25 million for lease payments and approximately \$18.50 million for new and replacement vehicles. A list of approved vehicles is included in the "Planned Fleet Detail by Fund and Department" table, below, under "Planned Fleet Fund." Note that the table also includes non-General Fund vehicles purchased by other funding sources.
- \$1,112,900 is included in agency budgets to purchase new and replacement, non-fleet capital equipment, mostly technology items such as computers, and laptops. This amount also includes \$783,200 for the purchase of Sheriff Radios at Sheriff Facilities. Of the \$1.1 million, approximately \$60,000 of equipment items are defined as Capital Assets, and another \$800,700 of items are defined as Controlled Assets.
- Certain information technology categories are funded out of the Technology Services Capital Projects CIP fund (34080). These are not itemized on the capital equipment list and are supported by the following General Fund transfers:
  - Innovation Fund Projects - \$9,500,000
  - Radio Replacement and System Upgrade - \$1,552,600

## Citywide Capital Equipment Program

- User Component (computers, laptops, and Safety mobile data terminals) - \$1,510,000
- Replacement of Infrastructure and Network Components - \$2,040,085
- Application Upgrades - \$2,500,000

In addition to the General Fund transfer, the City is utilizing American Rescue Plan Grant Funds for one-time equipment purchases in 2023. This includes \$3,201,000 for non-fleet capital equipment consisting of \$149,100 in new equipment and \$2,551,900 in replacement equipment, such as security camera system replacements at Sheriff Facilities and Self-Contained Breathing Apparatuses (SCBA) for Fire services. The City is also using \$2,269,200 in ARPA Funds to purchase new vehicles as shown in the table below.

Agencies and programs that are funded by Enterprise Funds, Internal Service Funds or Special Revenue Funds purchase vehicles and other capital equipment (both new and replacement) with those funding sources and are not included in the General Fund Transfers to the Planned Fleet Fund or the Technology Services Capital Projects Fund. Equipment for these agencies is also listed in the fleet and capital equipment tables, below.

### Capital Equipment Detail by Fund and Department

Fund	Department	Equipment	New/ Replacement	Quantity
<b>01010 - General Fund</b>				
	Board of Ethics	Laptop	New	1
	City Council	Laptop	New	15
		Software	New	1
	Community Planning and Development	Computer	New	11
	County Court	Laptop	New	6
	Denver Department of Public Health and Environment	Computer	New	5
		Laptop	New	13
	Denver Economic Development and Opportunity	Laptop	New	2
	Department of Finance	Computer	New	9
		Laptop	New	3
	Department of General Services	Computer	New	2
		Laptop	New	3
	Department of Housing Stability	Laptop	New	13
	Department of Parks and Recreation	Computer	New	3
		Electronic and Video Equipment	New	1
		Laptop	New	14
	Department of Transportation and Infrastructure	Computer	New	7
		Laptop	New	11
	District Attorney Office	Computer	New	52
		Laptop	New	26
		Software	New	15
	Human Rights/Community Partnerships	Laptop	New	4
	Mayor's Office	Laptop	New	1
	Office of Children's Affairs	Laptop	New	4



Citywide Capital Equipment Program

Fund	Department	Equipment	New/ Replacement	Quantity
	Office of Climate Action, Sustainability and Resiliency	Laptop	New	4
	Office of Human Resources	Computer	New	10
		Laptop	New	2
	Office of Municipal Public Defender	Laptop	New	5
	Office of Social Equity and Innovation	Computer	New	2
		Laptop	New	1
	Police Department	Computer	New	9
		Laptop	New	1
	Safety Programs and Management	Computer	New	4
	Sheriff	Computer	New	10
		Portable Radio	New	292
	Technology Services	Laptop	New	13
<b>11011</b>	<b>American Rescue Plan Fund</b>			
	Denver Department of Public Health and Environment	Microscope	Replacement	5
	Department of Parks and Recreation	Mower	New	2
		Security Camera System		
		DPR	Replacement	1
		Snow Plow Attachment	New	4
		Self Contained Breathing		
	Fire Department	Apparatus	Replacement	1
		Voc Alarm Communication		
		Equipment	Replacement	62
	Sheriff	Portable Radio	New	20
		Video Viewing		
		Workstations	Replacement	multiple
		Security Camera System		
		DDC	Replacement	1
		Security Camera System		
	County Jail		Replacement	1
<b>15815</b>	<b>Denver Arts and Venues Fund</b>			
	Denver Arts and Venue	2-Way Radio	Replacement	1
		Access Controls	New	2
		Audio/Visual Equipment	Replacement	1
		Concessions Equipment	Replacement	2
		Electronic and Video		
		Equipment	Replacement	2
		Electronic and Video		
		Equipment	New	1
		Event Production		
		Equipment	Replacement	1
		Furniture	Replacement	multiple
		Groundskeeping		
		equipment	Replacement	1
		Housekeeping Equipment	Replacement	2

## Citywide Capital Equipment Program

Fund	Department	Equipment	New/ Replacement	Quantity
		Janitorial/cleaning equipment	Replacement	1
		Laptop	New	7
		Lighting Equipment	Replacement	3
		Lighting Equipment	New	1
		Outdoor Furniture	New	multiple
		Rigging equipment	Replacement	1
		Security Equipment	New	2
<b>65100 - Workers Compensation Fund</b>				
	Department of Finance	Computer	New	1
<b>72100 - Wastewater Management Operations Fund</b>				
	Wastewater Management Division	CAD Computers	Replacement	4
		CAD Computers	New	3
		Computer	New	58
		Computer	Replacement	16
		Furniture	Replacement	multiple
		Laptop	New	12
		Laptop	Replacement	3
		Pipe Inspection System	Replacement	1
		Software	Replacement	1
		Software	New	1
<b>72200 - WMD Planned Fleet Replacement Fund</b>				
	Wastewater Management Division	Boomlift (Cherry picker)	New	1
		Compressor	Replacement	2
		Concrete Mixer	Replacement	1
		Hydraulic Excavator	New	1
<b>78100 - Environmental Service Operations Fund</b>				
	Environmental Quality Division	Computer	New	15
		Laptop	New	3
<b>79100 - Golf Enterprise Operations Fund</b>				
	Golf	Aerator	Replacement	1
		Boat	Replacement	1
		Mower	Replacement	1
		Sand Pro Rake	Replacement	3
		Utility Carts	Replacement	1
		Air Blower	Replacement	2
<b>73850 - Airport Capital Equipment/Improvements Fund</b>				
	Department of Aviation	Self Contained Breathing Apparatus	New	87
		Boom Lift	Replacement	1
		Lift/Pallet Jack	Replacement	1
		Front End Loader	Replacement	2
		Scarifier	Replacement	2
		Alignment Lift	Replacement	1

Fund	Department	Equipment	New/ Replacement	Quantity
		Overhead Crane	Replacement	1
		License Plate Reader	New	2
		Fuel Tank Truck Pump	New	1

**Planned Fleet Detail by Fund and Department**

Fund	Department	Equipment	New/ Replacement	Quantity
<b>11804 - Planned Fleet Fund</b>				
	Department of Parks and Recreation	Farm Tractor	Replacement	1
		Riding Mower	Replacement	1
	Department of Transportation & Infrastructure	Aerial Truck	Replacement	1
		Asphalt Patching Truck	Replacement	1
		Asphalt Paver	Replacement	2
		Crew Cab Truck	New	1
		Motorgrader	Replacement	1
		Skidsteer Loader	Replacement	1
		SUV	New	17
		SUV	Replacement	14
		Sweeper	New	1
		Sweeper	Replacement	1
		Sweeper Truck	Replacement	1
		Trailer	Replacement	2
		Truck	Replacement	3
		Utility Vehicle	New	1
		Van	Replacement	1
	Fire Department	Aerial Ladder	Replacement	1
		Engine Pumper	Replacement	3
		Sedan	Replacement	5
		SUV	Replacement	3
		Van	Replacement	4
	General Services	Dump Truck	Replacement	1
		Grappler Truck	Replacement	1
		Truck	Replacement	2
		Van	Replacement	1
	Police Department	Armored SUV	Replacement	1
		Forklift	Replacement	1
		Motorcycle	Replacement	9
		Sedan	Replacement	15
		SUV	Replacement	46
	Sheriff Department	Refrigeration Truck	Replacement	1
		Sedan	Replacement	3
		SUV	Replacement	2

## Citywide Capital Equipment Program

Fund	Department	Equipment	New/ Replacement	Quantity
		Trailer	Replacement	2
		Van	Replacement	3
<b>11011 - American Rescue Plan Fund</b>				
	County Court	SUV	New	2
	Department of Housing Stability	SUV	New	1
	Department of Parks and Recreation	Large Mower	New	1
		Truck	New	6
		Utility Truck	New	8
	Department of Safety	Van	New	1
	Department of Transportation & Infrastructure	Overhead Truck	New	1
		Truck	New	2
	Fire Department	Sedan	New	5
		Truck	New	1
		Utility Truck	New	2
	General Services	Utility Vehicle	New	4
<b>15815 - Denver Arts and Venues Fund</b>				
	Arts and Venue	Truck	Replacement	1
<b>72200 - WMD Planned Fleet Replacement Fund</b>				
	Department of Transportation & Infrastructure	Crane Truck	Replacement	1
		Crew Cab Truck	Replacement	1
		Dump Truck	Replacement	1
		Flatbed Truck	Replacement	1
		Trailer	Replacement	4
		Trailer	Replacement	2
		Truck	New	1
		Truck	Replacement	3
<b>79100 - Golf Enterprise Operations Fund</b>				
	Department of Parks and Recreation	Riding Mower	Replacement	2
		Utility Truck	Replacement	1
		Utility Vehicle	Replacement	1

## Police and Fire Pensions Plans

The City's fire and police pension plans are administered by a statewide association established by State statute—the Fire and Police Pension Association (FPPA). The City and County of Denver's role in providing pension plans for both police officers and firefighters is set forth in the City's charter and State statute. There are three pension plans in place. One is a combined plan for those police officers and firefighters hired after April 8, 1978, when the State replaced local plans with a statewide plan. The employees in this plan are called "new hires." Two separate plans exist for police officers and firefighters hired before April 8, 1978. The employees in these latter two plans are called "old hires."

Each of these plans is a defined benefit plan. In a defined benefit plan, the benefit amount to be paid to the retiree is set by a formula which includes pay level and years of service. Funding is computed by an actuary to attain that level of benefit. (This contrasts with a defined contribution plan which provides for a fixed level of annual contribution, so that at retirement the employee would be entitled only to whatever benefit that contribution level and investment earnings would support).

### Old-Hire Plans

In 1978, the Colorado Legislature intervened in police and fire pensions across the State because of a growing realization by all parties that the major plans were in serious financial trouble. Most plans had not been funded on an actuarially-sound basis, and so each carried a large "unfunded liability" for future pension payments. Put differently, cities had not contributed enough funds to the plans to assure payment of pension obligations. This would mean that, at some time in the future, the plans would exhaust their capital without fully satisfying the accrued pension liabilities.

Colorado cities, employee groups, and the State agreed to contribute to a long-term plan to catch up on pension costs. Employers began to contribute local funds at higher levels. In part, this was to pay a substantial portion of the ongoing pension costs for active employees so that current activities would not aggravate the unfunded liability. The participating cities became liable for large annual payments to reduce the existing unfunded liability. The State also committed to making large annual contributions toward the unfunded liability, and employees began to contribute eight percent of payroll to cover a share of the ongoing pension costs for current employees.

The two "old hire" plans provide that after 25 years of service the plan participants are eligible to receive 50 percent of their wages as a pension (Firefighters must also have reached age 50 to become eligible for their pension.) This can increase 4 percent per year thereafter to a maximum benefit of 74 percent of wages. Neither police officers nor firefighters participate in the Social Security system.

In 2009, the Fire Old Hire Pension plan received no support from State funds and became the sole obligation of the City and County of Denver. In 2013, Senate Bill 13-234 authorized payments that completed the State's obligation to the Police Old Hire Pension by paying off the State's entire portion of the unfunded liability. Beginning in 2014, the Police Old Hire Pension Plan no longer received further payments from the State, and the funding of the plan is now the sole obligation of the City and County of Denver.

### New-Hire Plan

The "new hire" plan has been fully funded from the plan's inception to include all costs associated with the plan, so there is no unfunded liability. This plan provides that after 25 years of service and age 55, the plan participants are eligible to receive 50 percent of their wages as a pension. (For these purposes, pay includes base pay, longevity, and shift differential where applicable.) Additionally, a separate

retirement account is created for each participant which is funded by any plan surplus. The balance in this separate retirement account fluctuates with the overall health of the plan.

In 2020, the FPPA Board authorized a taskforce to study the statewide hybrid plan applicable to all new-hire employees. The outcome of the taskforce was House Bill 20-1044, effective January 1, 2021, affecting the Statewide Death and Disability Plan Contributions; The Statewide Defined Benefit Separate Retirement Accounts; The Statewide Defined Benefit Rule of 80 and The Statewide Defined Benefit Employer Contributions.

### **The Statewide Death and Disability Plan Contribution Changes**

The Statewide Death and Disability Plan provides benefits to Denver's first responders and their families in the event that the member is seriously injured or killed. Members are covered 24/7, both on- and off-duty, until they are eligible for normal retirement, retire or otherwise separate from the plan. In the last decade, FPPA has seen a significant increase in disability claims by plan members. This influx in claims, coupled with increasing life expectancy and reduced investment return assumptions, has resulted in a funding shortfall. As of January 1, 2019, the funding level for the SWD&D Plan was 72.7 percent, and without action the plan would have been in financial trouble.

In order to make up for the funding shortfall, an increase in contributions into the plan was necessary. However, the previous mechanism to change contribution rates—which allowed the Board to adjust rates by up to 0.1 percent every other year— was insufficient to make up this shortfall. Allowing the Board to adjust contribution rates as enacted in this provision (up to 0.2 percent every year) puts the plan on a path towards being fully funded.

### **Statewide Defined Benefit (SWDB) Plan Changes**

This statutory provision provides for a normal retirement starting January 1, 2021, if a member's combined years of service and age totals 80 or more. The benefit percentage is still based on the year of SWDB service. In order to fund the Rule of 80, a corresponding 1 percent increase in employer contributions will be implemented (0.5 percent per year over two years) in 2029 and 2030. Once a member meets the Rule of 80, they can continue to work or retire and begin pension payments; enter the DROP program or defer up to age 65.

### **Statewide Defined Benefit Plan Contribution Changes**

In the past few years, experience has led FPPA to adopt new assumptions about things like retiree life expectancy and investment returns. Based on the results of what's called an experience study—a comparison between what is assumed would happen and what actually happened during a specific period of time—it was determined that members are living longer in retirement, and that there is a lower expected rate of return.

Making changes to these assumptions has lowered the funded status for the Statewide Defined Benefit Plan below the 100 percent funded mark. Being less than 100 percent funded reduces the ability to protect the plan from things like a market downturn or to provide meaningful benefit adjustments.

Increasing employer contributions by 4 percent over 8 years (at a rate of 0.5 percent per year) will help protect the plan from adverse market conditions and make it more likely that the FPPA Board will be able to authorize more meaningful benefit adjustments in the future.

This increase will also equalize the contribution rates paid by members and employers. Up until 2014, contribution rates for both members and employers were set at 8 percent. Then in 2014, FPPA's members elected to increase their contributions by 4 percent over an eight-year period, raising their contribution from 8 percent to 12 percent between 2015-2022. The election did not affect employer



rates, which stayed at 8 percent. This provision will raise employer contributions to once again match the rate paid by members.

This statutory change implements a 4 percent increase in employer contributions over 8 years. It also allows the FPPA Board to further increase the required contributions, equally between employer and employee, upon approval through an election by both members and employers. The Board retains its statutory authority to roll back benefits to maintain actuarial soundness.

The New-Hire Plan is funded by contributions from the employer and the employee. Starting January 1, 2023, employers contribute at 9.5 percent and employees at 12.0 percent of payroll.

### **Funding of Police and Fire Pension Plans**

Denver historically achieves its funding for old hire pensions through two separate mill levies, one for police and one for firefighters, to pay the unfunded liability. If, in any year, the mill levies do not generate the required payment, General Fund contributions from the agency operating budgets pay the remainder of the unfunded liability. The pension is revalued every two years by an actuary and the required payments are set for the following two years. New hire employer pension contributions were made by a General Fund payment from the Police and Fire Department budgets with each bi-weekly payroll.

In 2016, the City established a Special Revenue Fund (SRF) to account for the revenue generated by the Police and Fire Pension mills. The City estimates that the funds generated by the mills will be sufficient to pay for the old hire Annual Required Contribution (ARC) and the employer contribution for new hire police and fire pension contributions. The goal is to use the available funds in excess of the old hire pension contributions to pay for new hire police and fire pension costs which is consistent with the intent of the mills' establishment. This change eliminated the contribution from the General Fund for new hire police and fire pension. In future years, this contribution to new hire pension will not be required from the General Fund unless the contribution requirements exceed the police and fire pension mills revenue, in which case, the additional amount required will be budgeted in the Police and Fire operating budgets in the General Fund. To the extent funds remain in excess of the contribution, after a year-end reconciliation is performed, the City will either pay contributions above the ARC for old hire pensions, will retain the funds in fund balance for future year obligations, or the funds will be transferred to the General Fund as revenue. The SRF had an ending reserve balance at the end of 2022, which is partially funding the 2023 increase to contributions.

In 2018, the City added a limited Fire and Police Pension Administrator to support safety specific benefit needs. The Administrator coordinates and audits health, dental and vision plans for active and retired uniformed employees. The Administrator also handles pension enrollment, inquiries, change, and complaints from retired police officers and firefighters. This role will ensure that police and fire retiree concerns are met in a timely fashion and that changes to the program are communicated. Beginning in 2022 the funding for the limited position was moved from the Pension Fund to the General Fund. In 2023 the limited position is extended for another year through December 2023.

Beginning in 2018, the Denver International Airport began reimbursing the pension fund for the portion of services related to police officers and firefighters located at Denver International Airport as determined by the annual cost allocation plan.

The 2023 funding requirements for the old-hire police and fire pension ARC, the new hire employer contributions and special revenue estimated ending balance are as follows:

## Police and Fire Pensions Plans

<b>2023 Forecast:</b>	<b>Police</b>	<b>Fire</b>	<b>Total</b>
Projected Pension Mill Revenue	26,638,794	22,333,159	48,971,953
Projected DEN Reimbursement Revenue	600,963	1,269,369	1,870,332
Total Projected Revenue	\$ 27,239,757	\$ 23,602,528	\$ 50,842,285
Actuarial Old Hire Employer Contribution	10,686,116	17,248,106	27,934,222
Projected New Hire Employer Contribution	16,809,125	11,337,818	28,146,943
Total Projected Expenditures	\$ 27,495,241	\$ 28,585,924	\$ 56,081,165
Projected 2023 Fund Balance			\$ (5,238,880)
Projected 2021 Fund Balance*			\$ 16,702,502

\*including previous year cash balance

## Addendum to Special Revenue Funds

The following Special Revenue Funds are active in the City’s financial system of record and have cash balances; however, they are excluded from the SRF section of the Budget Book because no expenditures posted in 2021, and none were anticipated during the budget process by the administering agency or department in 2022 or 2023. These funds are being evaluated for closure by the Budget and Management Office and the agency expending authority to determine if remaining balances are still required and/or if they can be transferred to other funds.

### Special Revenue Fund Detail

<b>Fund ID</b>	<b>Fund Name</b>	<b>Expending Authority</b>	<b>Description of Fund</b>
11822	Skyline- Neighborhood	Executive Director of Denver Economic Development and Opportunity	The Skyline Neighborhood program assists neighborhoods in carrying out their plans. Types of projects include, but are not limited to, urban design improvements, such as streetscaping and lighting; area studies; and under special circumstances, social services such as helping to expand or establish a localized housing service. Revenue to this fund comes from a settlement with the federal government.
11823	Skyline - Redevelopment	Executive Director of Denver Economic Development and Opportunity	The Skyline Redevelopment project promotes the development of areas that have the potential for major changes that, over a long period of time, will result in significant new private development, jobs, increases to the tax base, and amenities. Types of projects and activities include blight surveys, feasibility analyses, relocation costs, options on buildings or land, the purchase of buildings or land, bridge and gap financing, construction loans, and preservation of historic buildings.
11826	Economic Development Sponsorship Donations	Executive Director of Denver Economic Development and Opportunity	This fund is used to defray the costs related to international, national, and local economic development events and activities.

## Addendum to Special Revenue Funds

<b>Fund ID</b>	<b>Fund Name</b>	<b>Expending Authority</b>	<b>Description of Fund</b>
11860	Metro Mortgage Assistance Program	Chief Financial Officer	The Denver Metro Mortgage Assistance Plus Program provides up to a four percent down payment assistance (DPA) grant for mortgage loans targeted to low income homebuyers. The program began in April of 2013. The fund is an administrative mechanism for the financial transactions to facilitate this HUD-allowed program. The program requires a revolving fund to cover expenditures (primarily the four percent DPA), which are reimbursed when the loans are pooled and sold as GNMA Certificates. Funded by the proceeds from the sale of loans.
11873	Stapleton Retained Tax Reserve	Chief Financial Officer	This was established in 2019 to receive General Fund transfers to build a reserve that will be transferred back to the General Fund when the Stapleton TIF expires in 2025.
12823	Diversion & Youth Development	Executive Director of Safety	This fund supports the Diversion and Youth Development Program, which provides the youth input needed to assist Denver Public Safety Youth Programs Office (DPSYPO) in developing and prioritizing resources as well as targeting areas and implementing strategies to achieve the agency's goal of reducing youth crime and violence. The program identifies resources, implements trainings and plans and coordinates the annual Safe City Youth Summit to give youth a chance to discuss and identify ways that adults can support programs and policies that better the lives of youth. Revenues to the fund are donations.
13013	Child Support Holding	Executive Director of Denver Human Services	This fund is used to receipt child support payments on behalf of non-custodial parents and to apply those payments to the Family Support Registry. All child support and maintenance payments are processed through Colorado's Family Support Registry.
13302	Aid to the Blind	Executive Director of Denver Human Services	The Aid to the Blind Program provides financial and medical benefits to eligible blind resident applicants, as well as occasionally providing medical treatment. The State of Colorado funds 80 percent of actual grant payments, which are paid directly to clients. Funded by local revenue.

<b>Fund ID</b>	<b>Fund Name</b>	<b>Expending Authority</b>	<b>Description of Fund</b>
13306	Locally Funded Community Service	Executive Director of Denver Human Services	Office of Community Impact addresses issues affecting Denver’s homeless. Activities include education to and about these special populations and implementation of prevention and support services for homelessness, drug abuse, and veterans. Funded by a combination of state/federal allocations, county match, and other local revenue.
13307	Old Age Pension	Executive Director of Denver Human Services	This fund is used to pay and receipt cross-county claims related to the State’s Old Age Pension program. The Old Age Pension (OAP) program provides financial assistance to low-income Colorado resident adults, 60 years of age or older.
13704	Homeless Service Donation	Executive Director of Denver Human Services	The Homeless Services Donations Fund was established for contributions, donations, and private/public receipts made for the provision of services for the homeless in Denver. Funded by private donations.
13802	Family Crisis Project	Executive Director of Denver Human Services	This fund was created in 1987 to accept donations DHS received to support operational costs and services in connection with the Family Crisis Center (FCC).
13812	DHS Homeless Services	Executive Director of Denver Human Services	Homeless Services funds services and initiatives related to homelessness. It is funded by General Fund transfers and the countywide indirect cost reimbursement from the State.
15707	Night Moves	Executive Director of Parks and Recreation	The Night Moves Fund supported programming that provided recreational opportunities for at-risk youth. Funded by private donations from the Denver Nuggets.
15716	Skate Park Maintenance	Executive Director of Parks and Recreation	The Skatepark Maintenance Fund is funded by contributions, donations, project incomes, special events, concessions, programs, sponsorship, or other sources of private receipts to provide repair and maintenance for the Skate Park, and providing programs, special events, and other amenities common to Skateboard Park facilities.

## Addendum to Special Revenue Funds

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<b>Fund ID</b>	<b>Fund Name</b>	<b>Expending Authority</b>	<b>Description of Fund</b>
15826	Denver Parks and Recreation Admission Based Events	Executive Director of Parks and Recreation	The DPR Admission Based Event Fund supports Denver Parks and Recreation (DPR) for the purpose of collecting revenue and handling other financial transactions related to admission-based events and to expend funds for programs, equipment, and materials throughout the Denver Parks system. Revenue comes from 15 percent of gross ticket sales reduced by the amount of seat tax applicable to each admission-based event.
16604	Office of Economic Development Revolving Loan Repayments	Executive Director of Denver Economic Development and Opportunity	This fund receives repayments of loans funded with the OED line of credit and makes repayments to the original note holder.



## Glossary of Terms

### Accrual Basis

The basis of accounting under which transactions are recognized when they occur, regardless of the timing of related cash flows. This is opposed to the cash basis of accounting under which transactions are recognized only when money changes hands.

### Agency

A department, division, section, bureau, commission, board or other organizational unit established by law as a part of the City.

### Annual Appropriating Ordinance

An ordinance passed by City Council making appropriations to various agencies. The appropriations contained in the ordinance must match the budget as amended and adopted by City Council. The annual appropriating ordinance is approved concurrently with the tax levy ordinances necessary to support the adopted budget.

### Appropriated Funds

All funds except debt service funds and special revenue funds whose authorized expenditures are based upon cash or grants received.

### Appropriation

An authorization, by ordinance, to a specified agency, program, project, or transfer fund to incur obligations and to expend from public money or anticipated public money. An appropriation is a sum of money from a specified fund or the General Fund for a specific purpose.

### Assets

Resources with monetary value owned or held by a government.

### Balance Sheet

See Statement of Net Assets.

### Balanced Budget

[Subtitle B, Article VII, Part 1.4](#) of the Denver City Charter states “the budget...shall not propose expenditures in excess of estimated opening balances and anticipated income; however, in estimating, the Mayor may reduce the anticipated income from property taxes by an amount for uncollectible taxes. In the General Fund, the budget estimates for the ensuing year shall include an amount as a year-end closing balance which amount shall not be expended except for emergencies approved by a two-thirds vote of Council, within the fiscal year to which the proposed budget applies but may be considered as income available for expenditures in preparation of the proposed budget for the following year.”

### Bond

A written promise to pay a specified sum of money, called the face value or principal amount, at a specified date or dates in the future, called the maturity date, together with periodic interest at a specified rate.

### **Budget**

A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them.

### **Budget Calendar**

The schedule for completion of the various phases in the preparation of the budget defined by the City Charter and Denver Revised Municipal Code. The budget calendar begins in April with the issuance of the budget instructions, including forms and procedures, and ends with City Council approving the Long Bill (the annual appropriating ordinance) in November.

### **Budget Document**

A document prepared by the Mayor that must include but is not limited to: a general statement describing the important features of the budget; statements by funds showing estimates of expenditures, receipts, opening and closing balances compared with the previous and current fiscal years; statements of expenditures and work programs of the various agencies; the amount to be raised by taxation to pay interest on general obligation bonded indebtedness and to provide for the debt service fund; and the amounts to be expended for capital improvement projects and the sources of revenue for financing such projects. City Council adopts the budget by motion but may revise or alter the budget prior to adoption by a two-thirds vote.

### **Budget Savings**

A portion of an agency's budget set aside in a restricted account and unavailable for expenditure. These savings include budget reductions imposed as a result of revenue shortfalls and unspent agency appropriations resulting from programmatic changes.

### **Capital Budget**

A plan of proposed expenditures resulting in the acquisition of or addition to fixed assets and the means for financing these expenditures.

### **Capital Equipment**

- **Major** – Equipment that has a useful life of more than one year and a unit cost of at least \$50,000.
- **Minor** – Nonrecurring items having a useful life of more than one year and a unit price of at least \$5,000 but less than \$50,000.

### **Capital Project Funds**

Funds used for the acquisition and maintenance of major capital assets other than those financed through special assessment or enterprise funds.

### **Certificate of Participation (COP)**

A form of financing which allows the purchase of an asset over time and requires City Council, but not voter, approval. Certificates are sold to investors, and the proceeds are used by the lessor (an outside party) to acquire a capital asset on behalf of the City. The asset becomes the collateral for the certificates, and the City assumes ownership of the asset at the end of paying the full amount of the lease. Payments are subject to annual appropriation and do not constitute a long-term obligation under TABOR.

**Contingency Reserve**

As defined by the City Charter, the proposed budget for the General Fund shall include an amount, not less than 2% of the total estimated expenditures set forth in the General Fund for the ensuing year, for the payment of any expense, the necessity of which is caused by any casualty, accident or unforeseen contingency after the passage of the annual appropriation ordinance. Revenues received during the year in excess of those projected or an opening balance larger than projected may be added to the contingency reserve.

**Contributed Capital**

An equity account that shows the amount of permanent fund capital contributed to that fund.

**Coronavirus/COVID-19**

A highly contagious disease, often characterized by severe respiratory distress, which may have originated in China in 2019 before growing to a worldwide pandemic. Attempts to curtail the spread of the disease and prevent hospital overcrowding led to large scale economic restrictions, including the temporary closure and then reduced capacity for restaurants and other types of businesses. These restrictions created the need for significant revenue revisions and budgetary reductions in both 2020 and 2021.

**Current Assets**

Those assets that are available or can be made readily available to finance current operations or to pay current liabilities.

**Current Liabilities**

Financial obligations payable within one year.

**Debt Service Funds**

Funds used for the payment of principal and interest on general obligation and other long-term debts.

**Depreciation**

The process of allocating the total cost of fixed assets over each period of their usefulness to the owner.

**Encumbrance**

The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a specified future expenditure. Purchase orders, contracts, and/or other commitments require a reservation of appropriation. These commitments cease to be encumbrances when paid or when canceled.

**Enterprise Fund**

A fund established to account for operations that are financed and operated in a manner similar to business enterprises in the private sector. The intent of the governing body is the costs (expenses, including depreciation) of providing goods or services to the public on a continuing basis be financed or recovered primarily through user charges.

### **Fiduciary Funds**

Trust and agency funds accounting for assets held by a governmental unit in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and/or other funds. These include expendable trust funds, non-expendable trust funds, pension trust funds, and agency funds.

### **Fixed Asset**

A specific piece of tangible real or personal property with an expected useful life longer than one year. These items are acquired through outright purchase, construction, lease purchase agreements, installment purchase contracts, tax or special assessment foreclosure, eminent domain, donations, or gifts.

### **Fringe Benefits**

Fringe benefits include the City's contribution to life insurance, retirement, health and dental insurance, and Social Security programs.

### **Fund**

A fiscal and accounting entity, created by charter, ordinance, or applicable state law. A fund consists of a balanced set of accounts in which cash and other assets, related liabilities, residual balances, and changes therein are recorded and segregated. Funds have specific sources of receipts and specific purposes of expenditures except for the General Fund.

### **Fund Balance**

The difference between fund assets and fund liabilities of governmental funds.

### **Funded Project**

A funded appropriation for a specific purpose, such as street lighting.

### **General Fund**

The largest of the City's funds including all resources not legally restricted to a specific use. Approximately fifty percent of the fund revenue is generated through the sales tax. The General Fund is also supported by the local property tax and the lodgers' tax as well as revenue derived from fees for services, materials, licenses, permits, and fines.

### **Governmental Funds**

A group of funds accounting for activities associated with the City's basic operations. Types of Governmental Funds are the General Fund, Special Revenue Funds, Capital Project Funds, and Debt Service Funds. This group of funds uses a modified accrual basis of accounting and focuses on operating revenues and expenditures.

### **Internal Services Fund**

A fund used to account for the financing of goods or services provided by one department or agency to other departments or agencies of a government, or to other governments, on a cost reimbursement basis.

### **Lapsing Fund**

A fund in which appropriated amounts the agency does not or cannot spend by the end of the fiscal year lapse or come to an end and are not carried forward into the next fiscal year. The budget

is liquidated at the end of the budget period for all non-encumbered budget balances. All General Fund appropriations and enterprise funds are lapsing funds, as are some special revenue funds.

**Mill Levy**

The rate used in calculating taxes based on the value of property, expressed in mills per dollar of property value. A mill is 1/1000 of a dollar.

**Net Income**

The excess of all revenues over the total of all expenses.

**Net Position**

The difference between assets and liabilities (formerly net assets).

**Non-Lapsing Fund**

A fund in which any remaining unspent appropriation at the end of the current fiscal year will carryforward to the next fiscal year.

**Operating Budget**

The plan of current expenditures and the proposed means of financing them.

**Operating Expenses**

Fund expenses which are directly related to the fund's primary service activities.

**Operating Income**

The excess of operating revenues over operating expenses.

**Operating Revenue**

Fund revenues directly related to the fund's primary service activities primarily consisting of user charges for services.

**Personnel Services**

Salaries and fringe benefits for all unlimited (permanent) and limited (temporary) employees and individual contracts.

**Program Inventory**

All programs and services the City provides to the community. The inventory facilitates prioritization during the annual budget process.

**Position**

The aggregate of duties and responsibilities performed by one person. A position may be unlimited, limited, or on-call, and may be filled or vacant.

**Proprietary Funds**

A group of funds accounting for activities often seen in and operated in a similar manner to the private sector. This group of funds are budgeted on a modified accrual basis and are reported in the Annual Report using a full accrual basis of accounting, which focuses on net income and capital maintenance. Enterprise and internal service funds belong to this group.

### **Reserve for Contingencies**

See Contingency Reserve.

### **Retained Earnings**

An equity account reflecting the accumulated earnings of an Enterprise or Internal Service Fund.

### **Revenue**

Total inflow of net assets; not equal to the amount of cash receipts.

### **Services and Charges**

Purchase of professional and technical services (contract), utilities, repair and maintenance services, travel, printing and other services and charges.

### **Special Revenue Fund**

Any fund which must be devoted to some special use in accordance with specific regulations and restrictions.

### **Statement of Cash Flows**

The basic financial statement presenting information on the sources and uses of cash during an accounting period.

### **Statement of Revenues, Expenses and Changes in Fund**

The basic financial operating statement presenting increases and decreases in an entity's net current assets.

### **Statement of Net Position**

The basic financial statement describing the financial position of an entity at a specific date. Assets are the economic resources of the entity. Net position equals total assets minus total liabilities (debt).

### **Statement of Net Assets**

Per [GASB statement No. 63](#), this has been changed to Statement of Net Position (see above).

### **Supplies and Materials**

These include office supplies, building materials, health supplies, food, and automotive parts.

### **Tax Increment Financing (TIF)**

TIF is a method of facilitating development or redevelopment of defined areas of property by utilizing future tax revenues to pay for some of the necessary public improvements. TIF allows local officials to designate an area as a "TIF District" for improvement and then earmark any future growth in property tax and/or sales tax revenues in that district to pay for the predetermined development.

### **Taxpayer Bill of Rights (TABOR)**

A 1992 amendment to the Colorado Constitution limiting the government's ability to raise and spend revenue. TABOR applies to all levels of government in Colorado and requires voter approval to increase tax revenue, limits revenue collections by prescribing a formula for growth in spending, and limits spending to not more than a given percent.

**Temporary Assistance for Needy Families (TANF)**

The federally funded block grant program that provides monthly cash assistance, work opportunities, and job training to families with children under age 18.

**Transfer**

The movement of cash from one City fund to another by journal voucher. Transfers must be authorized by ordinance.

**Vacancy Savings**

An estimate of the savings occurring from the time a position becomes vacant until it can be refilled, generally the result of turnover and/or filling positions at a lower rate of pay and/or classification. Vacancy savings are calculated from all personnel accounts directly related to a position being filled or vacant (i.e. regular compensation, taxes, retirement, health insurance and other benefits, etc.) and is based on the size of the department, as described in the table below.

<b>Number of FTE per Agency</b>	<b>Percent of personnel costs</b>
Less than 11 FTE	0.00%
11 – 30 FTE	2.25%
31 – 100 FTE	3.25%
More than 100 FTE	3.75%

**Working Capital**

The excess of current assets over current liabilities. This calculation is used to indicate the relative liquidity of an enterprise or internal service fund.





# Agency Detail

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# Overview of Agency Detail Sections

## Overview

The Agency Detail section contains all department and agency budgets along with descriptions of services. The department and agency summaries include goals for the coming year and the resources dedicated to achieving those goals. The Budget and Management Office facilitates this process on behalf of the Mayor's Office.

## Department and Agency Summaries

Department and agency narratives include the following information:

An **Organizational Chart** representing the hierarchy of the functional program units in each department or agency.

A **Mission** stating the organization's purpose and goals.

A **Department or Agency Summary** providing a brief, high-level overview of the entire organization and purpose. Included in this section is a link to the organization's website for more information.

A **Services** section composed of the organization's functional program units and a description of what and how they deliver services to people in Denver.

Department **Strategies** describe both on-going and focused efforts to achieve the department's mission, and how it will improve its performance metrics.

**Performance and Program Highlights** provides an overview of the organization's high-level performance indicators and unique programs that support the organization's overall mission. This section may also provide a brief discussion of the performance measures, including identifying underlying historical trends, explaining why the measure is important and how it supports the agency's strategic plan, and translating acronyms or other terminology.

The **Department Budget** (department level only) summary provides a breakout of agencies or major divisions within the department, as well as by funding source, including: General Fund, Enterprise Funds and Internal Service Funds, grants and other SRFs, and Capital Improvement Funds. Appropriated transfers and payments are included, where applicable. Each table in the summary compares the prior year actuals, current year appropriations and estimates, and the ensuing year recommended budget for the department's expenditures, personnel complement, and revenue.

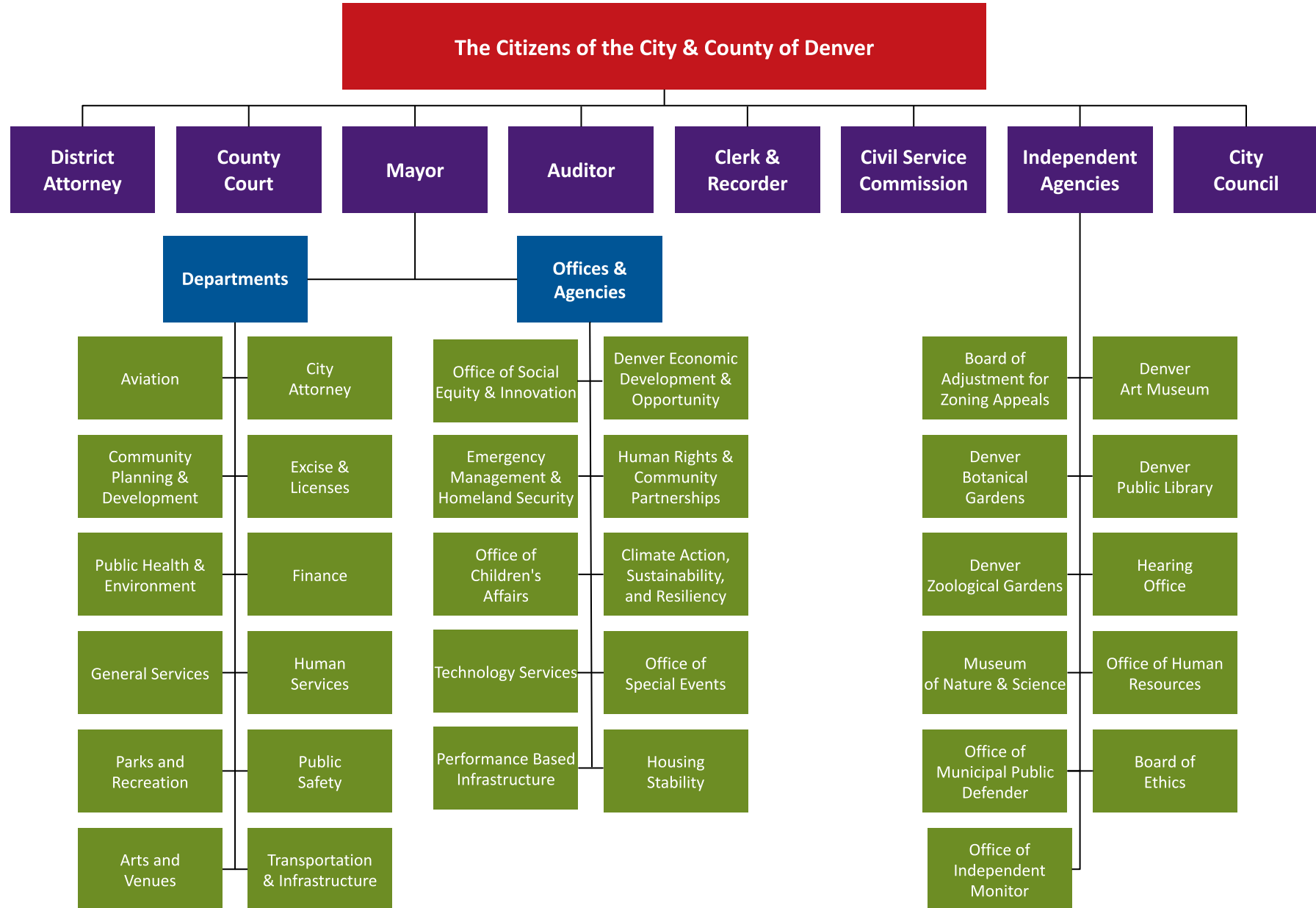
The **Programmatic Changes** section explains notable increases and decreases in the future year recommended budget from the current year appropriation. At the department level, this section follows the department budget. For stand-alone agencies within the Administration and Independent Agencies tabs, this section follows the budget detail table. Some probable changes that are identified each year are:

- Changes in expenditures due to personnel changes, programmatic expansions or reductions, or committed savings.
- Changes in revenue that cannot be explained by economic or population growth that may be the result of increased customer demand, new fees or increases to existing fees, or additional programs.
- Impacts on departments from citywide policy or budgeting changes (e.g., agency re-organizations or the impact of furlough savings).

The **Budget Detail** pages include expenditure, revenue and personnel summaries at the agency detail level, both within large departments and for stand-alone agencies within the Administration and Independent Agency tabs. These mirror the department budget summaries except that they provide budget details at the activity level, and they include a list of the grants and other Special Revenue Funds that support the agency's programs.



# City and County of Denver - Organizational Structure



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# General Administration



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# General Administration Budget Summary

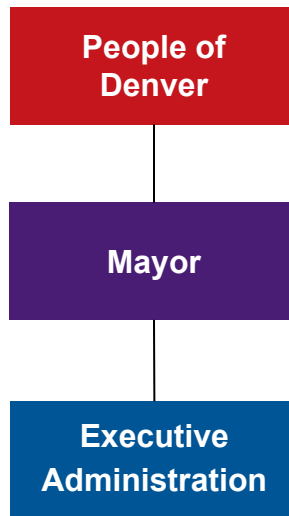
## Department Budget

	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Variance	% Variance
<b>General Fund Expenditures by Agency</b>					
Mayor's Office	1,731,937	2,192,889	2,273,340	80,451	3.67%
Civic Events	940,731	1,001,019	1,301,019	300,000	29.97%
Office of Children's Affairs	3,894,804	5,125,679	5,638,309	512,630	10.00%
Performance Based Infrastructure Office	288,144	317,990	333,792	15,802	4.97%
Office of Climate Action, Sustainability and Resiliency	2,973,170	5,702,685	6,766,047	1,063,362	18.65%
Office of Social Equity and Innovation	7,069	1,020,858	2,074,430	1,053,572	103.20%
Human Rights and Community Partnerships	5,160,581	7,188,109	7,487,527	299,418	4.17%
Emergency Management	1,458,012	1,796,939	2,107,426	310,487	17.28%
Office of Special Events	703,624	849,197	979,912	130,715	15.39%
Office of Emergency Management	4,246,440	5,545,943	6,756,090	1,210,147	21.82%
City Attorney	22,254,095	27,240,141	30,050,496	2,810,355	10.32%
<b>Total General Fund</b>	<b>43,658,608</b>	<b>57,981,449</b>	<b>65,768,388</b>	<b>7,786,939</b>	<b>13.43%</b>
<b>General Fund Expenditures by Type</b>					
Personnel Services	34,697,278	44,791,407	51,980,718	7,189,311	16.05%
Services and Supplies	8,852,409	13,008,981	13,633,846	624,865	4.80%
Capital Equipment	50,872	65,119	34,800	(30,319)	(46.56%)
Internal Services and Misc.	58,050	115,942	119,024	3,082	2.66%
<b>Total General Fund</b>	<b>43,658,608</b>	<b>57,981,449</b>	<b>65,768,388</b>	<b>7,786,939</b>	<b>13.43%</b>
<b>Other Program Funding Sources</b>					
<b>Special Revenue Funds Expenditures</b>					
General Government	56,153,612	116,072,461	107,710,143	(8,362,318)	(7.20%)
<b>Total Special Revenue Funds</b>	<b>56,153,612</b>	<b>116,072,461</b>	<b>107,710,143</b>	<b>(8,362,318)</b>	<b>(7.20%)</b>
<b>Grants</b>					
General Government	21,874,400	25,013,847	32,714,727	7,700,880	30.79%
Public Safety	1,182,034	1,664,253	3,851,761	2,187,508	131.44%
Grant/Other Capital Funds	143,115	-	-	-	0.00%
<b>Total Grants</b>	<b>23,199,548</b>	<b>26,678,100</b>	<b>36,566,488</b>	<b>9,888,388</b>	<b>37.07%</b>
Capital Improvements	1,086,631	-	5,150,000	5,150,000	0.00%
Grant/Other Capital Funds	-	-	350,000	350,000	0.00%
<b>Total Capital Improvements</b>	<b>1,086,631</b>	<b>-</b>	<b>5,500,000</b>	<b>5,500,000</b>	<b>0.00%</b>
<b>Other Program Funding Sources Total</b>	<b>80,439,791</b>	<b>142,750,561</b>	<b>149,776,631</b>	<b>7,026,070</b>	<b>4.92%</b>
<b>Total Administration Expenditures</b>	<b>124,098,399</b>	<b>200,732,010</b>	<b>215,545,019</b>	<b>14,813,009</b>	<b>7.38%</b>
<b>Personnel Complement</b>					
General Fund Operations	296.51	351.41	389.29	37.88	10.78%
General Government	100.89	122.75	116.92	(5.83)	(4.75%)

## General Administration Budget Summary

	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Variance	% Variance
Public Safety	3.48	3.50	3.50	-	0.00%
<b>Total Personnel Complement</b>	<b>400.88</b>	<b>477.66</b>	<b>509.71</b>	<b>32.05</b>	<b>6.71%</b>
<b>General Fund Revenue</b>					
Licenses and Permits	6,889,781	7,523,550	8,599,336	1,075,786	14.30%
Fines and Forfeits	394,813	664,494	676,284	11,790	1.77%
Fees	1,754,230	1,673,941	1,688,319	14,378	0.86%
Charges for Services	36,730	29,422	29,450	28	0.10%
Internal Service and Indirect Cost	891,085	787,020	887,020	100,000	12.71%
Miscellaneous Other	2,466,769	1,983,622	1,967,471	(16,151)	(0.81%)
<b>Total</b>	<b>12,433,408</b>	<b>12,662,049</b>	<b>13,847,880</b>	<b>1,185,831</b>	<b>9.37%</b>

## Mayor's Office



### Mission

To provide leadership in developing policies and priorities that support Denver's families, neighborhoods and businesses. The Mayor's Office coordinates the activities of city government to ensure that services are provided in an efficient and cost-effective manner and to make Denver City government accessible to everyone.

## Department Summary

The Mayor is the chief executive officer of the City and County of Denver and is responsible for the oversight of eleven charter departments and eleven agencies and offices. The Mayor's Office directs all city departments, agencies and offices, except those administered by other elected officials, and delivers many services through city management. For more detailed information, visit <https://www.denvergov.org/content/denvergov/en/mayors-office.html>.

## Services

**Executive Administration** - The Mayor's Office delivers the highest quality services at the lowest possible cost and focuses the administration's efforts on the community's top priorities. Key areas of focus for 2023 include: Downtown recovery, reducing crime, resolving episodes of homelessness, and addressing substance misuse. Every agency and every employee has the potential to make a difference in these priority areas. Underpinning all of the Administration's work is a commitment to justice, equity, diversity, and inclusion.

## Strategies

### Downtown Recovery

While the COVID pandemic continues to steal lives and livelihoods, it also has devastated downtown areas across the country, including here in Denver. Downtown recovery will remain a focus for the Mayor's Office and the entire administration in 2023. This will include ongoing support for the businesses and workers who make up the fabric of downtown, reconstruction and modernization of the 16th Street Mall, and enhancements to policing and public health services. Investments will be financed through both the General Fund and the American Rescue Plan Act (ARPA).

### Public Safety

Since the onset of the COVID pandemic in 2020, many categories of crime in cities and states nationwide have increased. Unfortunately, Denver and Colorado have not been immune. The Mayor's Office – in partnership with the Department of Safety, Police Department and other agencies – remains steadfast in its commitment to reverse this trend. Financial investments are being directed to hire additional police officers, improve training and recruitment, and target repeat violent offenders.

### Affordable Housing and Homelessness

From 2020 to 2022, overall homelessness increased in Denver by 15 percent, including a sharp 31 percent increase among those living unsheltered outside on our streets, according to the Metro Denver Homeless Initiative's Point-in-Time Survey. Led by the Department of Housing Stability, the Mayor's 2023 budget calls for significant investments to create immediate housing for those experiencing homelessness and to navigate people living outside to these resources and supportive services. The budget also calls for sustaining newer options, such as sanctioned campsites known as Safe Outdoor Spaces, and expanding these options to include Safe Parking Spaces, particularly for the increasing number of people living in large recreational vehicles.

### Behavioral Health

The Mayor's 2023 budget spells out historic investments to address the behavioral health challenges being experienced citywide, including the mental-health needs of Denver's young people and the continued rise of substance misuse, particularly fatal drug overdoses involving fentanyl. Since 2019, fentanyl overdose deaths have increased four-fold in Denver.

## Budget Detail

Mayor's Office (0101000)	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Expenditures by Type</b>					
Personnel Services	1,649,405	1,912,818	2,023,899	111,081	5.81%
Services and Supplies	81,884	277,313	247,573	(29,740)	(10.72%)
Capital Equipment	-	2,110	1,220	(890)	(42.18%)
Internal Services and Misc.	648	648	648	-	0.00%
<b>Expenditures by Type Total</b>	<b>1,731,937</b>	<b>2,192,889</b>	<b>2,273,340</b>	<b>80,451</b>	<b>3.67%</b>
<b>Expenditures by Activity</b>					
Administration	1,731,937	2,192,889	2,273,340	80,451	3.67%
<b>Expenditures by Activity Total</b>	<b>1,731,937</b>	<b>2,192,889</b>	<b>2,273,340</b>	<b>80,451</b>	<b>3.67%</b>
<b>Other Program Funding Sources</b>					
<b>Grant</b>					
Social Equity & Data Grant	111,465	-	-	-	0.00%
<b>Total Program Expenditures</b>	<b>1,843,402</b>	<b>2,192,889</b>	<b>2,273,340</b>	<b>80,451</b>	<b>3.67%</b>
<b>Personnel Complement (Budgeted)</b>					
Administration	14.00	14.00	15.00	1.00	7.14%
<b>Personnel Complement (Budgeted) Total</b>	<b>14.00</b>	<b>14.00</b>	<b>15.00</b>	<b>1.00</b>	<b>7.14%</b>
<b>Revenue</b>					
Fees	33	-	-	-	0.00%
<b>Revenue Total</b>	<b>33</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
Vacancy Savings			(46,339)		

## Programmatic Changes

2023 Impact Description	FTEs	Dollars
<b>Agencywide</b>		
• An increase in personnel to add an Administrator I position to support agency operational needs, including transitions.	1.00	120,900
• A decrease in services and supplies due to a reduction in a professional services contract.	0.00	(32,000)
• An increase in capital equipment to provide additional personnel with a computer.	0.00	1,220

The Budgeted Vacancy Savings Is \$46,339.



## Civic Events

### Program Summary

The Civic Events appropriation provides funding to support events of interest to the whole community; city membership in local, state, and national organizations; and payments for the City's legislative lobbyists. City membership affiliations include: Denver Regional Council of Governments, Colorado Municipal League, National League of Cities, U.S. Conference of Mayors, the Metro Mayors Caucus, Denver Sister Cities International, the National Civic League, and the African American Mayors Association. The Civic Events budget is administered by the Mayor's Office to support the City's goals and initiatives in national, state, and regional organizations.

### Services

**Community Events** - Civic Events funding assists large, inclusive events for the community. These events include but are not limited to the following: Denver Days, Cabinet in the Community, meetings with Registered Neighborhood Organizations, community forums, celebrations, organizations, and other civic events.

**Intergovernmental Engagement** - Civic Events funding also keeps Denver affiliated with organizations that facilitate policy discussion, engagement, and collaboration between government entities.

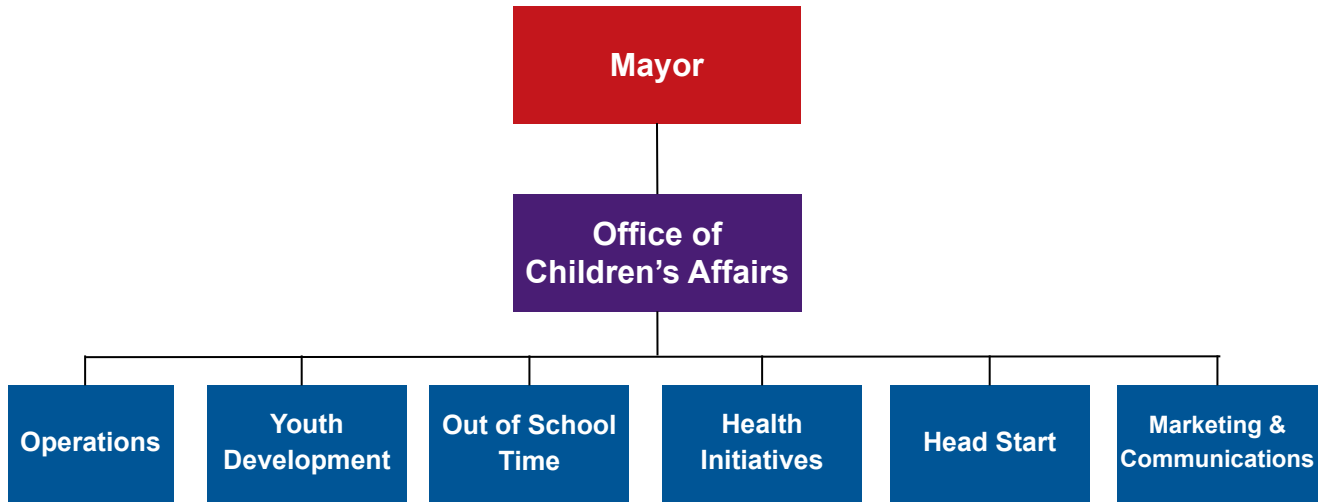
### Budget Detail

	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Civic Events (0102000)</b>					
<b>Expenditures by Type</b>					
Services and Supplies	940,731	1,001,019	1,301,019	300,000	29.97%
<b>Expenditures by Type Total</b>	<b>940,731</b>	<b>1,001,019</b>	<b>1,301,019</b>	<b>300,000</b>	<b>29.97%</b>
<b>Expenditures by Activity</b>					
Civic Events Administration	940,731	1,001,019	1,301,019	300,000	29.97%
<b>Total Program Expenditures</b>	<b>940,731</b>	<b>1,001,019</b>	<b>1,301,019</b>	<b>300,000</b>	<b>29.97%</b>

### Programmatic Changes

2023 Impact Description	FTEs	Dollars
<b>Civic Events</b>		
<ul style="list-style-type: none"> <li>An increase in services and supplies for the "Legacy Events Recovery Mini-grant Program" (LERP).</li> </ul>	0.00	300,000

## Office of Children's Affairs



### Mission

To support Denver agencies, the community, and its service providers in ensuring all children and youth have basic needs met, are ready for kindergarten, and have the opportunity to succeed academically and professionally.

## Department Summary

The Office of Children's Affairs (OCA) supports Denver agencies, the community, and its service providers in ensuring all children and youth have their basic needs met, are ready for kindergarten, and have opportunities to succeed academically and professionally.

Current OCA programs include the ongoing development and implementation of strategies related to nutritious food to children, infant mortality, high-quality childcare and afterschool programs, early learning and literacy resources, youth transportation, youth violence prevention, mental health and wellness, cultural experiences, and pathways to post-secondary education and careers.

OCA's funding philosophy focuses on five key areas for creating lasting change: youth-development, education, innovation, public health, and digital inclusion. The agency is locally driven, community centered, and dedicated to delivering structural, systemic change for the community; OCA thinks about the world as it could be rather than marginally improving the world as it is.



To deliver a city where all children, youth and their families can thrive, OCA works within the following four strategic priorities:

- Support Families through the Economic Recovery of the City
- Support Child and Family Wellbeing
- Support Mitigation of Learning Loss and Disruption
- Support and Convene Youth Violence Prevention

For more information, please visit <https://www.denvergov.org/Government/Departments/Office-of-Childrens-Affairs>

## Services

### Advocacy/Policy:

- Provides support for OCA's mission level objectives, either through work on a program or as a vocal stakeholder.
- Reviews, analyzes and understands policies at all levels that impact children and youth in Denver.
- Formulates recommendations and strategies that support or enhance policies, communicating impacts and outcomes to stakeholders.

**Community Engagement:**

- Provides direct training to parents and/or children and youth in the community related to one of OCA's objectives or programs.
- Engages the community directly in carrying out work.

**Communication and Marketing:**

- Communicates with OCA partners and customers through email, print, and other media.
- Prepares print, web, or other media communicating OCA's work and outcomes to distribute to stakeholders and the public.
- Establishes communication channels such as social media, radio, and television.

**Convening/Partnership:**

- Identifies key strategic partners and coordinating work.
- Collaborates/thought partners with other stakeholders.
- Facilitates and designs meetings and strategy sessions.

**Data and Analysis:**

- Gathers, analyzes, interprets and presents data that supports the mission of the agency.
- Identifies leading/lagging indicators and develops metrics and tools to track key indicators related to policy.
- Manages data agreements and report writing.

**Operations and Administration:**

- Performs work related to the core administrative functions of OCA that facilitate efficient, ethical and transparent transactions and agreements.
- Manages work and staff efficiently and creates organizational structures that lead to improved outcomes for the agency and its customers.

**Program Monitoring and Evaluation:**

- Performs regular monitoring to ensure compliance with local, state, and federal regulations, health and safety requirements, complaint follow up, and ad hoc monitoring as needed.
- Visits and reviews sites managed by partners and providers to observe practices, perform health and safety checks, and interact with program staff.

**Technical Program Support:**

- Provides program support to providers, community organizations, grantees, and other stakeholders.
- Assists with policies, procedures, best practices, and technical assistance.
- Manages activities for OCA oversight councils, whose primary role is to provide assistance, guidance, and decision-making authority to programs.
- Creates requirements, scope of work, strategic plans, key strategic goals, and community needs assessments for community and contractual providers.

## Strategies

**Access to Quality Programs:** Increase access to and participation in quality programs and services through strategic partnerships, creating community hubs, and connecting families with support and services.

**Community-Informed:** OCA's approach to funding and decision-making is informed by the communities impacted by funding decisions.

**Continuous Improvement:** Improve outcomes for Denver children by implementing a continuous improvement cycle through the effective use of data collection and analysis to identify opportunities and gaps to inform program investments, planning, execution, and evaluation, as well as necessary advocacy and policy strategies.

**Data-Driven:** OCA is committed to harnessing the power of data to assess opportunities, measure progress, evaluate impact, and improve performance. See how OCA is using data and evidence to improve decision making: <https://geospatialdenver.maps.arcgis.com/apps/MapSeries/index.html?appid=939edc78fa0e4c799089f233ff07395a>

**Evidence-based Practice:** OCA believes in well-researched interventions, programs and services that incorporate ethics, client preferences, and culture to guide and inform the delivery of services.

**Partnerships:** OCA builds partnerships across sectors to share ideas and resources toward a common purpose to amplify the agency's impact.

**Public Health Approach:** OCA uses a public health approach, focusing on the social determinants of health and the true root causes of inequities.

## Performance and Program Highlights

### Education and Kindergarten Readiness

The vision of Denver Great Kids Head Start (DGKHS) is to prepare Head Start children to enter kindergarten confidently with the social, physical, emotional, and cognitive skills and competencies necessary for continuing school success.

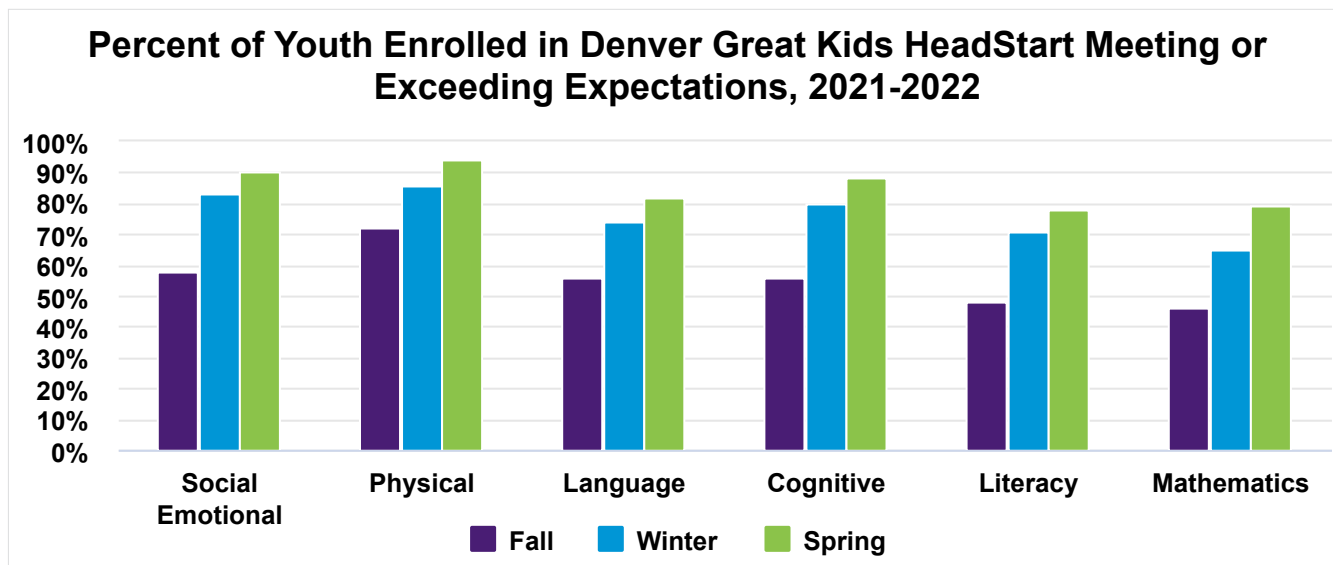
DGKHS partners with seven delegate agencies (Head Start and Early Head Start providers) and three vendors (comprehensive service providers) to provide high-quality preschool and direct services to 1,344 children and their families. Delegate agency providers operate 36 center locations with 100 classrooms. DGKHS is authorized to serve children in all Denver neighborhoods. As a grantee/delegate model, slots are allocated as follows: Catholic Charities (231 HS, 8 EHS), Clayton (208 HS, 16 EHS), DPS (350 HS), Family Star (46 HS, 8 EHS), Mile High Early Learning (321 HS), Sewall (60 HS), VOA (96 HS).

In April of 2021, DGKHS participated in the FA2 onsite monitoring event as required by the Office of Head Start. This week-long federal review examined all program and fiscal areas for compliance with all aspects of the Head Start Program Performance Standards. DGKHS was found to be fully compliant in all areas.

DGKHS continued to provide delegate agencies and families with personal protective equipment (PPE), food boxes, cleaning supplies, sanitizer, technology supports, at-home learning materials, and community resources offered through its establishment within the City to ease the challenges presented by COVID-19. DGKHS also received \$2,012,598 in funding from the American Rescue Plan Act (ARPA)/Coronavirus Response and Relief Appropriations Act (CRRSAA) via the Office of Head Start and distributed this funding to delegate and vendor agencies through contractual grants. This funding has provided additional mental health support for children, families and staff; technology upgrades;

staff retention support; classroom supplies and materials to support in-person learning; and facilities improvements.

The chart below from the 2021-2022 school year shows the average growth of children’s learning in all six domains from Fall to Spring.



### Child Care/Friend, Family, Neighbor Care

Across the country, communities are scrambling to meet growing childcare needs. The industry was in crisis prior to COVID-19, and with the widespread impacts of the pandemic, the issue has become a true community emergency. Providers face unprecedented funding cuts and challenging operating requirements; families are uncertain about safe and affordable options. With over 50 percent of licensed childcare facilities closing over the last year and a half, a large number of young children were and are still being cared for by family, friends and neighbors (FFN) care providers. FFN caregivers bring many strengths to the support of children including caring relationships, the warmth of a home environment, culture, language, flexibility and – typically – affordability for the families they serve. Now more than ever, FFN caregivers are being called upon to support families as parents and caregivers continue to report to work and hosts of licensed childcare sites remain closed or at reduced capacity.

Quality child care is essential to Denver’s economic recovery and to the safety and wellbeing of Denver’s children. Parents with young children comprise almost one-third of the country’s workforce. As parents return to work, many will need to find child care, and the ability to do so will impact the speed and robustness of Denver’s economic recovery. In light of the COVID-19 pandemic and its far-reaching impacts across the City of Denver, OCA’s strategic framework now includes action items that are focused on ensuring access to child care as a key strategy for economic recovery.

The **Five by Five Program** provides qualifying families of children as old as five with access to cultural experiences that support kindergarten readiness. The program is supported by 22 cultural partners. OCA estimates by the end of 2022 there will be 2,764 visits to cultural partners and OCA’s objective for 2023 is to increase the number of visits to 3,500. The Five by Five program also leverages the cultural institutions to provide professional development opportunities to school providers and early education training to parents, who are the child’s first teachers. OCA will continue to utilize an equity lens in providing access to Five by Five participants.

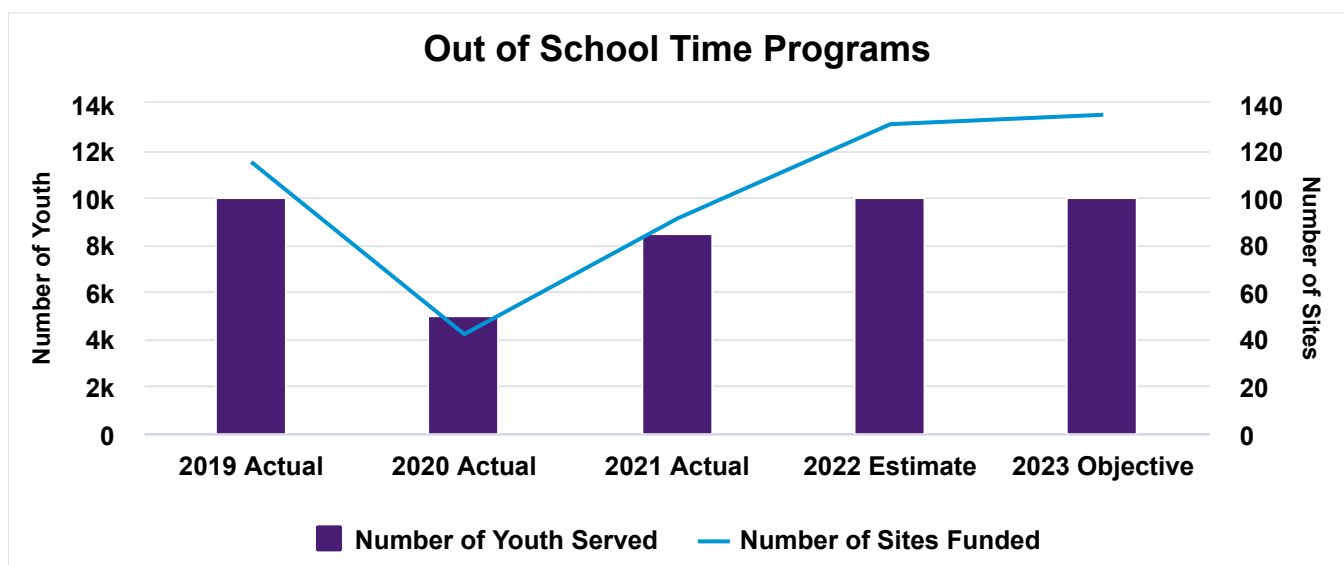


## 2A Funded Programs

The passage of ballot measure 2A in 2012 led to the development of two major programs in OCA, the MY Denver program and Out of School Time programs. Both focus on improving access to and quality of programming outside of school hours.

The MY Denver program began as a pilot in 2012 and was expanded to include all Denver school aged children in 2013 with the passage of ballot measure 2A. MY Denver allows participants to have free access to recreation centers, swimming pools, cultural facilities, and other opportunities. There are more than 125,000 eligible children and youth in Denver. Due to numerous process improvements and partnerships with Denver Public Schools and Denver Public Libraries, more than 90 percent of all eligible children in Denver are now enrolled in the MY Denver program.

Effective Out of School Time (OST) programs help young people learn, grow, and thrive while providing families with the support they need to balance work and life. OCA has been investing in these programs since its inception in the mid-1990s. Recent funding comes through ballot measure 2A and through marijuana tax revenue. Funds are made available to community partners through two competitive RFP processes, the annual Building Out of School Time Programs (BOOST), which is focused on content specific providers, and a comprehensive multi-year RFP, focused on large programs that operate year-round. This investment also supports the City's afterschool intermediary, the Denver Afterschool Alliance (DAA), which assists afterschool providers across Denver to improve and enrich programming, use data more effectively, and engage in professional learning. In addition, DAA advocates for afterschool funding and serves as a trusted expert on afterschool issues. In 2020, the number of OST sites decreased due to COVID-19-related closures. The majority of programs dealt with multiple obstacles including staffing difficulties, which resulted in a slow return to pre-COVID participation rates. In 2021, a total of \$2 million was invested in programming at 91 different OST sites. As a result, OCA was able to serve over 8,000 participants and the agency expects numbers to continue to grow. Using the Child Well-Being Index as part of the grant process, funds are directed to areas where youth have multiple obstacles to success, which will positively impact most underserved youth in Denver.



The **Healthy Lifestyles Curriculum** developed in 2015 is offered to out of school time partners at no cost. This 10-hour program is for participants in 6th to 8th grade and educates students about the impacts of marijuana use. The curriculum has been well received by after school partners and OCA is currently working to expand the program to include information about the impacts of vaping and opioid use.

## Health Initiatives

Health Initiatives has leveraged existing citywide efforts to bring voice and create changes needed to improve the health of Denver’s children and youth. Examples include public safety through Denver Vision Zero and Denver Water’s Lead Reduction Program; and food and nutrition policy through the Colorado Blueprint to End Hunger, Serve Kids Denver Healthy Beverage partnership, Healthy Food for Denver Kids Initiative, and the City of Denver’s Food Interagency Group. Most Health Initiatives resources have been dedicated to the Tasty Food Program.

The **Tasty Food Program** includes distributing free, healthy meals to children and youth through the Summer Food Service Program and the At-Risk After School Meals Program in eligible Denver neighborhoods. These programs work towards the goal of increasing student engagement as well as reducing childhood hunger and obesity for Denver’s children and youth. A new focus has been the expansion to sites that serve children ages three to five as there has been a gap identified with this age group. The City serves as a ‘sponsor’ through this USDA federally-funded program, recruiting all sites and ensuring compliance with the hundreds of local, state, and federal regulations. The City and County of Denver offered summer meals, school year snacks, and supper services that fed 100,426 children in 2021. The represented decrease in the number of meals served in 2020 was the result of many sites being closed, not operating in-person, and COVID-19-related shutdowns. The OCA program, along with other community partner programs, including Food Bank of the Rockies and Denver Public Schools, helps ensure that no child needs to suffer from hunger in Denver. Tasty Food staff were also involved in three city-wide initiatives to address food insecurity, including the Healthy Food for Denver’s Kids Commission, and a national initiative addressing basic needs (housing, transportation, food security and transportation) in post-secondary students. OCA partners with Denver Human Services (DHS) to provide families with access to SNAP and other basic needs resources. The number of families receiving DHS support is expected to increase in 2023 due to increased funding from the Healthy Foods for Denver Kids (HFDK) grant.

	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Objective
<b>Total Meals Served</b>	183,000	185,400	100,426	150,000	175,000
<b>Number of Tasty Food Sites</b>	-	-	27	29	37
<b>Tasty Food Families Receiving DHS Support</b>	-	-	-	40	660

## Mental Health

Adolescence is a time for young people to have a healthy start in life. The number of adolescents reporting poor mental health in Colorado has been increasing at a rapid rate since 2009. According to the 2021 State of Mental Health in America Report for children and youth specifically, Colorado ranks 42nd in the country for mental health when analyzing several indicators, including the prevalence of children’s mental illness and access to care. In Denver, youth who need mental health services cannot access them. Care is patchy and inconsistent. That’s why OCA is enhancing its work in youth mental health to provide more robust and culturally relevant support for young people, caregivers, and service providers.

During the COVID-19 pandemic, both locally and nationally, schools were a critical entry point in communities to support children and families. OCA’s work will now include a Maternal/Child Health program area which will focus on the alarming infant mortality rates in Far Northeast and Southwest

Denver neighborhoods and will also focus on toxic/environmental stressors and mental health supports for parents.

OCA will enhance the City's mental health work by providing on-going support for students and young people ages 13-24 and by deploying rotating culturally relevant mental health services into communities experiencing violence. This will be rooted in OCA's youth violence prevention work serving young people, caregivers, and service providers.

### Youth Violence Prevention (YVP)

Violence is often seen as intractable because its prevention is rarely approached with the level of commitment and attention required for long-term success, generation after generation. This complex issue requires a comprehensive solution and participation from multiple sectors and stakeholders. An approach to violence prevention which builds on a combination of community and systemic action along with a focus on family and individuals' resiliency is necessary.

Since 2019, Denver has implemented a public health approach to youth violence in the City through a large, multi-sector coalition called the Youth Violence Prevention Action Table (YVPAT). This group was encouraged to take a public health approach because it aligned with two core values. The first is that by tracking trends and understanding the issue, collectively, the City can make an impact. The second is that the issue of youth violence has root causes that far precede an incident; rather, it is the nature and structure of communities, the assets and barriers youth experience, and the normalization of violence that also need to be addressed if the City is to make a meaningful impact.

The YVPAT released its Comprehensive Strategy in 2020, which outlined the public health approach and specific strategies this coalition will take to address youth violence prevention. In partnership with YVPAT, OCA now serves as the anchor organization to support the strategies developed by YVPAT. These strategies are meant to be used in combination and across sectors to prevent youth violence before it starts and to support protective community environments that reduce exposure to community-level risks.

### Budget Detail

	2021	2022	2023	\$	%
Office of Children's Affairs (0103000)	Actuals	Appropriated	Recommended	Change	Change
<b>Expenditures by Type</b>					
Personnel Services	1,312,777	1,796,851	2,303,205	506,354	28.18%
Services and Supplies	2,577,858	3,320,162	3,324,982	4,820	0.15%
Capital Equipment	2,873	1,220	4,880	3,660	300.00%
Internal Services and Misc.	1,296	7,446	5,242	(2,204)	(29.60%)
<b>Expenditures by Type Total</b>	<b>3,894,804</b>	<b>5,125,679</b>	<b>5,638,309</b>	<b>512,630</b>	<b>10.00%</b>
<b>Expenditures by Activity</b>					
Administration	695,467	1,084,128	1,376,669	292,541	26.98%
After School and Summer Programs	2,056,578	2,115,483	2,122,553	7,070	0.33%
Early Childhood Care and Education	108,069	129,256	135,497	6,241	4.83%
Generation of City Builders	60,750	60,000	60,000	-	0.00%
Health Initiatives	210,311	217,526	316,665	99,139	45.58%
Youth Development	213,438	231,262	322,579	91,317	39.49%
Youth Transportation	55,611	100,000	75,000	(25,000)	(25.00%)

	2021	2022	2023	\$	%
Office of Children's Affairs (0103000)	Actuals	Appropriated	Recommended	Change	Change
Youth Violence Prevention	494,581	1,188,024	1,229,346	41,322	3.48%
<b>Expenditures by Activity Total</b>	<b>3,894,804</b>	<b>5,125,679</b>	<b>5,638,309</b>	<b>512,630</b>	<b>10.00%</b>
<b>Other Program Funding Sources</b>					
<b>Grants</b>					
Buell Foundation	4,796	15,204	-	(15,204)	(100.00%)
Child and Adult Care Food Program (Snacks and Supper)	10,083	144,744	157,592	12,848	8.88%
Coronavirus Relief Funds	556,291	-	-	-	0.00%
Emergency Preparedness & Response	258,614	187,460	339,548	152,088	81.13%
Head Start	14,525,727	14,652,784	13,111,190	(1,541,594)	(10.52%)
Head Start American Rescue Plan	22,770	264,965	66,241	(198,724)	(75.00%)
Out of School Time	55,000	30,000	-	(30,000)	(100.00%)
State and Local Fiscal Recovery Funds	7,047	1,942,016	7,072,120	5,130,104	264.16%
Wallace Foundation Social and Emotional Learning Initiative	689,645	1,229,681	1,181,781	(47,900)	(3.90%)
<b>Total</b>	<b>16,129,973</b>	<b>18,466,854</b>	<b>21,928,472</b>	<b>3,461,618</b>	<b>18.75%</b>
<b>General Government SRF</b>					
Denver Preschool Program	26,279,617	25,801,860	30,720,920	4,919,060	19.06%
Prosperity Denver	13,550,804	13,142,666	15,843,798	2,701,132	20.55%
Education / Advocacy Donations	12,710	5,000	5,000	-	0.00%
<b>Total</b>	<b>39,843,131</b>	<b>38,949,526</b>	<b>46,569,718</b>	<b>7,620,192</b>	<b>19.56%</b>
<b>Other Program Funding Sources Total</b>	<b>55,973,104</b>	<b>57,416,380</b>	<b>68,498,190</b>	<b>11,081,810</b>	<b>19.30%</b>
<b>Total Program Expenditures</b>	<b>59,867,908</b>	<b>62,542,059</b>	<b>74,136,499</b>	<b>11,594,440</b>	<b>18.54%</b>
<b>Personnel Complement (Budgeted)</b>					
Administration	5.30	7.25	10.25	3.00	41.38%
Early Childhood Care and Education	2.00	1.00	1.00	-	0.00%
Youth Development	1.00	2.25	2.55	0.30	13.33%
After School and Summer Programs	1.00	1.50	1.30	(0.20)	(13.33%)
Health Initiatives	2.00	2.00	3.00	1.00	50.00%
Youth Violence Prevention	1.00	1.00	1.00	-	0.00%
<b>Personnel Complement (Budgeted) Total</b>	<b>12.30</b>	<b>15.00</b>	<b>19.10</b>	<b>4.10</b>	<b>27.33%</b>
<b>Other Program Funds FTE</b>					
<b>Grants</b>					
Emergency Preparedness & Response	-	1.00	1.00	-	0.00%
Head Start	7.20	9.50	9.15	(0.35)	(3.68%)
State and Local Fiscal Recovery Funds	0.33	1.08	1.00	(0.08)	(7.41%)
Wallace Foundation Social and Emotional Learning Initiative	2.68	3.50	1.67	(1.83)	(52.29%)
<b>Total</b>	<b>10.21</b>	<b>15.08</b>	<b>12.82</b>	<b>(2.26)</b>	<b>(14.99%)</b>
<b>Total Personnel Complement</b>	<b>22.51</b>	<b>30.08</b>	<b>31.92</b>	<b>1.84</b>	<b>6.12%</b>
Vacancy Savings			(52,175)		

## Programmatic Changes

The City and County of Denver's allocation of State and Local Fiscal Recovery Funds as a result of the American Rescue Plan Act (ARPA) allowed the City to restore some service reductions that were necessary to balance the budget in 2021 and to allocate funding to address operational backlogs. Many of these investments are ongoing and to avoid a financial 'cliff', the City has employed a 'step down' methodology that allows a portion of these investments to remain funded in the ARPA allocation in 2023, while some are transitioned to the General Fund. Additional ARPA funds also have been allocated to OCA in 2023 for programs to support Denver's recovery from the COVID-19 pandemic, which were informed by community input. These changes are described below, along with other significant programmatic changes for 2023.

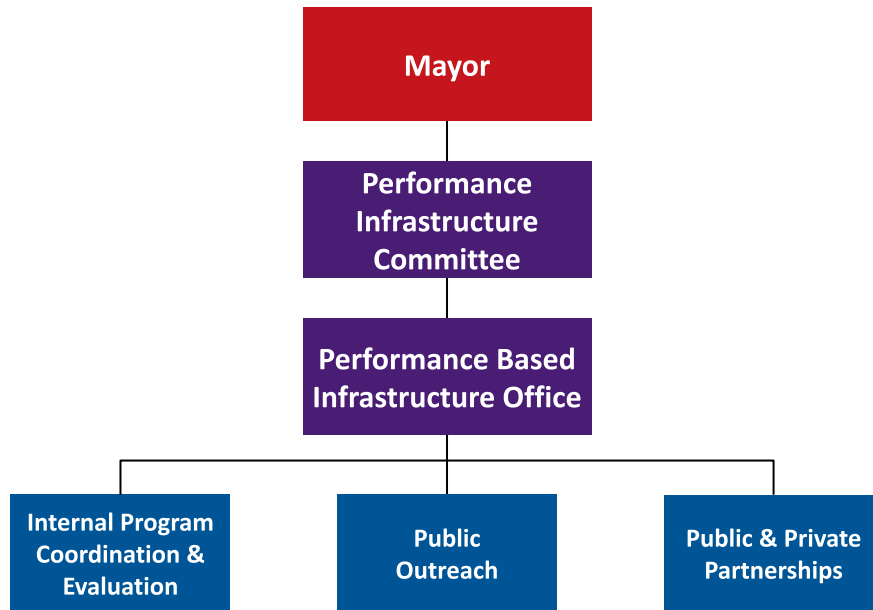
2023 Impact Description	FTEs	Dollars
<b>Agencywide</b>		
<ul style="list-style-type: none"> <li>An increase in personnel services due to increasing the General Fund allocation for two partially grant-funded positions to align the funding source with day-to-day job duties.</li> </ul>	0.35	35,700
<ul style="list-style-type: none"> <li>A net increase in capital equipment for laptop purchases for new positions budgeted in 2023.</li> </ul>	0.00	3,700
<ul style="list-style-type: none"> <li>A net decrease in internal services due to reallocating budget, offset by an increase for cell phone stipends for new positions budgeted in 2023.</li> </ul>	0.00	(2,200)
<b>Administration</b>		
<ul style="list-style-type: none"> <li>An increase in personnel services to add a Contract Compliance Coordinator to support an increased contract workload. This position is budgeted to start in April of 2023.</li> </ul>	0.75	66,800
<ul style="list-style-type: none"> <li>An increase in personnel services to add an Administrative Assistant III to support the office with data entry, office management, and additional administrative needs.</li> </ul>	1.00	62,300
<b>Health Initiatives</b>		
<ul style="list-style-type: none"> <li>An increase in personnel services to add a limited Mental Health Coordinator to administer State and Local Fiscal Recovery dollars allocated for youth-focused mental health programming. This position expires in December of 2024 to align with the American Rescue Plan Act spending timeline.</li> </ul>	1.00	87,900
<b>Marketing and Communications</b>		
<ul style="list-style-type: none"> <li>An increase in personnel services to add a Marketing and Communications Specialist to help families and youth better access OCA-supported programming.</li> </ul>	1.00	127,600
<b>Youth Development</b>		
<ul style="list-style-type: none"> <li>An increase in personnel services due to the conversion of a Program Administrator position to a Program Manager to better align the classification with operational needs.</li> </ul>	0.00	13,500
<b>Youth Violence Prevention</b>		
<ul style="list-style-type: none"> <li>An increase in personnel services due to the conversion of a Program Coordinator position to a Program Manager to better align the classification with operational needs.</li> </ul>	0.00	25,000
<b>Grants</b>		
After School and Summer Programming and Out of School Time Program		
<ul style="list-style-type: none"> <li>A net increase in grant expenditures due to an investment of State and Local Fiscal Recovery Funds to continue comprehensive out-of-school time programming funded from a previous round of ARPA allocations.</li> </ul>	0.00	1,418,400

2023 Impact Description	FTEs	Dollars
<ul style="list-style-type: none"> <li>A decrease in grant expenditures and FTE due to the expiration of the Wallace Foundation grant in August 2023. This includes the expiration of four grant-funded, limited positions.</li> </ul>	(1.83)	(47,900)
<ul style="list-style-type: none"> <li>A decrease in grant-funded FTE due to the expiration of ARPA funding at the end of August 2023.</li> </ul>	(0.08)	0.00
<b>Child Care/Friends, Family, Neighbor Care</b>		
<ul style="list-style-type: none"> <li>A net increase in grant expenditures due to an investment of State and Local Fiscal Recovery Fund for funding to support a childcare hub in the Globeville, Elyria and Swansea neighborhoods as well as for training and education for family, friend and neighbor child care providers.</li> </ul>	0.00	403,400
<b>Early Childhood Care and Education</b>		
<ul style="list-style-type: none"> <li>A reduction in Head Start grant expenditures and FTE due to the reallocation of staff to the General Fund to align with job duties and due to the phase out of COVID-19, emergency grant funding.</li> </ul>	(0.35)	(1,740,300)
<b>Administration</b>		
<ul style="list-style-type: none"> <li>An increase in grant expenditures due to an investment of State and Local Fiscal Recovery Funds for grants to organizations that provide youth violence and prevention programs and services. Funding will also support operations within the new Youth Empowerment Center located at 1240 West Bayaud Ave.</li> </ul>	0.00	1,708,300
<ul style="list-style-type: none"> <li>An increase in grant expenditures due to an investment of State and Local Fiscal Recovery Fund for community mental health programming for low-income youth and for expectant and new mothers.</li> </ul>	0.00	1,600,000
<ul style="list-style-type: none"> <li>An increase in grant expenditures due to the continuation of the Emergency Preparedness and Response grant.</li> </ul>	0.00	152,100
<ul style="list-style-type: none"> <li>An increase in grant expenditures due to the continuation of the Child and Adult Care Food Program.</li> </ul>	0.00	12,800
<ul style="list-style-type: none"> <li>A continuation in grant expenditures to continue funding for services and supplies budget initially restored in the ARPA allocation in 2021.</li> </ul>	0.00	0.00
<ul style="list-style-type: none"> <li>A decrease in grant expenditures due to the expiration of the Buell Foundation and Out of School Time grants at the end of 2022.</li> </ul>	0.00	(45,200)
<b>Special Revenue Funds</b>		
<ul style="list-style-type: none"> <li>An increase to the Denver Preschool Program Special Revenue Fund to align with 2023 revenue projections. This increase is caused by a projected growth in city sales tax revenue.</li> </ul>	0.00	4,919,100
<ul style="list-style-type: none"> <li>An increase to the Prosperity Denver College Affordability Special Revenue Fund to align with 2023 revenue projections. This increase is caused by a projected growth in city sales tax revenue.</li> </ul>	0.00	2,701,100

The budgeted vacancy savings is \$52,175



# Performance Based Infrastructure Office



## Department Summary

Established in 2018, the Performance Based Infrastructure (PBI) Office serves as the City's center of excellence for alternative project procurement and delivery. The Office leads the coordination of multiple city agencies pursuing PBI projects. The PBI Office is responsible for creating and executing robust public outreach on PBI projects and incorporating stakeholder feedback throughout project development.

The Office is responsible for project delivery information throughout the project lifecycle, providing best practices as well as tracking and reporting performance of projects under construction and in operations. The PBI Office brings efficiencies to PBI projects by providing a coordinated and comprehensive approach to project development and works most closely in consultation with the City Attorney's Office, the Department of Finance, and the Department of Transportation and Infrastructure.

For more detailed information visit: [www.denvergov.org/Government/Departments/Performance-Based-Infrastructure-Office](http://www.denvergov.org/Government/Departments/Performance-Based-Infrastructure-Office)

## Services

**Internal Program Coordination and Evaluation** coordinates internal policy and programs to address the City's capital infrastructure needs. The PBI Office consistently and transparently evaluates PBI projects to ensure the best value for the City.

- **Guidelines** – PBI has developed structured guidelines and policies that aid in the development of potential performance-based projects. These guidelines have been built from national industry standards, and PBI will take lessons learned from existing projects to update these guidelines as necessary to fit the mission and values of the City.
- **Stage Gates** – PBI uses stage gates processes to streamline the development of potential performance-based projects. The early stages are defined as Planning, Screening, and Structuring and offer the City evaluation points before large financial commitments are finalized.

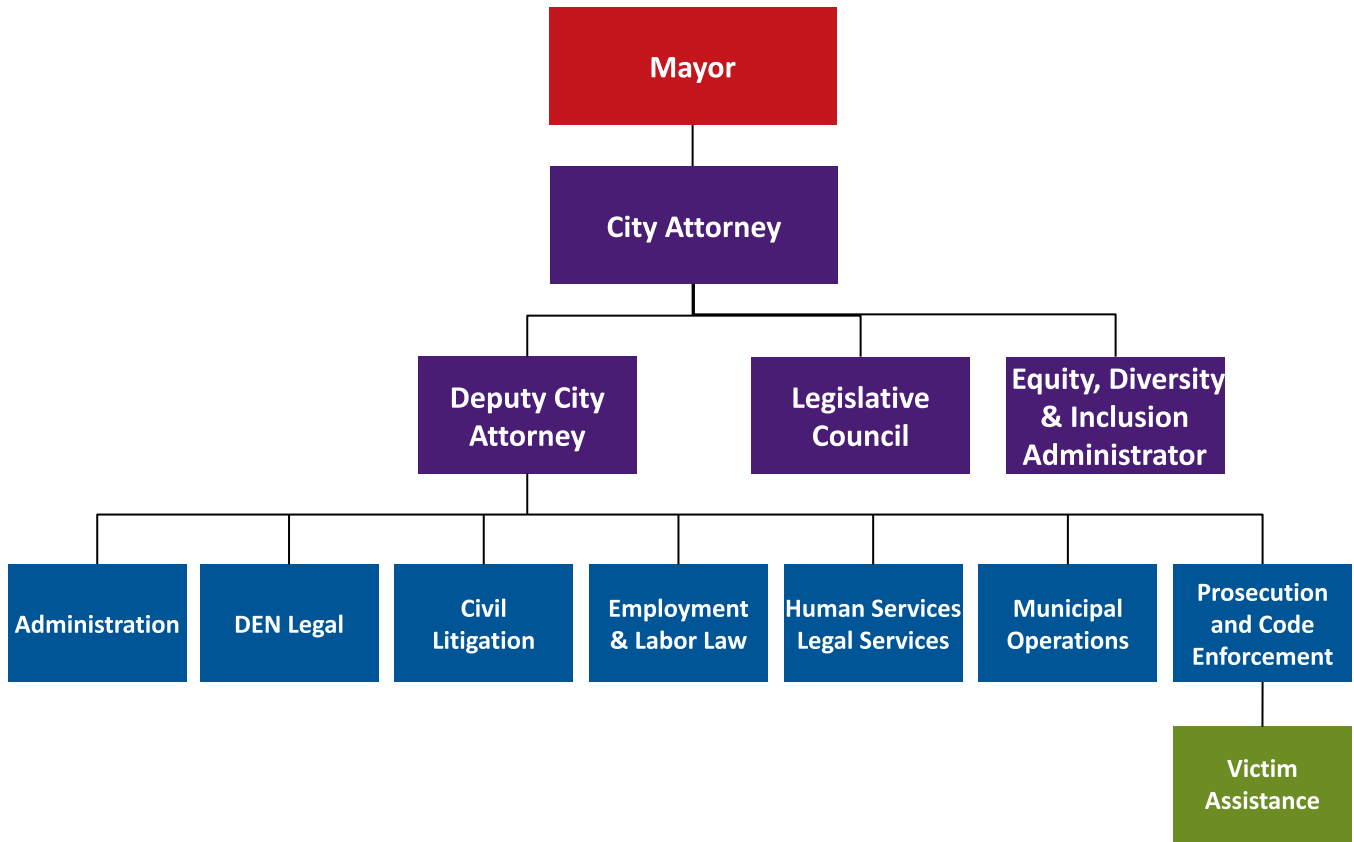
**Public Outreach** is responsible for coordinating and conducting public outreach on PBI projects. This is achieved by engaging with Denver residents, community, civic, and business groups throughout the lifecycle of a PBI project.

- **Education** – As part of the outreach, PBI develops strategies to inform community partners on the goals of the project and the process of using performance-based procurement.
- **Collaboration** – The outreach process will allow community and professional partners the opportunity to have input on the development of performance-based projects.
- **Equity** – PBI projects are typically larger infrastructure projects which have a greater impact on the surrounding communities in which they are implemented. PBI will work with community partners to develop mitigation strategies for those impacted. Examples of this could include equity packages grouped under Housing, Workforce Development, or Community Support, and each of these packages could be written into a performance-based contract which would be implemented by the chosen private sector partner.

## Budget Detail

Performance Based Infrastructure Office (0106000)	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Expenditures by Type</b>					
Personnel Services	273,644	289,590	305,392	15,802	5.46%
Services and Supplies	14,501	28,400	28,400	-	0.00%
<b>Expenditures by Type Total</b>	<b>288,144</b>	<b>317,990</b>	<b>333,792</b>	<b>15,802</b>	<b>4.97%</b>
<b>Expenditures by Activity</b>					
Performance Based Infrastructure Office	288,144	317,990	333,792	15,802	4.97%
<b>Total Program Expenditures</b>	<b>288,144</b>	<b>317,990</b>	<b>333,792</b>	<b>15,802</b>	<b>4.97%</b>
<b>Personnel Complement (Budgeted)</b>					
Performance Based Infrastructure Office	2.00	2.00	2.00	-	0.00%
<b>Total Personnel Complement</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>-</b>	<b>0.00%</b>

# City Attorney



## Mission

The City Attorney’s Office (CAO) provides the highest quality legal counsel and representation to our clients, accomplished by providing prompt, courteous and professional service. We are committed to ensuring a work environment that stimulates every person to achieve their highest professional and personal development. Our office plays an important role as stewards of the public trust.

## Department Summary

The **City Attorney (CAO)** serves as the legal adviser to the Mayor, City Council, City Auditor, City Clerk and Recorder, and all city departments and agencies; represents and defends the City in legal matters; handles all suits initiated on behalf of the City and County of Denver; prosecutes violations of city ordinances; and provides counsel to elected officials and client agencies on charter interpretation and reform.

The Deputy City Attorney directs, manages, supervises, and coordinates the activities and operations of the six legal sections and one administrative section of the City Attorney's Office; leads the agency's organizational development strategies and activities; and serves as executive sponsor to the CAO's diversity, equity and inclusion efforts and implementation.

The CAO clients and team members are valued, respected and supported as everyone works together on behalf of the City and County of Denver. Through exceptional and innovative legal counsel, the Office builds a more accountable city government and a more inclusive and equitable community.

The CAO embraces an environment of compassion, trust, belonging and inclusion where all voices are engaged and respected, and where all staff nurture the talents of the City's diverse employees. The CAO is an anti-racist office and is committed to removing barriers, providing opportunities, supporting everyone by embracing differences, condemning inequalities and oppression, and respecting everyone's unique qualities.

For more information visit the City Attorney's Office website at <https://www.denvergov.org/content/denvergov/en/city-attorneys-office.html>

## Services

The City Attorney's Office is composed of seven sections, each of which serves the City's agencies and residents, and a Legislative Counsel team that supports Denver City Council.

The **Administration Section** sets policy development and direction for the agency; establishes agency goals, objectives and guidelines; and performs purchasing, contract management, public education, media relations, and financial management, including budgeting and accounting.

The **Civil Litigation Section** of the Denver City Attorney's Office represents the City and County of Denver, city officials, and city employees in civil lawsuits alleging personal injury and property damage as well as constitutional and civil rights violations. Attorneys from the Civil Litigation Section appear in all levels of the Colorado state and federal courts. The Civil Litigation Section also provides eDiscovery assistance for the entire City Attorney's Office. In addition to handling a significant case load in state and federal courts, attorneys from the Section provide advice, training, and policy development/review to numerous city agencies and departments. This Section's Claims Adjusters Unit is responsible for handling the majority of claims received by the City, excluding claims involving the Denver International Airport and Denver Human Services.

The **DEN Legal Section** provides legal services to Denver International Airport, including handling all leases, contracts and agreements, claims, regulatory compliance, real estate transactions, finance matters, construction projects, and litigation other than employment litigation. It also provides counsel and advice for issues and matters involving management, operation, maintenance, and development of a major commercial airport. In addition, the Section provides legal services and representation relating to noise and other environmental remediation, the sale of the former Stapleton Airport site, and public finance. The Airport reimburses the Internal Billings and Reimbursements Fund for these services.

The **Employment and Labor Law Section** provides legal work that includes defending lawsuits involving claimed violations of federal and state labor and employment laws; representing the City in administrative appeals of adverse employment actions and workers' compensation claims; responding to grievances and charges of discrimination filed by City employees; and representing the City in collective bargaining negotiations and labor-related matters. The Employment and Labor Law Section also provides legal advice and counsel to client agencies on a daily basis.

The **Human Services Legal Services (HSL) Section** provides legal representation to all divisions of Denver Human Services (DHS). Services include litigation in Dependency and Neglect, Juvenile Justice, Adult Protection, Child Support Enforcement, Unaccompanied Refugee Minors, benefit fraud, benefit appeals, Medicaid appeals, and employment and tort cases. HSL attorneys also provide litigation services to Denver Juvenile Court specialty courts for victims of human trafficking and for cases that fall under the Indian Child Welfare Act. The Section also provides legal advice and transaction support, training, regulatory compliance and legislative support to DHS programs and administration. DHS reimburses the Internal Billings and Reimbursements Fund for these services.

The **Municipal Operations Section** of the City Attorney's Office provides legal services for the City related to land use and zoning, real estate and development, parks and open space, public works, taxation, bankruptcy, contracts, construction, environmental and general municipal law. The Section also handles commercial litigation matters, condemnations and administrative hearings, and represents the City in Rule 106 appeals. Municipal Operations provides general counsel and advice to City Council, the Auditor, the City Clerk and the Mayor's Office, as well as to every department and agency of the City except Denver International Airport (DEN). Municipal Operations continuously strives to provide the highest quality legal counsel, effective solutions, and results by providing timely and thorough legal services.

The **Prosecution and Code Enforcement (PACE) Section** prosecutes municipal code violations and low-level state crimes, including traffic offenses and infractions; criminal adult and juvenile violations; fire, animal and building code violations; environmental and marijuana offenses; and appeals. In addition to prosecuting approximately 60,000 cases per year, the Section represents the Department of Excise and Licenses in all licensing matters, provides legal guidance and support to the Department of Public Health and Environment, and litigates nuisance actions filed against property that has been used during the commission of certain crimes. The Section's Victim Resource Program provides advocacy, referrals, safety planning, and court assistance to victims in criminal cases, and it also provides staff at the Rose Amond Center, a safe, centralized location where victims can access advocacy, support and services from 20 different agencies. The PACE Neighborhood Prosecution Team works with other city agencies, community groups, and residents to find creative solutions to chronic problems and to improve the quality of life in city neighborhoods. The Section also leads several collaborative efforts – including the Motel Task Force, the Denver Hoarding Task Force, the Denver Forensic Collaborative for At-Risk Adults, and the Denver Methamphetamine Abatement Partnership – and provides state and national training on marijuana regulation, abuse in later life, and domestic violence prosecution techniques. Additionally, PACE handles civil involuntary commitments and medication orders pursuant to the State of Colorado's mental health, alcohol, drug abuse and developmental disability commitment statutes.

The **Legislative Counsel Team** serves as a municipal advisor to the Denver City Council on a broad range of municipal legal issues, including charter authority, open meetings, open records, First Amendment, municipal finance, land use, elections, and campaign finance. Legislative counsel attorneys routinely assist council members with responses to constituents' matters, supporting member coordination and collaboration with the Mayor, City agencies, residents, business groups, and civic organizations. Additionally, the Legislative Counsel team staffs City Council's weekly meetings and various committees



including Land Use, Transportation and Infrastructure; Finance and Governance; Safety, Housing, Education and Homelessness; and Business, Arts, Workforce, and Aviation Services. In addition, Legislative Counsel provides legal support and advice to the City Council’s Legislative Services team concerning open meetings laws, open records laws, parliamentary procedures, the legislative process, and municipal finance and budget issues

### Strategies

The CAO finalized its Strategic Plan and began implementation in 2021. Notably, the strategies for the plan include:

- Provide excellent customer service and legal advice to clients by being timely, accurate and accessible.
- Vigorously and efficiently advocate for the City’s interests in all forums to build a more accountable city government and a more inclusive and equitable community.
- Build an organizational culture of compassion, collaboration, and common purpose that includes sharing talents and creativity, is based on Diversity, Equity, and Inclusion, and where differences are honored and respected.

The CAO’s strategic plan is based on four strategic pillars:

- Diversity, Equity, and Inclusion
- Client Services
- Employees Engagement
- Organizational Health

### Performance and Program Highlights

	2020 Actual	2021 Actual	2022 Estimate	2023 Objective
<b>Contract Measures</b>				
Total Number of Contract Requests	2,436	2,501	2,597	2,650
Number of Contracts Completed	2,338	2,349	2,450	2,500
Number of COVID-Related Contracts	163	83	30	0
<b>Victim Resources Measures</b>				
Domestic Violence Victims Contacted	1,634	1,376	1,449	1,600
Elder Abuse Victims Contacted	253	198	150	150

### Contract Requests

The City Attorney’s Office, Municipal Operations Section, negotiates, drafts and processes contracts for all city agencies and departments, except for the Denver Airport (DEN). Contracts range from simple booking agreements to complex, multi-million-dollar construction contracts. The CAO spends significant time negotiating transactions with other governmental entities, special districts, and the private sector. Expeditious processing of city contracts continues to be an area of focus for the Municipal Operations Section and is being included as part of a Peak Performance improvement process that began in 2021. In 2021, the Section received 2,501 requests for contracts and completed 2,349 contracts, a slight increase of 11 contracts over the previous year. 152 contract requests were not completed or canceled,

often because after review of the contract request, the Section or the requesting agency determined that a contract was not needed.

### **COVID Response**

Beginning in March 2020, the Municipal Operations Section provided significant support to the City's ongoing COVID response efforts. Multiple attorneys in the Section supported the Emergency Operations Center (EOC), the Department of Public Health and Environment (DDPHE), and the Department of Housing Stability (HOST), including preparation of over 200 COVID-related contracts, compliance with FEMA and CARES Act, creation of emergency and public health orders, and provided additional legal support for the EOC. These efforts included work on the Temporary Outdoor Patio Expansion, 5 Star State Certification Program, interim zoning ordinances, remote hearing rules and a COVID Response Team answering questions submitted from the public. The Section also successfully defended two lawsuits filed in an effort to challenge the City's authority to impose vaccine requirements for employees and certain industries. The Section prepared 163 contracts in 2020, 83 contracts in 2021 and to date has completed six COVID-19 related contracts in 2022. COVID-19 related contracts included contracts for grants received, emergency occupancy, economic recovery, food and hunger relief, shelters, staffing, security and janitorial staff for shelters, testing, emergency childcare, vaccinations, and emergency microgrants to families. As the economic and societal effects of COVID-19 move from pandemic to endemic, the City's response will begin to decrease and transition to a normal course of business.

### **Victim Resource Program**

One of the high-performing teams within the CAO is the **Victim Resource Program** in the Prosecution and Code Enforcement Section. Their goal is to enhance the safety of victims, help them understand and increase their participation in the criminal justice process, accompany them in court, and link them with additional services. Two populations that are most at risk of recurring abuse are domestic violence victims and victims of elder abuse because of their relationships with (and often, reliance on) the offenders. To better protect their safety, PACE advocates have specially trained staff to connect with and assist these victims, provide nuanced safety plans for those still living with their abusers, offer to meet them in civil protection order court, support them from arraignment through trial, and provide post-adjudication advocacy to them when their cases are dismissed, plead out, or sentenced. In addition, the CAO's Senior Resource Navigator helps elder victims whose cases can't be prosecuted secure needed support and information to help them regain stability and connect with community resources.

## Budget Detail

City Attorney Office (4511000)	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Expenditures by Type</b>					
Personnel Services	20,930,335	24,462,356	26,959,423	2,497,067	10.21%
Services and Supplies	1,280,352	2,711,925	3,029,985	318,060	11.73%
Capital Equipment	6,141	8,660	-	(8,660)	(100.00%)
Internal Services and Misc.	37,268	57,200	61,088	3,888	6.80%
<b>Expenditures by Type Total</b>	<b>22,254,095</b>	<b>27,240,141</b>	<b>30,050,496</b>	<b>2,810,355</b>	<b>10.32%</b>
<b>Expenditures by Activity</b>					
Administration	3,074,373	5,269,498	5,966,270	696,772	13.22%
Airport Legal Services	1,984	-	-	-	0.00%
Civil Litigation	2,707,938	3,798,809	4,059,911	261,102	6.87%
Employment & Labor Law	2,913,278	3,053,081	3,209,732	156,651	5.13%
Human Services Legal Services	(825)	-	-	-	0.00%
Muni Legal Services	4,732,585	4,950,300	5,214,605	264,305	5.34%
Municipal Operations	2,290,670	2,838,430	2,870,756	32,326	1.14%
Prosecution and Code Enforcement	4,877,066	5,445,657	6,974,168	1,528,511	28.07%
Victim Assistance	1,657,026	1,884,366	1,755,054	(129,312)	(6.86%)
<b>Expenditures by Activity Total</b>	<b>22,254,095</b>	<b>27,240,141</b>	<b>30,050,496</b>	<b>2,810,355</b>	<b>10.32%</b>
<b>Other Program Funding Sources</b>					
<b>Grants</b>					
2023 Fentanyl Summit	-	144	-	(144)	(100.00%)
Crime Victim Services	200,898	234,503	206,022	(28,481)	(12.15%)
Denver Forensic Collaborative	86,692	90,000	88,070	(1,930)	(2.14%)
Post Adjudication Victim Outreach	72,753	81,742	75,327	(6,415)	(7.85%)
Specialized Domestic Violence Prosecution	66,005	64,637	75,772	11,135	17.23%
State and Local Fiscal Recovery Funds	175,091	428,199	50,000	(378,199)	(88.32%)
<b>Grants Total</b>	<b>601,440</b>	<b>899,225</b>	<b>495,191</b>	<b>(404,034)</b>	<b>(44.93%)</b>
<b>General Government SRF</b>					
Internal Billings and Reimbursements	10,071,277	10,776,795	11,300,833	524,038	4.86%
Liability Claims	3,345,911	4,887,088	2,000,000	(2,887,088)	(59.08%)
<b>SRF Total</b>	<b>13,417,188</b>	<b>15,663,883</b>	<b>13,300,833</b>	<b>(2,363,050)</b>	<b>(15.09%)</b>
<b>Other Program Funding Sources Total</b>	<b>14,018,628</b>	<b>16,563,108</b>	<b>13,796,024</b>	<b>(2,767,084)</b>	<b>(16.71%)</b>
<b>Total Program Expenditures</b>	<b>36,272,724</b>	<b>43,803,249</b>	<b>43,846,520</b>	<b>43,271</b>	<b>0.10%</b>
<b>Personnel Complement (Budgeted)</b>					
Administration	14.00	18.00	20.00	2.00	11.11%
Civil Litigation	25.50	27.30	28.30	1.00	3.66%
Employment & Labor Law	18.20	18.00	18.00	-	0.00%
Municipal Operations	14.00	18.00	17.00	(1.00)	(5.56%)
Muni Legal Services	30.00	30.00	30.00	-	0.00%
Prosecution and Code Enforcement	36.83	39.43	47.43	8.00	20.29%
Victim Assistance	19.32	20.32	19.38	(0.94)	(4.63%)
<b>Personnel Complement (Budgeted) Total</b>	<b>157.85</b>	<b>171.05</b>	<b>180.11</b>	<b>9.06</b>	<b>5.30%</b>

	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>City Attorney Office (4511000)</b>					
<b>Other Program Funds FTE</b>					
<b>Grants</b>					
Crime Victim Services	2.43	3.30	2.49	(0.81)	(24.55%)
Denver Forensic Collaborative	1.00	0.75	0.75	-	0.00%
Post Adjudication Victim Outreach	-	-	1.00	1.00	0.00%
Specialized Domestic Violence Prosecution	0.57	0.57	0.57	-	0.00%
State and Local Fiscal Recovery Funds	3.76	3.00	-	(3.00)	(100.00%)
<b>Grants Personnel Total</b>	<b>7.76</b>	<b>7.62</b>	<b>4.81</b>	<b>(2.81)</b>	<b>(36.88%)</b>
<b>General Government SRF</b>					
Airport Legal Services	20.00	20.00	20.00	-	0.00%
Employment & Labor Law	4.80	5.00	5.00	-	0.00%
Human Services Legal Services	48.00	48.00	47.00	(1.00)	(2.08%)
<b>SRF Personnel Total</b>	<b>72.80</b>	<b>73.00</b>	<b>72.00</b>	<b>(1.00)</b>	<b>(1.37%)</b>
<b>Total Personnel Complement</b>	<b>238.41</b>	<b>251.67</b>	<b>256.92</b>	<b>5.25</b>	<b>2.09%</b>
<b>Revenue</b>					
Fines and Forfeits	128,442	75,000	75,000	-	0.00%
Fees	710	1,000	1,000	-	0.00%
Charges for Services	35,330	28,000	28,000	-	0.00%
Internal Service and Indirect Cost	877,563	784,520	784,520	-	0.00%
Miscellaneous Other	41,005	-	-	-	0.00%
<b>Revenue Total</b>	<b>1,083,049</b>	<b>888,520</b>	<b>888,520</b>	<b>-</b>	<b>0.00%</b>
Vacancy Savings			(1,030,914)		

### Programmatic Changes

The City and County of Denver’s allocation of State and Local Fiscal Recovery Funds as a result of the American Rescue Plan Act (ARPA) allowed the City to restore some service reductions that were necessary to balance the budget in 2021 and to allocate funding to address operational backlogs. Many of these investments are ongoing and to avoid a financial ‘cliff’, the City has employed a ‘step down’ methodology that allows a portion of these investments to remain funded in the ARPA allocation in 2023, while some are transitioned to the General Fund. These changes are described below, along with other significant programmatic changes for 2023.

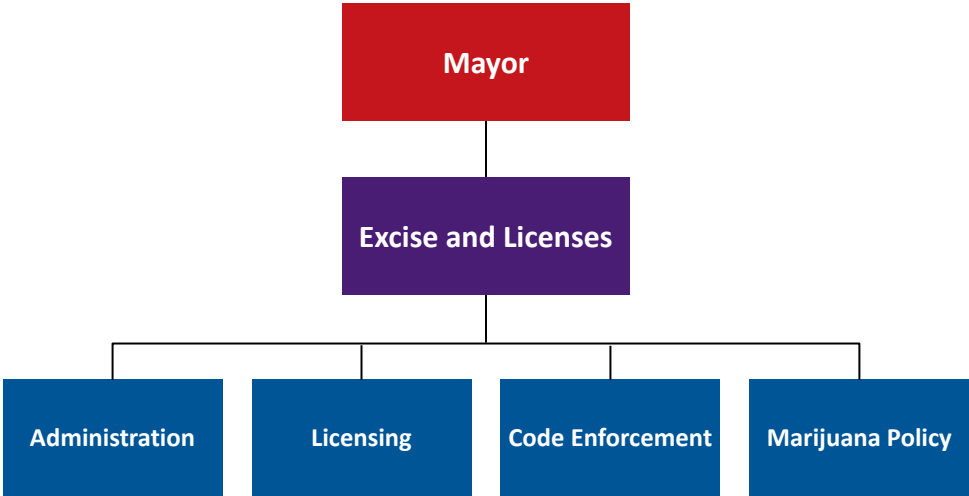
2023 Impact Description	FTEs	Dollars
<b>Administration</b>		
<ul style="list-style-type: none"> <li>An increase in personnel services for an Application Support Administrator position to manage the internal case management system and other agency-specific software applications. This position will be responsible for troubleshooting, training, providing reports, and managing technology related work issues for the number of software applications utilized by the City Attorney’s Office.</li> </ul>	1.00	92,800
<ul style="list-style-type: none"> <li>A net increase in services and supplies to maintain and increase budget for outside legal fees.</li> </ul>	0.00	215,000

2023 Impact Description	FTEs	Dollars
<ul style="list-style-type: none"> <li>An increase in services and supplies to restore professional services that was reduced as part of the 2021 savings plan. This budget will support expenditures related to prosecution and litigation cases, including court filing fees, court reporting fees, expert witness fees, process server fees, mediation/arbitration fees, deposition fees, case travel related fees, and other litigation-related fees.</li> </ul>	0.00	100,000
<ul style="list-style-type: none"> <li>An increase in service and supplies for licensing and database subscriptions for five new positions, including four Assistant City Attorney Associates for the Special Assistant United States Attorneys Program ("SAUSA") and a Application Support Administrator.</li> </ul>	0.00	5,500
<ul style="list-style-type: none"> <li>A net decrease in services and supplies budget for one-time items such as laptops and monitors for new positions in 2022.</li> </ul>	0.00	(2,400)
<ul style="list-style-type: none"> <li>A decrease in capital equipment for one-time items funded in 2022 including office furniture and technology.</li> </ul>	0.00	(8,700)
<ul style="list-style-type: none"> <li>An increase in internal services for cell stipends for six positions, including for new positions and positions reallocated from ARPA.</li> </ul>	0.00	1,300
<b>Civil Litigation</b>		
<ul style="list-style-type: none"> <li>An increase in personnel services to reallocate a limited Assistant City Attorney from the American Rescue Plan Grant to the General Fund as part of the 'ARPA step down' process and convert it to unlimited.</li> </ul>	1.00	130,600
<b>Prosecution and Code Enforcement</b>		
<ul style="list-style-type: none"> <li>An increase in personnel services for four two-year limited Associate Assistant City Attorney positions to serve as Special Assistant United States Attorneys ("SAUSA") who will work directly with and under the supervision of the U.S. Attorney's Office to address gun violence in Denver and prosecute violent felons who are illegally in possession of a firearms under 18 U.S.C. § 922.</li> </ul>	4.00	532,600
<ul style="list-style-type: none"> <li>An increase in personnel services to reallocate two limited Assistant City Attorney positions from the American Rescue Plan Grant to the General Fund as part of the 'ARPA step down' process and convert them to unlimited.</li> </ul>	2.00	261,100
<ul style="list-style-type: none"> <li>An increase in personnel services due to allocating an Assistant City Attorney Associate from the Crime Prevention and Control Fund (CPCC) to the City Attorney's Office General Fund operating budget. This positions will continue to provide program support as implemented by the CPCC.</li> </ul>	1.00	139,000
<b>Victim Assistance</b>		
<ul style="list-style-type: none"> <li>An increase in personnel services to convert a limited, grant-funded Senior Resource Navigator position to unlimited and reallocate it to the the General Fund when the grant expires in October, 2023. This position works collaboratively with the Denver Police Department Special Victims Unit, Denver Adult Protective Services (APS), and members of the Denver Forensic Collaborative for At-Risk Adults to assist victims age 60 and older who have been victimized by financial exploitation, domestic violence, or caregiver neglect, and whose cases are not being handled by advocates from DPD or the District Attorney's Office or by APS case managers.</li> </ul>	0.25	19,900
<ul style="list-style-type: none"> <li>A decrease in personnel services for a Victim Advocate that was partially funded through a grant that has not been not extended into 2023.</li> </ul>	(0.19)	(15,000)

2023 Impact Description	FTEs	Dollars
<b>Special Revenue Funds</b>		
<ul style="list-style-type: none"> <li>A decrease in the Liability and Claims SRF due to budget that rolled from 2021 to 2022 and due to a one-time, mid-year supplemental from General Fund Contingency for payout expenses in 2022. When actual liabilities and claims exceed the appropriation, the City will seek approval from City Council to pursue supplemental appropriation.</li> </ul>	0.00	(2,800,000)
<ul style="list-style-type: none"> <li>A decrease in personnel services due to reallocating a Paralegal from the City Attorney’s Office Internal Billing Fund to the Department of Human Services Document Management Team. This position will continue to support Human Services Legal Services.</li> </ul>	(1.00)	(86,300)
<b>Grants</b>		
<ul style="list-style-type: none"> <li>A net decrease in grant expenditures and FTE due to reallocating positions to the General Fund that had been restored through the ARPA award in 2021. This includes three Assistant City Attorney’s, two in Prosecution and Code Enforcement and one in Civil Litigation.</li> </ul>	(3.00)	(391,700)
<ul style="list-style-type: none"> <li>Net changes in programs funded by the Crime Victims Services grants, including an increase in one FTE for a grant-funded victim advocate position not captured in the 2022 budget, offset by a decrease of 0.81 FTE for a limited Victim Advocate partially funded by a grant that was not extended into 2023.</li> </ul>	0.19	(12,300)

The budgeted vacancy savings is \$1,030,914.

# Excise and Licenses



## Mission

Protecting the Public’s Health Safety and Welfare by serving our Community through the regulation of Businesses.



## Department Summary

Excise and Licenses (EXL) provides over 120 types of business licenses to new qualified applicants, determines which licenses should be renewed or suspended according to current law, and collects license fees on all new applications and renewals. Excise and Licenses takes enforcement action on licenses, including revocation, in accordance with city ordinances, and also conducts public hearings, issues security alarm permits, and serves as the local authority for administering the state's liquor and marijuana codes.

For more information, visit the EXL website at <https://www.denvergov.org/Government/Agencies-Departments-Offices/Agencies-Departments-Offices-Directory/Business-Licensing>

## Services

**Administration** includes key activities such as policy development, contract management, public education and outreach, media relations, data analytics and process improvements, records retention and information management, as well as financial, and general office management.

**Licensing** services include intake, review, and issuance of license applications for all business and individual licenses including security guards, liquor licenses, and marijuana businesses. Licensing also reviews applications for all transfers of location, transfers of ownership, and corporate structure changes, and also facilitates public hearings and appeal hearings.

**Code Enforcement** services work to ensure compliance with city ordinances and protect neighborhood vitality through conducting inspections upon license application and through compliance inspections throughout the year. Code Enforcement investigates complaints received by the Department and issues notices, fines, and administrative citations to individuals and businesses that are not in compliance with the current ordinance.

**The Office of Marijuana Policy (OMP)** recommends, administers, and implements goals, objectives, and priorities related to marijuana policy for the City and County of Denver and ensures that city policies are consistent with emerging local, state, and federal policies. OMP partners with various city agencies and departments, including the Denver Police Department, the Denver Fire Department, the Office of Children's Affairs, the Department of Public Health and Environment, the City Attorney, and others to establish and implement policies and regulations related to the regulation of marijuana. The Office also coordinates with these agencies and oversees enforcement efforts and marijuana-related public education campaigns. Other responsibilities of OMP include leading media relations and communications and serving as the City's liaison with other local, state, and federal agencies, and stakeholder groups regarding marijuana issues and policies.

For more information, visit the Office of Marijuana Policy's website at <https://www.denvergov.org/Government/Agencies-Departments-Offices/Agencies-Departments-Offices-Directory/Marijuana-Information>

## Strategies

Issue and renew licenses in a professional and timely manner through efficient business operations and increased opportunities for online licensing.

Support the City's economic recovery relief, equity, and sustainability efforts by assisting businesses with the licensing process, opening additional business opportunities, and addressing regulatory or administrative hurdles.

Improve the customer experience through superior customer engagement that responds to inquiries, complaints, feedback, and input.

Enforce applicable laws, rules, and regulations equitably and justly to support the health, safety, and welfare of the City.



Manage and develop policies related to marijuana and other licenses in the City by establishing and overseeing regulation and enforcement of all licensing policies and coordinating city agencies.

Offer public outreach and education about licensing regulations, solicit feedback on policies, and keep the various business industries informed of changes to associated regulations.

### Performance and Program Highlights

The **percent of licenses fulfilled online** is the percentage of licenses wherein an applicant applies, pays for, and receives their license online from a remote location. Providing more licenses online to improve the customer experience is a significant priority for EXL, so this number should continue to trend upwards year by year.

A **significant policy adjustment** is a modification to a formal governance or directional document, typically either agency policy or Denver Revised Municipal Code, which has broad implications for the establishment, requirements, fees, or implementation of the regulated constituency. Examples include the establishment of short-term rental licenses and modification of the security guard ordinance. Policy adjustments are focused on making more efficient processes, adjusting to the external regulatory environment, eliminating antiquated and/or irrelevant license types, and adjusting license fees and schedules to adequately reflect needs.

**Active inspections** are the inspections of licensed premises, which are predominantly liquor and marijuana. Office validations and investigations are not included. The total number of inspections includes inspections for licensing, renewal notifications, verification of proper posting preceding public hearings, marijuana compliance, license expirations, and compliance investigations. The increase in active inspections starting in 2019 was driven by an increase in overall licensing volume. In 2020, EXL's inspections included substantial efforts in aiding Denver's Department of Public Health and Environment in the enforcement and education of COVID-19 policies. 2021 and 2022 inspection volume is seeing

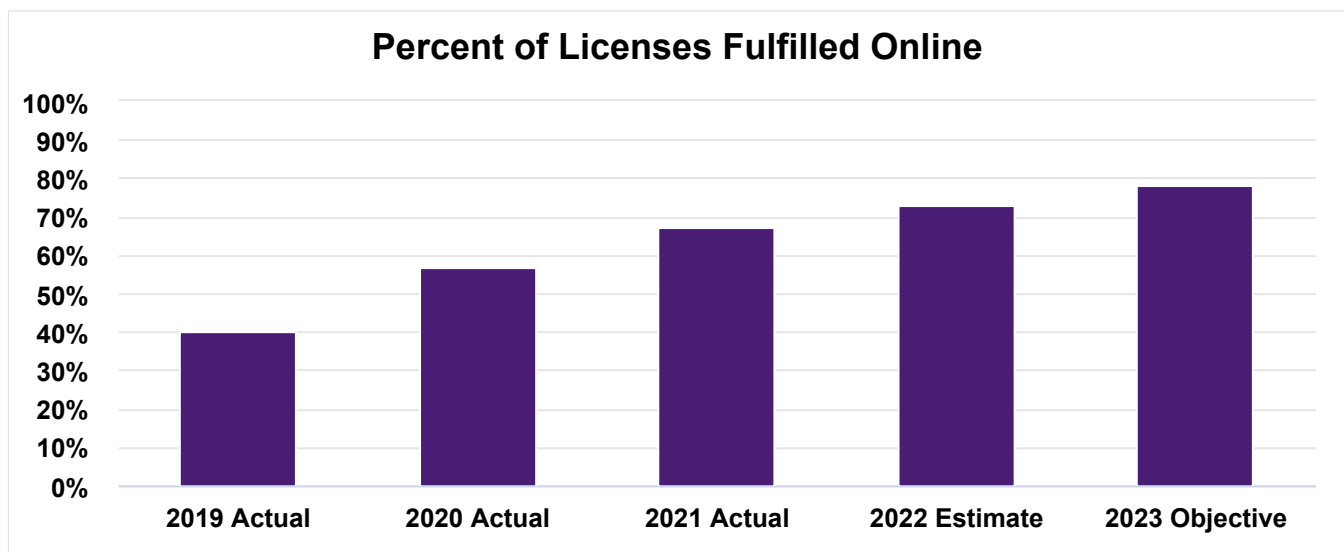
a decrease due to both team turnover, as well as operating procedure improvements that decreased non-essential inspection actions. In 2023, there is an expected increase as the enforcement team’s priorities shift to Residential Rental enforcement.

**License records created** capture the sum of the work being done at EXL from a business licensing standpoint. This includes new licenses, renewals, and amendments. This number incorporates online and in-person licensing activities. 2020 saw a decrease in total licensing activity as a result of COVID-19. Increases in subsequent years are related to economic and business recovery, with a substantial increase expected in 2023 due to the new Residential Rental Program.

**Public hearings** are held for marijuana and liquor businesses obtaining a new license, a transfer of location, or a modification of premises. The hearing numbers reflect the number of final orders issued. The 2018-2020 actuals are impacted by Council Bill 16-0291 (i.e., an ordinance capping the total amount of marijuana licenses that can be issued in the community) which has significantly decreased the number of new and transfer applications being received by EXL. 2020 also saw an impact from COVID-19, as hearings were shut down for several weeks. EXL quickly pivoted to virtual hearings which allowed business to continue.

EXL measures **Salesforce cases** directly from Salesforce (the City of Denver’s Customer Relationship Management software system). These are calls, questions, or concerns that EXL receives from constituents via either a phone call into 311, an email into EXL’s various email addresses, or via PocketGov. EXL is focused on bringing as many of its customer touchpoints into Salesforce as possible, so this number has trended upwards through the years. In 2023, it is expected that Salesforce volume will increase substantially as a result of the increased enforcement for the Residential Rental Program.

**Average time to close cases** is also measured directly from Salesforce, and it indicates the number of days between a case being created and a case being closed as responded to. This number is impacted by some cases which require further investigation by EXL, which can take weeks depending on the complexity of the investigation required. In 2020, this number saw an uptick as EXL diverted resources to other programs and efforts to assist in Business and Economic recovery. In 2021, EXL’s customer-facing teams experienced significant turnover, requiring retraining efforts that caused a decline in the agency’s ability to quickly respond to cases. Improvement is expected in 2022, with a full recovery in 2023.



	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Objective
Significant policy adjustments	5	4	4	4	3
Active inspections	4,323	4,517	3,264	3,000	8,000
License Records Created	23,138	21,254	24,183	27,000	35,000
Public hearings	375	300	350	400	400
Salesforce Cases	16,626	18,146	21,614	23,000	28,000
Average Time to Close Cases (Days)	4	7	13	8	5

## Budget Detail

Department of Excise & License (4001000)	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Expenditures by Type</b>					
Personnel Services	3,416,477	4,220,037	5,452,479	1,232,442	29.20%
Services and Supplies	824,235	1,306,430	1,284,135	(22,295)	(1.71%)
Capital Equipment	1,153	15,000	15,000	-	0.00%
Internal Services and Misc.	4,575	4,476	4,476	-	0.00%
<b>Expenditures by Type Total</b>	<b>4,246,440</b>	<b>5,545,943</b>	<b>6,756,090</b>	<b>1,210,147</b>	<b>21.82%</b>
<b>Expenditures by Activity</b>					
Administration	1,557,514	1,616,305	2,655,034	1,038,729	64.27%
Code Enforcement	598,139	768,606	1,191,329	422,723	55.00%
Communications & Marketing	-	-	75,000	75,000	0.00%
Licensing	1,224,911	1,942,644	1,816,635	(126,009)	(6.49%)
Marijuana Policy	865,876	1,218,388	1,018,092	(200,296)	(16.44%)
<b>Expenditures by Activity Total</b>	<b>4,246,440</b>	<b>5,545,943</b>	<b>6,756,090</b>	<b>1,210,147</b>	<b>21.82%</b>
<b>Other Program Funding Sources</b>					
<b>Grants</b>					
State and Local Fiscal Recovery Funds	66,104	302,775	70,000	(232,775)	(76.88%)
<b>Total Program Expenditures</b>	<b>4,312,544</b>	<b>5,848,718</b>	<b>6,826,090</b>	<b>977,372</b>	<b>16.71%</b>
<b>Personnel Complement (Budgeted)</b>					
Administration	9.50	9.50	16.00	6.50	68.42%
Licensing	15.74	20.24	21.74	1.50	7.41%
Code Enforcement	7.00	8.00	13.00	5.00	62.50%
Marijuana Policy	3.50	5.50	4.00	(1.50)	(27.27%)
<b>Personnel Complement (Budgeted) Total</b>	<b>35.74</b>	<b>43.24</b>	<b>54.74</b>	<b>11.50</b>	<b>26.60%</b>
<b>Other Program Funds FTE</b>					
<b>Grants</b>					
State and Local Fiscal Recovery Funds	1.32	3.00	-	(3.00)	(100.00%)
<b>Total Personnel Complement</b>	<b>37.06</b>	<b>46.24</b>	<b>54.74</b>	<b>8.50</b>	<b>18.38%</b>
<b>Revenue</b>					
Licenses and Permits	6,889,781	7,523,250	8,549,757	1,026,507	13.64%
Fines and Forfeits	266,371	589,494	601,284	11,790	2.00%

Department of Excise & License (4001000)	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
Fees	1,753,488	1,672,941	1,687,319	14,378	0.86%
Charges for Services	1,400	1,422	1,450	28	1.97%
Miscellaneous Other	659,441	-	-	-	0.00%
<b>Revenue Total</b>	<b>9,570,480</b>	<b>9,787,107</b>	<b>10,839,810</b>	<b>1,052,703</b>	<b>10.76%</b>
Vacancy Savings			(175,341)		

## Programmatic Changes

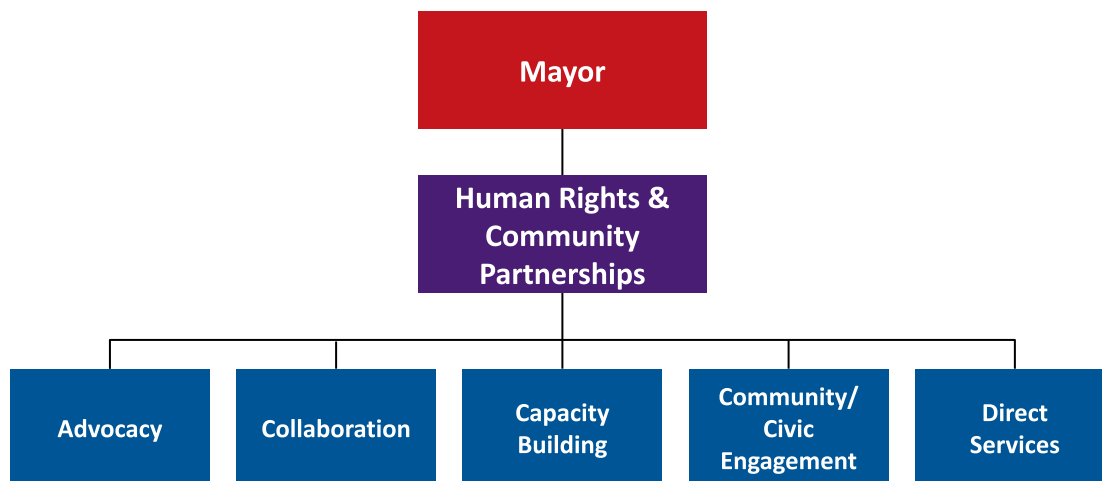
The City and County of Denver's allocation of State and Local Fiscal Recovery Funds as a result of the American Rescue Plan Act (ARPA) allowed the City to restore some service reductions that were necessary to balance the budget in 2021 and to allocate funding to address operational backlogs. Many of these investments are ongoing and to avoid a financial 'cliff', the City has employed a 'step down' methodology that allows a portion of these investments to remain funded in the ARPA allocation in 2023, while some are transitioned to the General Fund. These changes are described below, along with other significant programmatic changes for 2023.

2023 Impact Description	FTEs	Dollars
<b>Administration</b>		
<ul style="list-style-type: none"> <li>An increase in personnel services to add four positions to support the enforcement of the residential rental program, which is designed to ensure public health, safety, and welfare for Denver's renters. The program was authorized by City Council in 2021. This includes two Business License Inspectors, one Business License Inspector II, and one City Inspector Supervisor.</li> </ul>	4.00	320,400
<ul style="list-style-type: none"> <li>An increase in personnel services to move three positions from the American Rescue Plan Act (ARPA) grant to the General Fund. This includes one Business License Inspector I, one Licensing Technician I, and one Operational Supervisor II.</li> </ul>	3.00	282,800
<ul style="list-style-type: none"> <li>An increase in personnel services to add two positions to support the new State of Colorado Festival Permit. This includes one Licensing Technician II and one Business License Inspector II.</li> </ul>	2.00	153,000
<ul style="list-style-type: none"> <li>An increase in personnel services to add one Administrator II position to support the establishment of the License Hearing Assistance Fund, which will help constituents navigate the licensing hearing process.</li> </ul>	1.00	122,900
<ul style="list-style-type: none"> <li>An increase in personnel services to add one Operational Supervisor I to support the Marijuana Social Equity Program. The program will help bridge the resource and knowledge gap and provide guidance and application support to those that qualify.</li> </ul>	1.00	89,500
<ul style="list-style-type: none"> <li>A net increase in personnel services due to the annualization of positions for the residential rental program. This includes three Licensing Technician Is beginning in March 2022.</li> </ul>	0.50	23,800
<ul style="list-style-type: none"> <li>An increase in services and supplies to aid the legal assistance fund and staff onboarding.</li> </ul>	0.00	155,000
<ul style="list-style-type: none"> <li>An increase in services and supplies to add contract dollars to support the residential rental program and one-time technology costs.</li> </ul>	0.00	115,000
<ul style="list-style-type: none"> <li>An increase in services and supplies for new office equipment and supplies to support new positions starting in 2023.</li> </ul>	0.00	20,000

2023 Impact Description	FTEs	Dollars
<b>Revenue</b>		
<ul style="list-style-type: none"> <li>An increase in revenue primarily driven by the residential rental program, which will be mandatory in 2023.</li> </ul>	0.00	1,210,100
<b>Grants</b>		
<ul style="list-style-type: none"> <li>A decrease in grant expenditures to move three positions from ARPA to the General Fund. This includes one Business License Inspector I, one Licensing Technician I, and one Operational Supervisor II.</li> </ul>	(3.00)	(232,800)
<ul style="list-style-type: none"> <li>There is no change to Excise and Licenses' ARPA allocation for services first restored in ARPA in the 2021 budget.</li> </ul>	0.00	0.00

The budgeted vacancy savings is \$175,341.

## Human Rights and Community Partnerships



### Mission

To proactively protect human rights, build individual and organizational capacities, and strengthen connections that result in stronger relationships in the community through collaboration, capacity building, community engagement, and advocacy.



## Department Summary

Human Rights and Community Partnerships (HRCP) empowers communities to address local issues, promotes equal opportunity, and protects the rights of all people regardless of race, color, creed, gender, sexual orientation, national origin, age, or disability.

Additionally, the agency oversees the work of the Mayoral Advisory Commissions. The ten commissions serve as a bridge between their respective community and the Mayor and the City and County of Denver. They are responsible for helping to identify challenges, opportunities, and areas for greater partnership and collaboration.

Denver Commission on Aging	Denver Commission for People with Disabilities
Denver American Indian Commission	Denver Latino Commission
Denver African American Commission	Denver Women's Commission
Denver Asian American Pacific Islander Commission	Denver Office of Strategic Partnerships Commission
Denver Lesbian, Gay, Bisexual, Transgender, Queer (LGBTQ) Commission	Denver Immigrant and Refugee Commission

For more information visit the HRCP website at <https://www.denvergov.org/content/denvergov/en/human-rights-and-community-partnerships.html>

## Services

HRCP serves the public through seven offices and one division, which all offer distinct services related to empowering the community's diverse groups.

The **Division of Disability Rights (DDR)** partners with City agencies to promote equal access to services, programs, and facilities by ensuring compliance with Title II of the Americans with Disabilities Act (ADA) and other local and federal laws affecting people with disabilities. The Division provides information, education, guidance, and referrals to residents, visitors, and any interested constituents. The DDR also provides technical assistance to City departments, oversight of the City's ADA transition plan, ADA-related grievance investigations, and architectural plan reviews. Additionally, DDR oversees the mandates established by the 2018 Settlement Agreement between the U.S. Department of Justice and the City and County of Denver under the Americans with Disabilities Act (also known as Project Civic Access). This involves multiple levels of coordination with various agencies.

The **Anti-Discrimination Office (DADO)** works toward eliminating discrimination due to race, color, national origin, religion, age, gender, sexual orientation, gender identity, gender expression, marital status, military status, disability, protective hairstyle, military status, and source of income. The Office helps individuals file discrimination claims when faced with discrimination in employment, housing, commercial space, public accommodations, educational institutions, and health and welfare services. The Office also provides one-on-one counseling and mediation sessions regarding civil rights issues.

The **Office of Financial Empowerment and Protection (DOFEP)** works to improve residents' economic mobility by identifying and bridging gaps through collaborative efforts between internal and external partners while developing solutions through programs, policies, and practices to help stabilize families and individuals.

The **Office of Immigrant and Refugee Affairs (DOIRA)** advocates for immigrants and refugees and works with City agencies to meet the needs of this population. The Office works closely with community partners and residents to develop policies and programs that provide and reinforce strong integration pathways for immigrant residents in Denver.

The **Office of Sign Language Services (DOSLS)** creates communication access for deaf and hard of hearing people to Denver government programs, services, and events through the provision of sign language interpreting services and open captioning via Communication Access Real-time Translation (CART). The Office also educates City employees regarding ADA Title II, Communication Access, and engages deaf and hard of hearing people in Denver government affairs.

The **Office of Storytelling (DOST)** is a communitywide, multimedia storytelling project which engages the community, gives voice to underrepresented residents, and captures Denver's yesterday and today for tomorrow.

The **Office of Nonprofit Engagement (D-ONE)** serves as a bridge between the nonprofit sector and public sector to better serve community needs. The City and County of Denver is home to approximately a quarter of all the nonprofits in Colorado. Denver relies heavily on the non-profit sector to deliver services and provide rapid response to community needs. Through an innovative approach and partnerships, DOSP works to streamline processes and thoughtfully cultivate relations with the philanthropic sector.

The **Office on Aging (DOoA)** advocates for Denver's aging population by helping local agencies develop policies and programs that improve the quality of life and accessibility to information, services, and resources to age in place.

## Strategies

Provide direct support to Denver residents who feel they are experiencing discrimination in the City and County of Denver, through civil rights educational outreach efforts that encourage and create an environment where residents can be better advocates for themselves.

Work collaboratively with the City Attorney's Office to implement and coordinate the needed changes throughout the City related to the Project Civic Access Settlement Agreement with the U.S. Department of Justice (DOJ) under the Americans with Disabilities Act (ADA) to address Title II needs across the City.

Create financial program models, advocate for policy change, provide certified financial coach training, share best practices for economic mobility, and protect consumers from predatory financial practices by using office resources and working with community partners to help residents manage debt and create financial sustainability.

Address growing and complex needs and opportunities in the local immigrant and refugee communities by increasing efforts for advocacy, capacity building, civic engagement, and policy development as well as improving infrastructure to meet the various needs.

Engage, support, and serve as community liaison for city agencies and departments with regards to new, changing, and expanding programs and services being provided to city residents.

Educate city employees regarding ADA Title II requirements for effective communication. Provide interpreter and CART services for Denver's deaf and hard-of hearing citizens and engage deaf and hard of hearing citizens in Denver government affairs.

Invite residents to share their Denver story and experience stories on the City's website and social media through hosted Storytelling Labs which allow residents to write and record their Denver stories in order to build civic pride, give voice to underrepresented communities, and develop relationships that open the door to two-way communication between the City and its residents.

Provide trainings to nonprofits and city employees alike, including Partnership Essentials, Community Spaces, and Government Contracts, to improve the City's sponsorship procurement process and

support agencies in making nonprofit referrals and community connections, as well as to develop best practices on engaging philanthropy and avoiding direct competition with the nonprofit sector.

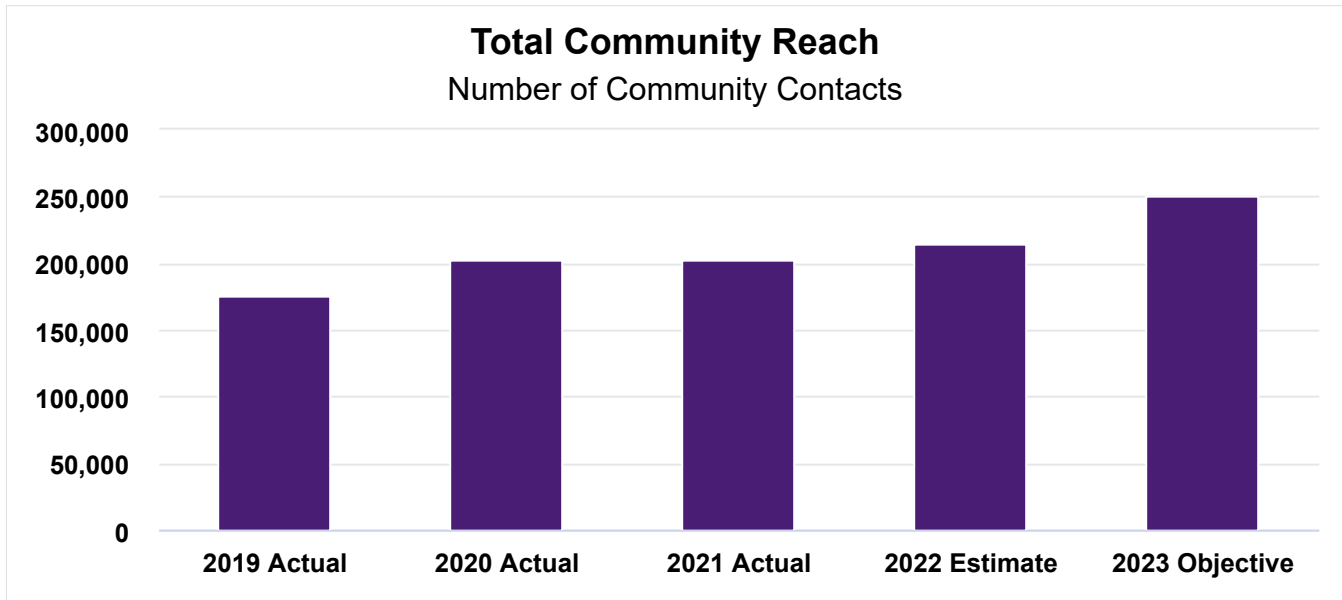
Collaborate with aging community members and their support networks to identify services that can be more easily accessed to successfully age in place. Partner with a variety of advocates, local service agencies, and policy developers to help address unmet needs and to identify strategies that will help Denver be one of the greatest cities for aging residents. Utilize DenverConnect to outreach to Denver’s older adult community to provide information, services, and resources in partnership with community and city partners.

## Performance and Program Highlights

### Total Community Reach

Total Community Reach includes volunteer hours, number of attendees for all events, number of people on newsletter lists, number of calls/walk-ins/email/mail, and number of social media followers (Facebook, Instagram and Twitter). National policy and dialogue will continue to play a large part in outreach efforts to constituents as well.

Not included are views of videos, laboratory participants, and subscribers from the Office of Storytelling. Adding these numbers would skew previous annual numbers (because views are in the millions) though they have been highly impactful in building community relationships. Since 2019, video views have reached nearly 1 million views per year (2.9 million views).

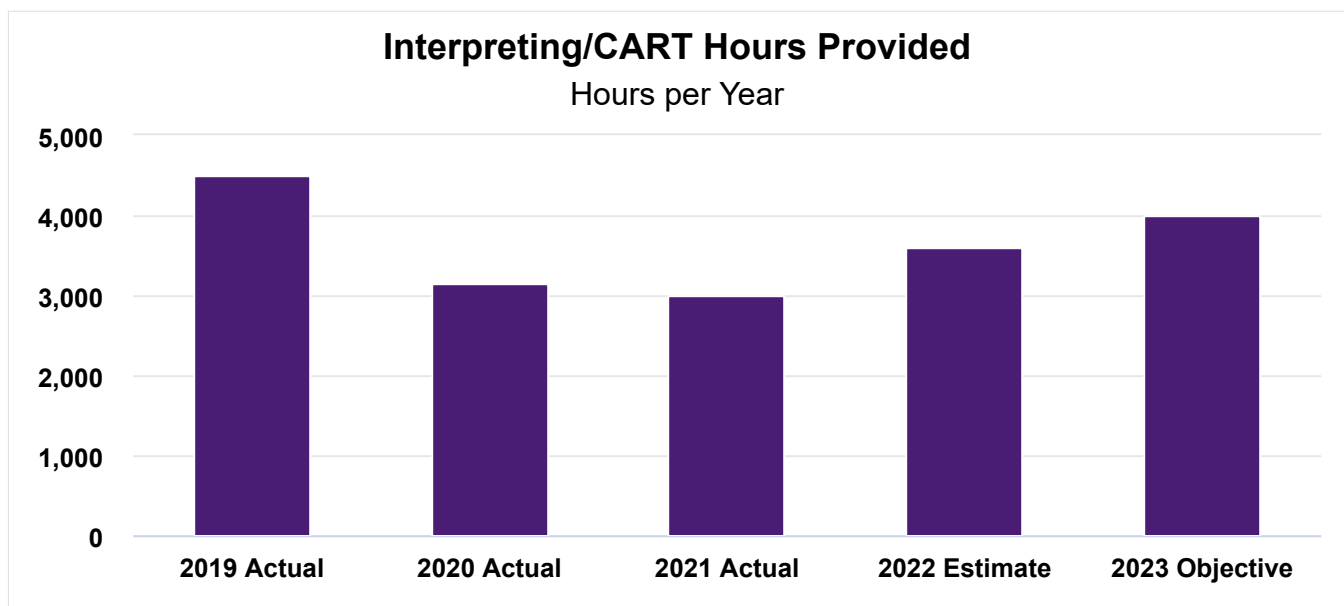


The Agency establishes **non-profit and community partnerships** to help identify issues, develop solutions, and build relationships with community members. Partnerships include both formal agreements and informal participation in agency initiatives and activities around specific areas of common ground. In many cases, the nonprofit partners deliver the services rather than HRCF. The table below details the agency’s total partnerships established and the number of new partnerships established.

	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Objective
Number of New Community Partnerships	196	43	34	40	45
Number of Total Community Partnerships	501	544	548	570	625

**Office of Sign Language Services - Sign Language Interpreting/CART**

The Office of Sign Language Services (OSLS) tracks the number of **hours for Communication Access Real-time Translation (CART)** to ensure equitable access to city services and programs. This metric is increasing due to growing demand from City agencies, a direct result of on-going efforts by the OSLS to inform City agencies of their responsibility to provide effective communication access and empower deaf and hard of hearing people.



**I Am Denver – Office of Storytelling**

As historic preservation efforts honor and protect buildings, the Office of Storytelling honors and protects Denver’s history, culture and vision through I Am Denver, which records and archives the stories of Denver’s diverse residents with a special focus on communities that have traditionally been missing from the narrative. This community engagement initiative connects the agency with neighbors by collecting historic viewpoints and input on current issues from the resident perspective. Metrics are tracked annually in the following areas:

- Multimedia Community stories recorded and archived

- Social media impressions
- Views
- Awards - local and national
- Half-day Storytelling Lab participants
- Storytelling Labs hosted with community
- New partnerships formed

To experience this unique communitywide Storytelling project, please visit <https://www.denvergov.org/content/denvergov/en/i-am-denver.html>

## Department Budget

	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Variance	% Variance
<b>General Fund Expenditures by Agency</b>					
Human Rights and Community Partnerships	4,215,087	5,982,501	6,295,683	313,182	5.23%
Division of Disability Rights	945,494	1,205,608	1,191,844	(13,764)	(1.14%)
<b>Total General Fund</b>	<b>5,160,581</b>	<b>7,188,109</b>	<b>7,487,527</b>	<b>299,418</b>	<b>4.17%</b>
<b>General Fund Expenditures by Type</b>					
Personnel Services	3,359,604	4,812,657	5,461,945	649,288	13.49%
Services and Supplies	1,778,052	2,350,341	2,012,864	(337,477)	(14.36%)
Capital Equipment	19,641	17,273	4,880	(12,393)	(71.75%)
Internal Services and Misc.	3,285	7,838	7,838	-	0.00%
<b>Total General Fund</b>	<b>5,160,581</b>	<b>7,188,109</b>	<b>7,487,527</b>	<b>299,418</b>	<b>4.17%</b>
<b>Other Program Funding Sources</b>					
<b>Special Revenue Funds Expenditures</b>					
General Government	1,953,482	2,678,747	2,116,702	(562,045)	(20.98%)
<b>Total Special Revenue Funds</b>	<b>1,953,482</b>	<b>2,678,747</b>	<b>2,116,702</b>	<b>(562,045)</b>	<b>(20.98%)</b>
<b>Grants</b>					
General Government	4,216,946	308,393	6,606,607	6,298,214	2042.27%
<b>Total Grants</b>	<b>4,216,946</b>	<b>308,393</b>	<b>6,606,607</b>	<b>6,298,214</b>	<b>2042.27%</b>
<b>Other Program Funding Sources Total</b>	<b>6,170,428</b>	<b>2,987,140</b>	<b>8,723,309</b>	<b>5,736,169</b>	<b>192.03%</b>
<b>Total Department Expenditures</b>	<b>11,331,009</b>	<b>10,175,249</b>	<b>16,210,836</b>	<b>6,035,587</b>	<b>59.32%</b>
<b>Personnel Complement</b>					
General Fund Operations	33.75	44.00	47.25	3.25	7.39%
General Government	2.24	1.00	2.00	1.00	100.00%
<b>Total</b>	<b>35.99</b>	<b>45.00</b>	<b>49.25</b>	<b>4.25</b>	<b>9.44%</b>
<b>Total Personnel Complement</b>	<b>35.99</b>	<b>45.00</b>	<b>49.25</b>	<b>4.25</b>	<b>9.44%</b>
<b>General Fund Revenue</b>					
Internal Service and Indirect Cost	-	2,500	2,500	-	0.00%
Miscellaneous Other	1,000	16,151	-	(16,151)	(100.00%)
<b>Total</b>	<b>1,000</b>	<b>18,651</b>	<b>2,500</b>	<b>(16,151)</b>	<b>(86.60%)</b>

## Programmatic Changes

The City and County of Denver's allocation of State and Local Fiscal Recovery Funds as a result of the American Rescue Plan Act (ARPA) allowed the City to restore some service reductions that were

necessary to balance the budget in 2021 and to allocate funding to address operational backlogs. Many of these investments are ongoing and to avoid a financial ‘cliff’, the City has employed a ‘step down’ methodology that allows a portion of these investments to remain funded in the ARPA allocation in 2023, while some are transitioned to the General Fund. Additional ARPA funds have been allocated to HRCP in 2023 for programs to support Denver’s recovery from the COVID-19 pandemic, which were informed by community input. These changes are described below, along with other significant programmatic changes for 2023.

2023 Impact Description	FTEs	Dollars
<b>Agencywide</b>		
<ul style="list-style-type: none"> <li>A net decrease in services and supplies due to one-time purchases made for new positions in 2022, offset by an increase for similar items in 2023.</li> </ul>	0.00	(2,200)
<ul style="list-style-type: none"> <li>A net decrease in capital equipment due to one-time purchases made for new positions in 2022, offset by an increase for similar items in 2023.</li> </ul>	0.00	(2,700)
<b>Administration</b>		
<ul style="list-style-type: none"> <li>A decrease in services and supplies from a one-time expense in 2022 to provide funding to community organizations located in neighborhoods with increased crime. Similar programming to address community safety needs is funded in 2023 through American Rescue Plan Act Recovery grant dollars administered by the Executive Director of Safety.</li> </ul>	0.00	(300,000)
<ul style="list-style-type: none"> <li>A decrease in services and supplies from a one-time expense in 2022 to fund a study on citywide community engagement activities and strategies.</li> </ul>	0.00	(75,000)
<b>Office of Financial Empowerment</b>		
<ul style="list-style-type: none"> <li>An increase in personnel services due to the annualization of an Outreach Case Coordinator position that was previously grant-funded and moved to the General Fund in April of 2022.</li> </ul>	0.25	22,200
<b>Anti-Discrimination Office</b>		
<ul style="list-style-type: none"> <li>An increase in services and supplies to host a series of workshops and meetings to promote public engagement in civil rights and equity.</li> </ul>	0.00	5,000
<b>Office of Immigrant and Refugee Affairs</b>		
<ul style="list-style-type: none"> <li>An increase in personnel services for a limited Language Access Coordinator to develop language access plans for City agencies. This position will expire in December 2024.</li> </ul>	1.00	87,900
<ul style="list-style-type: none"> <li>A continuation in services and supplies of \$250,000 for the Immigrant Legal Services Fund, which was added as a one-time increase in 2022 to address the rise in requested services due to COVID-19. This funding is added back and made permanent in the 2023 budget. The ongoing amount allocated to the Immigrant Legal Services Fund is now \$750,000.</li> </ul>	0.00	0.00
<b>Office of Nonprofit Engagement</b>		
<ul style="list-style-type: none"> <li>An increase in personnel services to add a Program Manager to support the City’s engagement work with nonprofit organizations. This position is budgeted to start in July of 2023.</li> </ul>	0.50	55,500
<b>Office of Sign Language Services</b>		
<ul style="list-style-type: none"> <li>An increase in personnel services to add a Program Coordinator to support with increased demand and workload for interpretation services. This position is budgeted to start in July of 2023.</li> </ul>	0.50	43,000
<ul style="list-style-type: none"> <li>A continuation in personnel services to convert a limited Sign Language Interpreter position to unlimited due to continued demand for interpretation services.</li> </ul>	0.00	0.00
<b>Office on Aging</b>		



2023 Impact Description	FTEs	Dollars
<ul style="list-style-type: none"> <li>An increase in personnel services to add a limited Program Coordinator to support Denver's growing, aging population. This position will expire in December 2024.</li> </ul>	1.00	82,600
<ul style="list-style-type: none"> <li>An increase in services and supplies to fund communication and outreach efforts that connect older adults to resources and services to help them age in place.</li> </ul>	0.00	25,000
<b>Special Revenue Funds</b>		
<b>Energy Assistance Fund 11859</b>		
<ul style="list-style-type: none"> <li>An increase in FTE due to the addition of a Program Manager created in mid-2022 to support the energy efficiency program. This expenditure is supported by reallocating budget and does not require an increase in appropriation.</li> </ul>	1.00	0.00
<ul style="list-style-type: none"> <li>A decrease in expenditures due to unspent budget from 2021 adding to 2022 budget. The 2023 expenditures only reflect spending supported by new revenue, not unspent budget from prior years. There is no revenue decrease in 2023.</li> </ul>	0.00	(583,500)
<b>Human Rights and Community Partnerships Collaboration Fund 11875</b>		
<ul style="list-style-type: none"> <li>An increase in Special Revenue Fund expenditures due to unspent budget that rolled forward into 2023.</li> </ul>	0.00	37,600
<b>Grants</b>		
<ul style="list-style-type: none"> <li>An increase in grant expenditures due to an investment of State and Local Fiscal Recovery Funds to support cash assistance for families with a head of household who is ineligible to receive federally-funded public benefits.</li> </ul>	0.00	3,000,000
<ul style="list-style-type: none"> <li>An increase in grant expenditures due to an investment of State and Local Fiscal Recovery Funds to provide direct assistance to small non-profits with budgets under one million dollars that are led by or serve BIPOC communities.</li> </ul>	0.00	1,000,000
<ul style="list-style-type: none"> <li>An increase in grant expenditures due to an investment of State and Local Fiscal Recovery Funds for an interpreter workforce training course for immigrant and refugee residents that are bilingual in English and another language using a qualified interpretation training vendor. This workforce training will provide immigrant residents a training resource, reduce barriers to doing business, and provide job access and reskilling.</li> </ul>	0.00	1,000,000
<ul style="list-style-type: none"> <li>An increase in grant expenditures due to an investment of State and Local Fiscal Recovery Funds for grants to non-profits that serve the disability community and which have been negatively impacted by the COVID-19 pandemic. The program will assist with expenses related to employment training, assistive technology, personal support services, and other qualified disability expenses.</li> </ul>	0.00	375,000
<ul style="list-style-type: none"> <li>An increase in grant expenditures due to an investment of State and Local Fiscal Recovery Funds for grants to local native-serving organizations assisting community members impacted by the COVID-19 pandemic.</li> </ul>	0.00	100,500
<ul style="list-style-type: none"> <li>A net increase in grant expenditures due to the continuation of ARPA-funded projects that started in 2022, including the Code Violation Remediation program and the Revolving Loan Fund for Nonprofit Organizations. This is offset by a decrease due to the completion of the financial equity study in 2022.</li> </ul>	0.00	815,000
<ul style="list-style-type: none"> <li>An increase in grant expenditures due to the addition of an Administrator I to support Denver's immigrant and refugee communities. This position will expire in March of 2023.</li> </ul>	0.25	26,400
<ul style="list-style-type: none"> <li>A continuation in grant expenditures due to continue funding for services and supplies budget initially restored in the ARPA allocation in 2021.</li> </ul>	0.00	0.00



2023 Impact Description	FTEs	Dollars
<ul style="list-style-type: none"> <li>A decrease in grant expenditures due to the expiration of the Financial Empowerment Center Expansion grant. The position previously funded by this grant is now budgeted in the General Fund.</li> </ul>	(0.25)	(18,700)

The budgeted vacancy savings in the General Fund is \$183,020.

### Budget Detail

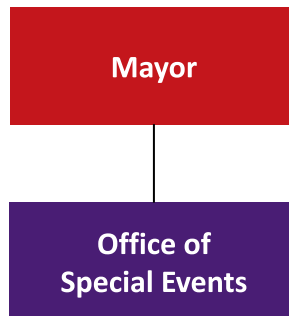
Human Rights and Community Partnerships (0150000)	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Expenditures by Type</b>					
Personnel Services	2,667,760	3,872,067	4,533,749	661,682	17.09%
Services and Supplies	1,526,828	2,087,191	1,749,864	(337,327)	(16.16%)
Capital Equipment	18,672	16,053	4,880	(11,173)	(69.60%)
Internal Services and Misc.	1,827	7,190	7,190	-	0.00%
<b>Expenditures by Type Total</b>	<b>4,215,087</b>	<b>5,982,501</b>	<b>6,295,683</b>	<b>313,182</b>	<b>5.23%</b>
<b>Expenditures by Activity</b>					
Administration	709,006	1,395,846	1,100,042	(295,804)	(21.19%)
Anti-Discrimination Office	118,316	125,527	137,014	11,487	9.15%
Denver Office of Non-Profit Engagement	189,089	100,525	160,782	60,257	59.94%
Office of Community Affairs	159,221	452,647	484,359	31,712	7.01%
Office of Financial Empowerment & Protection	1,193,365	1,372,704	1,507,307	134,603	9.81%
Office of Immigrant & Refugee Affairs	795,243	1,404,000	1,513,887	109,887	7.83%
Office of Neighborhood Engagement	54,114	117,195	124,303	7,108	6.07%
Office of Sign Language Services	339,256	374,937	450,340	75,403	20.11%
Office of Social Equity and Innovation	337,755	-	-	-	0.00%
Office of Storytelling	138,285	360,869	406,004	45,135	12.51%
Office on Aging	181,437	278,251	411,645	133,394	47.94%
<b>Expenditures by Activity Total</b>	<b>4,215,087</b>	<b>5,982,501</b>	<b>6,295,683</b>	<b>313,182</b>	<b>5.23%</b>
<b>Other Program Funding Sources</b>					
<b>Grants</b>					
Cities for Action	66,775	-	-	-	0.00%
Coronavirus Relief Funds	3,807,967	-	-	-	0.00%
COVID-19 Related Survey Focused on Communities of Color	20,000	-	-	-	0.00%
DenverConnect	116,916	-	-	-	0.00%
Financial Empowerment Center Expansion	59,036	30,493	11,804	(18,689)	(61.29%)
Immigration Policy Grant	-	-	26,403	26,403	0.00%
Language Access Program	72,366	-	-	-	0.00%
State and Local Fiscal Recovery Funds	38,810	277,900	6,568,400	6,290,500	2263.58%
Summer Youth Employment Program Planning	35,076	-	-	-	0.00%
<b>Grants Total</b>	<b>4,216,946</b>	<b>308,393</b>	<b>6,606,607</b>	<b>6,298,214</b>	<b>2042.27%</b>

### General Government SRF

Human Rights and Community Partnerships (0150000)	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
2020 Census	8,646	16,151	-	(16,151)	(100.00%)
Energy Efficiency Assistance Fund	1,894,888	2,583,468	2,000,000	(583,468)	(22.58%)
Human Rights and Community Partnerships Collaboration	12,568	24,128	61,702	37,574	155.73%
Human Rights/Community Relations	32,539	50,000	50,000	-	0.00%
Strategic Partnership Donation	4,841	5,000	5,000	-	0.00%
<b>SRF Total</b>	<b>1,953,482</b>	<b>2,678,747</b>	<b>2,116,702</b>	<b>(562,045)</b>	<b>(20.98%)</b>
<b>Other Program Funding Sources Total</b>	<b>6,170,428</b>	<b>2,987,140</b>	<b>8,723,309</b>	<b>5,736,169</b>	<b>192.03%</b>
<b>Total Program Expenditures</b>	<b>10,385,514</b>	<b>8,969,641</b>	<b>15,018,992</b>	<b>6,049,351</b>	<b>67.44%</b>
<b>Personnel Complement (Budgeted)</b>					
Administration	6.00	6.25	6.25	-	0.00%
Office of Immigrant & Refugee Affairs	1.00	5.00	6.00	1.00	20.00%
Office of Community Affairs	2.00	3.00	3.00	-	0.00%
Anti-Discrimination Office	1.00	1.00	1.00	-	0.00%
Denver Office of Non-Profit Engagement	0.75	0.75	1.25	0.50	66.67%
Office of Sign Language Services	2.00	3.00	3.50	0.50	16.67%
Office of Financial Empowerment & Protection	9.00	11.00	11.25	0.25	2.27%
Office on Aging	1.00	2.00	3.00	1.00	50.00%
Office of Social Equity and Innovation	3.00	-	-	-	0.00%
Office of Neighborhood Engagement	-	1.00	1.00	-	0.00%
Office of Storytelling	1.00	3.00	3.00	-	0.00%
<b>Personnel Complement (Budgeted) Total</b>	<b>26.75</b>	<b>36.00</b>	<b>39.25</b>	<b>3.25</b>	<b>9.03%</b>
<b>Other Program Funds FTE</b>					
<b>Grants</b>					
Financial Empowerment Center Expansion	-	0.25	-	(0.25)	(100.00%)
Immigration Policy Grant	-	-	0.25	0.25	0.00%
State and Local Fiscal Recovery Funds	0.99	-	-	-	0.00%
<b>Grants Total</b>	<b>0.99</b>	<b>0.25</b>	<b>0.25</b>	<b>-</b>	<b>0.00%</b>
<b>General Government SRF</b>					
Energy Efficiency Assistance Fund	1.25	0.75	1.75	1.00	133.33%
<b>SRF Total</b>	<b>1.25</b>	<b>0.75</b>	<b>1.75</b>	<b>1.00</b>	<b>133.33%</b>
<b>Other Program Funds FTE Total</b>	<b>2.24</b>	<b>1.00</b>	<b>2.00</b>	<b>1.00</b>	<b>100.00%</b>
<b>Total Personnel Complement</b>	<b>28.99</b>	<b>37.00</b>	<b>41.25</b>	<b>4.25</b>	<b>11.49%</b>
<b>Revenue</b>					
Internal Service and Indirect Cost	-	2,500	2,500	-	0.00%
Miscellaneous Other	1,000	16,151	-	(16,151)	(100.00%)
<b>Revenue Total</b>	<b>1,000</b>	<b>18,651</b>	<b>2,500</b>	<b>(16,151)</b>	<b>(86.60%)</b>
Vacancy Savings			(151,921)		

<b>Division of Disability Rights (0152000)</b>	<b>2021 Actuals</b>	<b>2022 Appropriated</b>	<b>2023 Recommended</b>	<b>\$ Change</b>	<b>% Change</b>
<b>Expenditures by Type</b>					
Personnel Services	691,844	940,590	928,196	(12,394)	(1.32%)
Services and Supplies	251,224	263,150	263,000	(150)	(0.06%)
Capital Equipment	969	1,220	-	(1,220)	(100.00%)
Internal Services and Misc.	1,458	648	648	-	0.00%
<b>Expenditures by Type Total</b>	<b>945,494</b>	<b>1,205,608</b>	<b>1,191,844</b>	<b>(13,764)</b>	<b>(1.14%)</b>
<b>Expenditures by Activity</b>					
Disability Rights Administration	945,494	1,205,608	1,191,844	(13,764)	(1.14%)
<b>Total Program Expenditures</b>	<b>945,494</b>	<b>1,205,608</b>	<b>1,191,844</b>	<b>(13,764)</b>	<b>(1.14%)</b>
<b>Personnel Complement (Budgeted)</b>					
Disability Rights Administration	7.00	8.00	8.00	-	0.00%
<b>Total Personnel Complement</b>	<b>7.00</b>	<b>8.00</b>	<b>8.00</b>	<b>-</b>	<b>0.00%</b>
Vacancy Savings			(31,099)		

## Office of Special Events



### Mission

To offer unparalleled customer experience and tangible department efficiencies by implementing and coordinating a comprehensive citywide event workflow as the City's guiding agency for special events.

## Department Summary

The **Office of Special Events (OSE)** is a coordinating agency tasked with providing enhanced services to the residents of Denver, event and film organizers, and other city agencies. The OSE guides event organizers and film producers through the City and County of Denver's permitting process while facilitating communication between the event organizers, film producers, and Denver's impacted neighborhoods.

For more information, visit The Office of Special Events website at: <https://www.denvergov.org/SpecialEvents>

## Services

**Event Coordination** – OSE works closely with event organizers and internal city agencies for more than 700 public event days held on public property each year, ensuring events in city streets and parks are safe and compliant with all City and County of Denver rules and regulations. Working as a coordinating and communicating agency, OSE ensures events acquire the correct permits, comply with safety rules and regulations, schedule necessary inspections, and communicate with residents, businesses, and other neighborhood stakeholders. This event coordination helps increase event safety and security while reducing negative impacts in the community.

**Film Coordination** – Working as a coordinating and communicating agency, OSE ensures film productions on City property acquire the correct permits and communicate with residents and stakeholders in the neighborhood hosting the production. This coordination helps to reduce negative impacts to the community. OSE issues Denver's film permits and works closely with film producers and internal city agencies to ensure film production on public property is safe and compliant.

**Outreach** – OSE works to build relationships and facilitate effective notification and communication with residents, businesses, City Council offices, and other community stakeholders regarding special events and film projects on public property. OSE tracks questions and concerns, facilitates problem-solving discussions between involved parties, and executes "Good Neighbor Agreements" around issues of conflict.

**Citywide Customer Service** – OSE commits to delivering unparalleled customer experience to partner city agencies, Denver residents and visitors, and local, national, and international event organizers to ensure the execution of safe and compliant events with minimal negative impacts on Denver communities. Communication tools such as the OSE Facebook page, a citywide special event newsletter, weekly internal notification emails, the OSE website, and a new public event calendar enhances customer services to internal and external customers.

## Strategies

### Staff Retention

Retain and optimize staff to maintain high-quality service delivery as the demand for events, including their respective safety, coordination, and community touchpoints, continue to rise.

### Equity, Diversity, and Inclusion

Support the City's efforts towards Equity, Diversity, and Inclusion by increasing staff capabilities to serve customers of all kinds, including those with English as a Second Language (ESL) needs, and improving accessibility at events. This includes investing in technology to automate existing work where possible, allowing for more effective engagement with the City's diverse communities, and implementing Topic Specific Workgroups to provide a more engaging and diverse array of event organizers.

## Economic Recovery

Contribute to the City’s continued economic recovery after the COVID-19 pandemic by removing barriers and providing unparalleled customer service to support as much event activation as possible. OSE will also continue to support Visit Denver and the Denver Sports Commission’s efforts to pursue national and international event bids such as the Rugby World Cup, the NFL Draft, as well as Mayor’s Office-supported events like the State Department-sponsored Cities Summit, which will take place in Denver in 2023.

## Safety and Successful Events

Ensure that events on public property are safe and successful. OSE is implementing a new special event application and late fees in the fourth quarter of 2022 as a means of encouraging compliance and effective use of City resources.



## Performance and Program Highlights

**Customer Service Satisfaction:** OSE has three core customer groups: event and film organizers, city departments, and the residents and businesses of Denver. To measure customer service performance, stakeholders in the event industry, city agencies, as well as Registered Neighborhood Organizations (RNOs), Business Improvement Districts (BIDs), and City Council Offices are surveyed annually and engaged regularly. These surveys help measure if OSE is meeting its mission of providing support and clarity around the city’s event and film processes for successful and safe productions in Denver. Please note that data was not collected until 2021 for citizens’ satisfaction with neighborhood event notifications.

Program Performance Measures	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Objective
<b>Customer Satisfaction</b>					
Percent of event organizers deeming OSE website a valuable resource	100%	98%	69%	85%	92%
Percent of city departments noting improved efficiencies due to OSE	90%	83%	90%	95%	95%

<b>Program Performance Measures</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Estimate</b>	<b>2023 Objective</b>
Percent of citizen satisfaction with neighborhood event notifications	-	-	100%	90%	90%
<b>Applications and Permits</b>					
Special Events applications received and processed	304	228	250	300	325
Events that did not process an application but received OSE's assistance	87	250	241	150	150
Film applications processed/issued	241	200	148	175	200
Lighting requests received	40	64	56	60	65

**Applications and Permits:** OSE processes over 700 event days and 200 film project applications on public property. In addition to processing applications and permits, the agency supports over 200 inquiries regarding events or films on private property as well as 50 lighting requests for the City and County Building. Given that each event has an average of 10 city requirements involved, OSE has over 7,500 customer touchpoints. Additionally, OSE engages regularly with Council offices, RNOs, and BIDs; writes policies; creates and modifies processes; works with Visit Denver to submit large event IDs for the city; leads and conducts citywide coordination meetings; and responds to community complaints and concerns.

## Budget Detail

	<b>2021 Actuals</b>	<b>2022 Appropriated</b>	<b>2023 Recommended</b>	<b>\$ Change</b>	<b>% Change</b>
<b>Office of Special Events (0181000)</b>					
<b>Expenditures by Type</b>					
Personnel Services	682,908	826,277	952,012	125,735	15.22%
Services and Supplies	18,124	17,460	23,660	6,200	35.51%
Capital Equipment	-	1,220	-	(1,220)	(100.00%)
Internal Services and Misc.	2,592	4,240	4,240	-	0.00%
<b>Expenditures by Type Total</b>	<b>703,624</b>	<b>849,197</b>	<b>979,912</b>	<b>130,715</b>	<b>15.39%</b>
<b>Expenditures by Activity</b>					
Administration	703,624	849,197	979,912	130,715	15.39%
<b>Other Program Funding Sources</b>					
State and Local Fiscal Recovery Funds	3,479	5,000	5,000	-	0.00%
<b>Total Program Expenditures</b>	<b>707,103</b>	<b>854,197</b>	<b>984,912</b>	<b>130,715</b>	<b>15.30%</b>
<b>Personnel Complement (Budgeted)</b>					
Administration	6.00	6.75	7.00	0.25	3.70%
<b>Total Personnel Complement</b>	<b>6.00</b>	<b>6.75</b>	<b>7.00</b>	<b>0.25</b>	<b>3.70%</b>
Licenses and Permits	-	300	49,579	49,279	16426.33%

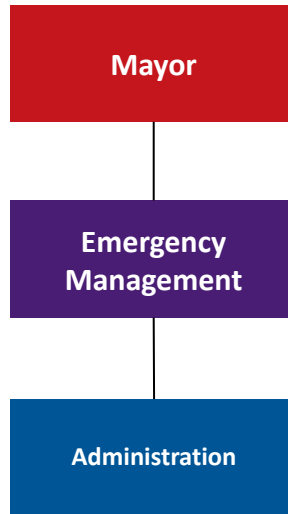


## Programmatic Changes

The City and County of Denver’s allocation of State and Local Fiscal Recovery Funds as a result of the American Rescue Plan Act (ARPA) allowed the City to restore some service reductions that were necessary to balance the budget in 2021 and to allocate funding to address operational backlogs. Many of these investments are ongoing and to avoid a financial ‘cliff’, the City has employed a ‘step down’ methodology that allows a portion of these investments to remain funded in the ARPA allocation in 2023, while some are transitioned to the General Fund. These changes are described below, along with other significant programmatic changes for 2023.

2023 Impact Description	FTEs	Dollars
<b>Administration</b>		
<ul style="list-style-type: none"> <li>An increase in personnel services due to the annualization of an Event Liaison that was budgeted to start in April of 2022. This position is also converted from limited to unlimited in the 2023 budget.</li> </ul>	0.25	19,300
<ul style="list-style-type: none"> <li>An increase in services and supplies to fund training for staff to keep pace with changes in the event industry pertaining to ADA compliance, safety, and sustainability.</li> </ul>	0.00	3,500
<ul style="list-style-type: none"> <li>An increase in services and supplies due to an increased need for travel to support bids including site visits and workshops.</li> </ul>	0.00	3,000
<ul style="list-style-type: none"> <li>A decrease in capital equipment due to one-time purchases in 2022.</li> </ul>	0.00	(1,200)
<b>Revenue</b>		
<ul style="list-style-type: none"> <li>An increase in revenue due to a full year of application and late fee collections generated by a new permit the Office of Special Events implemented in the fourth quarter of 2022.</li> </ul>	0.00	49,300
<b>Grants</b>		
<ul style="list-style-type: none"> <li>There is no change to OSE’s ARPA allocation for services first restored with ARPA dollars in the 2021 budget.</li> </ul>	0.00	0.00

## Office of Emergency Management



### Mission

Leading Denver’s emergency management efforts to cultivate safe, prepared, and resilient communities.

## Department Summary

Denver Office of Emergency Management’s (OEM) mission is to lead Denver’s emergency management efforts to cultivate safe, prepared, and resilient communities. Denver OEM is responsible for coordinating the City and County of Denver’s efforts to prepare for, mitigate, respond to, and recover from all natural, technological, and human-caused hazards and threats impacting Denver’s residents, businesses, and community organizations. Denver OEM does this by providing operational support, planning, training, exercises, public information, and community outreach prior to, during, and after a local emergency or declared disaster. Since 2020, OEM has been repeatedly called upon to manage the City’s Emergency Operations Center (EOC) and large-scale emergency planning efforts in support of the City’s preparedness and response to COVID-19, the social unrest and protests of 2020 and 2021, severe weather, and major special events such as the 2021 MLB All Star Game and 2022 Stanley Cup Finals.

For more information, visit the Office of Emergency Management website at [Denvergov.org/oem](https://denvergov.org/oem).

## Services

OEM coordinates the development of preparedness, mitigation, response, and recovery capabilities across all City and County of Denver departments and agencies by:

- Coordinating emergency operations
- Identifying threats and hazards, assessing risk, and assessing mitigation strategies
- Managing Denver’s Emergency Operations Center (EOC) and Joint Information Center (JIC) during the response to major emergencies and special events
- Providing 24/7 Duty Officer support to emergency situations
- Conducting training and exercises to evaluate and improve the City’s emergency capabilities
- Preparing and educating communities for emergencies through equitable outreach and engagement
- Managing Denver’s Continuity of Operations (COOP) and Critical Infrastructure Protection (CIP) programs
- Building and maintaining the City’s cache of emergency response supplies and equipment
- Managing federal and state grant programs to ensure the City and County of Denver and regional partners have the necessary plans, training, exercises, and equipment to respond to all emergencies

## Strategies

OEM is in year two of implementing its five-year strategic plan to increase the emergency management capabilities of the City and County of Denver. These strategies have been aligned with the City’s equity platform and address the changing operational needs of the City and County of Denver due to the community’s evolving hazard and threat environment. The OEM’s strategies and services fall into three strategies:

- Strengthen City Emergency Preparedness
- Build Community Preparedness and Resilience
- Expand Preparedness Partnerships

## Performance and Program Highlights

Beginning in 2018, OEM has focused on building emergency readiness and assessing program performance using the Capability Assessment Tool developed by the San Francisco Urban Area Security Initiative program to measure jurisdictional readiness as it relates to the 32 core capabilities identified in the Federal Emergency Management Agency (FEMA)’s National Preparedness Goal. In 2022, OEM

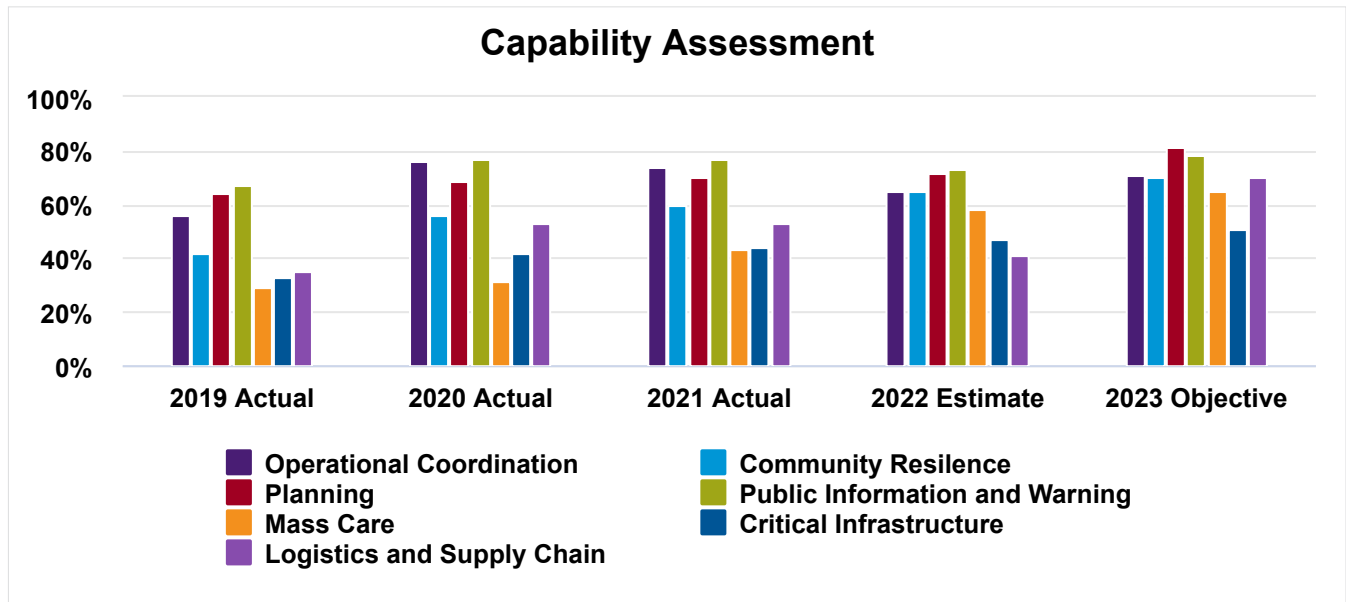
adapted and expanded this tool to include each of the five elements of these FEMA core capabilities: planning, organizing, equipping, training, and exercising. This more detailed way of assessing capabilities helps to identify specific resource needs and gaps that can improve overall capability. This assessment tool, adapted and scaled for Denver's population and community profile, provides a numeric output (percentage) approximating the City's ability to effectively perform each of the core capabilities assessed. A score of 100 percent would indicate that each of a core capability's measures is fully developed while a score of zero percent indicates no progress toward building this capability. OEM has focused on building seven of the 32 core capabilities with the broadest and most significant impact on the City's ability to protect, prevent, mitigate, respond to, and recover from a major emergency or disaster.

- **Planning** - conduct a systematic process engaging the whole community as appropriate in the development of executable, strategic, operational, and/or tactical-level approaches to meet defined objectives.
- **Public Information and Warning** - deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard, as well as the actions being taken and the assistance being made available, as appropriate.
- **Operational Coordination** - establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.
- **Community Resilience** - enable the recognition, understanding, communication of, and planning for risk. Empower individuals and communities to make informed risk management decisions necessary to adapt to, withstand, and quickly recover from future incidents.
- **Logistics and Supply Chain** - deliver essential commodities, equipment, and services in support of impacted communities and survivors, to include emergency power and fuel support, as well as the coordination of access to community staples. Synchronize logistics capabilities and enable the restoration of impacted supply chains.
- **Mass Care** - provide life-sustaining and human services to the affected population, to include hydration, feeding, sheltering, temporary housing, evacuee support, reunification, and distribution of emergency supplies.
- **Infrastructure Systems** - stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.

With the ongoing COVID-19 pandemic, climate change increasing the risk of natural hazards, and increased domestic violent extremism activity and cyber-attacks on critical infrastructure, 2023 will require a greater focus and application of resources to address these threats and hazards to ensure an equitable response and support for the most vulnerable in the community. This includes:

- Building of Mass Care and Logistics capabilities to include emergency sheltering, feeding, and the ability to distribute essential services and supplies to those most in need
- Building capacity for multi-lingual Public Alert and Warning
- Building Community Resilience through outreach and education programs including in Spanish, Vietnamese, and American Sign Language
- Enhancing Critical Infrastructure protection by leveraging federal grant programs like the Urban Area Security Initiative and the Securing the Cities grant programs; and
- Identifying and implementing hazard mitigation strategies to ensure our most vulnerable communities have protections in place to prevent, or lessen the impact of, disasters

OEM continues to develop new and increasingly meaningful assessments of the City's performance to include equity reviews of all actions taken by the City's Emergency Operations Center (EOC) during emergencies and recovery efforts.



## Budget Detail

Office of Emergency Management (0160000)	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Expenditures by Type</b>					
Personnel Services	1,180,616	1,468,996	1,726,583	257,587	17.53%
Services and Supplies	252,590	317,747	373,047	55,300	17.40%
Capital Equipment	21,064	2,400	-	(2,400)	(100.00%)
Internal Services and Misc.	3,743	7,796	7,796	-	
<b>Expenditures by Type Total</b>	<b>1,458,012</b>	<b>1,796,939</b>	<b>2,107,426</b>	<b>310,487</b>	<b>17.28%</b>
<b>Expenditures by Activity</b>					
Administration	1,458,012	1,796,939	2,107,426	310,487	17.28%
<b>Total Program Expenditures</b>	<b>1,458,012</b>	<b>1,796,939</b>	<b>2,107,426</b>	<b>310,487</b>	<b>17.28%</b>
<b>Other Program Funding Sources</b>					
<b>Grants</b>					
Covid-19 After Action Reporting	68,735	-	-	-	
Denver Hazard Mitigation Plan Update	62,676	93,992	-	(93,992)	(100.00%)
Emergency Management Performance	172,104	65,000	-	(65,000)	(100.00%)
Emergency Management Public Health Activities	17,679	-	-	-	
Securing the Cities	319,845	4,450,065	2,074,457	(2,375,608)	(53.38%)
Urban Area Security Initiative	1,119,358	1,570,261	3,851,761	2,281,500	145.29%
<b>Total</b>	<b>1,760,395</b>	<b>6,179,318</b>	<b>5,926,218</b>	<b>(253,100)</b>	<b>(4.10%)</b>
<b>Capital Grants</b>					
FEMA Flood Projects	143,115	-	-	-	

Office of Emergency Management (0160000)	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Other Program Funding Sources Total</b>	<b>1,903,510</b>	<b>6,179,318</b>	<b>5,926,218</b>	<b>(253,100)</b>	<b>(4.10%)</b>
<b>Total Program Expenditures</b>	<b>3,361,522</b>	<b>7,976,257</b>	<b>8,033,644</b>	<b>57,387</b>	<b>0.72%</b>
<b>Personnel Complement (Budgeted)</b>					
Administration	9.37	11.37	11.51	0.14	1.23%
<b>Personnel Complement Total</b>	<b>9.37</b>	<b>11.37</b>	<b>11.51</b>	<b>0.14</b>	<b>1.23%</b>
<b>Other Program Funds FTE</b>					
<b>Grants</b>					
Administration	7.63	6.63	6.29	(0.34)	(5.13%)
<b>Other Program Funds FTE Total</b>	<b>7.63</b>	<b>6.63</b>	<b>6.29</b>	<b>(0.34)</b>	<b>(5.13%)</b>
<b>Total Personnel Complement</b>	<b>17.00</b>	<b>18.00</b>	<b>17.80</b>	<b>(0.20)</b>	<b>(1.11%)</b>
Vacancy Savings			(38,068)		

### Programmatic Changes

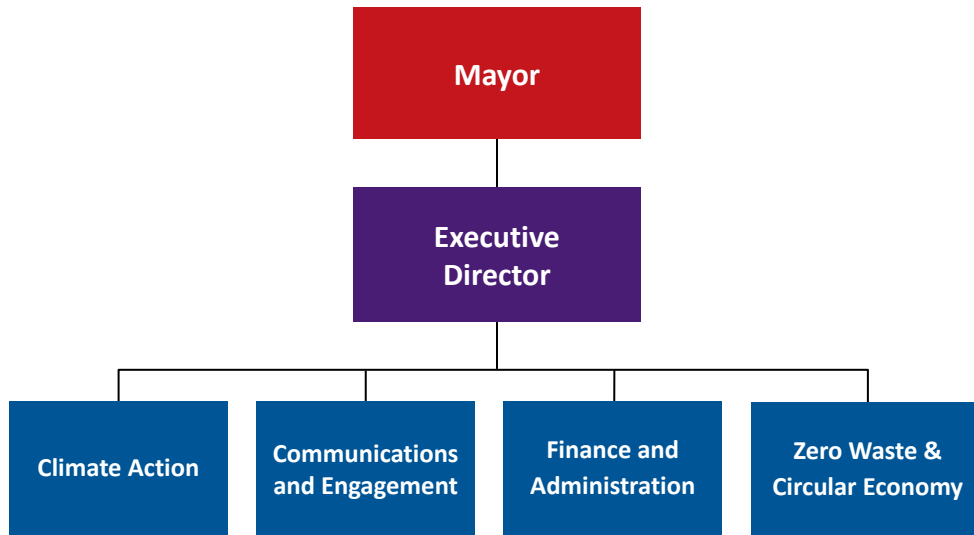
2023 Impact Description	FTEs	Dollars
<b>Administration</b>		
<ul style="list-style-type: none"> <li>An increase in personnel services to fully fund an Emergency Management Specialist position on the General Fund that was previously funded through the Securing the Cities and the Urban Area Security Initiative grant.</li> </ul>	0.64	90,800
<ul style="list-style-type: none"> <li>An increase in personnel services to allocate a deputy director position for half of the year in 2023.</li> </ul>	0.50	57,000
<ul style="list-style-type: none"> <li>An increase in personnel services to upgrade two existing Emergency Management Specialist positions to Senior Emergency Management Specialist positions.</li> </ul>	0.00	27,000
<ul style="list-style-type: none"> <li>An increase in personnel services for the General Fund portion of a Business Operations Administrator position created in 2022. This position is funded by both the Securing the Cities grant and the General Fund.</li> </ul>	0.05	4,300
<ul style="list-style-type: none"> <li>A decrease in personnel services due to a limited Deputy Director position ending in June of 2023.</li> </ul>	(0.50)	(79,100)
<ul style="list-style-type: none"> <li>A decrease in personnel services due to moving a Senior Accountant from the Office of Emergency Management to the Department of Finance’s Accounting Services Team. The position will continue to provide financial services for the Office of Emergency Management.</li> </ul>	(0.50)	(53,300)
<ul style="list-style-type: none"> <li>A decrease in personnel services due to moving a Staff Assistant from the Office of Emergency Management to the Department of Finance’s Accounting Services Team. The position will continue to provide financial services for the Office of Emergency Management.</li> </ul>	(0.05)	(4,200)
<ul style="list-style-type: none"> <li>An increase in services and supplies to expand emergency preparedness programming throughout the City. The additional funding will expand the National Preparedness Month community outreach efforts and provide training and supplies for emergency situations in targeted neighborhoods within the Inverted L.</li> </ul>	0.00	34,000
<ul style="list-style-type: none"> <li>An increase in services and supplies for the Emergency Management Accreditation Program (EMAP) certification. This one-time cost will cover accreditation for a five year period, which will include assessment costs, subscriptions, and training.</li> </ul>	0.00	21,500

2023 Impact Description	FTEs	Dollars
<b>Administration</b>		
<ul style="list-style-type: none"> <li>A decrease in capital equipment due to one-time purchases in 2022 related to the creation of the Public Information Officer position.</li> </ul>	0.00	(2,400)
<b>Grants</b>		
<ul style="list-style-type: none"> <li>An increase in personnel services for the grant portion of a Business Operations Administrator position created in 2022. This position is funded by both the Securing the Cities grant and the General Fund.</li> </ul>	0.95	85,100
<ul style="list-style-type: none"> <li>An increase in personnel services for the grant portion of a Fiscal Administrator. This position will be funded by both the Securing the Cities and Urban Area Security Initiative grants, as well as the General Fund portion of the Department of Finance's operating budget.</li> </ul>	0.30	58,900
<ul style="list-style-type: none"> <li>A decrease in personnel services due to increasing the allocation of an Emergency Management Specialist position to the General Fund from the Securing the Cities grant.</li> </ul>	(0.64)	(90,800)
<ul style="list-style-type: none"> <li>A decrease in personnel services due to moving a Staff Assistant position from the Securing the Cities grant to be funded by the Department of Finance's General Fund operating budget, the American Rescue Plan Act, and the Denver Department of Public Health and Environment.</li> </ul>	(0.95)	(79,700)

The budgeted vacancy savings is \$38,068.



## Office of Climate Action, Sustainability, and Resiliency



### Mission

The Office of Climate Action, Sustainability, and Resiliency (CASR) works to enable a sustainable, resilient, climate-safe future for all of Denver in collaboration with fellow departments, other units of government, and community partners.

CASR’s mission is to:

- Act with urgency to proactively mitigate climate change by advancing science-based strategies to reduce greenhouse gas emissions on a scale and timeline that align with the recommendations from the Intergovernmental Panel on Climate Change;
- Cultivate resilience in the face of potential climate change-related emergencies;
- Secure an economically, socially, and environmentally sustainable city for generations to come; and
- Ensure that the setting of goals and metrics and monitoring of results considers equity.

## Department Summary

The Office of Climate Action, Sustainability, and Resiliency (CASR) manages the City’s ambitious climate action and sustainability goals and promotes policies and programs that reduce greenhouse gas emissions and strengthen Denver’s economic resiliency and vitality. CASR embraces equity as a value and practice, prioritizing Denver’s most climate-vulnerable communities in its work. CASR also collaborates with other agencies and partners to develop a local skilled workforce that can implement low-carbon or zero-carbon solutions.

For further information, please visit CASR’s website at <https://www.denvergov.org/Government/Agencies-Departments-Offices/Agencies-Departments-Offices-Directory/Climate-Action-Sustainability-Resiliency>.

## Services

- The **Climate Action Division** develops policies and implements programs in the three pillars of climate action: mitigation of emissions, adaptation, and resilience. This includes the following sections:
  - *Renewable Energy* coordinates with city leadership and Xcel Energy to advance goals established in the Energy Future Collaboration; represents the City in front of the Public Utilities Commission (PUC) to achieve Denver’s renewable energy goals, and develops renewable energy projects, programs and services.
  - *Electrified Mobility* coordinates with city agencies and stakeholders to prepare for a rapidly increasing electric vehicle market transformation in Denver and promotes sustainable transportation such as e-bikes, shuttles and carshares.
  - *Climate Adaptation and Resiliency* conducts climate planning and prepares for a changing climate, identifies key climate vulnerabilities and risks and coordinates a citywide approach to climate adaptation and resilience with a focus on under-resourced communities.
  - *Green Workforce* partners with internal and external partners to create career and expand job opportunities for individuals from under-resourced communities, focusing on a just transition that supports a climate-resilient and sustainable Denver.
  - *Buildings & Homes* collaborates with other agencies and regional partners to advance the city toward the goal of all buildings and homes achieving net zero emissions by 2040, through changes to the building code, the Energize Denver building performance ordinance, and providing financial incentives to the residential and commercial building sectors.
- The **Communications and Engagement Division** collaborates with partners to ensure a coordinated, citywide approach to communicating about climate change, and manages the Certifiably Green Denver program, the Sustainable Neighborhoods Program, and outreach to youth and community-based organizations.
- The **Finance and Administration Division** handles day-to-day office operations; develops, administers, and oversees contracts with vendors and technical consultants; and manages annual budgets, grants and projects.
- The **Zero Waste and Circular Economy Division** collaborates with city agencies and other stakeholders to reduce, minimize or eliminate waste, focusing on the principles of a circular economy and reducing greenhouse gas emissions.

## Strategies

### Climate Action

- Lead the City’s progress on its climate goals, collaborating with departments across the City and County of Denver and other governmental entities
- Leverage resources to maximize the region’s collective impact.
- Develop policies and implement programs to advance Denver’s net zero goal, including the adoption of renewable energy, and to accelerate Denver’s shift toward cleaner multi-modal transportation.
- Plan and prepare to adapt to a changing climate, building resiliency for future impacts.

### Communications and Engagement

- Conduct listening sessions, focus groups, community meetings and other engagement to hear and understand community needs and values.
- Communicate shared values to communities in Denver and build broad support for policies, programs, and services.
- Support small minority- and women-owned businesses in reducing operating costs.
- Directly support residents in their efforts to connect and build more resilient communities.

### Finance and Administration

- Manage CASR’s multiple revenue streams to ensure compliance with City and County of Denver rules and regulations.
- Report program metrics and impacts accurately and with transparency.

### Zero Waste and Circular Economy

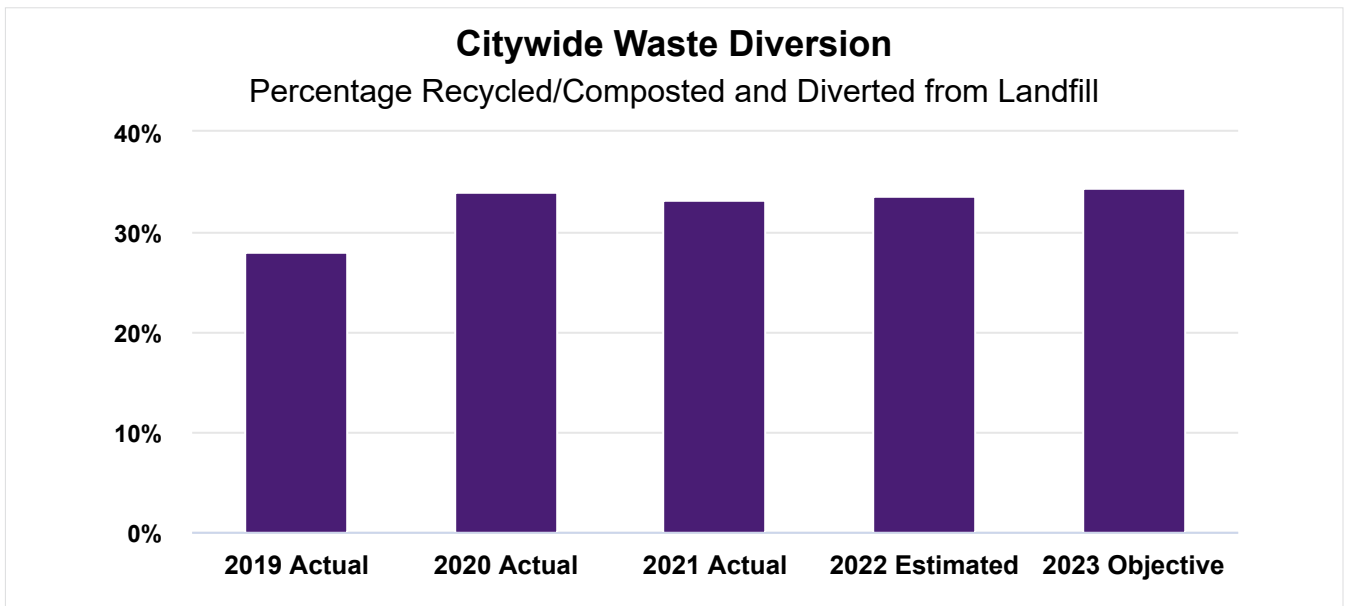
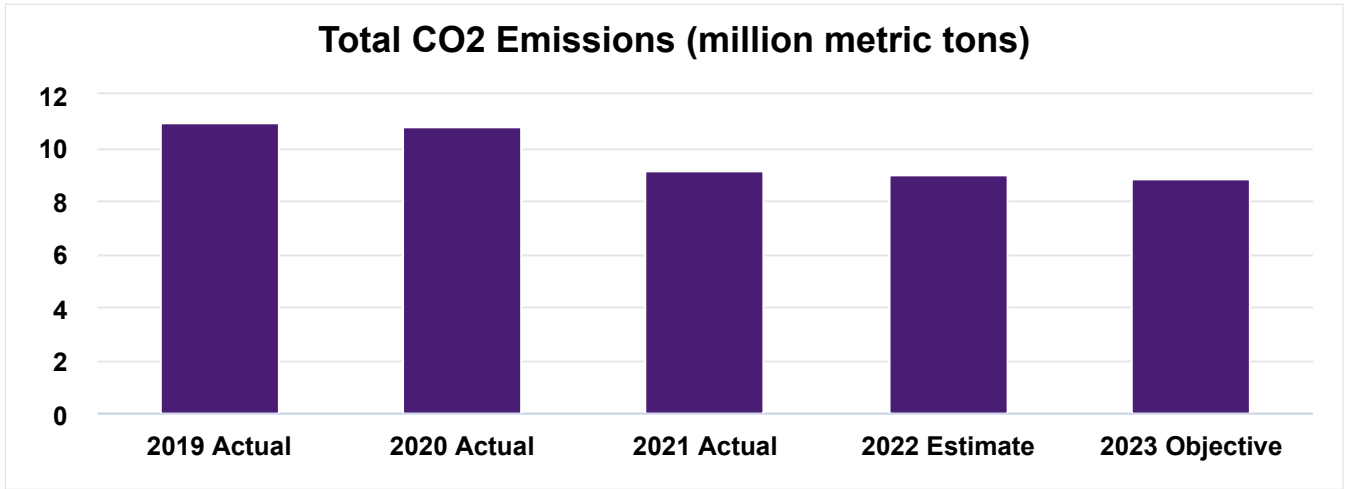
- Develop policies and implement programs to reduce landfill volume and increase recycling and composting.
- Develop policies and implement programs that advance a circular economy, reducing, minimizing or eliminating waste.

## Program and Performance Highlights

**Total CO2 Emissions** - The Office’s key strategic priority is to reduce greenhouse gas emissions through clean energy and transportation systems, encouraging high performance buildings, and promoting zero waste strategies and a circular economy. Denver’s greenhouse gas emissions continue to decline in the face of significant population growth. Denver met both the original 2020 goal of reaching 1990 level emissions (11.8M metric tons of CO2e) and the 2018 revised goal of 15 percent below 2005 levels (11.1M metric tons of CO2e). The 2050 goal of an 80 percent reduction over 2005 levels has been revised to a 100 percent reduction by 2040, with an interim goal of a 65 percent reduction by 2030, to align with current science and meet the urgent demands of the climate crisis. View the city’s [Climate Action plan](https://denvergov.org/files/assets/public/climate-action/cpf_fiveyearplan_final.pdf) at [https://denvergov.org/files/assets/public/climate-action/cpf\\_fiveyearplan\\_final.pdf](https://denvergov.org/files/assets/public/climate-action/cpf_fiveyearplan_final.pdf)

**Citywide Waste Diversion** - CASR works in close collaboration with the Solid Waste Division in the Department of Transportation and Infrastructure, other city departments, policy makers, and community partners to reduce the amount of waste generated by Denver residents and businesses. Currently, the City and County of Denver collects more than 220,000 tons of waste from Denver homes each year. That’s an average of 1.2 tons per household each year. The Sustainable Resources Management Plan’s primary vision is to divert 50 percent of all solid waste away from the landfill and to recycling or composting by 2027 and to increase that rate to 70 percent by 2032. Achieving a

70 percent diversion rate will create a drastic reduction in greenhouse gas emissions that would be comparable to taking more than 600,000 cars off the road. To learn more about the plan and other Zero Waste initiatives, visit <https://www.denvergov.org/Government/Agencies-Departments-Offices/Agencies-Departments-Offices-Directory/Climate-Action-Sustainability-Resiliency/Zero-Waste>.



## Climate Protection Fund (2020 Ballot Measure 2A) Overview

The Climate Protection Fund (CPF) is dedicated to eliminating greenhouse gas emissions and air pollution, supporting climate adaptation, and creating new jobs to improve the lives of Denverites, with efforts focused on the communities most harmed by climate change. The Fund is supported by a 0.25 percent sales tax and is anticipated to generate \$40M per year.

The Climate Protection Fund has the following six allowable uses:

- Job creation through local workforce training and new careers for under-resourced individuals.
- Solar power, battery storage, and other renewable energy technology.
- Environmental and climate justice programs tailored to neighborhood needs.
- Adaptation and resiliency programs that help vulnerable communities prepare for a changing climate.
- Transportation choices that are affordable, safe and reliable, like walking, biking, local transit, electric vehicles.
- Building and homes that are energy efficient, reducing their carbon footprint, utility bills, and indoor air pollution.

Details of the Climate Protection Fund and the five-year plan for investments can be found at: <https://www.denvergov.org/Government/Agencies-Departments-Offices/Climate-Action-Sustainability-Resiliency/Climate-Protection-Fund>

### Climate Action Rebates

Denver launched the Climate Action Rebate program on Earth Day 2022, with an overwhelmingly positive response and broad community support. As of June 21, 2022, Denver provided \$2.1 million in rebates for e-bikes, heat pumps, solar panels and other electrical home upgrades. These rebates invested \$5.2 million into the local community while rapidly shifting the market towards electrification. More than 56 percent of funding for e-bikes helped people with lower incomes, and an additional \$1.0 million in home energy rebates in 2022 will be reserved for income qualified households to cover up to the full cost of healthier and more efficient equipment.

### Workforce Development for Good Green Jobs

Throughout 2022, CASR invested \$2.6 million dollars in creating training opportunities for jobs that will become increasingly in-demand as the city shifts towards renewable energy. Across six different training and apprenticeship programs, more than 900 participants are being prepared to transition to or join the green workforce. The program goal is on track to employ 80 percent of program graduates within the first six months.

### Anticipated Expenditures by Permitted Uses

The Climate Protection Fund provides investments that directly benefit residents within the six allowable uses. The initiatives and programs of the CPF described below are preliminary and subject to change pending final contract execution with vendors and partners. A portion of the Climate Protection Funds are transferred to the Climate Capital Improvement Fund to fund Climate-related capital projects that fall within the allowable uses.

- **Job creation** - Invest in programs that address workforce recruitment, reduce barriers to employment, up-skilling and reskilling in support of Denver's climate goals.
- **Renewable energy** - Invest in projects such as solar carports, projects to create zero-emission energy, EV charging stations and subsidized community solar subscriptions for low-income

households, and energy performance contracts or capital lease payments to further reduce CCD's carbon footprint by adding solar to Denver facilities.

- **Environmental and climate justice** - Invest in outreach and engagement programs in multiple NEST neighborhoods, co-create an investment plan with community members, and conduct community-based needs assessments with local organizations.
- **Adaptation and resiliency** - Invest in projects that increase access to cooling and green space, improve infrastructure, and reduce vulnerability to flooding, specifically to benefit disproportionately impacted communities; and produce a cost-benefit analysis of cost avoidance for climate impacts.
- **Sustainable transportation** - Invest to expand EV charging stations, e-bikes and e-cargo bikes to reduce reliance on fossil-fueled vehicles, micro-transit and other neighborhood-based transportation electrification programs.
- **Energy efficient homes, offices and industry** – Invest in commercial and multifamily building electrification incentive programs; electrification for affordable housing; and incentives geared toward energy efficiency in single-family homes.
- **Administration** - Costs incurred by the city associated directly with the administration of the funds not to exceed eight (8) percent of the amount of revenue received in the fund in that year.

**Budget Detail**

Office of Climate Action, Sustainability and Resiliency (01010-0107000)	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Expenditures by Type</b>					
Personnel Services	1,887,489	4,038,715	4,916,297	877,582	21.73%
Services and Supplies	1,081,038	1,622,954	1,819,870	196,916	12.13%
Capital Equipment	-	16,016	4,880	(11,136)	(69.53%)
Internal Services and Misc.	4,644	25,000	25,000	-	0.00%
<b>Expenditures by Type Total</b>	<b>2,973,170</b>	<b>5,702,685</b>	<b>6,766,047</b>	<b>1,063,362</b>	<b>18.65%</b>
<b>Expenditures by Activity</b>					
Climate Action	1,545,019	2,564,439	2,956,845	392,406	15.30%
Communications and Engagement	272,615	816,887	1,136,313	319,426	39.10%
Finance and Administration	994,946	856,126	1,109,281	253,155	29.57%
Resource Management	160,591	1,465,233	1,563,608	98,375	6.71%
<b>Expenditures by Activity Total</b>	<b>2,973,170</b>	<b>5,702,685</b>	<b>6,766,047</b>	<b>1,063,362</b>	<b>18.65%</b>
<b>Other Program Funding Sources</b>					
<b>Grants</b>					
Clean Energy Loan Program Denver Energy Challenge	160,500	234,000	339,000	105,000	44.87%
Renewable Denver Initiative Project	-	-	1,000,000	1,000,000	0.00%
State and Local Fiscal Recovery Funds	6,132	-	-	-	0.00%
<b>Total</b>	<b>166,632</b>	<b>234,000</b>	<b>1,339,000</b>	<b>1,105,000</b>	<b>472.22%</b>
<b>General Government SRF</b>					
Climate Office Donations	-	21,000	30,000	9,000	42.86%
Climate Protection Fund	515,957	56,759,305	43,692,887	(13,066,418)	(23.02%)
Disposable Bag Fee	423,854	2,000,000	2,000,003	3	0.00%
<b>Total</b>	<b>939,812</b>	<b>58,780,305</b>	<b>45,722,890</b>	<b>(13,057,415)</b>	<b>(22.21%)</b>
<b>Capital Projects Funds</b>					
Climate Protection Capital Projects	-	-	5,150,000	5,150,000	0.00%
Green Building Capital Fund	-	-	350,000	350,000	0.00%
<b>Total</b>	<b>-</b>	<b>-</b>	<b>5,500,000</b>	<b>5,500,000</b>	<b>0.00%</b>
<b>Other Program Funding Sources Total</b>	<b>1,106,443</b>	<b>59,014,305</b>	<b>52,561,890</b>	<b>(6,452,415)</b>	<b>(10.93%)</b>
<b>Total Program Expenditures</b>	<b>4,079,613</b>	<b>64,716,990</b>	<b>59,327,937</b>	<b>(5,389,053)</b>	<b>(8.33%)</b>
<b>Personnel Complement (Budgeted)</b>					
Finance and Administration	7.00	5.00	6.00	1.00	20.00%
Climate Action	13.00	15.00	16.00	1.00	6.67%
Resource Management	5.50	11.50	11.50	-	0.00%
Communications and Engagement	-	4.00	5.58	1.58	39.50%
<b>Personnel Complement (Budgeted) Total</b>	<b>25.50</b>	<b>35.50</b>	<b>39.08</b>	<b>3.58</b>	<b>10.08%</b>
<b>Other Program Funds FTE</b>					
<b>Grants</b>					
State and Local Fiscal Recovery Funds	0.66	-	-	-	0.00%
<b>Total Grants FTE</b>	<b>0.66</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>



Office of Climate Action, Sustainability and Resiliency (01010-0107000)	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>General Government SRF</b>					
Climate Protection Fund	1.75	17.00	21.00	4.00	23.53%
Disposable Bag Fee	-	1.50	1.50	-	0.00%
<b>Total General Government SRF FTE</b>	<b>1.75</b>	<b>18.50</b>	<b>22.50</b>	<b>4.00</b>	<b>21.62%</b>
<b>Total Other Program Fund FTE</b>	<b>2.41</b>	<b>18.50</b>	<b>22.50</b>	<b>4.00</b>	<b>21.62%</b>
<b>Total Personnel Complement</b>	<b>27.91</b>	<b>54.00</b>	<b>61.58</b>	<b>7.58</b>	<b>14.04%</b>
<b>Revenue</b>					
Internal Service and Indirect Cost	13,522	-	-	-	0.00%
Miscellaneous Other	1,765,324	1,967,471	1,967,471	-	0.00%
<b>Revenue Total</b>	<b>1,778,846</b>	<b>1,967,471</b>	<b>1,967,471</b>	<b>-</b>	<b>0.00%</b>
Vacancy Savings			(160,437)		

## Programmatic Changes

2023 Impact Description	FTEs	Dollars
<b>Agencywide</b>		
• An increase in personnel services for two Administrator II positions to support the Energize Denver implementation.	2.00	248,200
• An increase in personnel services for two Program Administrators, one each to support the expansion of the Sustainable Neighborhoods program, budgeted to start June, 2023, and the Certifiably Green Denver program.	1.58	140,600
• An increase in services and supplies due to expanded program funding for the Certifiably Green Denver program.	0.00	100,200
• An increase in services and supplies due to expanded program funding for the Sustainable Neighborhoods program.	0.00	50,200
• An increase in services and supplies for language access and translation services.	0.00	30,000
• A net decrease in capital equipment as a result of reallocating dollars in a 2022 budget amendment offset by an increase due to equipment needed for new personnel.	0.00	(11,100)
<b>Climate Protection Fund</b>		
• A net decrease in personnel services due to three million dollars in unspent appropriation rolling from 2021 into the 2022 budget that is not in the 2023 base budget that is offset by a net increase of four new personnel to support the administration of the Fund.	4.00	(801,100)
• A net decrease in services and supplies due to nearly 13 million dollars in unspent appropriation rolling from 2021 into the 2022 budget that is not in the 2023 base budget that is offset by a net increase to support program costs and contracts to move forward new programs.	0.00	(12,861,800)
• A net decrease in capital equipment due to unspent budget rolling from 2021 to 2022 that is not in the 2023 base budget.	0.00	(17,500)
• A net decrease in internal services due to a reduction in the amount that will be transferred to fund planned capital projects.	0.00	(2,050,000)
• An increase in revenue due to anticipated increase in sales tax collections.	0.00	7,899,200

2023 Impact Description	FTEs	Dollars
<b>Other Special Revenue Funds</b>		
• An increase in Climate Office Donations anticipated for 2023.	0.00	9,000
<b>Grants</b>		
• An increase in grants due to the Renewable Denver Initiative Project grant.	0.00	1,000,000
• An increase in grants due to the expansion of the Clean Energy Lean Program grant.	0.00	105,000

The General Fund budgeted vacancy savings is \$.

	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Climate Protection Fund (11880)</b>					
<b>Expenditures by Type</b>					
Personnel Services	118,556	3,277,926	2,476,781	(801,145)	(24.44%)
Services and Supplies	397,294	53,461,756	40,596,911	(12,864,845)	(24.06%)
Capital Equipment	-	17,499	-	(17,499)	(100.00%)
Internal Services and Misc.	108	2,124	-	(2,124)	(100.00%)
Restricted Budget	-	-	619,195		
<b>Expenditures by Type Total</b>	<b>515,957</b>	<b>56,759,305</b>	<b>43,692,887</b>	<b>(13,066,418)</b>	<b>(23.02%)</b>
<b>Expenditures by Activity</b>					
Climate Protection Fund Administration	493,667	6	-	(6)	(100.00%)
Communications and Engagement	19,062	-	-	-	0.00%
CPF - Adaptation and Resiliency	-	7,176,732	4,672,369	(2,504,363)	(34.90%)
CPF - Administration	-	1,747,815	3,030,380	1,282,565	73.38%
CPF - Environmental Justice	-	7,365,436	4,822,369	(2,543,067)	(34.53%)
CPF - Green Jobs	-	7,401,203	7,233,554	(167,649)	(2.27%)
CPF - Net Zero Emissions Buildings	-	11,247,239	10,055,923	(1,191,316)	(10.59%)
CPF - Renewable Energy	-	15,174,471	7,644,738	(7,529,733)	(49.62%)
CPF - Sustainable Mobility	-	6,646,403	6,233,554	(412,849)	(6.21%)
Finance and Administration	3,228	-	-	-	0.00%
<b>Expenditures by Activity Total</b>	<b>515,957</b>	<b>56,759,305</b>	<b>43,692,887</b>	<b>(13,066,418)</b>	<b>(23.02%)</b>

\*2022 expenditures reflect unspent 2021 budget that rolled into 2022 due to the non-lapsing nature of the Fund.

**2023 Capital Projects**

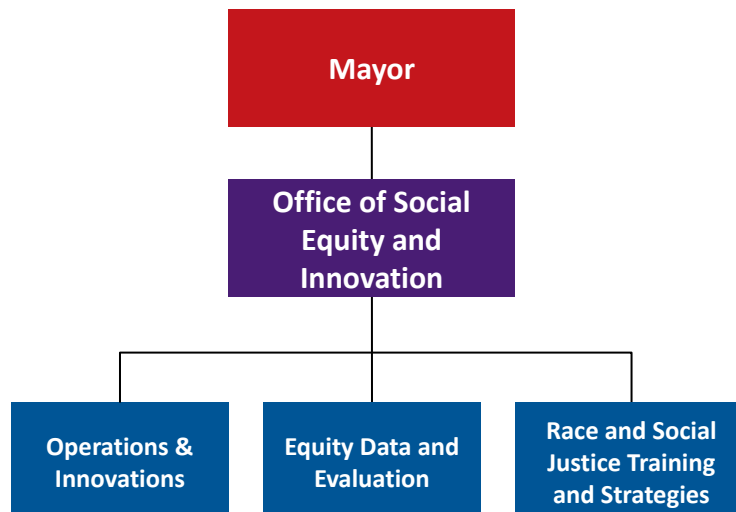
Climate Protection Capital Projects			5,150,000	5,150,000	0.00%
<b>Capital Projects Total</b>			<b>5,150,000</b>	<b>5,150,000</b>	<b>0.00%</b>
<b>Total Program Expenditures</b>	<b>515,957</b>	<b>56,759,305</b>	<b>48,842,887</b>	<b>(7,916,418)</b>	<b>(13.95%)</b>

**Personnel Complement (Budgeted)**

Climate Protection Fund Administration	1.75	10.00	-	(10.00)	(100.00%)
CPF - Adaptation and Resiliency	-	-	0.75	0.75	0.00%
CPF - Administration	-	1.75	9.15	7.40	422.86%
CPF - Environmental Justice	-	-	0.75	0.75	0.00%
CPF - Green Jobs	-	0.75	1.50	0.75	100.00%
CPF - Net Zero Emissions Buildings	-	3.75	5.85	2.10	56.00%
CPF - Renewable Energy	-	0.75	1.50	0.75	100.00%
CPF - Sustainable Mobility	-	-	1.50	1.50	0.00%
<b>Personnel Complement Total</b>	<b>1.75</b>	<b>17.00</b>	<b>21.00</b>	<b>4.00</b>	<b>23.53%</b>

<b>Climate Protection Fund (11880)</b>	<b>2021 Actuals</b>	<b>2022 Appropriated</b>	<b>2023 Recommended</b>	<b>\$ Change</b>	<b>% Change</b>
<b>Revenue</b>					
Sale and Use	41,332,422	40,943,677	48,842,887	7,899,210	19.29%
Interest Income	236,062	-	-	-	0.00%
<b>Revenue Total</b>	<b>41,568,484</b>	<b>40,943,677</b>	<b>48,842,887</b>	<b>7,899,210</b>	<b>19.29%</b>

## Office of Social Equity and Innovation



### Mission

The Mayor’s Office of Social Equity and Innovation (OSEI) utilizes best and innovative practices to lead Denver in transformative change with a commitment to equitable outcomes.

## Department Summary

The Mayor's Office of Social Equity and Innovation (OSEI) was established to develop and implement the policies, programs, regulations, and initiatives of the City and County of Denver related to race, social equity, and social justice. The OSEI is the nucleus that guides and informs Denver's approach to equity by providing coaching, education, training, and resource support. Agencies are responsible for creating equity plans that align with the Mayor's citywide goals with ongoing guidance and coaching from the OSEI staff. The OSEI is a resource for collaborative, cross-agency coordination to support equity policies.

The OSEI Leads with Equity. Research shows that when equity is the primary focus, with diversity and inclusion as supportive facets, all segments of communities are improved. This allows individuals who have often been institutionally marginalized and historically disadvantaged to be fully engaged and supported to achieve successful outcomes. Because of this, the OSEI emphasizes Equity, Diversity, and Inclusion, EDI, as the order of efforts, not DEI.

## Services

### Training and Strategies:

- Develops and facilitates Race and Social Justice (RSJ) Foundations and Academy training for all City employees.
- Provides resources, training, and coaching to City agencies and their Equity, Diversity, and Inclusion (EDI) teams to support them in identifying racial equity priorities and implementing related strategies.
- Supports EDI teams in developing Racial Equity Action Plans, which include strategies to eliminate inequity and race and social injustices in institutional and structural government systems, policies, and practices.
- Provides requisite templates and tools that serve to aid in the development of Equity Plans.
- Sponsors Citywide learning activities.

### Data Analysis:

- Manages the Racial Equity Action Plans and RSJ Training dashboard, a reporting and accountability tool to show progress made on racial equity strategies and plans, as well as City employees trained.
- Supports agencies in developing measurements of success to track progress on the agency's Racial Equity Action Plan strategies.
- Collects, evaluates, analyzes, and develops visualizations of key performance indicators (KPIs) demonstrating how the City is making progress on stated goals concerning matters related to racial equity, social equity, and social justice.
- Aids and assists with the operationalization of social equity and race and social justice initiatives.
- Coordinates with data analysts across the City on citywide equity indexes and data needs.

### Consulting and Advising:

- Serves as equity consultants and experts on various agency-specific and citywide projects and processes, such as the annual budget cycle and agency strategic plans.
- Provides oversight on matters of strategic planning, data collection and analysis, investment, content development, learning facilitation, community and stakeholder engagement, and policy development and implementation, all related to social equity, and race and social justice.

- Directs and coordinates City and external stakeholders on matters concerning social equity and race and social justice.

### Advocacy and Policy:

- Provides support for citywide equity priorities, either through direct OSEI work or as a stakeholder in other agencies' policy and advocacy work.
- Engages with stakeholders, including department and program leaders, employees, thought leaders, community members, subject matter experts, universities, and interested parties to define solutions to eradicate policies or practices that undermine social equity, and race and social justice.
- Reviews, analyzes, and advises on policies related to equity at all levels.
- Formulates recommendations for policies that reduce or eliminate inequities or promote equitable outcomes.
- Develops innovative and operational solutions to directly influence policies, budget, and programmatic decisions that lead agencies in achieving measurable changes in racial equity, social equity, and social justice in Denver.
- Leads and coordinates collaborative efforts with city leaders, EDI teams, and other stakeholders in the development of innovative solutions, performance goals, and operational plans to close equity gaps.
- Maximizes efficiency and productivity through extensive process analysis and interdepartmental collaboration

### Strategies

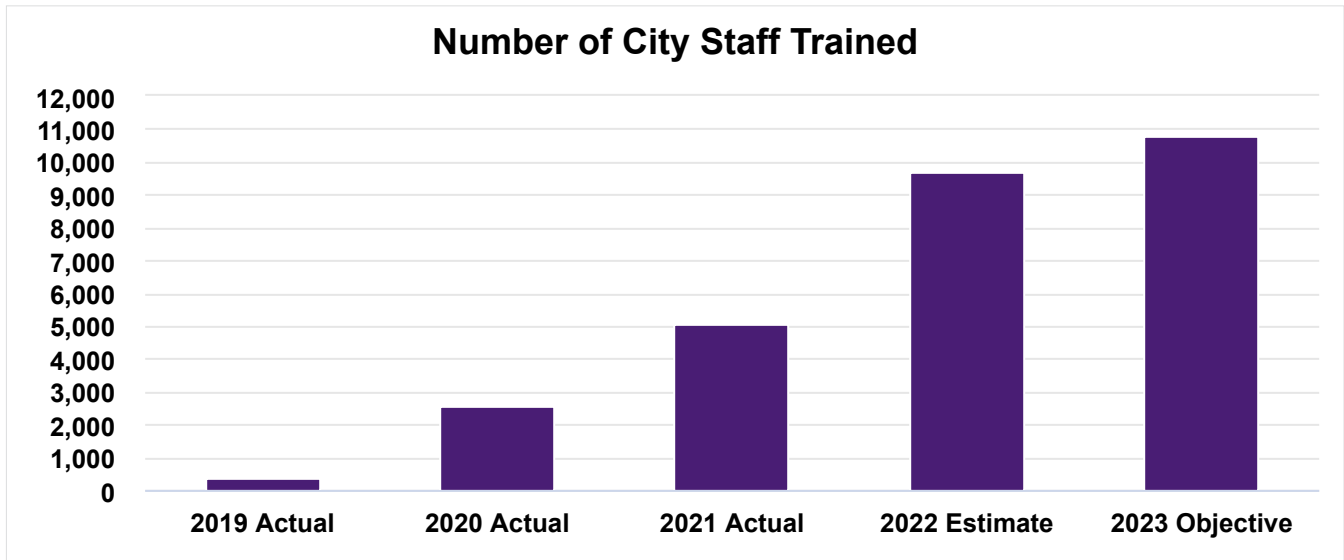
- The OSEI will directly influence policies, budget, and programmatic decisions to lead city agencies in achieving measurable improvements in racial equity, social equity, and social justice in Denver. (OSEI Goal 1)
- The OSEI will train City staff in its Race and Social Justice Academy in order to establish understanding of the concepts and approaches that drive the City's commitment to racial and social equity. (OSEI Goal 2)
- The OSEI will establish and guide concrete methodologies for collecting and analyzing equity data to create more equitable outcomes for City programming. (OSEI Goal 3)
- The OSEI will create and maintain direct links with the community that will guide, shape, and inform perspectives of the agency's work. (OSEI Goal 4)

### Program and Performance Highlights

Executive Order 146 defines equity as a citywide priority, by which all mayoral appointees and their agencies shall affirm their commitment to prioritize matters related to racial equity, social equity, and social justice by (1) signing a citywide equity commitment; (2) developing agency/department Racial Equity Action Plans (REAPs); (3) completing citywide trainings related to racial equity, social equity, and social justice; and by (4) ensuring support for agency Equity, Diversity and Inclusion (EDI) teams.

Providing training to City leaders and staff on racial equity, social equity and social justice is a key performance indicator for OSEI. In 2019, OSEI began offering city employees trainings on a handful of topics focused on race and social equity. In 2020, after OSEI was established as an official agency by executive order 146, the agency began offering an early version of the Race and Social Justice (RSJ) Academy. In 2021 and 2022, with additional resources, OSEI was able to further develop RSJ Academy into a four-session series (Foundations, 101, 201, and 301) and expand training access

to City employees. Because OSEI's goal is to have all city employees trained in RSJ Academy's four sessions by the end of Q1 of 2023, the agency's Training and Strategy Unit will begin offering new and innovative trainings under the RSJ Academy umbrella. They will focus on topics which include citywide initiatives, specific agency needs, and community feedback, and can be taken after employees complete Foundations through 301. OSEI will continue to offer the initial four-session series as needed, including to new City hires.

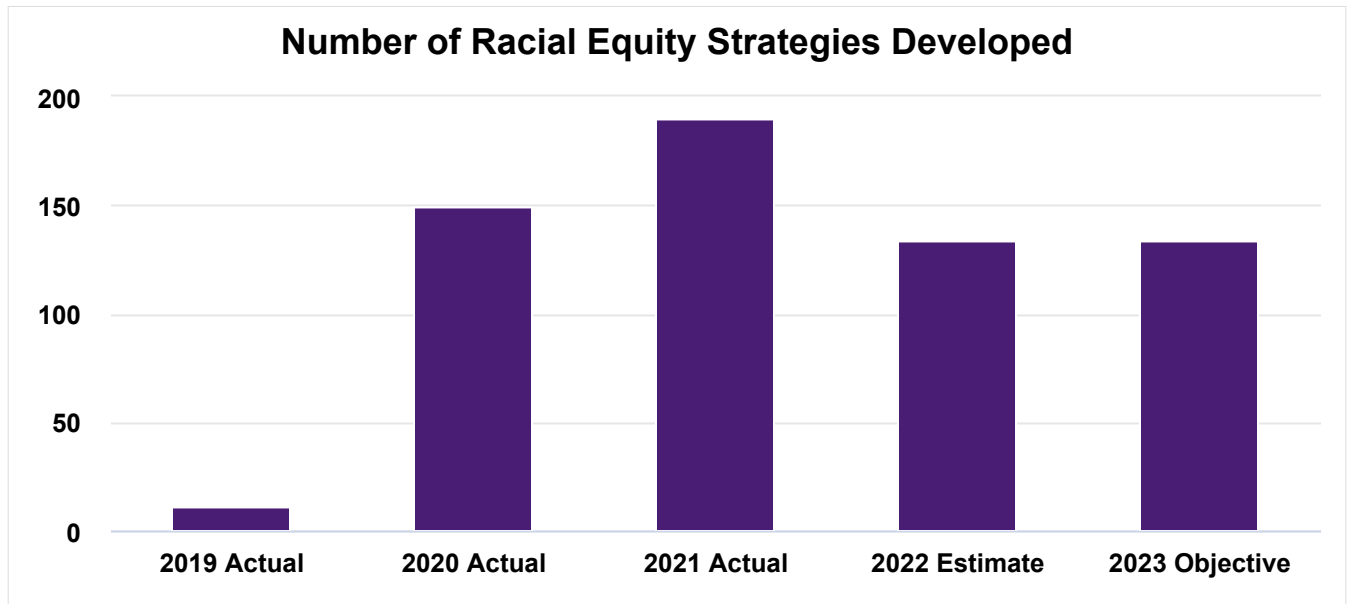


OSEI works with agencies to develop Racial Equity Action Plans, which guide agencies in implementing changes to promote equity in their workforce and/or the public they serve. Currently, all agencies, including many independent agencies, have Racial Equity Action Plans, and some agencies have also chosen to develop additional plans for their departments/offices. OSEI will work with agencies to ensure plans remain up-to-date and are living documents.

Each plan consists of one or more strategies to identify and eliminate inequities, or proactively create structures to promote equity. OSEI worked with Technology Services to develop a dashboard and form to input and display these metrics. OSEI expected to have 149 strategies on the dashboard by the end of 2021. That number has been reduced to 134 in 2022 after cleaning up and eliminating strategies that did not serve agencies in a way that was conducive for their equity efforts.

OSEI will continue to work with agencies to refine and make progress on existing strategies. Some strategies will be completed in the coming year, while others are long-term, multi-year strategies that will take time to be actualized.





## Budget Detail

Office of Social Equity and Innovation (0108000)	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Expenditures by Type</b>					
Personnel Services	4,024	963,110	1,879,483	916,373	95.15%
Services and Supplies	3,045	55,230	188,311	133,081	240.96%
Capital Equipment	-	1,220	3,940	2,720	222.95%
Internal Services and Misc.	-	1,298	2,696	1,398	107.70%
<b>Expenditures by Type Total</b>	<b>7,069</b>	<b>1,020,858</b>	<b>2,074,430</b>	<b>1,053,572</b>	<b>103.20%</b>
<b>Expenditures by Activity</b>					
Office of Social Equity and Innovation Administration	7,069	1,020,858	2,074,430	1,053,572	103.20%
<b>Expenditures by Activity Total</b>	<b>7,069</b>	<b>1,020,858</b>	<b>2,074,430</b>	<b>1,053,572</b>	<b>103.20%</b>
<b>Other Program Funding Sources</b>					
<b>Grants</b>					
Social Equity & Data Grant	-	188,535	-	(188,535)	(100.00%)
State and Local Fiscal Recovery Funds	-	94,000	196,000	102,000	108.51%
<b>Total</b>	<b>-</b>	<b>282,535</b>	<b>196,000</b>	<b>(86,535)</b>	<b>(30.63%)</b>
<b>Other Program Funding Sources Total</b>	<b>-</b>	<b>282,535</b>	<b>196,000</b>	<b>(86,535)</b>	<b>(30.63%)</b>
<b>Total Program Expenditures</b>	<b>7,069</b>	<b>1,303,393</b>	<b>2,270,430</b>	<b>967,037</b>	<b>74.19%</b>
<b>Personnel Complement</b>					
Office of Social Equity and Innovation Administration	-	8.50	13.50	5.00	58.82%
<b>Personnel Complement Total</b>	<b>-</b>	<b>8.50</b>	<b>13.50</b>	<b>5.00</b>	<b>58.82%</b>
<b>Grants</b>					
Office of Social Equity and Innovation Administration	-	1.42	-	(1.42)	(100.00%)
<b>Total</b>	<b>-</b>	<b>1.42</b>	<b>-</b>	<b>(1.42)</b>	<b>(100.00%)</b>
<b>Total Personnel Complement</b>	<b>-</b>	<b>9.92</b>	<b>13.50</b>	<b>3.58</b>	<b>36.09%</b>
<b>General Fund Revenue</b>					
Internal Service and Indirect Cost	-	-	100,000	100,000	0.00%
<b>Total</b>	<b>-</b>	<b>-</b>	<b>100,000</b>	<b>100,000</b>	<b>0.00%</b>
Vacancy Savings			(38,719)		

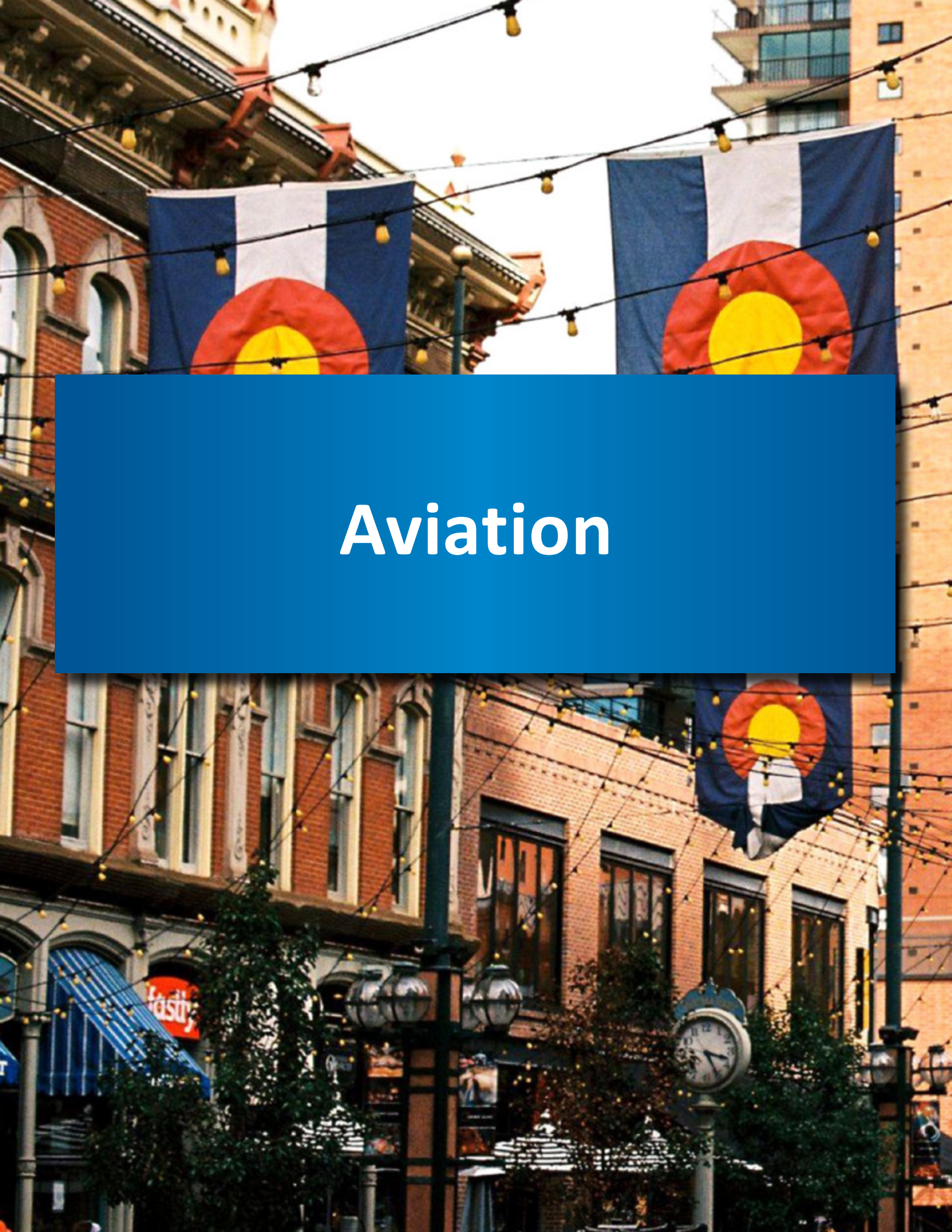
## Programmatic Changes

2023 Impact Description	FTEs	Dollars
<b>Agencywide</b>		
<ul style="list-style-type: none"> <li>An increase in personnel services due to moving a Mayoral Appointee position, including all benefits, from the Department of Transportation and Infrastructure to the Office of Social Equity and Innovation in alignment with the position duties.</li> </ul>	1.00	219,600
<ul style="list-style-type: none"> <li>An increase in personnel services to add two Administrator I positions to support equity work in the Department of Safety and the Department of Parks and Recreation. One position is budgeted to start in mid-2023.</li> </ul>	1.50	191,300

<b>2023 Impact Description</b>	<b>FTEs</b>	<b>Dollars</b>
<ul style="list-style-type: none"> <li>An increase in personnel services to reallocate positions to the General Fund due to the expiration of the Social Equity and Data Grant. These positions play a key role in the OSEI's support to City agencies' equity work, particularly regarding training and data analytics.</li> </ul>	1.50	169,800
<ul style="list-style-type: none"> <li>An increase in personnel services to add a Public Information Officer to effectively respond to a growing number of information requests from the media and the public with the OSEI perspective.</li> </ul>	1.00	124,100
<ul style="list-style-type: none"> <li>An increase in personnel services to upgrade an Administrator II to a Data Analytics Supervisor.</li> </ul>	0.00	18,800
<ul style="list-style-type: none"> <li>An increase in services and supplies to support equity, diversity, and inclusion trainings in Denver Human Services. This will be funded through reimbursements made from the Social Services Mill Levy.</li> </ul>	0.00	100,000
<ul style="list-style-type: none"> <li>An increase in services and supplies for new positions and to ensure all OSEI staff have the resources needed to coach and train agencies, as well as lead citywide equity efforts.</li> </ul>	0.00	33,000
<ul style="list-style-type: none"> <li>An increase in capital equipment to support the purchase of computers for new positions.</li> </ul>	0.00	2,700
<ul style="list-style-type: none"> <li>An increase in internal services to support cell phone stipends for new positions.</li> </ul>	0.00	1,400
<b>Grants</b>		
<ul style="list-style-type: none"> <li>An increase in grant expenditures to continue spending an investment in State and Local Fiscal Recovery Funds awarded in 2022 to support digital equity.</li> </ul>	0.00	102,000
<ul style="list-style-type: none"> <li>A decrease in grant expenditures due to the expiration of the Wend Grant that provided support for positions in The OSEI.</li> </ul>	(1.42)	(188,500)
<b>Revenue</b>		
<ul style="list-style-type: none"> <li>An increase in revenue due to billing revenue from Denver Human Services to reimburse OSEI for work associated with equity trainings in DHS.</li> </ul>	0.00	100,000

The budgeted vacancy savings is \$38,719.

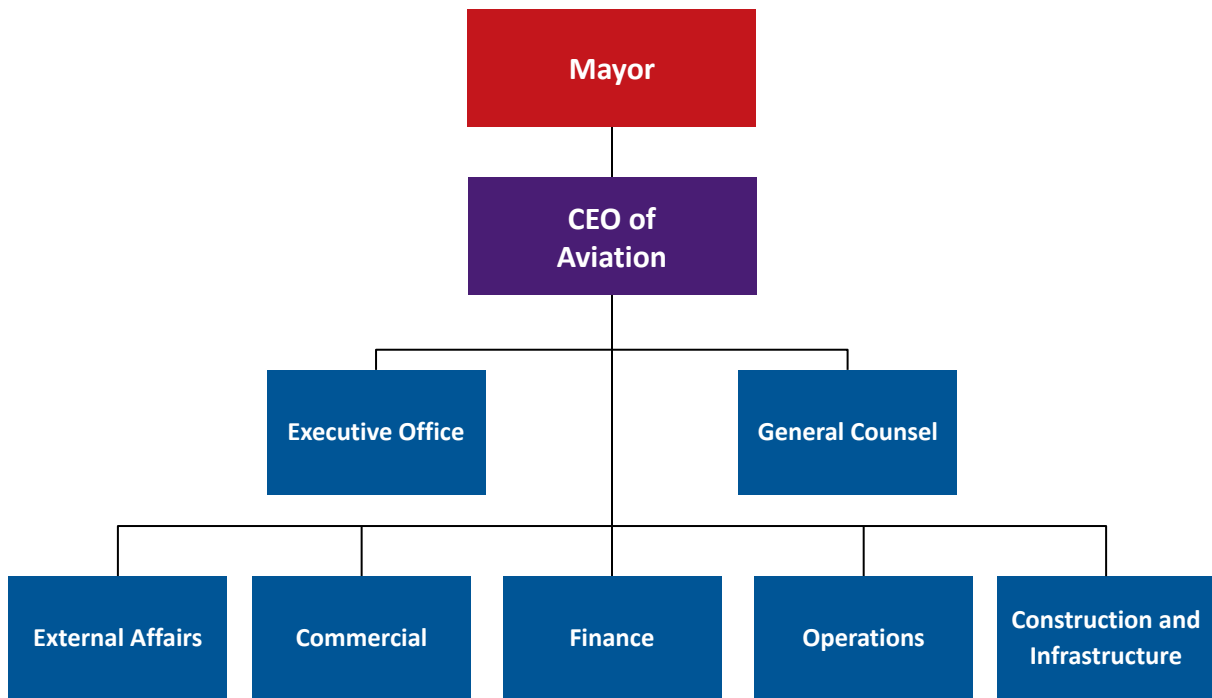




# Aviation

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## Aviation



## Mission

Denver International Airport (DEN) mission is to provide excellence in service and support through our Vision 100 Strategic Plan.



## Department Summary



The Airport Enterprise Fund is in place to support the operation, maintenance, planning and development of Denver International Airport (DEN). DEN is the largest airport in the United States by size with 53 square miles of land. It is one of the busiest airports in the world, with a record of 69 million passengers in 2019. In 2021, DEN was the third busiest airport in both the World and United States. In 2023, DEN estimates serving 217 domestic and international destinations. The Airport is known worldwide for its innovations in public art, operations, technology, service, and management. It is also the primary economic engine for the state of Colorado, generating an estimated \$33.5 billion in economic impact for the State each year (according to the CDOT Division of Aeronautics' 2020 Statewide Aviation Economic Impact Study.)

DEN has an established reputation for excellence and continues to look for ways to embody quality. DEN was awarded the 2022 Uber Airport Award. DEN's Ground Transportation Team was recognized for their commitment to innovation through initiatives and operational pilots that can serve as a model for the broader industry. In June, DEN was awarded the Leading Airport Fleet Award in recognition of the Airport's alternative and sustainable fleet assets due to over 25% of DEN's fleet fueled by alternative fuel sources. Similarly, this year DEN was ranked 28th in the 100 Best Fleets Award by NAFA Fleet Management Association. This award follows the 2021 Leading Fleet Award that DEN received ranking 11th in Government Fleets in the US. Also, in 2022, DEN was voted Best Large Airport by USA Today Readers' Choice Awards. Lastly, for the second consecutive year, DEN has been awarded the Balchen Post Award for Best Snow Operations for Large Commercial Airports.

With 217 planned destinations in fourteen countries, DEN continues to expand. In April 2022 DEN inaugurated new service to Germany's famed Bavaria region by way of Munich Airport. DEN has also welcomed the 25th airline, Flair Airlines, to the Airport that will offer direct flights to Toronto. In 2022, DEN celebrated 10 years with Icelandair, 20 years with Alaska Airlines, and 85 years with United serving Denver. As DEN comes out of the pandemic in 2022, there has been a return of many airlines since COVID-19. In the first quarter of 2022, Cayman Airways returned with nonstop flights to the Cayman Islands, while United returned with nonstop flights to London. In May 2022, Air France returned with nonstop flights to Paris, and WestJet resumed operations with nonstop flights to Calgary. The fourteen international countries include: Bahamas, Belize, Canada, Cayman Islands, Costa Rica, England, France, Germany, Honduras, Iceland, Japan, Mexico, Panama, and Switzerland.



The Airport's passenger terminal complex has a landside terminal and three airside concourses, as well as cargo and general aviation facilities. The landside terminal accommodates passenger ticketing and check-in, baggage claim, concessions, and passenger screening and is flanked by roads and curbs for public and private vehicles. Automobile parking is available in public garages adjacent to the landside terminal and in surface parking lots. As of August 2022, DEN has a total of 15,993 parking spaces in the public garages and 27,454 spaces in the surface parking lots. Spaces are also provided for employee parking. Additional passenger services include car rental facilities, ground transportation, a 519-room Westin hotel and conference center connected to the terminal via a public plaza, and a passenger rail service to downtown Denver via the airport-connected train station.

In addition to growing air service and non-airline revenue streams, DEN is undertaking capital improvement projects to accommodate growth and modernize existing facilities. Two major projects include the Concourse Expansion and Renewal Program, and Great Hall Terminal Redevelopment. The Concourse Expansion and Renewal Program includes the design and construction of new gates and associated apron, airfield and roadway improvements on Concourse A, B and C as well as an increase in the amount of airline and concessions space, including outdoor space. The Great Hall Terminal Redevelopment Project will improve security, feature innovative technology, modernize the facility and increase operational efficiency. For more detailed information, visit [www.flydenver.com](http://www.flydenver.com).

## Services

The **Executive Office** comprises the Aviation Chief Executive Officer and five Executive Vice Presidents for External Affairs, Commercial, Finance, Operations and Construction and Infrastructure, as well as the Airport's General Counsel. It includes the budget for City agencies that provide direct services relating to the operation of the airport: City Attorney, City Auditor, Division of Small Business Opportunity, and Division of Workforce Development. The Executive Office also manages the Global Communications, Marketing and Customer Service Division, which includes media relations, social media, employee communications, employee recognition programs, executive communications, customer service and experience, and all marketing and branding efforts for the Airport.

The **External Affairs Division** is responsible for government and community affairs, working with the community on DEN opportunities, airport-wide process improvement through the Continuous Improvement Program, employee engagement and diversity, as well as the Commerce Hub. Additionally, it is responsible for managing the newly created Center of Excellence and Equity in Aviation (CEEA).

The **Commercial Division** manages the Concessions Program, which includes oversight of retail as well as food and beverage outlets in the terminal and the concourses. Business Technologies, which is responsible for technical infrastructure and cyber security. Business Operations, which handles procurement and contracts. In addition, the Commercial Division oversees Airline Affairs and Air Service Development. The Air Service Development Team maintains the airport's existing levels of air service while recruiting new service with the additions of new airlines and new nonstop destinations.

The **Finance Division** manages Fiscal Policy, Internal Audit, Human Resources and Accounting. The key responsibilities include financial analysis and reporting, capital planning and funding, rates and charges, budget planning and management, financial statement preparation, audits on key risk areas, debt issuance, risk management and investor relations.

The **Operations Division** includes Airport Infrastructure Management (AIM) Maintenance, Airport Operations, and Parking and Transportation. AIM Maintenance is responsible for all airport asset maintenance. Airport Operations is responsible for the safe, efficient, and secure operation of the

airfield, main terminal and concourses, as well as airport security, while being the primary liaison with the Denver Police, Transportation Security Administration, Federal Bureau of Investigation and Customs and Border Protection. Parking and Transportation is responsible for all DEN's parking lots and transportation services and lost & found operations. This division also has oversight of the various baggage construction projects currently underway at DEN.

The **DEN Construction and Infrastructure Division** oversees AIM Development, Planning and Design, Sustainability, DEN Real Estate, the Great Hall Project and the Gate Expansion Program. AIM Development oversees the environmental processes, engineering design and construction management of roadways and runway projects as well as other enhancements. Sustainability is responsible for overseeing all activities at DEN for compliance with environmental regulations, noise management and sustainable practices. DEN Real Estate is focused on developing approximately 16,000 acres of commercial land to accommodate a range of market sectors. At 53 square miles, DEN remains positioned for growth at relatively low unit costs compared to other large hubs in the United States, which will help maintain a competitive cost structure for its carriers while keeping up with growing demand. In addition to developing the 16,000 acres, DEN Real Estate also oversees Commercial Property and Rental Cars, including the Westin hotel.

## Strategies

DEN launched its new vision and strategic plan to provide focus and prepare for its future – Vision 100. As the blueprint for DEN, Vision 100 guides decision-making and provides clarity for employees and the community regarding DEN's future as it prepares for the forecasted 100 million annual passengers. Vision 100 also includes strong performance management concepts to ensure accountable progress in the coming years across four pillars of focus and four guiding principles while aiming to consistently achieve DEN's mission: To provide excellence in service and support.

As DEN pursues its Vision 100 strategic plan, four guiding principles will serve as the foundation for guiding the effort moving forward. Sustainability & Resiliency will ensure focus on DEN becoming one of the most sustainable airports in the world. Equity, Diversity & Inclusion means that DEN is better when everyone has a seat at the table and all viewpoints are listened to and respected. Continuous Stakeholder Input/Feedback requires DEN to ensure that work is conducted collaboratively with stakeholders to achieve its goals. Finally, Enhancing the Customer Experience serves as a reminder that DEN must exceed the needs and desires of its travelers to be successful.

### ***DEN's Vision 100 Plan has Four Strategic Pillars:***

#### **Powering Our People**

- Develop and implement a comprehensive City and County of Denver workforce leadership strategy that specifically addresses recruitment, engagement, and retention efforts. Establish a Center of Excellence and Equity in Aviation including active stakeholder engagement and partnerships. The Center will be constructed as part of the Great Hall Completion Phase.
- Implement a career pathways program that creates opportunities for employee growth across aviation sectors, connecting with youth and student pathways.

#### **Growing Our Infrastructure**

- Complete current capacity building major infrastructure projects within time and budget requirements including the Great Hall Project and the Gate Expansion Project.

- Develop and implement an updated comprehensive master plan including core infrastructure upgrades required to achieve “Vision 100” and beyond.
- Develop plan to enable the horizontal infrastructure to support and build vertical development of DEN Real Estate districts.

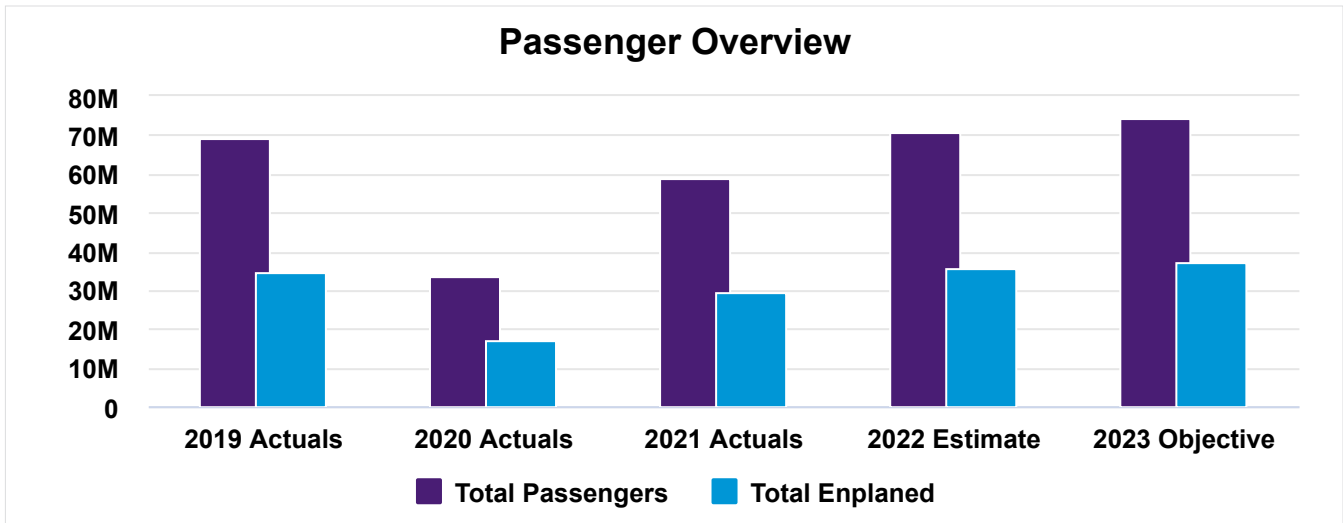
**Maintaining What We Have**

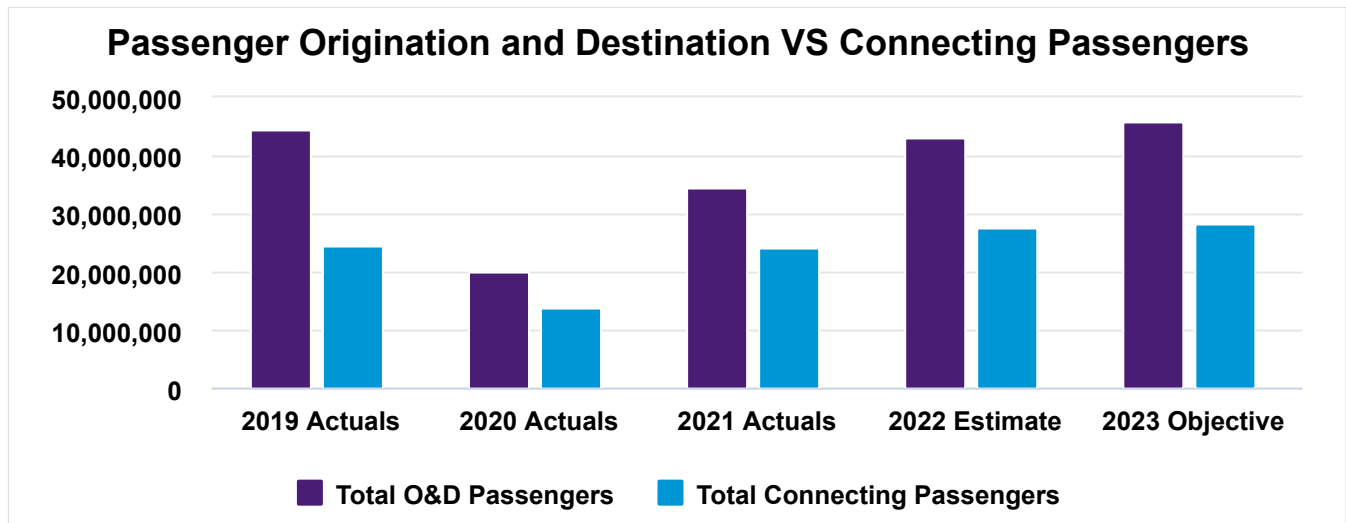
- Complete the Concourse Renewal Program, which includes upgraded restrooms, wayfinding, hold rooms, carpet/flooring, etc. on all three concourses.
- Revise DEN’s Strategic Asset Management Plan to align with Vision 100 and establish a framework for aligning resources to support effective lifecycle management and reduced downtime of DEN assets.
- Develop a science-based target for greenhouse gas emissions to align DEN’s carbon neutrality goal with international standards.

**Expanding Our Global Connections**

- Develop further air cargo opportunities for DEN.
- Expand the air network to the continent of Africa and other disconnected destinations.
- Grow our domestic air network to provide more options for our passengers.

**Performance and Program Highlights**





Performance Measures	2019 Actuals	2020 Actuals	2021 Actuals	2022 Estimated	2023 Objective
Gross Concession Revenue per Enplaned Passenger	\$12.65	\$11.92	\$12.20	\$13.66	\$14.26
Cost per Enplaned Passenger	\$10.33	\$19.96	\$10.60	\$11.82	\$13.38
Senior Bond Ratings	AA-/A+/A1	AA-/A+/A1	AA-/A+/A1	AA-/A+/Aa3	AA-/A+/Aa3
Debt Service Coverage – All Bonds (DSC)	1.90x	1.51x	2.10x	1.79x	1.72x
International Destinations	26	25	26	26	27
Total Destinations	215	213	217	217	217

**Performance Measures Descriptions**

**Total Number of Passengers** represents originating and destination passengers and transfers inbound and outbound.

**Total Number of Enplaned Passengers** represents originating passengers and transfers outbound.

**Total Number of Origination and Destination (O&D) Passengers** represents passengers starting or ending their journey in Denver.

**Total Number of Connecting Passengers** represents passengers with connecting flights from Denver to other destinations.

**Gross Concession Revenue per Enplaned Passenger** is the per passenger amount spent while at DEN on terminal and concourse concessionaires.

**Cost per Enplaned Passenger** is the cost paid by airlines for the operating cost, debt service and amortization of the airport divided by the number of enplaned passengers annually.

**Senior Bond Ratings** impact our borrowing costs (Fitch/Standard & Poor’s (S&P)/Moody’s)

**Debt Service Coverage** is the ratio of net revenues plus other available funds available for debt as defined in the Airport general bond ordinance.

**International and Total Destinations** is the number of destinations served by DEN with regularly scheduled service at some point during the year.

## Department Budget

	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Variance	% Variance
<b>73000-6000000</b>					
<b>Aviation Fund Expenditures by Division</b>					
Executive Office	16,834,484	22,608,699	24,964,349	2,355,650	10.42%
External Affairs	3,904,461	7,537,512	10,006,449	2,468,937	32.76%
Commercial	49,676,197	61,650,568	69,455,300	7,804,732	12.66%
Finance	25,971,022	33,577,179	33,711,607	134,428	0.40%
Operations	253,599,196	319,548,156	364,500,571	44,952,415	14.07%
Construction and Infrastructure	53,294,281	69,099,249	76,740,175	7,640,926	11.06%
<b>Total</b>	<b>403,279,641</b>	<b>514,021,363</b>	<b>579,378,451</b>	<b>65,357,088</b>	<b>12.71%</b>
<b>Aviation Fund Expenditures by Type</b>					
Personnel Services	126,119,203	157,678,813	173,127,182	15,448,369	9.80%
Services and Supplies	212,188,434	280,795,900	326,761,780	45,965,880	16.37%
Internal Services and Misc.	64,972,004	75,546,650	79,489,490	3,942,840	5.22%
<b>Total</b>	<b>403,279,641</b>	<b>514,021,363</b>	<b>579,378,452</b>	<b>65,357,089</b>	<b>12.71%</b>
<b>Other Aviation Funds</b>					
Hotel (73130-6000000)	22,464,662	31,490,773	42,235,847	10,745,074	34.12%
Debt Service (73820-6000000)	256,990,463	488,534,957	510,118,489	21,583,532	4.42%
Concession Joint Marketing Fund (73880-6000000)*	147,468	3,022,060	1,511,080	(1,510,980)	(50.00%)
Customer Facility Charge (73790-6000000)*	-	11,964,033	12,200,600	236,567	1.98%
<b>Capital Equipment and Improvements Fund (73850-6000000)</b>					
Capital Equipment	378,533	17,715,000	20,022,030	2,307,030	13.02%
Net Revenue Deposits for Capital Improvements	173,717,000	87,601,575	125,950,470	38,348,895	43.78%
<b>Total Capital Equipment and Improvements Fund</b>	<b>174,095,533</b>	<b>105,316,575</b>	<b>145,972,500</b>	<b>40,655,925</b>	<b>38.60%</b>
*Cash-based, non-lapsing fund that is appropriated based on revenues collected. Actuals are based on proceeds spent.					
<b>Aviation Operating Revenue</b>					
<b>Airline</b>					
Facility Rentals	187,007,457	281,400,000	353,373,200	71,973,200	25.58%
Landing Fees	150,575,289	185,000,000	198,036,500	13,036,500	7.05%
<b>Total Airline Revenue</b>	<b>337,582,746</b>	<b>466,400,000</b>	<b>551,409,700</b>	<b>85,009,700</b>	<b>18.23%</b>
<b>Non-Airline Revenue</b>					
Parking Revenue	147,808,730	207,138,684	207,866,337	727,653	0.35%
Car Rental Revenue	75,703,104	85,688,675	98,284,782	12,596,107	14.70%
Concessions Revenue	69,120,476	90,499,633	109,189,139	18,689,506	20.65%
Aviation Fuel Tax	21,626,348	27,945,803	30,477,530	2,531,727	9.06%
Hotel	43,673,601	53,102,957	70,000,000	16,897,043	31.82%
Ground Transportation	13,848,385	18,796,940	19,882,675	1,085,735	5.78%

	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Variance	% Variance
<b>73000-6000000</b>					
<b>Aviation Fund Expenditures by Division</b>					
Other Sales & Charnages	14,084,362	6,000,000	6,000,000	-	0.00%
<b>Total Non-Airline Revenue</b>	<b>385,865,006</b>	<b>489,172,692</b>	<b>541,700,463</b>	<b>52,527,771</b>	<b>10.74%</b>
<b>Total Operating Revenue</b>	<b>723,447,752</b>	<b>955,572,692</b>	<b>1,093,110,163</b>	<b>137,537,471</b>	<b>14.39%</b>
<b>Aviation Non-Operating Revenue</b>					
Passenger Facility Charges	113,499,956	139,791,309	144,619,628	4,828,319	3.45%
Customer Facility Charges	15,585,116	22,385,760	20,687,176	(1,698,584)	(7.59%)
Investment Income	(34,936,837)	36,000,000	32,400,000	(3,600,000)	(10.00%)
Other Non-Operating Revenues	7,050,838	600,000	600,000	-	0.00%
<b>Total Non-Operating Revenue</b>	<b>101,199,073</b>	<b>198,777,069</b>	<b>198,306,804</b>	<b>(470,265)</b>	<b>(0.24%)</b>
<b>Grand Total Revenue</b>	<b>824,646,825</b>	<b>1,154,349,761</b>	<b>1,291,416,967</b>	<b>137,067,206</b>	<b>11.87%</b>

	2021 Actuals	2022 Estimate	2023 Recommended	\$ Variance	% Variance
<b>73000-6000000</b>					
<b>Personnel Compliment (Budgeted)</b>					
Executive Office	78.50	78.50	82.50	4.00	5.10%
External Affairs	41.50	41.50	48.50	7.00	16.87%
Commercial	206.50	206.50	209.50	3.00	1.45%
Finance	56.00	56.00	56.00	0.00	0.00%
Operations	801.25	801.25	813.25	12.00	1.50%
Construction and Infrastructure	128.50	128.50	132.50	4.00	3.11%
<b>Total Personnel Compliment</b>	<b>1,312.25</b>	<b>1,312.25</b>	<b>1,342.25</b>	<b>30.00</b>	<b>2.29%</b>
<b>Personnel Compliment by Position Type</b>					
Permanent	1,277.00	1,277.00	1,307.00	30.00	2.35%
Temporary	35.25	35.25	35.25	0.00	0.00%
<b>Total Personnel Compliment*</b>	<b>1,312.25</b>	<b>1,312.25</b>	<b>1,342.25</b>	<b>30.00</b>	<b>2.29%</b>

\*Excludes FTE's budgeted in other agencies that provide direct services to DEN and excludes Auditor staff (billable hours) and Indirect Cost FTE allocations.

### Programmatic Changes

2023 Impact Description	FTEs	Dollars
<b>Aviation</b>		
<ul style="list-style-type: none"> <li>An increase in personnel services to add staff support in areas with the most critical staffing shortages, and due to upcoming facility expansions as well as the anticipated increase in passenger and flight activity levels, and to lessen the impact of staffing challenges facing the aviation industry.</li> </ul>	30.00	15,448,400
<ul style="list-style-type: none"> <li>A net increase in services and supplies driven primarily by increases in top contracts related to shuttle bus, security guards, janitorial and conveyance.</li> </ul>	0.00	45,965,900

2023 Impact Description	FTEs	Dollars
<ul style="list-style-type: none"> <li>A net increase in internal services for charges for services from other city agencies driven by merit and benefits, as well as other allocated services resulting in an increase in the indirect cost allocation. This increase also includes \$1M to fund additional overtime for Fire Department staff assigned to the Airport.</li> </ul>	0.00	3,942,800

**Capital Equipment**

Item	Quantity	New/Replacement
Tractor	1	Replacement
Lift/Boom/135'	1	Replacement
Lift/Pallet Jack	1	Replacement
Loader/Front End	2	Replacement
Scarifier	2	Replacement
Street Sweeper	3	Replacement
Street Sweeper/Crosswind	2	Replacement
Tractor/Municipal	1	Replacement
Truck/Pickup	3	Replacement
Truck/Stripe Hog	1	Replacement
Truck/Striper/Painter	1	Replacement
Truck/ Utility/4X4	38	Replacement
Truck/Multifunction Unit	9	Replacement
Alignment Lift	1	Replacement
Overhead Crane	1	Replacement
Truck/Dump	7	Replacement
Breathing Apparatus	87	New
Bulk Fuel	1	New
License Plate Reader	2	New



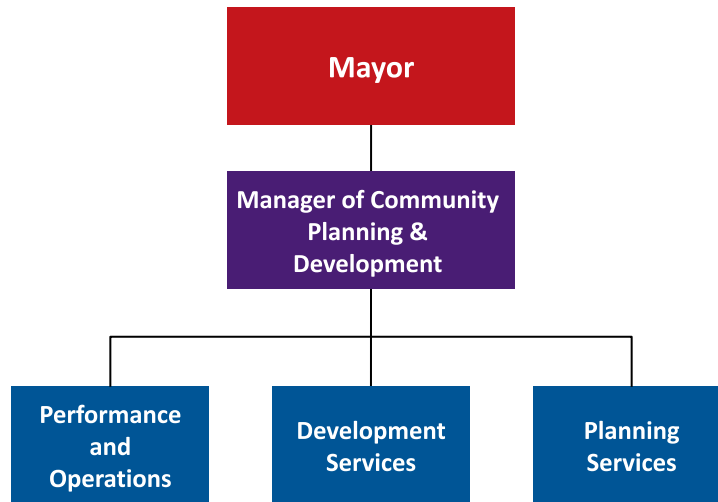
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A photograph of a city street scene. The street is lined with brick buildings. Large flags with a sun and a vertical stripe are hanging across the street. String lights are strung across the street. A clock is visible on a pole in the foreground. The text "Community Planning and Development" is overlaid on a blue background in the center of the image.

# Community Planning and Development

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# Community Planning and Development



## Mission

Denver’s Community Planning and Development Department is responsible for visionary city planning and ensuring safe and sustainable building.



## Department Summary

The Department of Community Planning and Development (CPD) provides the planning and regulatory framework for the creation and preservation of places where people live, work, and play. CPD is working to shape and direct growth in a way that aligns with Denver's values of being a city that is inclusive, connected, and healthy.

Working with stakeholders, CPD creates plans that articulate the vision for the future of Denver's diverse neighborhoods and corridors and for the City as a whole. CPD is also responsible for administering the Denver Building and Fire Code as well as the Denver Zoning Code, which regulates land uses, provides building and site design standards, and outlines development review processes. Through permitting and inspection services, CPD enforces land use, design, and construction standards to enhance and protect Denver's natural and built environments.

For more information, visit the Community Planning and Development websites at [www.denvergov.org/cpd](http://www.denvergov.org/cpd).

## Services

The executive leadership of CPD and the department's **Performance and Operations Division** have duties that include providing policy development and direction, establishing agency goals, objectives and guidance, purchasing, contract management, public education and media relations, performance management, and financial management, including budgeting and accounting. CPD also processes cashiering/collections transactions for multiple City agencies.

The **Development Services Division** coordinates the development permitting process from project concept planning and zoning use permits to final certificate of occupancy for all residential and commercial construction projects, enabling and ensuring quality development. This division works to streamline permitting by proactively coordinating CPD's development-related functions in partnership with other City departments, including Denver Fire, Department of Parks and Recreation, and Department of Transportation and Infrastructure. Additional coordination with agencies such as the Department of Public Health and Environment and Excise and Licenses, as well as outside partners such as Denver Water, is done on an as-needed basis. This division also develops building and energy codes in partnership with stakeholders, residents, and other City agencies like Denver's Office of Climate Action, Sustainability, and Resiliency (CASR).

The **Planning Services Division** prepares citywide, neighborhood, and small area plans that respond to community needs and articulates a vision for the future. This division also leads projects to implement the recommendations in adopted plans. Most of the Planning Services programs and projects are prepared as part of a robust process involving community members, citywide partners, multiple City departments and agencies, and appointed and elected officials. Planning Services supports the citywide goals outlined in the City's *Comprehensive Plan 2040* and the *Blueprint Denver* land use and transportation plan.

All three divisions share the duties of code administration and enforcement. CPD's code administration and enforcement programs administer and enforce the Denver Building and Fire Code, zoning codes, and landmark and property maintenance ordinances. This includes reviewing building plans, site plans, and urban design requirements; issuing zoning and building permits; conducting inspections of development sites, building construction, electrical, plumbing, conservation, boiler, refrigeration, fire sprinkler, fuel, and gas codes; responding to citizen complaints; and coordinating the abatement of properties in violation of the codes.

## Strategies

CPD aims to create more inclusive, connected and healthy communities with several strategies that cross multiple divisions. The three key themes of CPD’s strategic plan, updated in 2022, are described below.

**Create a Thriving, Equitable Workplace Culture:** By investing in the people of CPD, the department takes advantage of one of its most valuable resources to further the overall goal of helping to build great places. CPD does this by advancing efforts for:

- Recruiting – By increasing and diversifying our talent pipeline, improving our existing hiring processes, and developing a delightful recruitment experience
- Retaining Staff – By promoting work/life balance, deepening camaraderie, and appreciating, acknowledging and celebrating accomplishments
- Empowering Staff – By supporting team members in being successful, deepening trust across roles and teams, and instilling personal accountability

**Make Great Inclusive Places:** CPD sets a high bar by aiming to create innovative systems and processes that result in quality outcomes across all workgroups. To do this, the department is focused on:

- Collaborating and Integrating – By developing seamlessness across the department, building partnerships with other departments, and engaging with partners, customers, and community to add value
- Innovating Boldly – By improving tools, incentives, and processes; encouraging thoughtful experimentation and embracing a “can do” attitude; and improving change management and messaging
- Achieving Excellence – By updating and clarifying standards and processes to achieve adopted plan goals with an eye toward equity, climate resiliency, and design excellence; consistently delivering high quality products and services; and proactively assessing progress, quality, and outcomes

**Build Trust with Stakeholders:** A top priority for CPD continues to be to help stakeholders to understand both CPD’s charge to guide development in a manner that implements the City’s vision and the role that Denver stakeholders play in helping to shape their community. CPD does this by creating opportunities for:

- Exceeding Customer Expectations – By being the reason people think better of local government, being clear about what the customer can expect, and valuing customers’ time, energy, money, and resources
- Listening, Sharing, and Engaging – By telling the story of what, why, and how we do what we do; working to understand and appreciate stakeholder needs and priorities; and proactively and equitably engaging diverse stakeholders to achieve meaningful and thoughtful interactions
- Being Accountable and Responsible – By following up and following through as changes occur; being proactive, consistent, and timely in our communications and actions; and treating stakeholder interactions as building a “relationship” and treating others as they would want to be treated

## Performance and Program Highlights

Community Planning and Development (CPD) is committed to ensuring its customers are provided the highest level of service possible. As an agency, CPD has applied performance management principles across the organization while simultaneously encouraging a culture of constant process improvement.

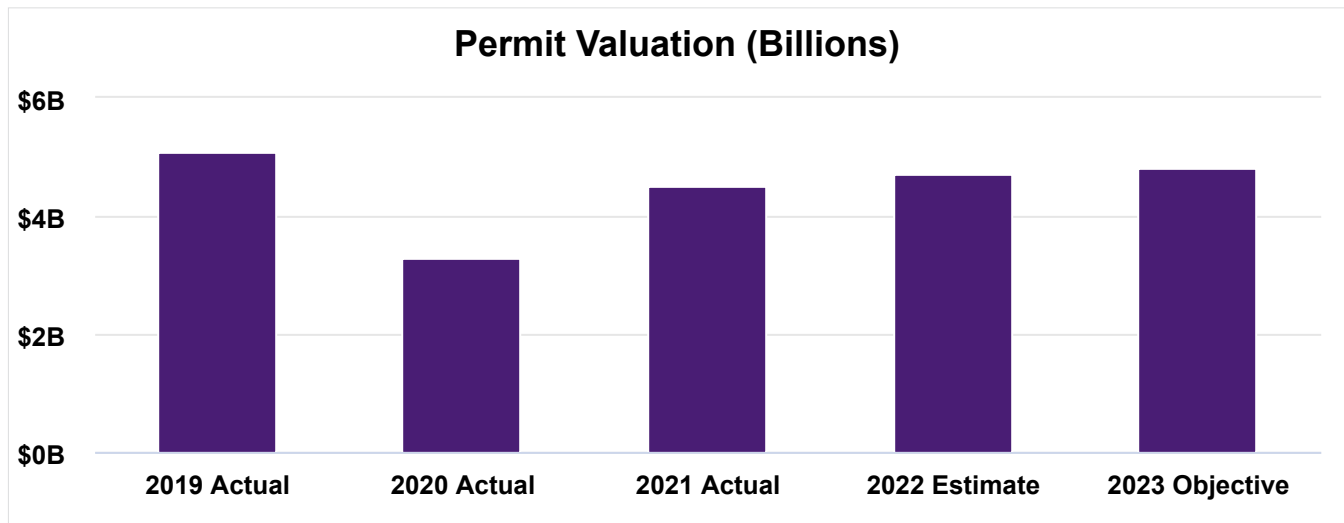
From 2016 – 2019, CPD worked with thousands of local residents to define equity as part of the City’s Comprehensive Plan process and then worked with residents to create equity concepts that could be

applied to current and future land use decisions and policies. These measures have been adopted by the City Council and include improving access to opportunity (e.g., open space, healthcare, education), reducing vulnerability to displacement, and expanding jobs and housing diversity. The Department’s current work program is focused on incorporating these equity concepts into land use decisions.

CPD’s key priorities in 2023 include advancing sustainable and more equitable practices in Denver’s zoning and building codes, emphasizing the design quality of Denver’s buildings and public spaces, ensuring affordable housing developments have dedicated and efficient reviews, improving the department’s ability to respond quickly to increases in permit volume, and furthering the Department’s ability to invest in the success of employees. CPD also continues to explore additional tools aimed at improving the quality and consistency of work and providing a high level of service excellence to the customer.

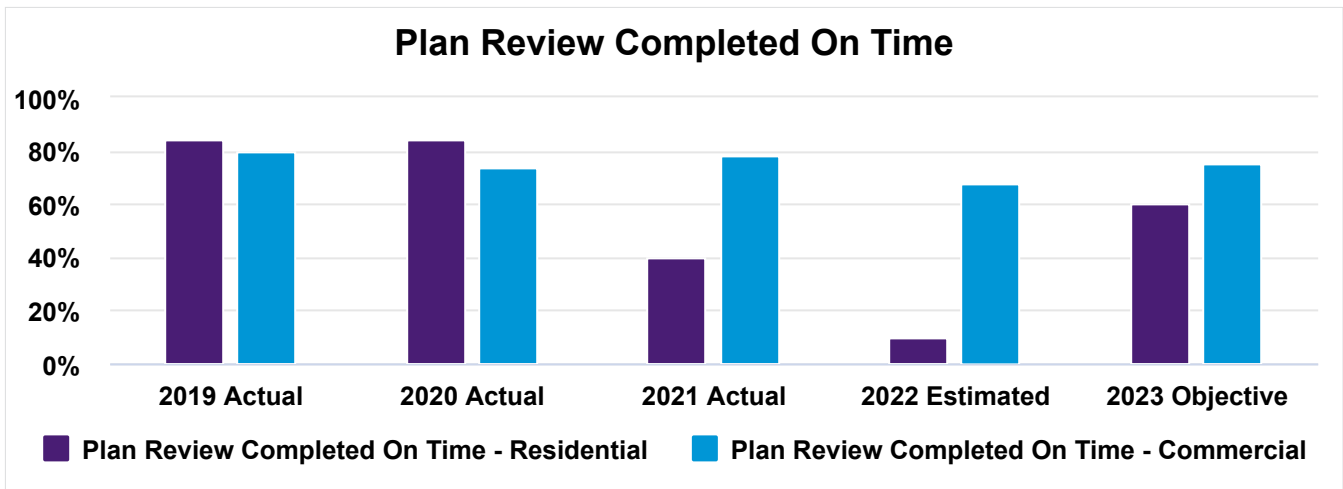
### Development Services

**Permit Valuation** represents the annual dollar valuation of building permits issued. Building permits are issued to authorize construction of residential and commercial units within the City. Permit valuation represents the sum of the estimated valuation of all labor and materials for permitted construction and is a key mission level metric because it is a strength indicator of Denver’s built environment. Permit valuation is one indicator of the size and complexity of development projects under review. This measure is dependent on market forces, e.g., building climate, material and labor costs, interest rates, etc.

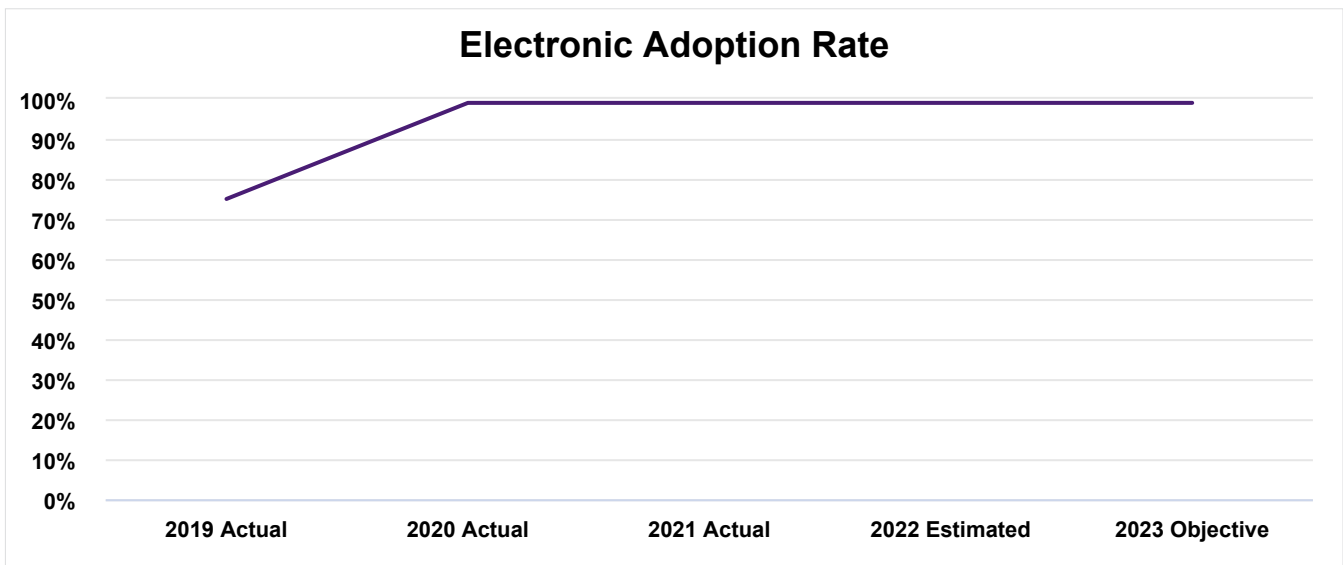


CPD aims to improve the **percentage of plan reviews completed on time** when possible through strategic staffing and implementing process improvements. The timeframe to complete plan reviews on time can range from one day to four weeks, depending on the type and size of the project. In 2020, there was a shift in permit applications toward residential projects and small commercial projects, as homeowners who were home during the pandemic undertook remodels and businesses that were closed to customers performed desired modifications. This shift resulted in a significant increase in the permit volume for small projects. With the increase in small projects and a resumption of larger projects in 2021, the percent of plan reviews completed on time began to decrease, a trend that has continued into 2022.





**Electronic adoption rate** represents the percentage of total plan reviews that are submitted through digital channels. Digital plan submissions allow customers to spend their time online rather than in line, reducing the time and expenses associated with submitting projects and allowing for cumulative efficiencies in processing plan reviews and managing project records. During the COVID-19 pandemic, almost all customers were able to successfully use CPD’s online permitting tools. Going forward, the Department will continue to process permit transactions primarily through e-permits.



## Planning Services

**Blueprint Denver** is a citywide land use and transportation plan that was first adopted in 2002 and updated in 2019. The plan covers a 20-year period and calls for growing an inclusive city through:

- complete neighborhoods and complete transportation networks;
- a measured, common-sense approach to new growth;
- and for the first time, land-use decisions through the lens of social equity.

Each year, CPD measures outcomes related to the plan goals, policies, and strategies in Blueprint Denver. The annual report can be accessed here: [www.denvergov.org/blueprint](http://www.denvergov.org/blueprint).

Adopted in May 2019, **Comprehensive Plan 2040** is the 20-year vision for Denver and its people, and it reflects the voices of thousands who have shared their hopes, concerns, and dreams for the future. CPD and other city leaders are using its recommendations to guide the decisions that will shape the City of Denver over the next 20 years. There are six vision elements outlined in the Comprehensive Plan. Each year, CPD releases an annual report to measure outcomes under these vision elements. The annual report can be accessed here: <https://www.denvergov.org/content/denvergov/en/community-planning-and-development/planning-and-design/comprehensive-plan-2000.html>.

**The six vision elements of Comprehensive Plan 2040**



**Ratios of private investment** connect planning activities to the resulting development by tracking the ratio of development within “Growth Areas” established in Blueprint Denver. Ratios greater than 5:1 indicate that city plans and zoning code regulations are directing growth to areas of desired change. Ratios are normalized through private valuation per acre. Variations in revenue vary depending on the size of projects in any given year. In 2021, Denver achieved a ratio of 6.12 to 1. This was a significant correction from the 2020 ratio of 3.11 to 1, which was impacted by the onset of the COVID-19 pandemic. As the pandemic recovery has moved forward, permit activity has returned to pre-pandemic levels and the ratio is expected to continue to meet established goals. Previous years tracked “Areas of Change” and “Areas of Stability” per the original Blueprint Denver. Under the update to Blueprint Denver adopted in April 2019, the new terminology is “Growth Areas,” and the geographic area is slightly modified.

	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Objective
Ratios of Private Investment	5.08:1	3.11:1	6.12:1	5:1	5:1

**Department Budget**

	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Variance	% Variance
<b>General Fund Expenditures by Agency</b>					
Office of the Manager	4,658,558	5,732,175	7,948,508	2,216,333	38.66%
Development Services	18,929,792	24,196,909	26,238,964	2,042,055	8.44%
Planning Services Division	5,691,112	7,355,713	7,542,582	186,869	2.54%
<b>Total General Fund</b>	<b>29,279,462</b>	<b>37,284,797</b>	<b>41,730,054</b>	<b>4,445,257</b>	<b>11.92%</b>
<b>General Fund Expenditures by Type</b>					
Personnel Services	28,048,202	33,903,055	39,347,832	5,444,777	16.06%
Services and Supplies	1,196,857	3,338,160	2,345,610	(992,550)	(29.73%)
Capital Equipment	27,362	23,840	7,150	(16,690)	(70.01%)

	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Variance	% Variance
Internal Services and Misc.	7,041	19,742	29,462	9,720	49.24%
<b>Total General Fund</b>	<b>29,279,462</b>	<b>37,284,797</b>	<b>41,730,054</b>	<b>4,445,257</b>	<b>11.92%</b>
<b>Other Program Funding Sources</b>					
<b>Special Revenue Funds Expenditures</b>					
General Government	1,605	1,470,000	1,425,000	(45,000)	(3.06%)
<b>Total Special Revenue Funds</b>	<b>1,605</b>	<b>1,470,000</b>	<b>1,425,000</b>	<b>(45,000)</b>	<b>(3.06%)</b>
<b>Grants</b>					
General Government	298,106	582,179	75,000	(507,179)	(87.12%)
<b>Total Grants</b>	<b>298,106</b>	<b>582,179</b>	<b>75,000</b>	<b>(507,179)</b>	<b>(87.12%)</b>
<b>Capital Improvements</b>					
Capital Improvements	1,595,754	300,000	250,000	(50,000)	(16.67%)
Entertainment and Cultural Capital Funds	137,718	-	-	-	
Wastewater Management	(8,793)	-	-	-	
<b>Total Capital Improvements</b>	<b>1,724,679</b>	<b>300,000</b>	<b>250,000</b>	<b>(50,000)</b>	<b>(16.67%)</b>
<b>Other Program Funding Sources Total</b>	<b>2,024,389</b>	<b>2,352,179</b>	<b>1,750,000</b>	<b>(602,179)</b>	<b>(25.60%)</b>
<b>Total Department Expenditures</b>	<b>31,303,850</b>	<b>39,636,976</b>	<b>43,480,054</b>	<b>3,843,078</b>	<b>9.70%</b>
<b>Personnel Complement</b>					
General Fund Operations	258.75	295.93	322.60	26.67	9.01%
General Government	7.52	5.00	-	(5.00)	(100.00%)
<b>Total</b>	<b>266.27</b>	<b>300.93</b>	<b>322.60</b>	<b>21.67</b>	<b>7.20%</b>
<b>Total Personnel Complement</b>	<b>266.27</b>	<b>300.93</b>	<b>322.60</b>	<b>21.67</b>	<b>7.20%</b>
<b>General Fund Revenue</b>					
Licenses and Permits	25,867,217	25,392,688	26,574,083	1,181,395	4.65%
Fees	9,781,452	12,243,573	12,886,712	643,139	5.25%
Charges for Services	521,777	575,762	614,866	39,104	6.79%
Internal Service and Indirect Cost	1,741,456	1,003,184	1,150,000	146,816	14.64%
Miscellaneous Other	(6,988)	50,000	-	(50,000)	(100.00%)
<b>Total</b>	<b>37,904,913</b>	<b>39,265,207</b>	<b>41,225,661</b>	<b>1,960,454</b>	<b>4.99%</b>

## Programmatic Changes

The City and County of Denver's allocation of State and Local Fiscal Recovery Funds as a result of the American Rescue Plan Act (ARPA) allowed the City to restore some service reductions that were necessary to balance the budget in 2021 and to allocate funding to address operational backlogs. Many of these investments are ongoing and to avoid a financial 'cliff', the City has employed a 'step down' methodology that allows a portion of these investments to remain funded in the ARPA allocation in 2023, while some are transitioned to the General Fund. Additional Recovery ARPA funds also have been allocated to Community Planning and Development in 2023 for programs to support Denver's recovery from the COVID-19 pandemic, which were informed by community input. These changes are described below, along with other significant programmatic changes for 2023.

2023 Impact Description	FTEs	Dollars
<b>Agencywide</b>		
<ul style="list-style-type: none"> <li>An increase in personnel services to add one two-year limited Associate City Planner to facilitate the Participatory Budgeting process.</li> </ul>	1.00	103,500
<ul style="list-style-type: none"> <li>A net decrease in services and supplies due to one-time items for new 2022 positions, offset by increases for similar items for new positions created in 2023.</li> </ul>	0.00	(37,500)
<ul style="list-style-type: none"> <li>A net decrease in capital equipment due to one-time equipment and computers for new positions created in 2022, offset by increases for similar items in 2023.</li> </ul>	0.00	(16,700)
<ul style="list-style-type: none"> <li>An increase in internal services for cell phone stipends for new positions created in 2023.</li> </ul>	0.00	9,700
<b>Performance and Operations</b>		
<ul style="list-style-type: none"> <li>An increase in personnel services due to one Administrator III, two Administrator IIs, two Operational Supervisors, one Senior Management Analyst, and one Permit Review Technician moving from Development Services to Performance and Operations due to the department’s reorganization.</li> </ul>	7.00	712,800
<ul style="list-style-type: none"> <li>An increase in personnel services due to moving five positions previously funded through CPD’s American Rescue Plan Act (ARPA) grant allocation to the General Fund and converting them from limited to unlimited. These positions include one Administrator I, one Marketing Communications Specialist, one Senior City Planner, one Associate City Planner, and one Plans Review Specialist.</li> </ul>	5.00	555,900
<ul style="list-style-type: none"> <li>An increase in personnel services due to the implementation of an internship program designed to diversify CPD’s current workforce, expand the talent pool, and increase engagement in community partnerships. This program will help CPD introduce young and diverse individuals to planning and zoning while they assist in planning the future for the communities where they live.</li> </ul>	3.27	123,100
<ul style="list-style-type: none"> <li>An increase in personnel services to add a two-year limited Associate City Planner to coordinate Participatory Budgeting efforts. This is coupled with a \$250,000 increase to the General Fund Transfer to the Capital Improvement Program for implementation costs.</li> </ul>	1.00	103,500
<ul style="list-style-type: none"> <li>An increase in services and supplies to restore training budget to support professional training and certifications that maintain critical technical competencies, and to advance staff retention efforts.</li> </ul>	0.00	150,000
<ul style="list-style-type: none"> <li>An increase in services and supplies to contract with an experienced technical writer to focus on internal and external manuals on permit procedures, submittals, and city code/regulation requirements.</li> </ul>	0.00	80,000
<b>Development Services</b>		
<ul style="list-style-type: none"> <li>An increase in personnel services to add three Plans Review Engineers and one Permit Review Technician to support the Energize Denver program, authorized through Ordinance in 2021. This program will focus on energy performance, greenhouse gas emissions, and electrification in existing commercial and multifamily buildings with the goal of improving building energy efficiency to lower costs and reduce greenhouse emissions.</li> </ul>	4.00	508,400
<ul style="list-style-type: none"> <li>An increase in personnel services to add four Plans Review Engineers, two starting in April and two starting in July of 2023, to implement an energy code team. This team will be responsible for updating and enforcing the International Energy Conservation Code (IECC) to ensure that designs and installations meet adopted guidelines, and further the City’s goals of reducing emissions from the built environment.</li> </ul>	2.84	412,800

2023 Impact Description	FTEs	Dollars
<ul style="list-style-type: none"> <li>An increase in personnel services due to the annualization of positions created in 2022 for the multi-agency affordable housing plan review team to streamline and provide support for the development and construction of affordable housing. The annualized positions within CPD include a Plans Review Specialist II, three Plans Review Engineers, a Senior City Planner, and two Associate Development Projects Administrators.</li> </ul>	4.08	499,300
<ul style="list-style-type: none"> <li>An increase in personnel services to add one Administrator II and one Permit Review Technician II for the Expanding Housing Affordability program authorized through Ordinance in 2022 to further the City’s ability to increase development of affordable housing across the City. These positions will add to the multi-agency affordable housing review team to streamline and provide support for the development and construction of affordable housing.</li> </ul>	2.00	207,600
<ul style="list-style-type: none"> <li>An increase in personnel services to add one Site Planning Supervisor position for the site planning team. Due to demand, the site planning team has grown but the supervisory structure has not grown in proportion. This position will establish the proper ratio between supervisors and team members to facilitate effective oversight and support for professional growth of individual team members. This position is budgeted to start in April.</li> </ul>	0.75	109,300
<ul style="list-style-type: none"> <li>An increase in personnel services to add one Associate Development Project Administrator to assist with the increase in site development plans to reduce backlogs and expedite review times. The position will also support senior level positions, lead smaller development projects, and provide additional development review capacity.</li> </ul>	1.00	100,700
<ul style="list-style-type: none"> <li>An increase in personnel services to add one Associate City Planner for Zoning Administration. This position will enable the Zoning Administration team to create and lead a regular schedule for code maintenance and text amendments, providing capacity for Planning Services to focus on code amendments that will advance city plans.</li> </ul>	1.00	100,700
<ul style="list-style-type: none"> <li>An increase in personnel services due to the mid-2022 addition of a limited on-call Inspector position dedicated to the Affordable Housing Plan Review team. This position is set to expire in December of 2026.</li> </ul>	1.00	64,700
<ul style="list-style-type: none"> <li>A continuation in personnel services to convert a Senior Development Project Administrator and an Associate City Planner from limited to unlimited due to the ongoing workload. This change will not have an FTE or fiscal impact in 2023.</li> </ul>	0.00	0.00
<ul style="list-style-type: none"> <li>A decrease in personnel services due to one Administrator III, two Administrator IIs, two Operational Supervisors, one Senior Management Analyst, and one Permit Review Technician moving from Development Services to Performance and Operations due to the department’s reorganization.</li> </ul>	(7.00)	(712,800)
<ul style="list-style-type: none"> <li>An increase in services and supplies for professional services dollars to allow CPD to more quickly respond to increases in the volume of plan reviews and/or inspections.</li> </ul>	0.00	125,000
<ul style="list-style-type: none"> <li>A decrease in services and supplies due to a one-time investment in 2022 to support the digitization of records.</li> </ul>	0.00	(975,000)
<ul style="list-style-type: none"> <li>A decrease in services and supplies due to a one-time investment in 2022 for a contracted Technology Services Developer for application enhancements and to build five cubicles for new CPD staff.</li> </ul>	0.00	(135,000)

**Planning Services**

2023 Impact Description	FTEs	Dollars
<ul style="list-style-type: none"> <li>An increase in personnel services to add one limited Senior City Planner to concentrate on transit-oriented development with a focus on the redevelopment of Burnham Yard. This position will be supported by revenue from the State of Colorado.</li> </ul>	1.00	114,400
<ul style="list-style-type: none"> <li>An increase in personnel services to add a Landmark City Planner Supervisor, starting in April, to oversee design review for buildings in historic districts and individual landmarks as well as citywide demolition review. This position will assist in reducing permitting backlog and improve design review process.</li> </ul>	0.75	109,300
<ul style="list-style-type: none"> <li>A decrease in personnel services to correct an error and unallocate a position that was inadvertently created twice in 2022.</li> </ul>	(1.00)	(99,700)
<ul style="list-style-type: none"> <li>A decrease in services and supplies for one-time funding to support a railroad study in 2022.</li> </ul>	0.00	(150,000)
<ul style="list-style-type: none"> <li>A decrease in services and supplies for funding to support a three year agreement with the West Denver Renaissance Collaborative that ended in 2022.</li> </ul>	0.00	(50,000)
<b>Revenue</b>		
<ul style="list-style-type: none"> <li>A net increase in revenue in licensing and permitting due to a projected increase in permit valuation as a result of inflation.</li> </ul>	0.00	1,621,500
<ul style="list-style-type: none"> <li>An increase in revenue due to the reimbursement from the state to support a limited position which will work on a complex area plan for the future redevelopment of Burnham Yard.</li> </ul>	0.00	320,000
<b>Capital Improvements</b>		
<ul style="list-style-type: none"> <li>A decrease in capital improvement budget due to one-time funding for fencing, board up, and abatement needs in 2022.</li> </ul>	0.00	(300,000)
<b>Grants</b>		
<ul style="list-style-type: none"> <li>An increase in grant expenditures due to an investment of State and Local Fiscal Recovery Funds for professional services to investigate the feasibility of adaptively reusing 10-15 high-rise office buildings in downtown Denver as housing.</li> </ul>	0.00	75,000
<ul style="list-style-type: none"> <li>A decrease in grant expenditures due to moving five positions initially funded in the American Rescue Plan Act (ARPA) grant allocation to the General Fund. These positions were initially created as limited to address CPD’s immediate operational backlogs caused by the COVID-19 pandemic, but the workload is projected to be ongoing and require a permanent funding source.</li> </ul>	(5.00)	(555,900)
<ul style="list-style-type: none"> <li>A decrease in grant expenditures in the American Rescue Plan Act (ARPA) due to the expiration of one-time funding for overtime and contract personnel support.</li> </ul>	0.00	(50,000)

The budgeted vacancy savings is \$1,509,242.

## Budget Detail

	2021	2022	2023	\$	%
Performance and Operations (0141000)	Actuals	Appropriated	Recommended	Change	Change
<b>Expenditures by Type</b>					
Personnel Services	4,307,176	5,288,156	7,281,789	1,993,633	37.70%
Services and Supplies	322,724	431,221	655,921	224,700	52.11%
Capital Equipment	27,362	2,000	-	(2,000)	(100.00%)
Internal Services and Misc.	1,296	10,798	10,798	-	0.00%



	2021	2022	2023	\$	%
Performance and Operations (0141000)	Actuals	Appropriated	Recommended	Change	Change
<b>Expenditures by Type Total</b>	<b>4,658,558</b>	<b>5,732,175</b>	<b>7,948,508</b>	<b>2,216,333</b>	<b>38.66%</b>
<b>Expenditures by Activity</b>					
Administration	3,936,654	4,666,763	639,191	(4,027,572)	(86.30%)
Finance & Accounting	721,905	1,065,412	-	(1,065,412)	(100.00%)
Office of the Executive Director	-	-	1,411,450	1,411,450	0.00%
Performance and Operations	-	-	5,897,867	5,897,867	0.00%
<b>Expenditures by Activity Total</b>	<b>4,658,558</b>	<b>5,732,175</b>	<b>7,948,508</b>	<b>2,216,333</b>	<b>38.66%</b>
<b>Other Program Funding Sources</b>					
<b>Grants</b>					
Latino Historic Context Study	8,190	-	-	-	0.00%
State and Local Fiscal Recovery Funds	254,916	582,179	75,000	(507,179)	(87.12%)
<b>Grants Total</b>	<b>263,106</b>	<b>582,179</b>	<b>75,000</b>	<b>(507,179)</b>	<b>(87.12%)</b>
<b>General Government SRF</b>					
Investment Impact	-	1,400,000	1,400,000	-	0.00%
Landmark Preservation Fund	1,605	70,000	25,000	(45,000)	(64.29%)
<b>SRF Total</b>	<b>1,605</b>	<b>1,470,000</b>	<b>1,425,000</b>	<b>(45,000)</b>	<b>(3.06%)</b>
<b>Capital Projects Funds</b>					
Other Agency Capital Project	888,937	300,000	250,000	(50,000)	(16.67%)
<b>Other Program Funding Sources Total</b>	<b>1,153,647</b>	<b>2,352,179</b>	<b>1,750,000</b>	<b>(602,179)</b>	<b>(25.60%)</b>
<b>Total Program Expenditures</b>	<b>5,812,205</b>	<b>8,084,354</b>	<b>9,698,508</b>	<b>1,614,154</b>	<b>19.97%</b>
<b>Personnel Complement (Budgeted)</b>					
Administration	35.75	40.00	6.00	(34.00)	(85.00%)
Finance & Accounting	12.00	14.00	-	(14.00)	(100.00%)
Performance and Operations	-	-	54.00	54.00	0.00%
Office of the Executive Director	-	-	10.27	10.27	0.00%
<b>Personnel Complement Total</b>	<b>47.75</b>	<b>54.00</b>	<b>70.27</b>	<b>16.27</b>	<b>30.13%</b>
<b>Other Program Funds FTE</b>					
<b>Grants</b>					
State and Local Fiscal Recovery Funds	7.52	5.00	-	(5.00)	(100.00%)
<b>Total Personnel Complement</b>	<b>55.27</b>	<b>59.00</b>	<b>70.27</b>	<b>11.27</b>	<b>19.10%</b>
<b>Revenue</b>					
Licenses and Permits	1,085,980	638,061	656,317	18,256	2.86%
Fees	24,574	14,962	15,532	570	3.81%
Charges for Services	15,963	9,538	9,647	109	1.14%
Miscellaneous Other	160	-	-	-	0.00%
<b>Revenue Total</b>	<b>1,126,677</b>	<b>662,561</b>	<b>681,496</b>	<b>18,935</b>	<b>2.86%</b>
Vacancy Savings			(272,979)		
	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>\$</b>	<b>%</b>
<b>Development Services (0142000)</b>	<b>Actuals</b>	<b>Appropriated</b>	<b>Recommended</b>	<b>Change</b>	<b>Change</b>
<b>Expenditures by Type</b>					
Personnel Services	18,551,794	22,504,595	25,558,726	3,054,131	13.57%
Services and Supplies	376,838	1,668,970	662,020	(1,006,950)	(60.33%)
Capital Equipment	-	19,400	5,850	(13,550)	(69.85%)



	2021	2022	2023	\$	%
<b>Development Services (0142000)</b>	<b>Actuals</b>	<b>Appropriated</b>	<b>Recommended</b>	<b>Change</b>	<b>Change</b>
Internal Services and Misc.	1,160	3,944	12,368	8,424	213.59%
<b>Expenditures by Type Total</b>	<b>18,929,792</b>	<b>24,196,909</b>	<b>26,238,964</b>	<b>2,042,055</b>	<b>8.44%</b>
<b>Expenditures by Activity</b>					
Building Inspections	-	-	6,744,391	6,744,391	
Design, Site, and Neighborhood Development	-	-	2,751,650	2,751,650	
Inspections	7,644,437	8,917,940	622,506	(8,295,434)	(93.02%)
Permitting	11,285,355	15,278,969	324,004	(14,954,965)	(97.88%)
Permitting and Plan Review	-	-	11,016,819	11,016,819	
Zoning Administration	-	-	2,651,474	2,651,474	
Zoning and Neighborhood Inspections	-	-	2,128,120	2,128,120	
<b>Expenditures by Activity Total</b>	<b>18,929,792</b>	<b>24,196,909</b>	<b>26,238,964</b>	<b>2,042,055</b>	<b>8.44%</b>
<b>Total Program Expenditures</b>	<b>18,929,792</b>	<b>24,196,909</b>	<b>26,238,964</b>	<b>2,042,055</b>	<b>8.44%</b>
<b>Personnel Complement (Budgeted)</b>					
Permitting	80.00	100.93	2.00	(98.93)	(98.02%)
Inspections	86.00	90.00	2.00	(88.00)	(97.78%)
Building Inspections	-	-	56.00	56.00	
Permitting and Plan Review	-	-	70.58	70.58	
Design, Site, and Neighborhood Development	-	-	22.00	22.00	
Zoning and Neighborhood Inspections	-	-	26.00	26.00	
Zoning Administration	-	-	22.00	22.00	
<b>Total Personnel Complement</b>	<b>166.00</b>	<b>190.93</b>	<b>200.58</b>	<b>9.65</b>	<b>5.05%</b>
<b>Revenue</b>					
Licenses and Permits	24,676,191	24,449,627	25,612,766	1,163,139	4.76%
Fees	9,592,378	11,728,611	12,051,180	322,569	2.75%
Charges for Services	505,806	566,224	605,219	38,995	6.89%
Internal Service and Indirect Cost	1,741,456	1,003,184	1,150,000	146,816	14.64%
Miscellaneous Other	(7,148)	50,000	-	(50,000)	(100.00%)
<b>Revenue Total</b>	<b>36,508,682</b>	<b>37,797,646</b>	<b>39,419,165</b>	<b>1,621,519</b>	<b>4.29%</b>
Vacancy Savings			(983,834)		

	2021	2022	2023	\$	%
<b>Planning Services (0143000)</b>	<b>Actuals</b>	<b>Appropriated</b>	<b>Recommended</b>	<b>Change</b>	<b>Change</b>
<b>Expenditures by Type</b>					
Personnel Services	5,189,231	6,110,304	6,507,317	397,013	6.50%
Services and Supplies	497,296	1,237,969	1,027,669	(210,300)	(16.99%)
Capital Equipment	-	2,440	1,300	(1,140)	(46.72%)
Internal Services and Misc.	4,585	5,000	6,296	1,296	25.92%
<b>Expenditures by Type Total</b>	<b>5,691,112</b>	<b>7,355,713</b>	<b>7,542,582</b>	<b>186,869</b>	<b>2.54%</b>
<b>Expenditures by Activity</b>					
Plan Implementation	4,723	-	-	-	
Planning	5,686,389	7,355,713	7,542,582	186,869	2.54%
<b>Expenditures by Activity Total</b>	<b>5,691,112</b>	<b>7,355,713</b>	<b>7,542,582</b>	<b>186,869</b>	<b>2.54%</b>

	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Planning Services (0143000)</b>					
<b>Other Program Funding Sources</b>					
<b>Grants</b>					
Chicano/Latino Historic Context Study	35,000	-	-	-	
<b>Total Program Expenditures</b>	<b>5,726,112</b>	<b>7,355,713</b>	<b>7,542,582</b>	<b>186,869</b>	<b>2.54%</b>
<b>Personnel Complement (Budgeted)</b>					
Planning	45.00	51.00	51.75	0.75	1.47%
<b>Personnel Complement Total</b>	<b>45.00</b>	<b>51.00</b>	<b>51.75</b>	<b>0.75</b>	<b>1.47%</b>
<b>Other Program Funds FTE</b>					
<b>Grants</b>					
<b>Total Personnel Complement</b>	<b>45.00</b>	<b>51.00</b>	<b>51.75</b>	<b>0.75</b>	<b>1.47%</b>
<b>Revenue</b>					
Licenses and Permits	105,046	305,000	305,000	-	0.00%
Fees	164,500	500,000	820,000	320,000	64.00%
Charges for Services	8	-	-	-	0.00%
<b>Revenue Total</b>	<b>269,554</b>	<b>805,000</b>	<b>1,125,000</b>	<b>320,000</b>	<b>39.75%</b>
Vacancy Savings			(252,429)		
<b>North Denver Cornerstone Collaborative (0146000)</b>	<b>2021 Actuals</b>	<b>2022 Appropriated</b>	<b>2023 Recommended</b>	<b>\$ Change</b>	<b>% Change</b>
<b>Capital Projects Funds</b>					
DOTI Studies/Implementation	24,595	-	-	-	
Other Agency Capital Project	682,222	-	-	-	
Theatres & Arenas Capital Projects	137,718	-	-	-	
WMD Storm Capital Improvement	(8,793)	-	-	-	
<b>Total</b>	<b>835,742</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Total Program Expenditures</b>	<b>835,742</b>	<b>-</b>	<b>-</b>	<b>-</b>	

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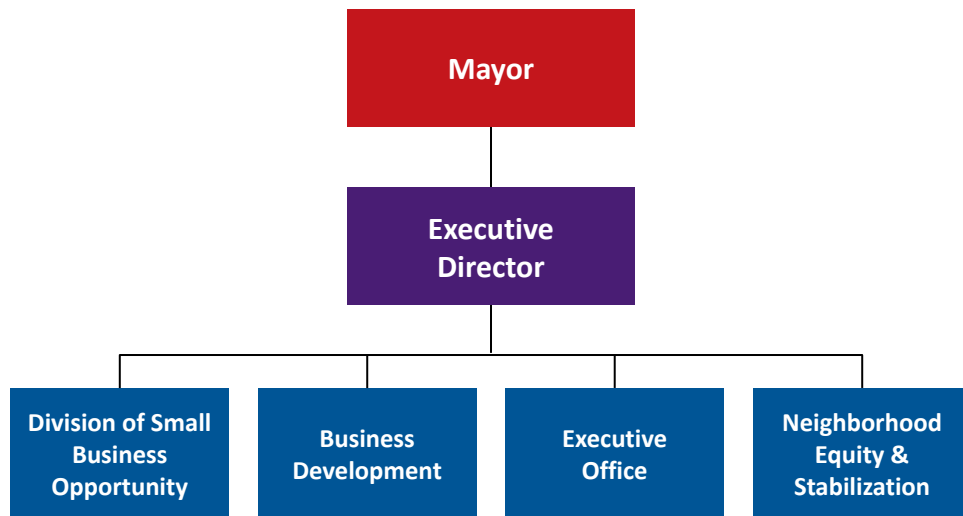


A photograph of a city street decorated with large, colorful flags (blue, white, red, and yellow) and strings of warm white lights. The flags feature a stylized sun or moon design. The background shows brick buildings and a clock tower. A blue banner with white text is overlaid on the image.

# Economic Development

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## Denver Economic Development and Opportunity



### Mission

Denver Economic Development & Opportunity is leading an inclusive and innovative economy for all Denver residents and businesses by supporting local and global business development, workforce development programs, and stabilization efforts in diverse neighborhoods.



## Department Summary

Denver Economic Development & Opportunity (DEDO) strives to be a driving force that advances equitable economic prosperity for the City and County of Denver, its businesses, neighborhoods, and residents. DEDO's focus is the coordination, planning, and implementation of equitable initiatives designed to promote Denver's continued economic recovery and prosperity through five program divisions that are supported by DEDO's executive office.

More information is available on DEDO's website which can be accessed at: <https://www.denvergov.org/Government/Agencies-Departments-Offices/Agencies-Departments-Offices-Directory/Economic-Development-Opportunity>

## Services

### Small Business Opportunity

The **Division of Small Business Opportunity (DSBO)** supports the growth, capacity, and sustainability of small, disadvantaged, minority, and women-owned businesses.

Supporting activities include: 1) certifying small, minority- and women-owned businesses in both local and federal programs; 2) establishing and monitoring small business participation goals and defined pool opportunities to level the playing field for small businesses on projects and procurement of goods and services throughout the City and County of Denver; 3) providing strategic development programs like the Citywide Mentor Protégé Program, technical assistance and educational training for small businesses; 4) ensuring that DEDO's outreach programs focus on educating small businesses, and collaborating with internal and external stakeholders within the Denver community; and 5) coordinating with City agencies to operationalize equitable programs and policies from local and federal funding like the Justice 40, Disparity Study, and bond funding to ensure small, minority- and women-owned businesses benefit from the intent and purpose.

DSBO also works to increase opportunity and access through partnerships with stakeholder groups, such as the Black, Hispanic and Asian Chamber various contractor organizations, as well as nonprofit resource partners including the Mi Casa Resource Center and Hispanic Contractors of Colorado, to implement specific programmatic actions.

More information on DSBO activities is available here: <https://www.denvergov.org/Government/Agencies-Departments-Offices/Agencies-Departments-Offices-Directory/Economic-Development-Opportunity/Do-Business-with-the-City>

### Neighborhood Equity and Stabilization Team

The **Neighborhood Equity and Stabilization Team's (NEST)** mission is to support neighborhoods experiencing significant change to elevate their voice in determining the future of their community by empowering under-resourced and marginalized residents and businesses.

Supporting activities include administration of the Community Development Block Grant (CDBG) program; activation and revitalization through the ARPA-funded Neighborhood Activation Program; support of community-driven and led projects through Community Mini Grants; support of small businesses through education and capacity building, including CDBG-funded business support offices; peer navigation services to help connect residents and businesses to resources and services; and the Careerwise program, which provides paid apprenticeships and career development for Denver youth.



More information about NEST's activities is available here: <https://www.denvergov.org/Government/Agencies-Departments-Offices/Agencies-Departments-Offices-Directory/Economic-Development-Opportunity/Neighborhood-Equity>

## Business Development

The **Business Development team** is focused on fostering economic inclusivity and enhancing Denver's future economic resiliency.

Supporting activities include attracting, retaining, and growing Denver businesses and encouraging and supporting entrepreneurial opportunities, with an emphasis on targeted business clusters central to Denver's long-term competitiveness. Success is measured in jobs influenced, investment encouraged, and equitable business and entrepreneurial activity. This team includes Global Business Development, Denver Workforce Services, and The Denver Construction Careers Program.

More information is available here: <https://www.denvergov.org/Government/Agencies-Departments-Offices/Agencies-Departments-Offices-Directory/Economic-Development-Opportunity/Business-Owners-Entrepreneurs/Grow-Your-Business/Family-Business-Preservation-Program>

**Denver's Global Business Development division** promotes Denver on the global stage as a desirable city for internationally-based businesses to launch or expand operations and hire local talent. The team focuses on business attraction and hosts the Denver Global Landing Pad (GLP) program twice annually which is a business attraction and acceleration program providing a virtual introductory tool kit on doing business in Denver. The GLP aims to create ideal conditions for foreign small businesses to validate their fit in the US market and explore

More information is available here:

<https://www.denvergov.org/Government/Agencies-Departments-Offices/Agencies-Departments-Offices-Directory/Economic-Development-Opportunity/Choose-Denver/Global-Business-Development>

**Denver Workforce Services (DWS)** connects local employers with a qualified and trained talent pipeline, while providing job seekers with training and employment opportunities. DWS partners with several public and private organizations to expand the talent pipeline needed for Denver's most in-demand jobs. In addition to these partnerships, Workforce Services acts as a catalyst to the larger workforce system through the convening of the Denver Workforce Integration Network (DWIN), a monthly gathering of system stakeholders to align, enhance, and innovate.

More information is available here: <https://www.denvergov.org/Government/Agencies-Departments-Offices/Agencies-Departments-Offices-Directory/Economic-Development-Opportunity/Employers-Jobseekers>

**The Denver Construction Careers Program (DCCP)** ensures that Denver residents benefit from the unprecedented investments being made in the city's infrastructure through strengthening training and job placement for large public projects, building income and wealth for residents while also building Denver's construction workforce of the future. This includes covering projects above \$10M in construction value through City construction workforce development requirements, working with partners to implement the DCCP Contribution Fund to strengthen youth-focused construction careers and talent development efforts in the Denver Public School (DPS) system, and expanding access to construction apprenticeship programs in the Denver metro area.

More information is available here: <https://www.denvergov.org/Government/Agencies-Departments-Offices/Agencies-Departments-Offices-Directory/Economic-Development-Opportunity/Employers-Jobseekers/Construction-Careers>



## Executive Office

DEDO's Executive Office is dedicated to advancing the operational effectiveness and customer service of DEDO, advancing its programs and initiatives, and increasing the impacts and outcomes achieved for the residents and businesses of Denver.

Key activities include the establishment of DEDO's strategic plan, goals, objectives, and performance/forecasting metrics; policy development and direction; marketing and communications, including community outreach, public engagement, government relations, strategic marketing, and media relations; financial management, including budgeting and accounting; contract management; staffing and structure and employee engagement; operational management, project management, data analysis, and continuous improvement.

## Strategies

DEDO's work supports all of RISE Denver's key strategies, which include:

- Bringing back and enhancing lost jobs. Creating new jobs
- Strengthening small business and nonprofit growth and resiliency
- Supporting the revitalization of Denver's neighborhoods through targeted community support and placemaking
- Making it easier to do business with Denver
- Accelerating public investment

More information about the RISE initiative is available here: <https://www.denvergov.org/Government/Agencies-Departments-Offices/Agencies-Departments-Offices-Directory/Economic-Development-Opportunity/RISE-Denver>

### **Commitment to Equity**

The disruptions to the economy have not affected everyone equally and DEDO's commitment to equity is to provide relief for those businesses, workers, and communities that have been hit the hardest and create an economy that works for everyone.

Denver will not only make investments in public infrastructure, such as roads and bridges and buildings, but also on changes that help ensure equity in workforce training and jobs for the future. The City intends to build back better from this recession in a way that benefits all residents.

## **Performance and Program Highlights**

### **Strengthening Small Business and Nonprofit Growth and Resiliency**

Nurturing entrepreneurship and small business creation are key to overcoming the economic downturn. DEDO will be intentional as it supports small business owners and nonprofits offering vital services to the Denver community.

DEDO will achieve this by:

- Preventing displacement of Denver's most historic and culturally relevant businesses through the launch of a new Legacy Business Program with a recommendation to include a commercial land trust to preserve affordability for small businesses
- Strengthening Denver's economic diversity with The Malone Fund (a Special Revenue Fund supported by one percent of retail marijuana sales tax revenue). This fund will provide capital and culturally relevant professional and technical services to support small businesses and entrepreneurs seeking to start, restart, restructure, improve upon or grow in their endeavors
- Address challenges small businesses are facing, like lease payments/rising property taxes, and safety by expanding the Business Impact Opportunity (BIO) Fund grant program. More information on the BIO Fund is available here: <https://www.denvergov.org/Government/Agencies-Departments-Offices/Agencies-Departments-Offices-Directory/Economic-Development-Opportunity/Business-Owners-Entrepreneurs/Business-Impact-Opportunity-Fund>

### **Make it Easier to do Business with Denver**

DEDO will make it easier to do business with the City by identifying policies and other regulations that create barriers for small businesses and residents, with the goal to make City processes and programs more accessible.

DEDO will achieve this by:

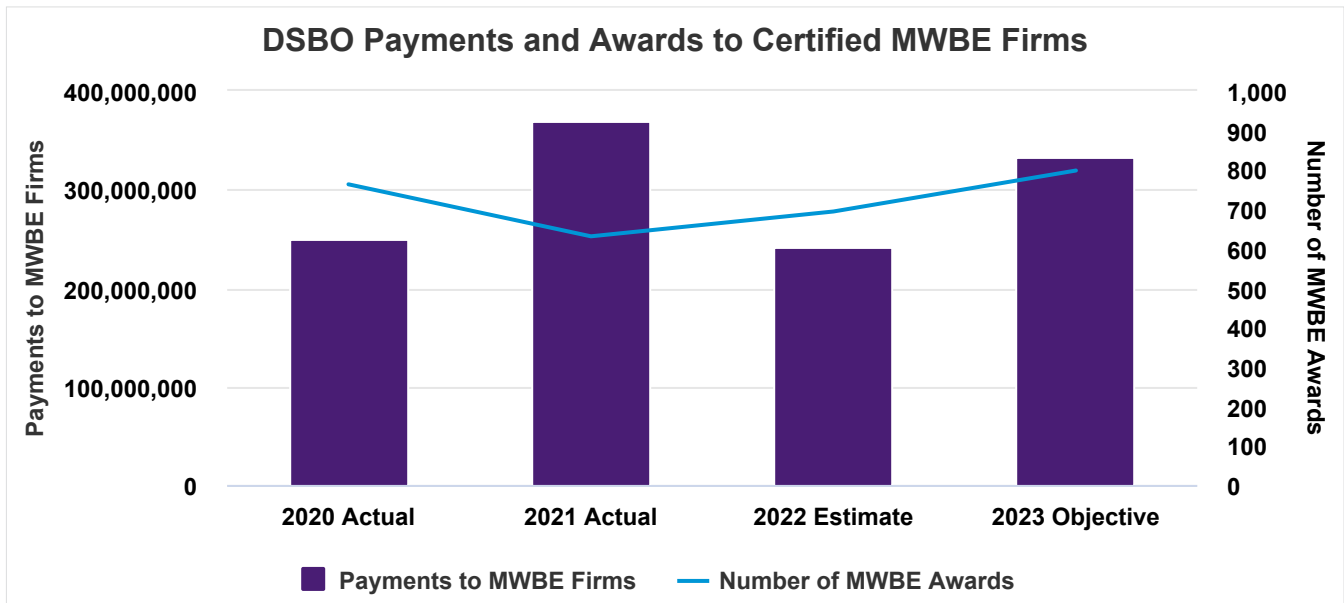
- Increasing accessibility to Denver's small business programming through the creation of the Business Navigator Program
- Continuous outreach and partnership with the business community to better understand their needs, advocate on their behalf, and build trust between the public and private sectors

### Accelerate Public Investment

DEDO will make public investments that create jobs, encourage private sector investment, provide opportunities for the city’s minority- and women-owned businesses, build a talented workforce, and activate a physical environment to position Denver companies for success.

DEDO will achieve this by:

- Continuing and expanding the Construction Careers Training and Apprenticeship Program to include more public projects, and training opportunities for residents
- Increasing City contract opportunities for small, minority- and women-owned businesses and providing training and technical support to improve their competitiveness



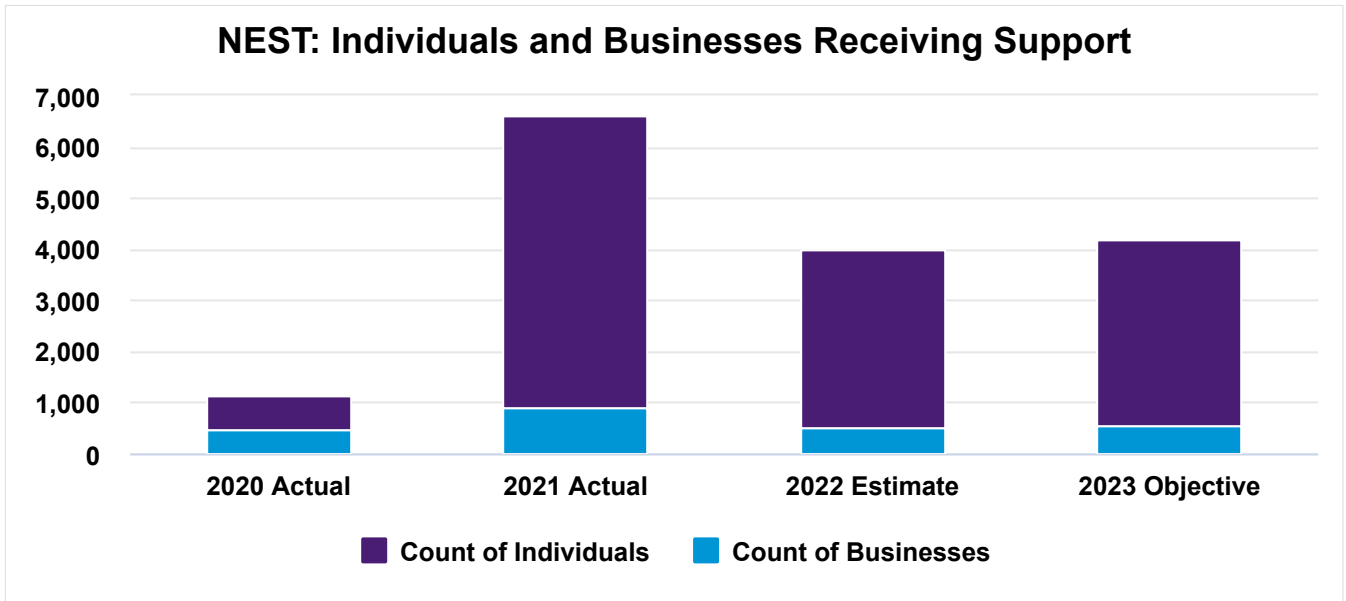
### Supporting the Revitalization of Denver’s Neighborhoods through Targeted Community Support and Placemaking

DEDO will re-energize Denver’s neighborhoods through events, arts, and cultural activities.

DEDO will achieve this by:

- Supporting local businesses and nonprofits in underserved communities and communities of color to stay in business through the Neighborhood Activation Program, Community Mini Grants, and the entrepreneurship center located in Montbello. More information about the Community Mini Grants program is available here: <https://www.denvergov.org/Government/Agencies-Departments-Offices/Agencies-Departments-Offices-Directory/Economic-Development-Opportunity/Neighborhood-Equity/Mini-Grants>
- Empowering microbusinesses through the INDIE/Visible Program. More information about this program is available here: <https://www.denvergov.org/Government/Agencies-Departments-Offices/Agencies-Departments-Offices-Directory/Economic-Development-Opportunity/Neighborhood-Equity/IndieVisible-Program>

The following table does not reflect increases in individuals and businesses who may receive support from proposed increases in 2023, such as the increased funding for the Mini Grants program.

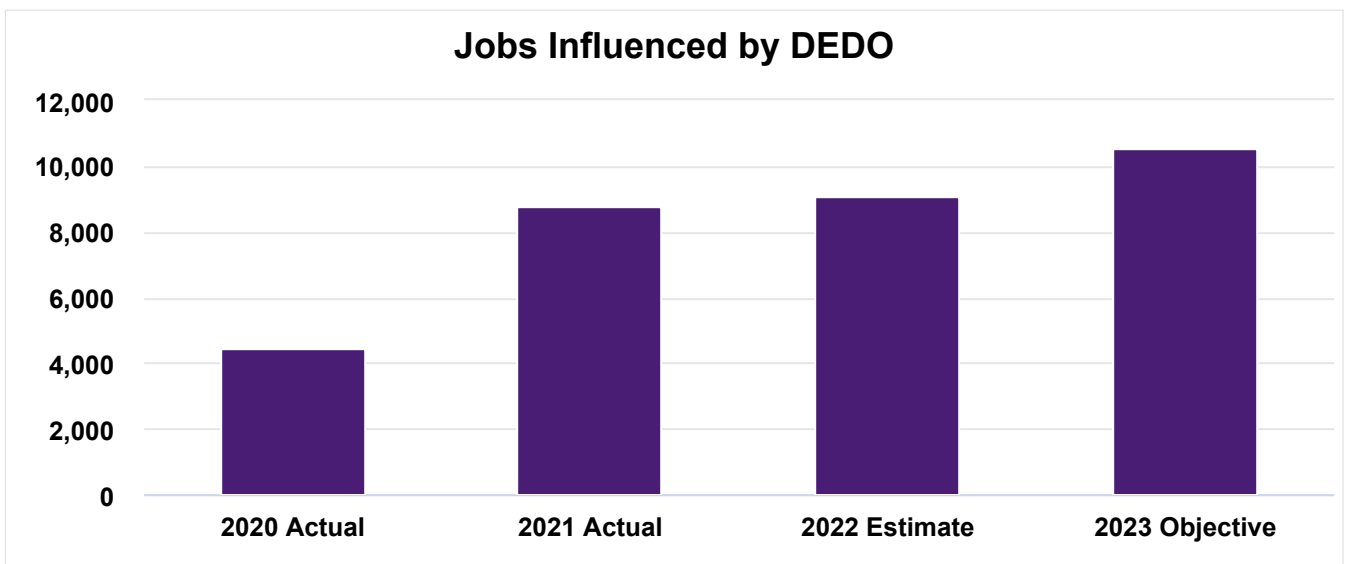


**Bring Back and Enhance Lost Jobs. Create New Jobs.**

DEDO will continue to bolster Denver’s most under-resourced residents’ ability to build generational wealth by connecting jobseekers to training and supports needed for careers in industries with the most workforce demand in Denver.

DEDO will achieve this by:

- Doubling down on business attraction efforts to ensure Denver remains at the top of the list when primary employers are looking to grow or expand their businesses.
- Developing professional skills in Denver’s youth through an Apprentice Cohort in partnership with CareerWise Colorado



**Department Budget**



	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Variance	% Variance
<b>General Fund Expenditures by Agency</b>					
Small Business Opportunity	1,245,041	2,427,109	2,358,323	(68,786)	(2.83%)
Neighborhoods	1,290,003	1,539,949	1,565,806	25,857	1.68%
Business Development Division	1,914,606	2,987,431	3,109,290	121,859	4.08%
Executive Office	2,392,098	2,717,958	2,900,304	182,346	6.71%
<b>Total General Fund</b>	<b>6,841,748</b>	<b>9,672,447</b>	<b>9,933,723</b>	<b>261,276</b>	<b>2.70%</b>
<b>General Fund Expenditures by Type</b>					
Personnel Services	5,083,814	6,084,870	6,729,039	644,169	10.59%
Services and Supplies	1,740,613	3,569,267	3,182,638	(386,629)	(10.83%)
Capital Equipment	5,764	-	2,440	2,440	0.00%
Internal Services and Misc.	11,556	18,310	19,606	1,296	7.08%
<b>Total General Fund</b>	<b>6,841,748</b>	<b>9,672,447</b>	<b>9,933,723</b>	<b>261,276</b>	<b>2.70%</b>
<b>Other Program Funding Sources</b>					
<b>Special Revenue Funds Expenditures</b>					
Small Business Opportunity	956,028	1,515,754	1,637,423	121,669	8.03%
Business Development Division	4,104,728	7,525,250	10,091,847	2,566,597	34.11%
Executive Office	94,669	49,957	38,478	(11,479)	(22.98%)
Economic Development Grant and Special Revenue Funds	1,599,582	8,097,684	3,085,854	(5,011,830)	(61.89%)
<b>Total Special Revenue Funds</b>	<b>6,755,007</b>	<b>17,188,645</b>	<b>14,853,602</b>	<b>(2,335,043)</b>	<b>(13.58%)</b>
<b>Grants</b>					
General Government	3,891,315	7,500,000	25,550,000	18,050,000	240.67%
Economic Opportunity	18,066,787	28,502,744	33,863,495	5,360,751	18.81%
<b>Total Grants</b>	<b>21,958,102</b>	<b>36,002,744</b>	<b>59,413,495</b>	<b>23,410,751</b>	<b>65.02%</b>
<b>Other Program Funding Sources Total</b>	<b>28,713,109</b>	<b>53,191,389</b>	<b>74,267,097</b>	<b>21,075,708</b>	<b>39.62%</b>
<b>Total Department Expenditures</b>	<b>35,554,857</b>	<b>62,863,836</b>	<b>84,200,820</b>	<b>21,336,984</b>	<b>33.94%</b>
<b>Personnel Complement</b>					
General Fund Operations	43.97	49.97	53.27	3.30	6.60%
General Government	12.66	12.00	12.00	-	0.00%
Economic Opportunity	61.91	77.21	72.83	(4.38)	(5.67%)
<b>Total Personnel Complement</b>	<b>118.54</b>	<b>139.18</b>	<b>138.10</b>	<b>(1.08)</b>	<b>(0.78%)</b>
<b>General Fund Revenue</b>					
Fees	87,300	54,500	54,500	-	0.00%
Internal Service and Indirect Cost	-	386,765	386,765	-	0.00%
Miscellaneous Other	1,375	-	-	-	0.00%
<b>Total</b>	<b>88,675</b>	<b>441,265</b>	<b>441,265</b>	<b>-</b>	<b>0.00%</b>

### Programmatic Changes

The City and County of Denver’s allocation of State and Local Fiscal Recovery Funds as a result of the American Rescue Plan Act (ARPA) allowed the City to restore some service reductions that were necessary to balance the budget in 2021 and to allocate funding to address operational backlogs. Many of these investments are ongoing and to avoid a financial ‘cliff’, the City has employed a ‘step down’ methodology that allows a portion of these investments to remain funded in the ARPA allocation in 2023, while some are transitioned to the General Fund. Additional ARPA funds also have been allocated

to Denver Economic Opportunity and Development in 2023 for programs to support Denver’s recovery from the COVID-19 pandemic, which were informed by community input. These changes are described below, along with other significant programmatic changes for 2023.

<b>2023 Impact Description</b>	<b>FTEs</b>	<b>Dollars</b>
<b>Agencywide</b>		
• A decrease in services and supplies due to one-time budget encumbrances that rolled from 2021 to 2022.	0.00	(237,200)
• An increase in capital equipment to purchase computers for new positions throughout the department.	0.00	2,400
• An increase in internal services for cell phone stipends for new positions throughout the department.	0.00	1,300
<b>Division of Small Business Opportunity (DSBO)</b>		
• An increase in personnel services due to the addition of a Compliance Officer to ensure compliance with federal Disadvantaged Business Enterprise (DBE) requirements in contracting and procurement.	1.00	92,800
• A decrease in services and supplies due to the removal of a one-time increase for consulting services to perform a disparity study which will be completed in 2022.	0.00	(250,000)
<b>Neighborhoods Division</b>		
• An increase in services and supplies due to the expansion of the Mini Grants program which provides resources for innovative community programs by awarding grants under \$10,000 to smaller, grassroots organizations. This amount is in addition to the existing budget of \$150,000.	0.00	100,000
<b>Business Division (BD)</b>		
• An increase in personnel services due to moving a Mayoral Appointee position from the Mayor’s Office to Denver Economic Development and Opportunity in alignment with the position’s duties.	1.00	175,200
• An increase in personnel services due to the addition of a Program Administrator to support the new Legacy Business Program to certify and support long-standing Denver businesses. This program will be supported by a \$10 million allocation from State and Local Fiscal Recovery Funds, described in the Grants section below.	1.00	86,700
• A decrease in personnel services due to the reallocation of a position to various grant funds to align with position duties.	(0.50)	(70,500)
• A net zero change in services and supplies to continue providing support for businesses located on the 16th Street Mall to mitigate the impacts of the 16th Street Mall construction project.	0.00	0.00
<b>Executive Office</b>		
• An increase in personnel services due to the addition of a part-time Office Assistant to support the administrative workload of DEDO operations.	0.50	39,900
• A net decrease in personnel services and an increase in FTEs due to the reallocation of positions that support grants and SRFs as well as the General Fund.	0.30	(24,800)
• A net zero change in services and supplies to continue funding of \$250,000 for the Aerotropolis district project. DEN will also continue to provide support for this project.	0.00	0.00
<b>Special Revenue Funds</b>		



2023 Impact Description	FTEs	Dollars
<ul style="list-style-type: none"> <li>An increase in special revenue fund expenditures due to anticipated payments from the Denver Retail Attraction Fund to City partners pursuant to the City’s tax incentive agreements.</li> </ul>	0.00	1,000,000
<ul style="list-style-type: none"> <li>A decrease in FTEs and a net increase in special revenue fund expenditures associated with the continuation of SRF programs in 2023, including the Revolving Loan Fund, the Enterprise Zone, and the Skyline Development Project.</li> </ul>	(0.50)	799,100
<ul style="list-style-type: none"> <li>A net decrease in the Employer Recruitment, Training and Retention Fund due to the budget roll-forward of unspent funds from 2021 into 2022. The 2023 expenditures only reflect new revenue to the fund. Budget that is not spent in 2022 can be spent in 2023.</li> </ul>	0.00	(1,581,200)
<ul style="list-style-type: none"> <li>A decrease projected in the Malone Fund due to an anticipated decrease in marijuana sales tax revenue. The 2023 expenditures only reflect new revenue to the fund. Budget that is not spent in 2022 can be spent in 2023.</li> </ul>	0.00	(1,350,400)
<ul style="list-style-type: none"> <li>A net decrease in the Youth Employment and Training Programs Fund due to the budget roll-forward of unspent funds from 2021 into 2022. The 2023 expenditures only reflect new revenue to the fund, which includes an increase in the General Fund transfer to support 2023 planned activities for the Careerwise program. Unspent budget from prior years can be spent in 2023. This is partially offset by an increase in FTE.</li> </ul>	0.10	(705,300)
<ul style="list-style-type: none"> <li>A decrease in the Coronavirus Emergency Business fund. This funding was from a one time transfer from the General Fund to support businesses impacted by COVID-19 and funds are expected to be fully spent by the end of 2022.</li> </ul>	0.00	(497,300)
<b>Grants</b>		
<ul style="list-style-type: none"> <li>An increase in grant expenditures due to an investment of State and Local Fiscal Recovery Funds to support a commercial land trust pilot program. Properties in areas identified as vulnerable to displacement would be purchased and legacy businesses would be selected to operate in the spaces at discounted lease rates, thus allowing a long-term, neighborhood-serving businesses to remain operational.</li> </ul>	0.00	10,000,000
<ul style="list-style-type: none"> <li>A net increase in grant expenditures for changes to workforce grant programs in 2022. Changes to federal grant funding varies from year to year. For more detail, please consult the Grants section of this book.</li> </ul>	0.00	5,401,200
<ul style="list-style-type: none"> <li>An increase in grant expenditures due to an investment of State and Local Fiscal Recovery Funds for grants to stabilize and preserve small businesses. This is a continuation of the existing Business Impact Opportunity grant program funded through a previous ARPA allocation.</li> </ul>	0.00	5,000,000
<ul style="list-style-type: none"> <li>An increase in grant expenditures due to an investment of State and Local Fiscal Recovery Funds to support entrepreneurship services, with a special focus on technology entrepreneurs who are underrepresented, with an emphasis on those who are black, indigenous or people of color. This is a continuation of an existing program funded through a previous ARPA allocation.</li> </ul>	0.00	1,800,000

2023 Impact Description	FTEs	Dollars
<ul style="list-style-type: none"> <li>An increase in grant expenditures due to an investment of State and Local Fiscal Recovery Funds to expand the Denver Youth Employment Program. The program assists young individuals aged 14 to 21 who face barriers to education, training, and employment. DEDO will reimburse wages of the youth program participants in exchange for qualified employers providing extended and specialized skills training. In 2023 and 2024, the program will combine State and Local Fiscal Recovery Funds with support from preexisting General Fund and Denver Human Service sources to increase the number of participating youth and employers.</li> </ul>	0.00	1,400,000
<ul style="list-style-type: none"> <li>An increase in grant expenditures due to an investment of State and Local Fiscal Recovery Funds for dedicated assistance to support small and locally-owned businesses located in the City’s downtown areas. This is a continuation of an existing program funded through a previous ARPA allocation.</li> </ul>	0.00	1,000,000
<ul style="list-style-type: none"> <li>An increase in grant expenditures due to an investment of State and Local Fiscal Recovery Funds to support non-profit organizations, community groups, and/or micro-businesses in some of Denver’s most vulnerable neighborhoods through placemaking, events, meetings, and forums. This is a continuation of an existing program funded through a previous ARPA allocation</li> </ul>	0.00	1,000,000
<ul style="list-style-type: none"> <li>An increase in grant expenditures due to an investment of State and Local Fiscal Recovery Funds to support a business navigation program which targets outreach efforts to Denver’s hardest to reach communities using community navigators who will provide one-on-one support for small businesses. This is a continuation of an existing program funded through a previous ARPA allocation.</li> </ul>	0.00	600,000
<ul style="list-style-type: none"> <li>A decrease in expenditures in DEDO’s 2021 ARPA allocation for programs to recover from COVID-19, as the majority of spending on these programs is anticipated in 2022.</li> </ul>	0.00	(2,750,000)
<ul style="list-style-type: none"> <li>A decrease in the CareerWise grant program as expenditures moved to a special revenue fund beginning mid-year 2022.</li> </ul>	(4.00)	(40,500)

The budgeted vacancy savings in the General Fund is \$225,258.

### Budget Detail

	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Small Business Opportunity (0111000)</b>					
<b>Expenditures by Type</b>					
Personnel Services	1,071,821	1,785,196	1,975,503	190,307	10.66%
Services and Supplies	172,572	637,913	376,952	(260,961)	(40.91%)
Capital Equipment	-	-	1,220	1,220	0.00%
Internal Services and Misc.	648	4,000	4,648	648	16.20%
<b>Expenditures by Type Total</b>	<b>1,245,041</b>	<b>2,427,109</b>	<b>2,358,323</b>	<b>(68,786)</b>	<b>(2.83%)</b>
<b>Expenditures by Activity</b>					
Airport Administration	2,575	-	-	-	0.00%
Airport Compliance Unit	8,183	-	-	-	0.00%
Certification	267,126	-	394,699	394,699	0.00%
Compliance	82,164	-	98,625	98,625	0.00%
Downtown Administration	884,994	2,427,109	1,864,999	(562,110)	(23.16%)

	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Small Business Opportunity (0111000)</b>					
<b>Expenditures by Activity Total</b>	1,245,041	2,427,109	2,358,323	(68,786)	(2.83%)
<b>Other Program Funding Sources</b>					
<b>General Government SRF</b>					
Internal Billings and Reimbursements	956,028	1,515,754	1,637,423	121,669	8.03%
<b>Total General Government SRF</b>	<b>956,028</b>	<b>1,515,754</b>	<b>1,637,423</b>	<b>121,669</b>	<b>8.03%</b>
<b>Total Program Expenditures</b>	<b>2,201,069</b>	<b>3,942,863</b>	<b>3,995,746</b>	<b>52,883</b>	<b>1.34%</b>
<b>Personnel Complement (Budgeted)</b>					
Downtown Administration	13.00	17.00	13.00	(4.00)	(23.53%)
Certification	-	-	4.00	4.00	0.00%
Compliance	-	-	1.00	1.00	0.00%
<b>Personnel Complement Total</b>	<b>13.00</b>	<b>17.00</b>	<b>18.00</b>	<b>1.00</b>	<b>5.88%</b>
<b>Other Program Funds FTE</b>					
<b>General Government SRF FTE</b>					
Airport Administration	12.00	12.00	12.00	-	0.00%
<b>Total Personnel Complement</b>	<b>25.00</b>	<b>29.00</b>	<b>30.00</b>	<b>1.00</b>	<b>3.45%</b>
<b>Revenue</b>					
Fees	87,300	54,500	54,500	-	0.00%
Internal Service and Indirect Cost	-	105,158	105,158	-	0.00%
<b>Revenue Total</b>	<b>87,300</b>	<b>159,658</b>	<b>159,658</b>	<b>-</b>	<b>0.00%</b>
Vacancy Savings			(66,195)		

	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Neighborhoods (0113000)</b>					
<b>Expenditures by Type</b>					
Personnel Services	725,685	856,746	782,603	(74,143)	(8.65%)
Services and Supplies	561,888	681,453	781,453	100,000	14.67%
Internal Services and Misc.	2,430	1,750	1,750	-	0.00%
<b>Expenditures by Type Total</b>	<b>1,290,003</b>	<b>1,539,949</b>	<b>1,565,806</b>	<b>25,857</b>	<b>1.68%</b>
<b>Expenditures by Activity</b>					
Neighborhoods Administration	1,290,003	1,539,949	1,565,806	25,857	1.68%
<b>Expenditures by Activity Total</b>	<b>1,290,003</b>	<b>1,539,949</b>	<b>1,565,806</b>	<b>25,857</b>	<b>1.68%</b>
<b>Other Program Funding Sources</b>					
<b>Grants</b>					
CareerWise	59,541	40,459	-	(40,459)	(100.00%)
<b>Total Program Expenditures</b>	<b>1,349,544</b>	<b>1,580,408</b>	<b>1,565,806</b>	<b>(14,602)</b>	<b>(0.92%)</b>
<b>Personnel Complement (Budgeted)</b>					
Neighborhoods Administration	7.00	7.00	6.00	(1.00)	(14.29%)
<b>Other Program Funds FTE</b>					
<b>Grants</b>					
CareerWise	-	4.00	-	(4.00)	(100.00%)
<b>Total Personnel Complement</b>	<b>7.00</b>	<b>11.00</b>	<b>6.00</b>	<b>(5.00)</b>	<b>(45.45%)</b>

<b>Neighborhoods (0113000)</b>	<b>2021 Actuals</b>	<b>2022 Appropriated</b>	<b>2023 Recommended</b>	<b>\$ Change</b>	<b>% Change</b>
Vacancy Savings			(26,184)		
<b>Business Development Division (0114000)</b>	<b>2021 Actuals</b>	<b>2022 Appropriated</b>	<b>2023 Recommended</b>	<b>\$ Change</b>	<b>% Change</b>
<b>Expenditures by Type</b>					
Personnel Services	1,478,422	1,476,127	1,759,786	283,659	19.22%
Services and Supplies	424,588	1,509,804	1,346,136	(163,668)	(10.84%)
Capital Equipment	5,764	-	1,220	1,220	0.00%
Internal Services and Misc.	5,832	1,500	2,148	648	43.20%
<b>Expenditures by Type Total</b>	<b>1,914,606</b>	<b>2,987,431</b>	<b>3,109,290</b>	<b>121,859</b>	<b>4.08%</b>
<b>Expenditures by Activity</b>					
Business Assistance Center	114,841	-	121,946	121,946	0.00%
Business Development	1,743,796	2,894,231	1,894,144	(1,000,087)	(34.55%)
Business Development Administration	30	-	1,000,000	1,000,000	0.00%
Global Business Development	55,938	93,200	93,200	-	0.00%
<b>Expenditures by Activity Total</b>	<b>1,914,606</b>	<b>2,987,431</b>	<b>3,109,290</b>	<b>121,859</b>	<b>4.08%</b>
<b>Other Program Funding Sources</b>					
<b>Grants</b>					
Coronavirus Relief Funds	3,114,259	-	-	-	0.00%
Enterprise Zone Administrative Grant	16,950	16,950	16,950	-	0.00%
Small Business Relief Grant	4,501,043	-	-	-	0.00%
<b>Grants Total</b>	<b>7,632,252</b>	<b>16,950</b>	<b>16,950</b>	<b>-</b>	<b>0.00%</b>
<b>Community Development and Economic Opportunity SRF</b>					
Business Incentives	2,085,420	1,200,000	1,200,000	-	0.00%
Coronavirus Emergency Business Support	1,995,305	497,310	-	(497,310)	(100.00%)
Denver Retail Attraction	-	-	1,000,000	1,000,000	0.00%
Enterprise Zone	24,003	127,940	342,253	214,313	167.51%
The Malone Fund	-	5,700,000	4,349,594	(1,350,406)	(23.69%)
<b>SRF Total</b>	<b>4,104,728</b>	<b>7,525,250</b>	<b>6,891,847</b>	<b>(633,403)</b>	<b>(8.42%)</b>
<b>Other Program Funding Sources Total</b>	<b>11,736,980</b>	<b>7,542,200</b>	<b>6,908,797</b>	<b>(633,403)</b>	<b>(8.40%)</b>
<b>Total Program Expenditures</b>	<b>13,651,586</b>	<b>10,529,631</b>	<b>10,018,087</b>	<b>(511,544)</b>	<b>(4.86%)</b>
<b>Personnel Complement (Budgeted)</b>					
Business Development	11.50	11.50	12.00	0.50	4.35%
Business Assistance Center	-	-	1.00	1.00	0.00%
<b>Personnel Complement Total</b>	<b>11.50</b>	<b>11.50</b>	<b>13.00</b>	<b>1.50</b>	<b>13.04%</b>
<b>Other Program Funds FTE</b>					
<b>Community Development and Economic Opportunity SRF</b>					
Employer Recruitment, Training and Retention Program	-	-	8.00	8.00	0.00%
Enterprise Zone	0.50	0.50	-	(0.50)	(100.00%)
<b>Other Program Funds FTE Total</b>	<b>0.50</b>	<b>0.50</b>	<b>8.00</b>	<b>7.50</b>	<b>1500.00%</b>

	2021	2022	2023	\$	%
<b>Business Development Division (0114000)</b>	<b>Actuals</b>	<b>Appropriated</b>	<b>Recommended</b>	<b>Change</b>	<b>Change</b>
<b>Total Personnel Complement</b>	<b>12.00</b>	<b>12.00</b>	<b>21.00</b>	<b>9.00</b>	<b>75.00%</b>
<b>Revenue</b>					
Internal Service and Indirect Cost	-	281,607	281,607	-	0.00%
<b>Revenue Total</b>	<b>-</b>	<b>281,607</b>	<b>281,607</b>	<b>-</b>	<b>0.00%</b>
Vacancy Savings			(58,847)		
<b>Executive Office (0115000)</b>	<b>2021 Actuals</b>	<b>2022 Appropriated</b>	<b>2023 Recommended</b>	<b>\$ Change</b>	<b>% Change</b>
<b>Expenditures by Type</b>					
Personnel Services	1,807,886	1,966,801	2,211,147	244,346	12.42%
Services and Supplies	581,565	740,097	678,097	(62,000)	(8.38%)
Internal Services and Misc.	2,646	11,060	11,060	-	0.00%
<b>Expenditures by Type Total</b>	<b>2,392,098</b>	<b>2,717,958</b>	<b>2,900,304</b>	<b>182,346</b>	<b>6.71%</b>
<b>Expenditures by Activity</b>					
Administration	2,391,544	2,717,958	2,900,304	182,346	6.71%
Fiscal/IT	553	-	-	-	0.00%
	-	-	-	-	0.00%
<b>Expenditures by Activity Total</b>	<b>2,392,098</b>	<b>2,717,958</b>	<b>2,900,304</b>	<b>182,346</b>	<b>6.71%</b>
<b>Other Program Funding Sources</b>					
<b>Grants</b>					
State and Local Fiscal Recovery Funds	8,350	7,500,000	25,550,000	18,050,000	240.67%
<b>General Government SRFs</b>					
Marketing Sponsorships	94,669	49,957	38,478	(11,479)	(22.98%)
<b>Other Program Funding Sources Total</b>	<b>103,019</b>	<b>7,549,957</b>	<b>25,588,478</b>	<b>18,038,521</b>	<b>238.92%</b>
<b>Total Program Expenditures</b>	<b>2,495,117</b>	<b>10,267,915</b>	<b>28,488,782</b>	<b>18,220,867</b>	<b>177.45%</b>
<b>Personnel Complement (Budgeted)</b>					
Administration	12.47	14.47	16.27	1.80	12.44%
<b>Other Program Funds FTE</b>					
<b>Grants</b>					
State and Local Fiscal Recovery Funds	0.66	-	-	-	0.00%
<b>Total Personnel Complement</b>	<b>13.13</b>	<b>14.47</b>	<b>16.27</b>	<b>1.80</b>	<b>12.44%</b>
<b>Revenue</b>					
Miscellaneous Other	1,375	-	-	-	0.00%
<b>Revenue Total</b>	<b>1,375</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
Vacancy Savings			(74,032)		
<b>Economic Development Grant and Special Revenue Funds (0117000)</b>	<b>2021 Actuals</b>	<b>2022 Appropriated</b>	<b>2023 Recommended</b>	<b>\$ Change</b>	<b>% Change</b>
<b>Expenditures by Type</b>					
Personnel Services	317,393	717,987	591,815	(126,172)	(17.57%)
Services and Supplies	1,290,737	7,380,026	2,494,039	(4,885,987)	(66.21%)
Capital Equipment	6,596	211	-	(211)	(100.00%)

<b>Economic Development Grant and Special Revenue Funds (0117000)</b>	<b>2021 Actuals</b>	<b>2022 Appropriated</b>	<b>2023 Recommended</b>	<b>\$ Change</b>	<b>% Change</b>
Internal Services and Misc.	(15,144)	(540)	-	540	(100.00%)
<b>Expenditures by Type Total</b>	<b>1,599,582</b>	<b>8,097,684</b>	<b>3,085,854</b>	<b>(5,011,830)</b>	<b>(61.89%)</b>
<b>Expenditures by SRF</b>					
Business and Workforce Development					
Training, Support, and Outreach	3,000	39,885	128,537	88,652	222.27%
Employer Recruitment, Training and Retention Program	1,124,871	5,258,718	477,500	(4,781,218)	(90.92%)
MOWD General Cost Pool	(22,466)	-	-	-	0.00%
Revolving Loan Fund	-	100,000	238,362	138,362	138.36%
Skyline - Economic Development Project	-	1,000,000	1,247,655	247,655	24.77%
Youth Employment and Training Programs	494,177	1,699,081	993,800	(705,281)	(41.51%)
<b>Expenditures by SRF Total</b>	<b>1,599,582</b>	<b>8,097,684</b>	<b>3,085,854</b>	<b>(5,011,830)</b>	<b>(61.89%)</b>
<b>Other Program Funding Sources</b>					
<b>Grants</b>					
Apprenticeship State Expansion	55,862	-	104,380	104,380	0.00%
Apprenticeship USA for Work Based Learning Grant	-	28,230	-	(28,230)	(100.00%)
CO Upskilling	148,887	1,327,531	1,711,555	384,024	28.93%
Community Development Block Grant - Cares Act (CDBG - CV) Program	291,626	2,000,000	2,800,000	800,000	40.00%
Community Development Block Grant - Program	4,461,472	12,272,801	16,033,772	3,760,971	30.64%
Community Development Block Grant-Administration	1,834,257	1,178,766	1,471,698	292,932	24.85%
Coronavirus Relief Funds	768,705	-	-	-	0.00%
Disabled Vets Outreach Program (DVOP)	5,005	5,895	7,644	1,749	29.67%
Employment Support Fund	1,118,123	1,200,408	1,179,639	(20,769)	(1.73%)
Governor's Summer Job Hunt	46,000	46,000	50,029	4,029	8.76%
H-1B One Workforce Grant Program - TEC-P 2.0	551,429	3,693,787	2,735,929	(957,858)	(25.93%)
Income Share Agreement With San Diego Workforce Partnership	14,911	-	-	-	0.00%
Lives Empowered Initiative	11,166	-	-	-	0.00%
Local Veterans Employment Representative (LVER)	-	5,895	5,895	-	0.00%
Pathways Home Grant	197,858	102,537	203,450	100,913	98.42%
Reemployment Services and Eligibility Assessment (RESEA)	47,868	38,157	67,271	29,114	76.30%
Regional Planning Grant	72,864	35,126	-	(35,126)	(100.00%)
Sector Partnership Technical Assistance	-	60,346	32,116	(28,230)	(46.78%)
Trade Adjustment Assistance (TAA) Case Management	121,122	135,018	68,407	(66,611)	(49.33%)
Veterans Assistance Grant Program	143,499	22,690	95,000	72,310	318.69%
Wagner-Peyser Employment Service Grant	1,018,254	1,270,549	1,723,707	453,158	35.67%



<b>Economic Development Grant and Special Revenue Funds (0117000)</b>	<b>2021 Actuals</b>	<b>2022 Appropriated</b>	<b>2023 Recommended</b>	<b>\$ Change</b>	<b>% Change</b>
WIOA Adult	1,453,111	1,638,291	1,658,808	20,517	1.25%
WIOA Dislocated Worker	605,170	1,025,792	1,039,407	13,615	1.33%
WIOA Evaluation - Dislocated Worker	-	25,000	31,048	6,048	24.19%
WIOA Work Based Learning	-	4,134	278	(3,856)	(93.28%)
WIOA Workforce Performance Incentive	2,123	23,415	23,415	-	0.00%
WIOA Youth	1,076,842	1,185,362	1,678,500	493,138	41.60%
Workforce Innovation Grant (WIG)	211,804	1,119,605	1,124,597	4,992	0.45%
<b>Other Program Funding Sources Total</b>	<b>14,257,958</b>	<b>28,445,335</b>	<b>33,846,545</b>	<b>5,401,210</b>	<b>18.99%</b>
<b>Total Program Expenditures</b>	<b>15,857,540</b>	<b>36,543,019</b>	<b>36,932,399</b>	<b>389,380</b>	<b>1.07%</b>
<b>Personnel Complement (Budgeted)</b>					
Administration	5.75	8.00	0.10	(7.90)	(98.75%)
<b>Personnel Complement Total</b>	<b>5.75</b>	<b>8.00</b>	<b>0.10</b>	<b>(7.90)</b>	<b>(98.75%)</b>
<b>Other Program Funds FTE</b>					
<b>Grants</b>					
Apprenticeship USA for Work Based Learning Grant	0.25	0.25	-	(0.25)	(100.00%)
CO Upskilling	-	3.00	1.85	(1.15)	(38.33%)
Community Development Block Grant - Program	21.13	23.08	7.26	(15.82)	(68.54%)
Community Development Block Grant-Administration	-	-	12.48	12.48	0.00%
Employment Support Fund	2.03	3.53	7.66	4.13	117.00%
Governor’s Summer Job Hunt	-	-	0.71	0.71	0.00%
H-1B One Workforce Grant Program - TEC-P 2.0	-	3.00	3.81	0.81	27.00%
Lives Empowered Initiative	1.35	-	-	-	0.00%
Pathways Home Grant	-	-	0.16	0.16	0.00%
Regional Planning Grant	-	0.50	-	(0.50)	(100.00%)
Sector Partnership Technical Assistance	0.25	0.25	-	(0.25)	(100.00%)
TANF Employment and Training	2.05	-	-	-	0.00%
Trade Adjustment Assistance (TAA) Case Management	2.30	1.80	-	(1.80)	(100.00%)
Veterans Assistance Grant Program	0.25	0.25	-	(0.25)	(100.00%)
Wagner-Peyser Employment Service Grant	20.55	21.55	17.25	(4.30)	(19.95%)
WIOA Adult	2.55	2.55	3.79	1.24	48.63%
WIOA Dislocated Worker	1.75	1.75	2.53	0.78	44.57%
WIOA Evaluation - Dislocated Worker	-	-	0.92	0.92	0.00%
WIOA Work Based Learning	0.05	0.05	-	(0.05)	(100.00%)
WIOA Youth	1.15	1.15	5.44	4.29	373.04%
Workforce Innovation Grant (WIG)	-	2.00	0.87	(1.13)	(56.50%)
<b>Grants Personnel Total</b>	<b>55.66</b>	<b>64.71</b>	<b>64.73</b>	<b>0.02</b>	<b>0.03%</b>
<b>Total Personnel Complement</b>	<b>61.41</b>	<b>72.71</b>	<b>64.83</b>	<b>(7.88)</b>	<b>(10.84%)</b>
<b>Revenue</b>					
Miscellaneous Other	2,039,189	4,521,300	4,671,300	150,000	3.32%

<b>Economic Development Grant and Special Revenue Funds (0117000)</b>	<b>2021 Actuals</b>	<b>2022 Appropriated</b>	<b>2023 Recommended</b>	<b>\$ Change</b>	<b>% Change</b>
<b>Revenue Total</b>	<b>2,039,189</b>	<b>4,521,300</b>	<b>4,671,300</b>	<b>150,000</b>	<b>3.32%</b>

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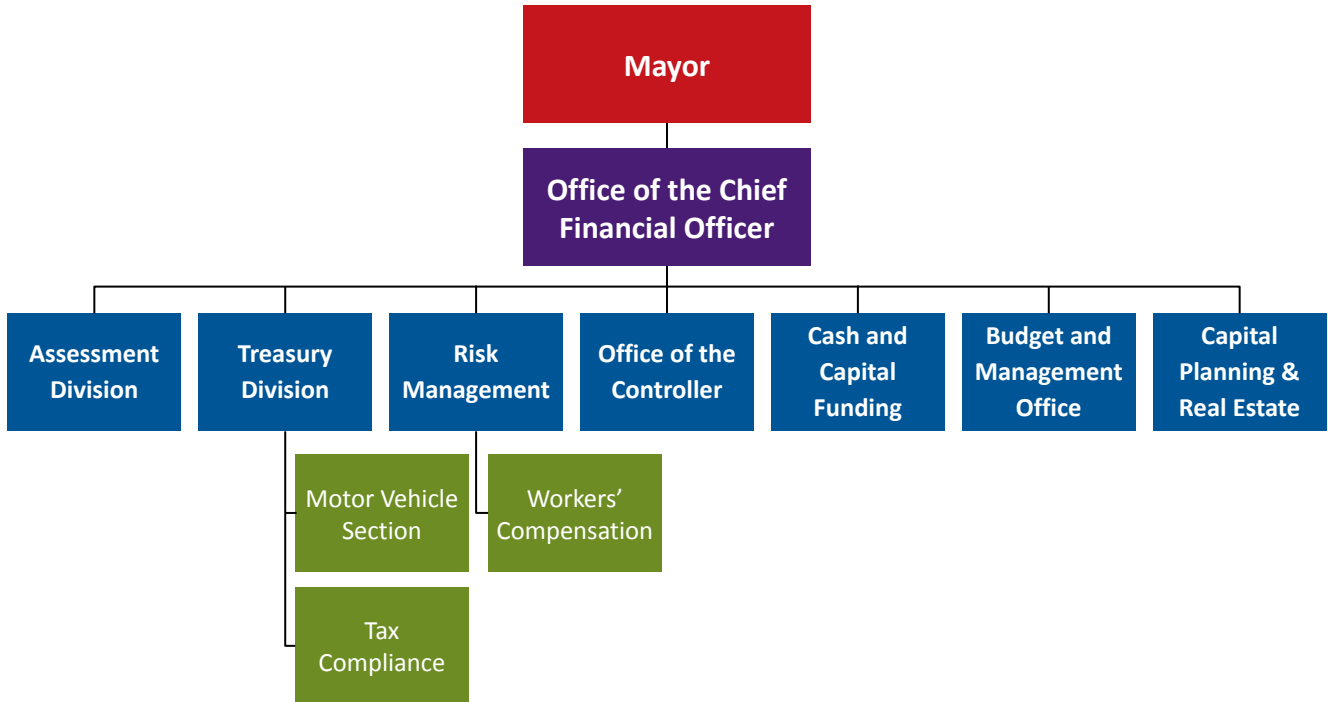


# Department of Finance

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# Department of Finance



## Mission

Ensure the efficient and effective delivery of city services through strong financial management and excellent customer service.



## Department Summary

The Department of Finance (DOF) manages the City's investing, fiscal analysis, budgeting, debt management, asset management, tax assessment and collection, and accounting functions. DOF is responsible for establishing, maintaining and enforcing fiscal policies, practices, and procedures for the entire City and County of Denver. The Department of Finance commits to Denver residents the delivery of these services through a financial structure that reflects the best practices of both the public and private sectors. This commitment promotes better service, enhanced performance measures, maximum accountability and improved business processes.

For more detailed information, please visit the Department of Finance website at: <https://www.denvergov.org/content/denvergov/en/denver-department-of-finance/about-us.html>

## Services

The Department of Finance unifies the City's accounting and financial functions under the **Office of the Chief Financial Officer (CFO)**. The Office of the CFO manages the Department's strategic direction, operations, economic analysis, and communications.

The **Assessment Division** locates, appraises and records all of Denver's real and personal properties in accordance with the Colorado Constitution, State statutes and Board of Equalization procedures. The Assessor certifies valuations to all special tax districts and tracks values and annual tax increments within the City's tax increment financing (TIF) districts. The Division prepares and delivers the tax warrant to the Treasurer; maintains records on tax exemptions for seniors and other populations; generates value notices for all taxpayers; and processes written and in-person valuation protests and appeals.

The **Treasury Division** is comprised of two sections: Tax Compliance and Motor Vehicle. The Tax Compliance Section collects, records, and deposits all city taxes and enforces tax compliance. The Denver Motor Vehicle Section (DMV) is authorized as an agent of the State as outlined in the Colorado Revised Statutes to register and title vehicles and to collect, record, and deposit all taxes and fees prescribed for vehicles owned or operated by residents and business owners within the City and County of Denver.

The **Cash and Capital Funding Division** manages the City's cash position, oversees cash handling practices, coordinates commercial banking services, and invests the city's funds. The Division also manages the issuance, oversight and administration of debt obligations and other financing instruments of the City and its Enterprises.

The **Risk Management and Workers' Compensation Division** manages the City's risk and exposure to loss related to the activities of its departments, agencies, and employees. The Workers' Compensation Unit administers the City's self-insured Workers' Compensation program and Internal Service Fund, processing benefits required by the Colorado Workers' Compensation Act, 8-401-101 et. seq. C.R.S. 2002. Per Executive Order No. 65, the Risk Management Office, with each department and agency, has the responsibility for ensuring citywide compliance with the City's safety and health standards.

The **Controller's Office** ensures the integrity of the City's financial statements and maintains sound internal controls. The Controller's Office is responsible for citywide payroll, accounts payable, general accounting, financial reporting, and fiscal rules and policies. The Accounting Services team provides financial management services to 18 other city departments and agencies.

The **Budget and Management Office (BMO)** prepares and oversees the implementation of the City’s annual budget; evaluates new initiatives and program proposals by city agencies; makes recommendations to elected officials; and collects and analyzes fiscal and performance data related to the operations of the City and County government. BMO also evaluates the financial and operational aspects of major policy issues and acts as a resource to the Administration and to city departments. BMO supports agencies in effective delivery of public services by strategic allocation and management of resources, business process improvements, and data analytics. Peak Academy, within the BMO, provides training and coaching for employees at all levels to improve the way government works and helps employees maximize or reduce use of resources, while enhancing the Denver City experience for everyone.

The **Capital Planning and Real Estate Division** oversees capital financial planning and acts as the exclusive asset manager for the City’s real estate portfolio (excluding DEN and designated park land). The Office of Capital Planning is responsible for strategic capital planning, budgeting, proposal prioritization, administration of Special Districts, and development of the City’s Six-Year Capital Improvement Plan. The Office of Real Estate maintains the City’s real estate portfolio and consistently assesses the City’s short- and long-term real estate needs.

### Strategies

- Lead and support an equitable financial recovery from COVID-19.
- Enable excellent customer service for all DOF clients and increase awareness and understanding of DOF programs and processes.
- Implement innovative programs, processes, and improvements to achieve increased customer and employee satisfaction.
- Create a team culture that encourages engagement, collaboration, diversity, and equity, and embraces/promotes a culture of service and recognition.
- Ensure financial stability for the City and support financial stability for the local economy and residents.

### Performance and Program Highlights

City’s Bond Rating for General Obligation Debt	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Objective
Fitch	AAA	AAA	AAA	AAA	AAA
Moody’s	Aaa	Aaa	Aaa	Aaa	Aaa
Standard and Poor’s	AAA	AAA	AAA	AAA	AAA

A bond **rating** is a classification given to debt issuers that indicates their credit quality. The three primary independent rating services of Fitch, Moody’s, and Standard and Poor’s provide these evaluations of a bond issuer’s financial strength and its ability to pay a bond’s principal and interest in a timely fashion. Bond ratings are expressed as letters and numerals ranging from ‘AAA’ which is the highest grade, to ‘C’ which is the lowest grade. The rating services use similar letter grades but use various combinations of upper- and lower-case letters and symbols to differentiate themselves. The City and County of Denver’s General Obligation Bonds are rated the highest rating from all three rating agencies.

**General Obligation Bonds:** GO Bonds are direct obligations and pledge the full faith and credit of the City.

These bonds are generally issued as multi-year serial bonds. As of December 31, 2021, the City had \$737,461,000 debt backed by the full faith and credit of the City.

<b>Workers' Compensation Performance Measures</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Estimate</b>	<b>2023 Objective</b>
Workers' Compensation Claims Filed	1,088	1,510	1,273	1,000	1,000
Incurred Cost Estimate for New Claims	\$13.4M	\$7.2M	\$12.9M	\$10.4M	\$10.4M
Workers' Compensation Payments Made During Year	\$8.3M	\$6.8M	\$7.0M	\$8.0M	\$8.0M
Workers' Compensation Actuarial Liability	\$28M	\$32.3M	\$35.8M	\$33M	\$33M
Claims as a Percentage of FTE	8.51%	9.72%	10.12%	8.70%	8.70%
Total Cost of Risk (TCOR) as a % of Payroll	1.30%	1.10%	1.00%	1.25%	1.25%
Salary Continuation Payments	\$2.0M	\$1.2M	\$1.9M	\$1.9M	\$1.9M

### Workers Compensation

The City and County of Denver is self-insured and self-administered for Workers' Compensation claims. The Risk Management and Workers' Compensation Division (RMWC) within the Department of Finance employs a team of claims adjusters, nurse case managers, and return to work administrators, among others, to manage claims. In addition, RMWC both employs and partners with workplace safety administrators throughout the City to implement Executive Order 65 - the Occupational Safety and Health policy of the City which provides oversight and governance for workplace safety protocols. RMWC's DenverReady program partners with stakeholders such as the Office of Emergency Management, Denver Police Department, Denver Fire Department, and General Services to provide emergency preparedness training to City employees. The citywide training includes emergency evacuation, active shooter awareness, de-escalation, situational awareness, and the new Standard Response Protocols developed in partnership with the I Love U Guys Foundation.

The Workers' Compensation Internal Service Fund policy is that at no time will the funding for ultimate liability be less than 50 percent of the actuarial confidence level, with a target balance of 75 percent confidence level.

### Federal Funding

Throughout the Covid-19 pandemic, the Department of Finance has played a central role in funding the City's emergency response, relief and recovery. This oversight includes working with city agencies, City Council, and the Mayor's Office on the overarching planning, the review of eligible expenses, as well as the programming, monitoring, and reporting for the following federal program funds:

- \$127 million of Coronavirus Relief Funds authorized under the Coronavirus Aid, Relief, and Economic Security-or CARES- Act that was allocated to state and local governments
- The City's Public Assistance reimbursement claim with the Federal Emergency Management Agency (FEMA)
- \$308 million of State and Local Fiscal Relief Funds (FRF) received under the American Rescue Plan Act (ARPA)

## Payments and Other Appropriations

Since 2000 the **Downtown Historic District Tax Rebate** has provided for a partial rebate of the City's portion of real property taxes imposed on certain qualifying structures within the Downtown Historic District. Ordinance No. 970 helps to preserve the distinctive urban design and character of the City's core. At the same time, Denver's City Council authorized a tax rebate to help offset property tax rates for historic property owners in this historic district, and to thank property owners for preserving and maintaining their renovated structures. In 2021 and 2022 the City suspended the program as part of citywide budget reductions. In 2022, the submission deadline for the program was extended from September to December of the year prior to receiving the rebate. The program is evaluated on a year-to-year basis as part of the City's annual appropriation process to determine if funds will be available for the tax rebate, and has been restored to pre-Covid funding levels for 2023.

The **Hotel Tax Increment/DURA** receives and distributes the Lodgers' Tax increment to the Denver Urban Renewal Authority (DURA). The budgeted amount represents the estimated amount of General Fund Lodgers' tax to be generated by the eligible hotels over and above the amount generated in the base year, prior to the hotel's redevelopment and expansion. This estimate is calculated by the Controller's Office and the Executive Director of DURA. A reconciliation of the actual increment to this estimated increment occurs at the conclusion of the fiscal year. In 2021, the City experienced a decrease in Lodgers' Tax due to a loss of tourism and lodging activity downtown as a result of the public health pandemic. In 2022, the City is estimating an increase due to the return of tourism and lodging activity, and for 2023 is estimating a return to pre-pandemic collections. Thus, the payment to DURA has increased commensurately.

The **DPS-Stapleton Mill Levy Payment** was added in 2018 and distributes to Denver Public Schools (DPS) a portion of city retained tax revenue attributable to the DPS 2016 election. The annual amount is calculated based on actual collections from the most recently closed year.

**Workers' Compensation Billings** is a centralized payment from the General Fund to the Workers' Compensation Internal Service Fund (ISF) for premiums. The fund remains above a 50 percent confidence level. In 2023, the General Fund transfer will maintain a 70 percent confidence level. See the Workers' Compensation section of this book for further explanation regarding funding levels.

The **Unemployment Compensation Insurance** program reimburses the State of Colorado for unemployment benefits paid by the State to former General Fund employees. The City expects the level of unemployment to return to average historical levels in 2022 and 2023.

The **Special Payments** appropriation funds miscellaneous payments to organizations with whom the City has a financial partnership. In 2021, the Special Payment appropriation was for a payment to the Denver Employment Retirement Program (DERP), which was necessary to offset the portion of unfunded liability that is the result of implementing the Retirement Special Incentive Program (SIP) and the vacancies it created. In 2023, the City does not expect to make any special payments.

Additionally, the Department of Finance paired this cost center with Coronavirus Relief Funds, FEMA Funds, and ARPA Funds for pandemic-related expenses that were not allocated to a specific agency and/or those grant expenses that required additional DOF approval.

The **General Fund Contingency Reserve** is appropriated as part of the annual budget. The City Charter requires that the proposed budget for the General Fund shall include an amount no less than two percent of the total estimated expenditures for the payment of any expense, the necessity of which is caused by any casualty, accident or unforeseen circumstance after the passage of the annual appropriation ordinance. Throughout the year as supplemental appropriations are approved by City Council, the contingency appropriation is rescinded so that the remaining balance continuously

reflects the amount of reserves still available for use. Supplementals are then re-appropriated into departmental budgets from the rescissions; thus, actuals will always be zero, and the prior year will reflect the budget at the time the budget book was developed. Additional guidance on General Fund Contingency can be found in the Financial Policies section of the budget book.

**Annual Rental Payments** are for existing Certificates of Participation (COPs) and other lease purchase payments that are paid for in the General Fund (other funds also pay COPs). The total annual rental payments must remain at or below the debt policy limit of five percent of the acquiring fund’s annual revenues.

**Payments and Other Appropriations**

	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Variance	% Change
<b>Payments / Appropriation</b>					
Downtown Historic District Tax Rebate (01010-2563000)	-	-	300,000	300,000	0.00%
Hotel Tax Increment (01010-2562000)	332,001	700,000	750,000	50,000	7.14%
DPS-Stapleton Mill Levy Payment (01010-2564000)	2,153,576	2,345,000	2,500,000	155,000	6.61%
Workers’ Compensation Billings (01010-2554100)	7,068,387	8,780,648	8,968,758	188,110	2.14%
Unemployment Comp Insurance (01010-2508000)	445,738	1,200,000	1,200,000	-	0.00%
Special Payments (01010-2561000)	7,099,600	-	-	-	0.00%
General Fund Contingency (01010-2580900)	-	27,288,900	32,540,000	5,251,100	19.24%
Annual Rental Payments (01010-2565000)	18,736,907	19,602,458	19,832,317	229,859	1.17%
<b>Total Program Expenditures</b>	<b>35,836,208</b>	<b>59,917,006</b>	<b>66,091,075</b>	<b>6,174,069</b>	<b>10.30%</b>

The 2023 appropriations are as follows:

Annual Rental Payments	2023 Amount
Trustee Payments	\$ 1,031,057
Civic Center Office Building	\$ 17,618,952
Central Platte Campus	\$ 1,182,308
<b>Total Rental Payment</b>	<b>\$ 19,832,317</b>

## Department Budget

	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Variance	% Variance
<b>General Fund Expenditures by Agency</b>					
Office of the Chief Financial Officer	2,314,157	3,540,541	4,314,860	774,319	21.87%
Assessment Division	6,290,104	6,481,481	6,927,753	446,272	6.89%
Treasury Division	15,572,121	18,278,936	19,548,855	1,269,919	6.95%
Cash & Capital Funding Division	10,390,393	10,726,765	11,197,277	470,512	4.39%
Risk Management and Worker's Compensation	4,330,526	6,155,138	6,199,089	43,951	0.71%
Controller's Office	8,400,040	9,648,010	11,138,241	1,490,231	15.45%
Division of Real Estate	7,710,521	-	-	-	0.00%
Budget and Management	2,553,935	3,594,460	3,877,715	283,255	7.88%
Capital Planning and Real Estate Division	1,124,097	10,163,917	11,489,931	1,326,014	13.05%
<b>Total</b>	<b>58,685,895</b>	<b>68,589,248</b>	<b>74,693,721</b>	<b>6,104,473</b>	<b>8.90%</b>
<b>General Fund Expenditures by Type</b>					
Personnel Services	36,249,745	41,301,367	46,173,674	4,872,307	11.80%
Services and Supplies	22,375,913	27,228,912	28,446,157	1,217,245	4.47%
Capital Equipment	4,524	4,413	12,200	7,787	176.46%
Internal Services and Misc.	55,714	54,556	61,690	7,134	13.08%
<b>Total</b>	<b>58,685,895</b>	<b>68,589,248</b>	<b>74,693,721</b>	<b>6,104,473</b>	<b>8.90%</b>
<b>Payments</b>					
Annual Rental Payments	18,736,907	19,602,458	19,832,317	229,859	1.17%
Downtown Historic District Tax Rebate	-	-	300,000	300,000	0.00%
DPS-Stapleton Mill Levy Payment	2,153,576	2,345,000	2,500,000	155,000	6.61%
Hotel Tax Increment	332,001	700,000	750,000	50,000	7.14%
Special Payments and Other Funding	7,099,600	-	-	-	0.00%
Unemployment Comp Insurance	445,738	1,200,000	1,200,000	-	0.00%
Workers' Compensation Billings	7,068,387	8,780,648	8,968,758	188,110	2.14%
<b>Payments Total</b>	<b>35,836,208</b>	<b>32,628,106</b>	<b>33,551,075</b>	<b>922,969</b>	<b>2.83%</b>
<b>Total General Fund</b>	<b>94,522,103</b>	<b>101,217,354</b>	<b>108,244,796</b>	<b>7,027,442</b>	<b>6.94%</b>
<b>Other General Funds</b>					
General Contingency	-	27,288,900	32,540,000	5,251,100	19.24%
<b>Total</b>	<b>-</b>	<b>27,288,900</b>	<b>32,540,000</b>	<b>5,251,100</b>	<b>19.24%</b>
<b>Special Revenue Funds Expenditures</b>					
General Government	48,679,475	41,746,138	20,230,100	(21,516,038)	(51.54%)
<b>Total Special Revenue Funds</b>	<b>48,679,475</b>	<b>41,746,138</b>	<b>20,230,100</b>	<b>(21,516,038)</b>	<b>(51.54%)</b>
<b>Grants</b>					
General Government	72,190,289	2,299,953	5,207,758	2,907,805	126.43%
<b>Total Grants</b>	<b>72,190,289</b>	<b>2,299,953</b>	<b>5,207,758</b>	<b>2,907,805</b>	<b>126.43%</b>
<b>Internal Service Funds Expenditures by Agency</b>					
Workers' Compensation	12,639,474	16,677,511	17,250,319	572,808	3.43%
<b>Total Internal Service Funds</b>	<b>12,639,474</b>	<b>16,677,511</b>	<b>17,250,319</b>	<b>572,808</b>	<b>3.43%</b>



	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Variance	% Variance
<b>Capital Improvements</b>					
Capital Improvements	9,337,422	11,553,247	13,394,695	1,841,448	15.94%
State Conservation Trust Funds (Lottery)	-	500,000	-	(500,000)	(100.00%)
Bond Project Funds	1,742,110	-	-	-	0.00%
Grant/Other Capital Funds	15,705,320	27,201,769	45,095,322	17,893,553	65.78%
Entertainment and Cultural Capital Funds	9,060,445	5,673,750	10,360,382	4,686,632	82.60%
<b>Total Capital Improvements</b>	<b>35,845,298</b>	<b>44,928,766</b>	<b>68,850,399</b>	<b>23,921,633</b>	<b>53.24%</b>
<b>Other Program Funding Sources Total</b>	<b>169,354,536</b>	<b>132,941,268</b>	<b>144,078,576</b>	<b>11,137,308</b>	<b>8.38%</b>
<b>Total Department Expenditures</b>	<b>263,876,639</b>	<b>234,158,622</b>	<b>252,323,372</b>	<b>18,164,750</b>	<b>7.76%</b>
<b>Personnel Complement</b>					
General Fund Operations	383.85	400.30	416.10	15.80	3.95%
General Government	5.61	4.80	5.85	1.05	21.88%
Workers Compensation	22.00	23.00	26.00	3.00	13.04%
<b>Total Personnel Complement</b>	<b>411.46</b>	<b>428.10</b>	<b>447.95</b>	<b>19.85</b>	<b>4.64%</b>
<b>General Fund Revenue</b>					
Property	164,428,628	171,876,931	170,708,599	(1,168,332)	(0.68%)
Sale and Use	802,271,492	886,940,147	927,480,011	40,539,864	4.57%
Lodgers	24,765,242	34,002,677	36,715,819	2,713,142	7.98%
Occupational Privilege	52,319,328	54,045,866	56,132,036	2,086,170	3.86%
Motor Veh Own Tax/Fee	28,987,768	25,248,870	26,006,336	757,466	3.00%
Telecommunications	536,205	399,000	300,000	(99,000)	(24.81%)
Cigarette	1,431,582	1,569,044	1,569,044	-	0.00%
Licenses and Permits	481,989	-	-	-	0.00%
Fines and Forfeits	16,797	125,000	40,000	(85,000)	(68.00%)
Interest Income	11,739,623	13,040,214	16,976,734	3,936,520	30.19%
Fees	34,459,741	36,901,510	38,373,408	1,471,898	3.99%
Charges for Services	46,140	79,400	79,400	-	0.00%
Use Charges	574,608	617,322	678,254	60,932	9.87%
Internal Service and Indirect Cost	20,063,190	20,995,652	21,005,652	10,000	0.05%
Investment Service	1,407,334	1,711,859	1,711,859	-	0.00%
Excise Tax	37,316,522	50,349,029	46,040,821	(4,308,208)	(8.56%)
Miscellaneous Other	18,041,073	15,130,859	15,037,808	(93,051)	(0.61%)
<b>Total</b>	<b>1,198,887,262</b>	<b>1,313,033,380</b>	<b>1,358,855,781</b>	<b>45,822,401</b>	<b>3.49%</b>
<b>Internal Service Funds Revenue</b>					
Interest Income	1,029,865	1,194,000	1,194,000	-	0.00%
Fees	-	300	300	-	0.00%
Internal Service and Indirect Cost	8,000,058	10,000,000	10,000,000	-	0.00%
Miscellaneous Other	625,806	760,000	760,000	-	0.00%
<b>Total Internal Service Funds Revenue</b>	<b>9,655,728</b>	<b>11,954,300</b>	<b>11,954,300</b>	<b>-</b>	<b>0.00%</b>
<b>Total Department Revenue</b>	<b>1,208,542,991</b>	<b>1,324,987,680</b>	<b>1,370,810,081</b>	<b>45,822,401</b>	<b>3.46%</b>

## Programmatic Changes

The City and County of Denver’s allocation of State and Local Fiscal Recovery Funds as a result of the American Rescue Plan Act (ARPA) allowed the City to restore some service reductions that were necessary to balance the budget in 2021 and to allocate funding to address operational backlogs. Many of these investments are ongoing and to avoid a financial ‘cliff’, the City has employed a ‘step down’ methodology that allows a portion of these investments to remain funded in the ARPA allocation in 2023, while some are transitioned to the General Fund. Additional ARPA funds also have been allocated to the Department of Finance in 2023 to support administrative expenses and interest earnings in 2023 associated with the citywide continued funding of APRA. These changes are described below, along with other significant programmatic changes for 2023.

2023 Impact Description	FTE	Dollars
<b>Agencywide</b>		
• An increase in personnel services due to the discontinuation of the salary charging of positions associated with the GO Bond to the Capital Planning and Programming Funds for 2023.	0.00	215,200
• An increase in service and supplies due to the restoration of training budget across the various divisions in the department.	0.00	101,300
• An increase in services and supplies to purchase monitors for new positions throughout the department.	0.00	67,300
• An increase in capital equipment to purchase laptops for new positions throughout the department.	0.00	12,200
• An increase in internal services to pay for cell phone stipends due to the addition of new positions throughout the department.	0.00	3,900
<b>Office of the Chief Financial Officer</b>		
• An increase in personnel services due to the move and upgrade of a position from Treasury to an Associate Financial Analyst.	1.00	92,800
• A net increase in services and supplies due to the continuation of a loan agreement with the National Western Center Authority (NWCA). This amount also reflects budget associated with the operating budget funding gap in support of the NWCA.	0.00	278,400
<b>Assessment Division</b>		
• An increase in personnel services to add an on-call Administrative Support Assistant III to align budget to actual staffing.	1.00	47,100
• A net zero change in personnel services due to the conversion of a GIS Technician from limited to unlimited to support the Assessment Division.	0.00	0
• An increase in services and supplies for deed transfer software to improve the turnaround time associated with property sales and deed transfers.	0.00	114,000
<b>Treasury Division</b>		
• A net increase in personnel services due to the creation a Financial Manager after the 2022 budget had been finalized. This position is partially offset by the abolishment of tax compliance position.	0.00	77,300
• A decrease in personnel services due to the move of a position from Treasury to an Associate Financial Analyst.	(1.00)	(92,800)
• An increase in services and supplies for a one-time high speed scanner to support the Denver Motor Vehicle (DMV) to scan motor vehicle title and registration information directly into the DMV system, minimizing processing time and the loss of vital motor vehicle documents.	0.00	24,000

2023 Impact Description	FTE	Dollars
<b>Cash and Capital Funding Division</b>		
<ul style="list-style-type: none"> <li>An increase in personnel services to add a Senior Financial Analyst to support recent and ongoing investment, capital funding, and cash management activity growth.</li> </ul>	1.00	110,900
<ul style="list-style-type: none"> <li>An increase in personnel services to return an existing Financial Analyst Specialist from part-time to full-time.</li> </ul>	0.20	13,200
<ul style="list-style-type: none"> <li>An increase in services and supplies due to an increase in professional services to provide safekeeping and custodial reporting services for the City’s \$5.4 billion fixed income investment portfolio.</li> </ul>	0.00	130,000
<ul style="list-style-type: none"> <li>An increase in services and supplies due to an increase in professional services to continue compliance with PCI Data Security Standards, a requirement of merchants accepting credit card payments, set forth by the PCI Security Standards Council.</li> </ul>	0.00	60,000
<b>Controller’s Office</b>		
<ul style="list-style-type: none"> <li>An increase in personnel services due to the mid-year 2022 move and upgrade of a Financial Manager and a Senior Accountant from the Office of Emergency Management and the addition of one Fiscal Administrator to provide Accounting Services to OEM under the direction of the Controller’s Office. A portion of the two positions in OEM will continue to be funded by the grants dedicated to the operations of the Office of Emergency Management.</li> </ul>	2.10	212,200
<ul style="list-style-type: none"> <li>An increase in personnel services to add two Payroll Associates to support the City’s new paid family leave program, called the Care Leave Bank program, starting in 2023.</li> </ul>	2.00	151,600
<ul style="list-style-type: none"> <li>An increase in personnel services to add an Accounting Specialist which was created after the 2022 budget was finalized. This position was created to support the production of the required Annual Comprehensive Financial Report (ACFR).</li> </ul>	1.00	138,000
<ul style="list-style-type: none"> <li>An increase in personnel services to add a Contract Administrator to support contract requests from agencies managed by Accounting Services.</li> </ul>	1.00	103,500
<ul style="list-style-type: none"> <li>An increase in services and supplies to add functionality to the City’s employee management software.</li> </ul>	0.00	18,000
<b>Budget and Management Office</b>		
<ul style="list-style-type: none"> <li>A net decrease in personnel services due to the conversion of a Senior Continuous Improvement to an Associate Continuous Improvement to better align the classification with operational needs.</li> </ul>	0.00	(45,600)
<ul style="list-style-type: none"> <li>A net zero change in personnel services due to the conversion of a Fiscal Administrator III from limited to unlimited to support the Federal Grant Program.</li> </ul>	0.00	0
<ul style="list-style-type: none"> <li>An increase in services and supplies to conduct a total compensation study for civilian City employees in partnership with the Office of Human Resources.</li> </ul>	0.00	200,000
<ul style="list-style-type: none"> <li>A decrease in services supplies due to the one-time fee study.</li> </ul>	0.00	(25,000)
<b>Capital Planning and Real Estate Division</b>		
<ul style="list-style-type: none"> <li>An increase in personnel services due to the addition of a Real Estate Portfolio Manager and a Real Estate Asset Manager to support real estate projects and large development review and to oversee a team of eight space planners, lease administration, and project managers.</li> </ul>	2.00	294,000
<ul style="list-style-type: none"> <li>An increase in personnel services for three 7-year limited positions to support acquisition and management of property for DOTI’s Urban Waterways (South Platte River and Tributaries) project. This includes a limited Project Manager/Fiscal Administrator, a limited Project Manager II starting in January 2023, and a Real Estate Contract Administrator starting in July 2023.</li> </ul>	2.50	294,000

<b>2023 Impact Description</b>	<b>FTE</b>	<b>Dollars</b>
<ul style="list-style-type: none"> <li>An increase in personnel services due to the creation of two positions after the 2022 budget had been finalized: a Senior Financial Analyst and a Real Estate Planner to address demand related to existing city real estate projects.</li> </ul>	2.00	175,300
<ul style="list-style-type: none"> <li>An increase in personnel services to add a Real Estate Project Manager I to support review of all Community Planning and Development dedications, encroachments, and small transactions requiring review of title, legal descriptions, and document execution.</li> </ul>	1.00	136,900
<ul style="list-style-type: none"> <li>An increase in services and supplies due to increases required for annual dues and charges for three garage associations and for reinstatement of budget associated with CoStar licenses to support real estate research and required annual real estate continuing education.</li> </ul>	0.00	45,000
<b>Revenue</b>		
<ul style="list-style-type: none"> <li>A net increase in revenue primarily due to growth in sales and use tax collections that is attributable to continued strength in consumer spending activity, employment gains, and travel. Also contributing to growth are increases in lodgers' tax and occupational privilege tax, both of which are expected to exceed pre-pandemic levels for the first time in 2023. Partially offsetting revenue growth is a projected decrease in property tax attributable to Senate Bill 21-293, which temporarily reduces assessment rates for property taxes payable in 2023.</li> </ul>	0.00	45,822,400
<b>Workers' Compensation Internal Service Fund</b>		
<ul style="list-style-type: none"> <li>An increase in personnel services for a Workplace Safety Manager to manage workplace safety across city departments and oversee the citywide Occupational Safety &amp; Health Administration (OSHA) team.</li> </ul>	1.00	131,900
<ul style="list-style-type: none"> <li>An increase in personnel services for an Applications Support Administrator to support the software platform that contains the risk and workers' compensation claims. Currently an employee on the General Fund manages all these claims, and this will dedicate an FTE to support and manage only the WCOMP claims. There are currently 100,800 workers' compensation claims in the system, with an average of 1,000 new claims and 1,000 incidents added annually.</li> </ul>	1.00	122,800
<ul style="list-style-type: none"> <li>An increase in personnel services for a Safety and Industrial Hygiene Administrator to write, review, audit and manage all the Occupational Safety and Health Administration (OSHA) and Executive Order 65, Operational Safety and Health rules and compliance citywide. This role will also oversee the entire Continuity of Operations Policy (COOP) for the Department of Finance.</li> </ul>	1.00	114,400
<b>Special Revenue Funds</b>		
<ul style="list-style-type: none"> <li>A net increase in the Tourism Improvement District Marketing and Promotion Fund (TID) expenditures due to increased lodging activity.</li> </ul>	0.00	382,500
<ul style="list-style-type: none"> <li>A decrease in the Coronavirus Special Response Fund due to the pandemic emergency response drawing to a close, both citywide and nationwide. This fund was created during the pandemic and is used to temporarily accommodate FEMA eligible expenses. When and if FEMA agrees to reimburse the City for the costs, they are shifted over to the appropriate grant. The Department anticipates a reduced level of expense and support from FEMA in 2023.</li> </ul>	0.00	(18,921,100)

2023 Impact Description	FTE	Dollars
<ul style="list-style-type: none"> <li>A decrease in the Social Impact Bond Program SRF due to the program moving from the Department of Finance to the Department of Housing Stability in 2021. The estimated expenditures in 2022 were associated with making transfers to close out the fund.</li> </ul>	0.00	(1,757,400)
<ul style="list-style-type: none"> <li>A decrease in the Risk Management Special Revenue Fund due to one-time supplemental budget in 2022.</li> </ul>	0.00	(1,225,000)
<b>Grants</b>		
<ul style="list-style-type: none"> <li>An increase in grant expenditures due to an investment of State and Local Fiscal Recovery Funds to provide for administrative support to recovery-oriented programs, including support for programmatic evaluation and support to community partners experiencing an administrative hardship as a result of managing ARPA-funded programs.</li> </ul>	0.00	3,000,000
<ul style="list-style-type: none"> <li>An increase in grant personnel due to moving a limited Associate Accountant from the Coronavirus Emergency Response Fund.</li> </ul>	1.00	92,900
<ul style="list-style-type: none"> <li>An increase in grant personnel due to upgrading and moving a Finance Manager from the Office of Emergency Management to the Department of Finance, State and Local Fiscal Recovery Fund.</li> </ul>	0.05	4,000
<ul style="list-style-type: none"> <li>A decrease in grant expenditures due to the expenditures associated with COVID-19 FEMA and ARPA federal funding ending in 2022.</li> </ul>	0.00	(242,200)

The budgeted vacancy savings is \$1,777,457.

### Budget Detail

	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Office of the CFO (2501000)</b>					
<b>Expenditures by Type</b>					
Personnel Services	1,084,520	1,251,211	1,532,955	281,744	22.52%
Services and Supplies	1,229,636	2,289,330	2,781,905	492,575	21.52%
<b>Expenditures by Type Total</b>	<b>2,314,157</b>	<b>3,540,541</b>	<b>4,314,860</b>	<b>774,319</b>	<b>21.87%</b>
<b>Expenditures by Activity</b>					
Admin Team	132,308	211,153	246,679	35,526	16.82%
Office of the CFO	2,181,848	3,329,388	4,068,181	738,793	22.19%
<b>Expenditures by Activity Total</b>	<b>2,314,157</b>	<b>3,540,541</b>	<b>4,314,860</b>	<b>774,319</b>	<b>21.87%</b>
<b>Other Program Funding Sources</b>					
<b>Grants</b>					
Coronavirus Relief Funds	83,303	-	-	-	0.00%
State and Local Fiscal Recovery Funds	325,040	1,061,731	3,807,758	2,746,027	258.64%
<b>General Government SRF</b>					
Social Impact Bond Program	8,737,707	1,757,395	-	(1,757,395)	(100.00%)
<b>Capital Projects Funds</b>					
Theatres & Arenas Capital Projects	377,695	293,500	209,163	(84,337)	(28.73%)
<b>Other Program Funding Sources Total</b>	<b>9,523,744</b>	<b>3,112,626</b>	<b>4,016,921</b>	<b>904,295</b>	<b>29.05%</b>
<b>Total Program Expenditures</b>	<b>11,837,901</b>	<b>6,653,167</b>	<b>8,331,781</b>	<b>1,678,614</b>	<b>25.23%</b>

	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Office of the CFO (2501000)</b>					
<b>Personnel Complement (Budgeted)</b>					
Office of the CFO	6.00	7.00	8.00	1.00	14.29%
Admin Team	2.00	3.00	3.00	-	0.00%
<b>Personnel Complement (Budgeted) Total</b>	<b>8.00</b>	<b>10.00</b>	<b>11.00</b>	<b>1.00</b>	<b>10.00%</b>
<b>Other Program Funds FTE</b>					
<b>Grants</b>					
State and Local Fiscal Recovery Funds	5.61	4.00	5.85	1.85	46.25%
<b>Total Personnel Complement</b>	<b>13.61</b>	<b>14.00</b>	<b>16.85</b>	<b>2.85</b>	<b>20.36%</b>
<b>Revenue</b>					
Interest Income	2,027	-	-	-	0.00%
Miscellaneous Other	-	400,000	-	(400,000)	(100.00%)
<b>Revenue Total</b>	<b>2,027</b>	<b>400,000</b>	<b>-</b>	<b>(400,000)</b>	<b>(100.00%)</b>
Vacancy Savings			(59,611)		

	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Assessment Division (2520000)</b>					
<b>Expenditures by Type</b>					
Personnel Services	5,984,725	6,106,655	6,438,927	332,272	5.44%
Services and Supplies	304,731	373,530	487,530	114,000	30.52%
Internal Services and Misc.	648	1,296	1,296	-	0.00%
<b>Expenditures by Type Total</b>	<b>6,290,104</b>	<b>6,481,481</b>	<b>6,927,753</b>	<b>446,272</b>	<b>6.89%</b>
<b>Expenditures by Activity</b>					
Administration	1,138,851	1,102,158	1,261,401	159,243	14.45%
GIS/Ownership	467,927	491,069	475,680	(15,389)	(3.13%)
Information Management	454,414	452,384	481,279	28,895	6.39%
Personal Property	841,284	903,745	860,554	(43,191)	(4.78%)
Real Estate	3,387,628	3,532,125	3,848,839	316,714	8.97%
<b>Expenditures by Activity Total</b>	<b>6,290,104</b>	<b>6,481,481</b>	<b>6,927,753</b>	<b>446,272</b>	<b>6.89%</b>
<b>Total Program Expenditures</b>	<b>6,290,104</b>	<b>6,481,481</b>	<b>6,927,753</b>	<b>446,272</b>	<b>6.89%</b>
<b>Personnel Complement (Budgeted)</b>					
Administration	6.00	5.00	5.00	-	0.00%
Real Estate	36.50	35.50	36.50	1.00	2.82%
Personal Property	8.30	10.30	10.30	-	0.00%
Information Management	5.00	5.00	5.00	-	0.00%
GIS/Ownership	5.00	5.00	5.00	-	0.00%
<b>Personnel Complement (Budgeted) Total</b>	<b>60.80</b>	<b>60.80</b>	<b>61.80</b>	<b>1.00</b>	<b>1.64%</b>
<b>Total Personnel Complement</b>	<b>60.80</b>	<b>60.80</b>	<b>61.80</b>	<b>1.00</b>	<b>1.64%</b>
<b>Revenue</b>					
Charges for Services	-	1,400	1,400	-	0.00%
Miscellaneous Other	1,375	900	900	-	0.00%
<b>Revenue Total</b>	<b>1,375</b>	<b>2,300</b>	<b>2,300</b>	<b>-</b>	<b>0.00%</b>
Vacancy Savings			(240,610)		



Treasury Division (2540000)	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Expenditures by Type</b>					
Personnel Services	14,088,883	16,235,902	17,464,021	1,228,119	7.56%
Services and Supplies	1,468,918	2,019,684	2,061,484	41,800	2.07%
Capital Equipment	3,298	-	-	-	0.00%
Internal Services and Misc.	11,022	23,350	23,350	-	0.00%
<b>Expenditures by Type Total</b>	<b>15,572,121</b>	<b>18,278,936</b>	<b>19,548,855</b>	<b>1,269,919</b>	<b>6.95%</b>
<b>Expenditures by Activity</b>					
Administration	655,087	760,518	799,230	38,712	5.09%
DMV Branch Operations	4,559,321	5,290,128	5,961,984	671,856	12.70%
DMV Management Operations	1,027,846	1,215,304	1,226,860	11,556	0.95%
DMV Processing Center	170,697	203,055	255,500	52,445	25.83%
Tax Audit	4,931,363	5,612,014	5,724,793	112,779	2.01%
Tax Collection	4,227,807	5,197,917	5,580,488	382,571	7.36%
<b>Expenditures by Activity Total</b>	<b>15,572,121</b>	<b>18,278,936</b>	<b>19,548,855</b>	<b>1,269,919</b>	<b>6.95%</b>
<b>Total Program Expenditures</b>	<b>15,572,121</b>	<b>18,278,936</b>	<b>19,548,855</b>	<b>1,269,919</b>	<b>6.95%</b>
<b>Personnel Complement (Budgeted)</b>					
Administration	3.00	3.00	3.00	-	0.00%
Tax Collection	46.00	48.00	48.00	-	0.00%
Tax Audit	50.00	50.00	49.00	(1.00)	(2.00%)
DMV Management Operations	7.00	7.00	6.00	(1.00)	(14.29%)
DMV Branch Operations	64.00	67.00	68.00	1.00	1.49%
DMV Processing Center	2.50	2.50	2.50	-	0.00%
<b>Personnel Complement (Budgeted)</b>					
<b>Total</b>	<b>172.50</b>	<b>177.50</b>	<b>176.50</b>	<b>(1.00)</b>	<b>(0.56%)</b>
<b>Total Personnel Complement</b>	<b>172.50</b>	<b>177.50</b>	<b>176.50</b>	<b>(1.00)</b>	<b>(0.56%)</b>
<b>Revenue</b>					
Property	164,127,567	171,876,931	170,708,599	(1,168,332)	(0.68%)
Sale and Use	802,271,492	886,940,147	927,480,011	40,539,864	4.57%
Lodgers	24,765,242	34,002,677	36,715,819	2,713,142	7.98%
Occupational Privilege	52,319,328	54,045,866	56,132,036	2,086,170	3.86%
Motor Veh Own Tax/Fee	28,987,768	25,248,870	26,006,336	757,466	3.00%
Telecommunications	536,205	399,000	300,000	(99,000)	(24.81%)
Cigarette	1,431,582	1,569,044	1,569,044	-	0.00%
Licenses and Permits	481,989	-	-	-	0.00%
Fines and Forfeits	16,797	125,000	40,000	(85,000)	(68.00%)
Interest Income	9,466	-	-	-	0.00%
Fees	34,100,276	36,701,510	38,173,408	1,471,898	4.01%
Charges for Services	11,690	18,000	18,000	-	0.00%
Investment Service	(153,090)	-	-	-	0.00%
Excise Tax	37,316,522	50,349,029	46,040,821	(4,308,208)	(8.56%)
Miscellaneous Other	12,999,728	12,415,399	12,722,348	306,949	2.47%
<b>Revenue Total</b>	<b>1,159,222,563</b>	<b>1,273,691,473</b>	<b>1,315,906,422</b>	<b>42,214,949</b>	<b>3.31%</b>
Vacancy Savings			(672,685)		

	2021	2022	2023	\$	%
<b>Cash &amp; Capital Funding Division (2550000)</b>	<b>Actuals</b>	<b>Appropriated</b>	<b>Recommended</b>	<b>Change</b>	<b>Change</b>
<b>Expenditures by Type</b>					
Personnel Services	1,712,528	1,909,986	2,188,330	278,344	14.57%
Services and Supplies	8,674,031	8,810,275	9,000,575	190,300	2.16%
Capital Equipment	-	-	1,220	1,220	0.00%
Internal Services and Misc.	3,834	6,504	7,152	648	9.96%
<b>Expenditures by Type Total</b>	<b>10,390,393</b>	<b>10,726,765</b>	<b>11,197,277</b>	<b>470,512</b>	<b>4.39%</b>
<b>Expenditures by Activity</b>					
Financial Management	10,390,393	10,726,765	11,197,277	470,512	4.39%
<b>Expenditures by Activity Total</b>	<b>10,390,393</b>	<b>10,726,765</b>	<b>11,197,277</b>	<b>470,512</b>	<b>4.39%</b>
<b>Other Program Funding Sources</b>					
<b>General Government SRF</b>					
Convention Center Hotel - 11835	11,000,000	11,000,000	11,000,000	-	0.00%
	-	-	-	-	0.00%
<b>Total</b>	<b>11,000,000</b>	<b>11,000,000</b>	<b>11,000,000</b>	<b>-</b>	<b>0.00%</b>
<b>Total Program Expenditures</b>	<b>21,390,393</b>	<b>21,726,765</b>	<b>22,197,277</b>	<b>470,512</b>	<b>2.17%</b>
<b>Personnel Complement (Budgeted)</b>					
Financial Management	12.80	13.80	15.00	1.20	8.70%
Insurance and Loss Prevention	4.00	-	-	-	0.00%
<b>Personnel Complement Total</b>	<b>16.80</b>	<b>13.80</b>	<b>15.00</b>	<b>1.20</b>	<b>8.70%</b>
<b>Total Personnel Complement</b>	<b>16.80</b>	<b>13.80</b>	<b>15.00</b>	<b>1.20</b>	<b>8.70%</b>
<b>Revenue</b>					
Interest Income	11,717,698	12,410,214	16,346,734	3,936,520	31.72%
Investment Service	1,560,424	1,711,859	1,711,859	-	0.00%
Miscellaneous Other	78,463	-	-	-	0.00%
<b>Revenue Total</b>	<b>13,356,585</b>	<b>14,122,073</b>	<b>18,058,593</b>	<b>3,936,520</b>	<b>27.87%</b>
Vacancy Savings			(84,979)		
<b>Risk Management and Worker's Compensation (2557000)</b>					
	2021	2022	2023	\$	%
<b>Cash &amp; Capital Funding Division (2550000)</b>	<b>Actuals</b>	<b>Appropriated</b>	<b>Recommended</b>	<b>Change</b>	<b>Change</b>
<b>Expenditures by Type</b>					
Personnel Services	489,463	601,164	641,115	39,951	6.65%
Services and Supplies	3,840,848	5,552,678	5,556,678	4,000	0.07%
Internal Services and Misc.	216	1,296	1,296	-	0.00%
<b>Expenditures by Type Total</b>	<b>4,330,526</b>	<b>6,155,138</b>	<b>6,199,089</b>	<b>43,951</b>	<b>0.71%</b>
<b>Expenditures by Activity</b>					
Insurance and Loss Prevention	4,330,526	6,155,138	6,199,089	43,951	0.71%
<b>Expenditures by Activity Total</b>	<b>4,330,526</b>	<b>6,155,138</b>	<b>6,199,089</b>	<b>43,951</b>	<b>0.71%</b>
<b>Other Program Funding Sources</b>					
<b>Grants</b>					
Risk Management SRF	2,587,400	2,000,000	775,000	(1,225,000)	(61.25%)
<b>Other Program Funds Total</b>	<b>2,587,400</b>	<b>2,000,000</b>	<b>775,000</b>	<b>(1,225,000)</b>	<b>(61.25%)</b>
<b>Total Program Expenditures</b>	<b>6,917,927</b>	<b>8,155,138</b>	<b>6,974,089</b>	<b>(1,181,049)</b>	<b>(14.48%)</b>

<b>Risk Management and Worker's Compensation (2557000)</b>	<b>2021 Actuals</b>	<b>2022 Appropriated</b>	<b>2023 Recommended</b>	<b>\$ Change</b>	<b>% Change</b>
<b>Personnel Complement (Budgeted)</b>					
Insurance and Loss Prevention	-	4.00	4.00	-	0.00%
<b>Personnel Complement (Budgeted) Total</b>	<b>-</b>	<b>4.00</b>	<b>4.00</b>	<b>-</b>	<b>0.00%</b>
<b>Total Personnel Complement</b>	<b>-</b>	<b>4.00</b>	<b>4.00</b>	<b>-</b>	<b>0.00%</b>
Miscellaneous Other	3,940	-	-	-	0.00%
<b>Revenue Total</b>	<b>3,940</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
Vacancy Savings			(24,886)		
<b>Controller's Office (2560000)</b>	<b>2021 Actuals</b>	<b>2022 Appropriated</b>	<b>2023 Recommended</b>	<b>\$ Change</b>	<b>% Change</b>
<b>Expenditures by Type</b>					
Personnel Services	8,235,965	9,431,521	10,867,946	1,436,425	15.23%
Services and Supplies	155,333	205,123	255,679	50,556	24.65%
Capital Equipment	1,226	1,706	3,660	1,954	114.54%
Internal Services and Misc.	7,516	9,660	10,956	1,296	13.42%
<b>Expenditures by Type Total</b>	<b>8,400,040</b>	<b>9,648,010</b>	<b>11,138,241</b>	<b>1,490,231</b>	<b>15.45%</b>
<b>Expenditures by Activity</b>					
Accounting and Financial Reporting	3,123,544	3,389,096	3,813,271	424,175	12.52%
Financial Services	2,761,041	3,542,904	4,249,722	706,818	19.95%
Payroll	2,515,455	2,716,010	3,075,248	359,238	13.23%
<b>Expenditures by Activity Total</b>	<b>8,400,040</b>	<b>9,648,010</b>	<b>11,138,241</b>	<b>1,490,231</b>	<b>15.45%</b>
<b>Other Program Funding Sources</b>					
<b>Capital Projects Funds</b>					
07 Bond-Health and Human Servc	101,570	-	-	-	0.00%
National Western Center 2021A Bonds - Tax-Exempt	1,042,829	-	-	-	0.00%
Convention Center 2021A Bonds - Tax-Exempt	581,262	-	-	-	0.00%
Elevate Denver GO Bond 2020A	16,449	-	-	-	0.00%
Convention Center Replacement Fund	2,094,912	-	-	-	0.00%
National Western WSSA Campus Development Fund	(1,420,017)	-	-	-	0.00%
Convention Center Settlement Funds	(337,500)	-	-	-	0.00%
Central Branch Library Renovation	(138,956)	-	-	-	0.00%
Entertainment & Cultural Capit	-	-	1,742,000	1,742,000	0.00%
Theatres & Arenas Capital Projects	3,300,000	-	-	-	0.00%
<b>Total Capital Projects Funds</b>	<b>5,240,549</b>	<b>-</b>	<b>1,742,000</b>	<b>1,742,000</b>	<b>0.00%</b>
<b>Total Program Expenditures</b>	<b>13,640,589</b>	<b>9,648,010</b>	<b>12,880,241</b>	<b>3,232,231</b>	<b>33.50%</b>
<b>Personnel Complement (Budgeted)</b>					
Accounting and Financial Reporting	28.00	27.00	29.00	2.00	7.41%
Payroll	26.00	26.00	28.00	2.00	7.69%
Financial Services	32.00	37.00	39.10	2.10	5.68%
<b>Personnel Complement (Budgeted) Total</b>	<b>86.00</b>	<b>90.00</b>	<b>96.10</b>	<b>6.10</b>	<b>6.78%</b>

	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Controller's Office (2560000)</b>					
<b>Total Personnel Complement</b>	<b>86.00</b>	<b>90.00</b>	<b>96.10</b>	<b>6.10</b>	<b>6.78%</b>
<b>Revenue</b>					
Property	301,062	-	-	-	0.00%
Interest Income	10,432	630,000	630,000	-	0.00%
Fees	15,754	-	-	-	0.00%
Use Charges	60,122	-	-	-	0.00%
Internal Service and Indirect Cost	636,408	802,303	812,303	10,000	1.25%
Miscellaneous Other	900,057	14,560	14,560	-	0.00%
N/A	0	-	-	-	0.00%
<b>Revenue Total</b>	<b>1,923,835</b>	<b>1,446,863</b>	<b>1,456,863</b>	<b>10,000</b>	<b>0.69%</b>
Vacancy Savings			(421,160)		

	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Division of Real Estate (2570000)</b>					
<b>Expenditures by Type</b>					
Personnel Services	1,508,516	-	-	-	0.00%
Services and Supplies	6,186,795	-	-	-	0.00%
Internal Services and Misc.	15,209	-	-	-	0.00%
<b>Expenditures by Type Total</b>	<b>7,710,521</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
<b>Expenditures by Activity</b>					
Real Estate Management	7,710,521	-	-	-	0.00%
<b>Other Program Funding Sources</b>					
<b>Capital Projects Funds</b>					
Strategic Shelter Facilities	395,184	-	-	-	0.00%
Fleet Service Center COP	6,992	-	-	-	0.00%
<b>Capital Project Funds Total</b>	<b>402,176</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
<b>Total Program Expenditures</b>	<b>8,112,697</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
<b>Personnel Complement (Budgeted)</b>					
Real Estate Management	11.00	-	-	-	0.00%
<b>Total Personnel Complement</b>	<b>11.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
<b>Revenue</b>					
Use Charges	514,486	-	-	-	0.00%
Miscellaneous Other	152,015	-	-	-	0.00%
<b>Revenue Total</b>	<b>666,501</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>

	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Budget &amp; Management Office (2580000)</b>					
<b>Expenditures by Type</b>					
Personnel Services	2,190,996	3,019,110	3,103,365	84,255	2.79%
Services and Supplies	346,158	570,050	769,050	199,000	34.91%
Internal Services and Misc.	16,782	5,300	5,300	-	0.00%
<b>Expenditures by Type Total</b>	<b>2,553,935</b>	<b>3,594,460</b>	<b>3,877,715</b>	<b>283,255</b>	<b>7.88%</b>

	2021	2022	2023	\$	%
<b>Budget &amp; Management Office (2580000)</b>	<b>Actuals</b>	<b>Appropriated</b>	<b>Recommended</b>	<b>Change</b>	<b>Change</b>
<b>Expenditures by Activity</b>					
Budgeting and Analysis	1,877,409	2,670,867	2,928,526	257,659	9.65%
Business Process Analysis	676,526	923,593	949,189	25,596	2.77%
<b>Expenditures by Activity Total</b>	<b>2,553,935</b>	<b>3,594,460</b>	<b>3,877,715</b>	<b>283,255</b>	<b>7.88%</b>
<b>Other Program Funding Sources</b>					
<b>Grants</b>					
Coronavirus Relief Funds	40,430,805	-	-	-	0.00%
State and Local Fiscal Recovery Funds	14,612,210	200,000	500,000	300,000	150.00%
<b>Grants Total</b>	<b>55,043,016</b>	<b>200,000</b>	<b>500,000</b>	<b>300,000</b>	<b>150.00%</b>
<b>General Government SRF</b>					
Grant Development	2,518	-	-	-	0.00%
<b>Other Program Funding Sources Total</b>	<b>55,045,534</b>	<b>200,000</b>	<b>500,000</b>	<b>300,000</b>	<b>150.00%</b>
<b>Total Program Expenditures</b>	<b>57,599,469</b>	<b>3,794,460</b>	<b>4,377,715</b>	<b>583,255</b>	<b>15.37%</b>
<b>Personnel Complement (Budgeted)</b>					
Budgeting and Analysis	13.75	16.20	16.20	-	0.00%
Business Process Analysis	7.00	8.00	8.00	-	0.00%
<b>Personnel Complement (Budgeted) Total</b>	<b>20.75</b>	<b>24.20</b>	<b>24.20</b>	<b>-</b>	<b>0.00%</b>
<b>Total Personnel Complement</b>	<b>20.75</b>	<b>24.20</b>	<b>24.20</b>	<b>-</b>	<b>0.00%</b>
<b>Revenue</b>					
Charges for Services	34,450	60,000	60,000	-	0.00%
Internal Service and Indirect Cost	19,426,782	20,193,349	20,193,349	-	0.00%
Miscellaneous Other	3,910,656	2,000,000	2,000,000	-	0.00%
<b>Revenue Total</b>	<b>23,371,888</b>	<b>22,253,349</b>	<b>22,253,349</b>	<b>-</b>	<b>0.00%</b>
Vacancy Savings			(120,324)		
<b>Capital Planning and Real Estate Division (2590000)</b>					
	2021	2022	2023	\$	%
	<b>Actuals</b>	<b>Appropriated</b>	<b>Recommended</b>	<b>Change</b>	<b>Change</b>
<b>Expenditures by Type</b>					
Personnel Services	954,149	2,745,818	3,937,015	1,191,197	43.38%
Services and Supplies	169,463	7,408,242	7,533,256	125,014	1.69%
Capital Equipment	-	2,707	7,320	4,613	170.41%
Internal Services and Misc.	486	7,150	12,340	5,190	72.59%
<b>Expenditures by Type Total</b>	<b>1,124,097</b>	<b>10,163,917</b>	<b>11,489,931</b>	<b>1,326,014</b>	<b>13.05%</b>
<b>Expenditures by Activity</b>					
Office of Capital Planning	1,114,613	2,033,570	2,451,800	418,230	20.57%
Office of Real Estate	9,485	8,130,347	9,038,131	907,784	11.17%
<b>Expenditures by Activity Total</b>	<b>1,124,097</b>	<b>10,163,917</b>	<b>11,489,931</b>	<b>1,326,014</b>	<b>13.05%</b>
<b>Other Program Funding Sources</b>					
<b>General Government SRF</b>					
Special Districts Revolving Loan	-	95,000	100,000	5,000	5.26%
Tourism Improvement District Marketing and Promotion Fund	2,073,582	4,822,630	5,205,100	382,470	7.93%

<b>Capital Planning and Real Estate Division (2590000)</b>	<b>2021 Actuals</b>	<b>2022 Appropriated</b>	<b>2023 Recommended</b>	<b>\$ Change</b>	<b>% Change</b>
<b>SRF Total</b>	<b>2,073,582</b>	<b>4,917,630</b>	<b>5,305,100</b>	<b>387,470</b>	<b>7.88%</b>
<b>Capital Projects Funds</b>					
Revenue Projects	1,095,775	-	-	-	0.00%
DOF Real Estate	291,241	-	-	-	0.00%
Other Agency Capital Project	7,555,223	11,553,247	13,394,695	1,841,448	15.94%
Parks Improvements Projects - 35050	-	500,000	-	(500,000)	(100.00%)
DURA Downtown TIF Projects	5,782,056	17,675,000	39,982,492	22,307,492	126.21%
National Western Cntr Project	54,747	-	-	-	0.00%
Colorado Convention Center Capital Fund	9,663,086	9,526,769	5,112,830	(4,413,939)	(46.33%)
Theatres & Arenas Capital Projects	5,382,750	5,380,250	8,409,219	3,028,969	56.30%
<b>Capital Projects Funds Total</b>	<b>29,824,877</b>	<b>44,635,266</b>	<b>66,899,236</b>	<b>22,263,970</b>	<b>49.88%</b>
<b>Other Program Funding Sources Total</b>	<b>31,898,460</b>	<b>49,552,896</b>	<b>72,204,336</b>	<b>22,651,440</b>	<b>45.71%</b>
<b>Total Program Expenditures</b>	<b>33,022,557</b>	<b>59,716,813</b>	<b>83,694,267</b>	<b>23,977,454</b>	<b>40.15%</b>
<b>Personnel Complement (Budgeted)</b>					
Office of Capital Planning	8.00	9.00	11.00	2.00	22.22%
Office of Real Estate	-	11.00	16.50	5.50	50.00%
<b>Total Personnel Complement</b>	<b>8.00</b>	<b>20.00</b>	<b>27.50</b>	<b>7.50</b>	<b>37.50%</b>
<b>Revenue</b>					
Fees	343,711	200,000	200,000	-	0.00%
Use Charges	-	617,322	678,254	60,932	9.87%
Miscellaneous Other	300,000	300,000	300,000	-	0.00%
<b>Revenue Total</b>	<b>643,711</b>	<b>1,117,322</b>	<b>1,178,254</b>	<b>60,932</b>	<b>5.45%</b>
Vacancy Savings			(153,202)		
<b>Worker's Compensation (65000-2558100)</b>					
	<b>2021 Actuals</b>	<b>2022 Appropriated</b>	<b>2023 Recommended</b>	<b>\$ Change</b>	<b>% Change</b>
<b>Expenditures by Type</b>					
Personnel Services	5,158,651	6,318,540	6,891,268	572,728	9.06%
Services and Supplies	6,851,721	9,807,852	9,811,312	3,460	0.04%
Capital Equipment	1,099	4,600	1,220	(3,380)	(73.48%)
Internal Services and Misc.	628,003	546,519	546,519	-	0.00%
<b>Expenditures by Type Total</b>	<b>12,639,474</b>	<b>16,677,511</b>	<b>17,250,319</b>	<b>572,808</b>	<b>3.43%</b>
<b>Expenditures by Activity</b>					
Indemnity and Medical	7,619,081	10,830,500	10,830,500	-	0.00%
WC Administration	5,020,393	5,847,011	6,419,819	572,808	9.80%
<b>Expenditures by Activity Total</b>	<b>12,639,474</b>	<b>16,677,511</b>	<b>17,250,319</b>	<b>572,808</b>	<b>3.43%</b>
<b>Other Program Funding Sources</b>					
<b>General Government SRF</b>					
Firefighter Heart Benefit	-	50,000	50,000	-	0.00%
<b>Total Program Expenditures</b>	<b>12,639,474</b>	<b>16,727,511</b>	<b>17,300,319</b>	<b>572,808</b>	<b>3.42%</b>
<b>Personnel Complement (Budgeted)</b>					
WC Administration	22.00	23.00	26.00	3.00	13.04%
<b>Total Personnel Complement</b>	<b>22.00</b>	<b>23.00</b>	<b>26.00</b>	<b>3.00</b>	<b>13.04%</b>



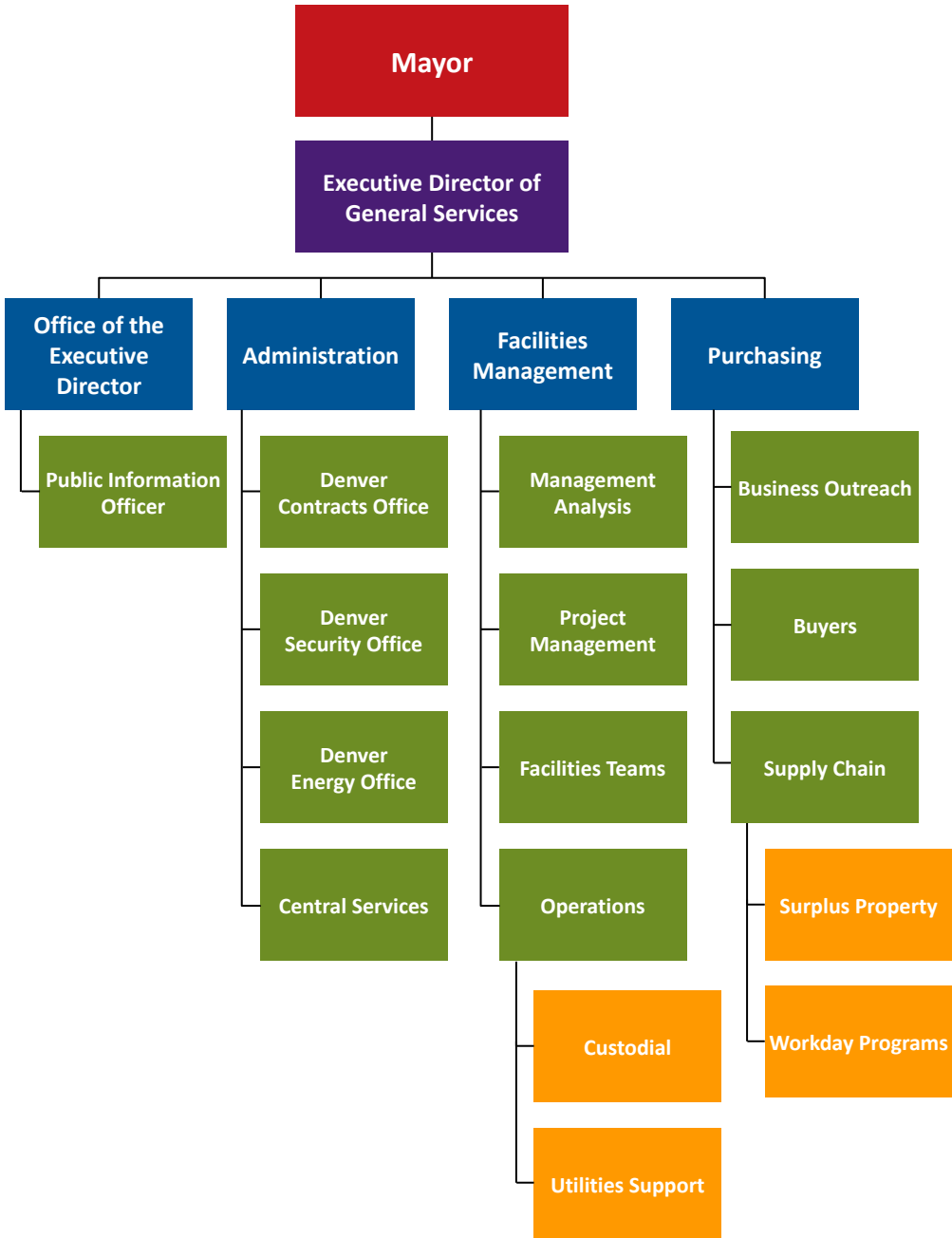
<b>Worker's Compensation (65000-2558100)</b>	<b>2021 Actuals</b>	<b>2022 Appropriated</b>	<b>2023 Recommended</b>	<b>\$ Change</b>	<b>% Change</b>
<b>Revenue</b>					
Interest Income	1,029,865	1,194,000	1,194,000	-	0.00%
Fees	-	300	300	-	0.00%
Internal Service and Indirect Cost	8,000,058	10,000,000	10,000,000	-	0.00%
Miscellaneous Other	625,806	760,000	760,000	-	0.00%
<b>Revenue Total</b>	<b>9,655,728</b>	<b>11,954,300</b>	<b>11,954,300</b>	<b>-</b>	<b>0.00%</b>

A photograph of a city street decorated with large, colorful flags and string lights. The flags feature a red sun with a yellow center on a blue and white background. The street is lined with brick buildings, and a clock is visible in the foreground. The text "General Services" is overlaid on a blue rectangular background in the center of the image.

# General Services

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# General Services



## Mission

General Services strives to be agile, efficient, and effective in delivering services in an ever-evolving environment.



## Department Summary

The **Department of General Services** is composed of three divisions: Administration, Facilities Management, and Purchasing. Together, these divisions provide integral support to more than 40 City and County of Denver agencies, departments, and offices.

For more information visit [www.denvergov.org/generalservices](http://www.denvergov.org/generalservices).

## Services

The **Office of the Executive Director** focuses on the development and implementation of department-wide initiatives and strategies such as policy, agency goals, objectives and guidelines, media relations, internal and external communications, public engagement, and financial management.

The **Facilities Management Division** is responsible for the maintenance, repair, and operation of more than 130 city buildings, encompassing over six million square feet, plus nearly 15 million square feet of lots and parking structures. In addition, the Division manages and implements a departmental plan to facilitate ADA compliance within the City's portfolio of facilities. Facilities Management manages the City's deferred maintenance program for General Service's buildings along with planning and implementing facility capital improvement projects through the Capital Improvement Program (CIP) budget.

The **Purchasing Division** procures and delivers value for over \$700,000,000 of city goods and services, manages surplus property activities through the sale and strategic reutilization of city goods, and provides asset inventory management. The Purchasing Division performs outreach to the vendor community, including small, women, and minority-owned business enterprises, providing opportunities for training and certifications and for identifying opportunities to do business with the City.

The **Administration Division** includes:

- The **Contracts Office** procures, executes, and manages service-related contracts used by multiple city departments/agencies and ensures contract compliance.
- The **Security Office** manages and oversees security for city facilities, ensuring Denver's residents and city employees can conduct business in a safe and secure environment.
- The **Energy Office** supports citywide sustainability policies, programs, initiatives, and payment of utility bills. It also identifies solutions to meet energy and water use reduction goals, provides data analysis, measurement and verification for all sustainability programs and initiatives and partners with facility managers to implement efficient energy management best practices. The Energy Office achieves energy use reduction and cost savings through participation in Energy Service Companies performance contracts, Xcel Energy's rebate programs, and capital improvement projects.
- **Central Services** is responsible for citywide administrative support services including printing and mailing services, operation of the City's mailroom, and handling all interdepartmental mail and packages for the City and County of Denver.

## Strategies

### Deliver an exceptional customer experience.

- Ensure citywide service contracts are equitable for all parties.
- Provide enhanced citywide employee emergency notifications through the Everbridge mass notification system and partner with Risk Management to roll out the Standard Response Protocol (SRP) to all city employees.

- Provide excellent service to Safe Outdoor Spaces and homeless shelters.
- Implement citywide training programs regarding procurement to increase the knowledge base for both agencies and the vendor community.

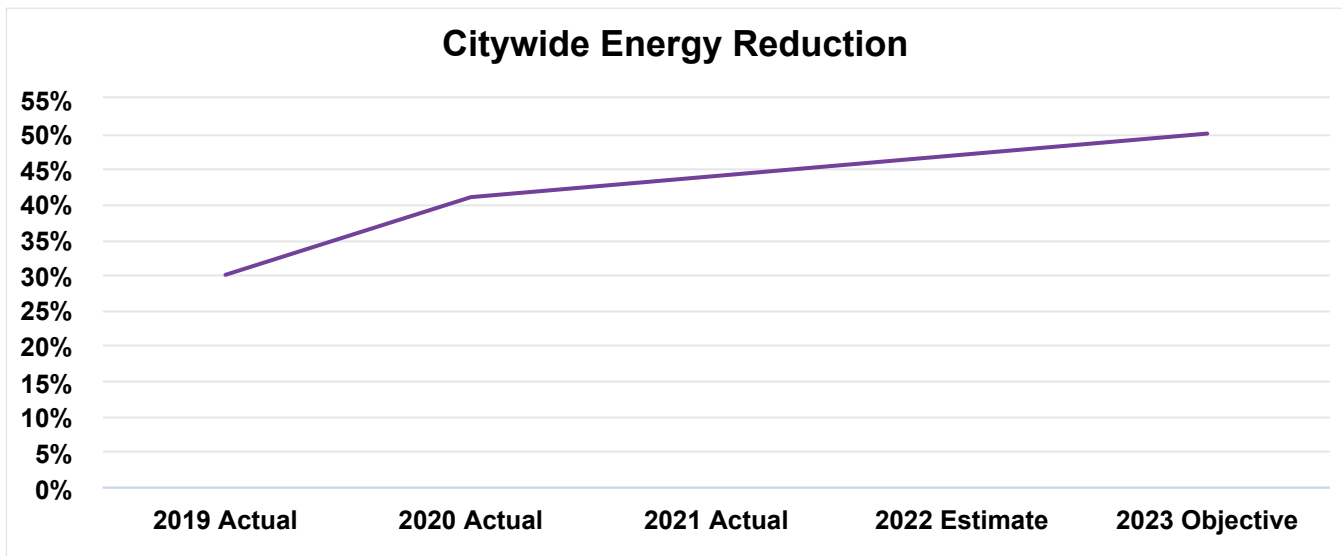
**Foster an engaged workforce that is healthy, safe, connected, and supported.**

- Make decisions based on feedback and input from employees.
- Promote employees’ good health through wellness activities.
- Implement employee-focused strategies of the Racial Equity Action Plan.

**Improve the Department’s financial performance.**

- Manage Energy Performance Contracts in support of the Energize Denver Ordinance, 80/50 Climate Goal, and 100% Renewable Energy Goal.
- Strategize and implement facility improvements in an effort to comply with the Energize Denver Ordinance, 80/50 Climate Goal, and 100% Renewable Energy Goal.
- Be proactive in maintaining city assets.
- Execute workforce readiness plans for key roles within the Department.
- Update relevant financial processes within each division.
- Enhance annual combined surplus revenue via additional revenue avenues.

**Performance and Program Highlights**



**Denver Energy Office:** The Denver Energy Office partners with other city agencies to develop climate and sustainability goals for municipal facilities. The Office is working in partnership with the Office of Climate Action, Sustainability, and Resiliency to achieve 100 percent renewable electricity in all municipal facilities by 2025 as part of Denver’s 80/50 Climate Action Plan and Climate Protection Fund Five-Year Plan, this is working from a 2019 baseline of 30% renewable energy usage. Energy Office projects are focused on achieving climate and sustainability goals and include energy performance contracts to reduce energy consumption at 22 Parks and Library facilities and 22 General Fund facilities. The office is also implementing projects such as LED lighting retrofits, HVAC upgrades, building automation control systems replacements, and several other smaller projects such as



window replacements, added occupancy based HVAC, solar array installations, and enhanced energy monitoring.

Program Performance Measures	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Objective
<b>Facilities Management</b>					
Deferred Maintenance Projects Funding	\$3,079,388	\$3,983,140	\$2,448,761	\$2,741,255	\$2,105,000
Number of Deferred Maintenance Projects	N/A	59	50	49	81
Completed Deferred Maintenance Projects	57	46	45	34	46
Number of Preventative Maintenance Work Orders	10,938	11,434	10,180	9,168	10,085
Number of Customer Work Orders	9,496	6,609	6,453	7,226	7,948
Number of Event Set Ups for the Mayors Office & Agencies	532	140	153	198	220
<b>Purchasing</b>					
Surplus Property Revenue	\$6,750,241	\$6,062,450	\$7,881,361	\$7,230,000	\$7,100,000
S/M/WBE Spend	\$70,105,514	\$65,278,600	\$62,527,703	\$62,118,622	\$71,000,000

**Facilities Management**

**Deferred Maintenance** for 130-plus City owned facilities is maintained by the Department of General Services and evaluated through an established Facility Condition Assessment Program (FCAP). Over 21 percent of General Services buildings are 55 years or older, 35 percent are 32-54 years old, and 15 percent are 20-31 years old. The 2022 estimate and 2023 projected objectives for deferred maintenance projects completed are fewer in number as a result of projects that are larger in scope. The 2022 increase in projects estimated to not be completed is partially a result of the reallocation of \$500,000 in Facilities Improvement Team (FIT) funds and is contributing to a list of deferred maintenance projects that is growing at a larger rate than the number of employees and funding needed to complete the projects.

**Preventative Maintenance and Customer Request Work Orders:** Facilities Management maintains the operation of city facilities primarily through preventative maintenance work orders and customer request work orders. Building acquisitions, occupancy levels, and expanding hours of operation at city facilities have steadily increased year over year. There was a decline in customer request work orders during the COVID-19 pandemic, which enabled Facilities Management to get more preventative maintenance completed. The estimates for 2022 and 2023 are factoring in the addition of a new team, new facilities, and a steady increase in employees returning to work. Any unaddressed preventative maintenance work becomes deferred maintenance which results in additional costs.

**Event Setups:** Facilities Management is responsible for staging events in support of the Mayor’s Office and our city partners. During the pandemic years of 2020-2021, calls for event support were curtailed significantly; however, in-person events are gradually returning to pre-pandemic levels. The Division anticipates that the new administration may drive an increase in the number of event setups in 2023.

### Purchasing Division

**Surplus Property Revenue** is derived from the sale of surplus property, abandoned and confiscated vehicles, and lost and confiscated personal property. Through continued process improvement, General Services continues to increase the efficiency in which goods are processed and revenue generated. Surplus auctions have moved to an entirely online platform and combined with efficiency and process improvements, have seen a 15 percent increase in revenue, using 2019 (pre-COVID) as a baseline. The table above represents revenue for all city funds.

**Small, Minority, and Women Owned Business Partnerships (S/M/WBE):** Purchasing’s equity-based S/M/WBE business outreach efforts have resulted in increases not just in spend, but also in the diversity of the city’s vendor pool. Purchasing engaged 148 individual vendors in 2020, 163 vendors in 2021, and are on track to engage a total of 177 vendors in 2022. Purchasing’s goal for engaged vendors in 2023 is 200. Spend with the city’s S/M/WBE vendors dipped marginally due to COVID in 2020 and 2021 and is steadily rebounding. Purchasing’s objective is to exceed pre-COVID spend totals in 2023.

### Department Budget

	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Variance	% Variance
<b>General Fund Expenditures by Agency</b>					
General Services Administration	33,170,037	34,632,466	41,002,553	6,370,087	18.39%
Purchasing	2,321,042	2,968,653	3,205,165	236,512	7.97%
Office of the Executive Director	710,829	1,133,354	1,387,161	253,807	22.39%
Facilities Management	15,827,767	17,604,329	20,386,794	2,782,465	15.81%
<b>Total General Fund</b>	<b>52,029,675</b>	<b>56,338,802</b>	<b>65,981,673</b>	<b>9,642,871</b>	<b>17.12%</b>
<b>General Fund Expenditures by Type</b>					
Personnel Services	11,389,185	13,584,481	16,100,290	2,515,809	18.52%
Services and Supplies	39,284,621	41,398,252	48,445,294	7,047,042	17.02%
Capital Equipment	11,382	28,090	7,460	(20,630)	(73.44%)
Internal Services and Misc.	1,344,486	1,327,979	1,428,629	100,650	7.58%
<b>Total General Fund</b>	<b>52,029,675</b>	<b>56,338,802</b>	<b>65,981,673</b>	<b>9,642,871</b>	<b>17.12%</b>
<b>Other Program Funding Sources</b>					
<b>Special Revenue Funds Expenditures</b>					
General Government	21,784,007	27,487,826	28,788,328	1,300,502	4.73%
<b>Total Special Revenue Funds</b>	<b>21,784,007</b>	<b>27,487,826</b>	<b>28,788,328</b>	<b>1,300,502</b>	<b>4.73%</b>
<b>Grants</b>					
General Government	2,685,928	2,108,442	260,000	(1,848,442)	(87.67%)
<b>Total Grants</b>	<b>2,685,928</b>	<b>2,108,442</b>	<b>260,000</b>	<b>(1,848,442)</b>	<b>(87.67%)</b>
<b>Capital Improvements</b>					
Capital Improvements	1,063,350	3,000,000	-	(3,000,000)	(100.00%)
Grant/Other Capital Funds	1,200,000	228,510	1,836,747	1,608,237	703.79%
<b>Total Capital Improvements</b>	<b>2,263,350</b>	<b>3,228,510</b>	<b>1,836,747</b>	<b>(1,391,763)</b>	<b>(43.11%)</b>
<b>Other Program Funding Sources Total</b>	<b>26,733,285</b>	<b>32,824,778</b>	<b>30,885,075</b>	<b>(1,939,703)</b>	<b>(5.91%)</b>
<b>Total Department Expenditures</b>	<b>78,762,960</b>	<b>89,163,580</b>	<b>96,866,748</b>	<b>7,703,168</b>	<b>8.64%</b>

	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Variance	% Variance
<b>Personnel Complement</b>					
General Fund Operations	125.25	140.25	147.92	7.67	5.47%
General Government	6.31	4.00	4.00	-	0.00%
<b>Total Personnel Complement</b>	<b>131.56</b>	<b>144.25</b>	<b>151.92</b>	<b>7.67</b>	<b>5.32%</b>
<b>General Fund Revenue</b>					
Fines and Forfeits	5,989,273	6,690,000	5,790,000	(900,000)	(13.45%)
Fees	70	(80,000)	-	80,000	(100.00%)
Use Charges	43,271	-	-	-	0.00%
Internal Service and Indirect Cost	974,380	1,580,000	1,500,000	(80,000)	(5.06%)
Miscellaneous Other	2,025,311	1,798,000	1,798,000	-	0.00%
<b>Total</b>	<b>9,032,305</b>	<b>9,988,000</b>	<b>9,088,000</b>	<b>(900,000)</b>	<b>(9.01%)</b>

### Programmatic Changes

The City and County of Denver’s allocation of State and Local Fiscal Recovery Funds as a result of the American Rescue Plan Act (ARPA) allowed the City to restore some service reductions that were necessary to balance the budget in 2021 and to allocate funding to address operational backlogs. Many of these investments are ongoing and to avoid a financial ‘cliff’, the City has employed a ‘step down’ methodology that allows a portion of these investments to remain funded in the ARPA allocation in 2023, while some are transitioned to the General Fund. These changes are described below, along with other significant programmatic changes for 2023.

2023 Impact Description	FTEs	Dollars
<b>Administration</b>		
<ul style="list-style-type: none"> <li>An increase in personnel services in the Energy Office for a Compliance Administrator I to support the Energize Denver Program. This position will coordinate engineering studies and energy audits to help plan the compliance path and coordination of future work related to Energize Denver compliance.</li> </ul>	1.00	99,500
<ul style="list-style-type: none"> <li>An increase in personnel services for an Administrator I, Safety and Security Resilience Coordinator position. This position will be dedicated to managing the City’s mass notification system, conducting threat analysis, and overseeing the City’s facility vulnerability assessment program in conjunction with the Facility Safety and Security Committee.</li> </ul>	1.00	99,500
<ul style="list-style-type: none"> <li>An increase in personnel services for an Operations Supervisor that was created mid-year 2022 to help address workload within the security office.</li> </ul>	1.00	94,800
<ul style="list-style-type: none"> <li>An increase in personnel services for a Contract Compliance Coordinator. This position will support administration, compliance, financial tracking, work order processing, and close-out of trade contracts (emergency and on-call) managed by the General Services Contract Office.</li> </ul>	1.00	89,000
<ul style="list-style-type: none"> <li>An increase to services and supplies for rate increases to the city facility security personnel services contract. Approximately \$2,108,400 of this increase includes contract costs previously funded by ARPA that are transferred to the General Fund as part of the ARPA step down process.</li> </ul>	0.00	3,108,400
<ul style="list-style-type: none"> <li>An increase in services and supplies for utility rate increases driven by energy costs, new facility acquisitions, new construction, and build outs of City owned facilities.</li> </ul>	0.00	2,900,000

2023 Impact Description	FTEs	Dollars
<ul style="list-style-type: none"> <li>An increase in services and supplies for the Energize Denver Program to complete engineering studies to determine what is needed to achieve Energize Denver policy compliance. This increase includes funds for energy efficiency projects through solar importing, bill splits, solar credit accounting, and audits.</li> </ul>	0.00	575,000
<ul style="list-style-type: none"> <li>A decrease in services and supplies for utilities savings as projected and guaranteed by the City’s Energy Service Contract (ESCO) vendor and achieved through improvements to City municipal facilities that result in long-term energy savings and support the City’s energy use and climate goals. This decrease is offset by a transfer payment from the General Fund to the ESCO Fund.</li> </ul>	0.00	(830,000)
<ul style="list-style-type: none"> <li>A net increase in capital equipment for laptops and docking stations for new FTE; including an Administrator I, a Compliance Administrator I, and a Contract Compliance Coordinator.</li> </ul>	0.00	3,700
<ul style="list-style-type: none"> <li>An increase in internal billings for increases in stormwater utility payments for city facilities.</li> </ul>	0.00	100,000
<b>Purchasing</b>		
<ul style="list-style-type: none"> <li>An increase to personnel services to restore an ASA IV Surplus Operations position that was frozen in 2021 for budget savings. This position will provide administrative support for impounded vehicles and auto auctions. This increase assumes a February 2023 start date.</li> </ul>	0.92	67,800
<b>Office of the Executive Director</b>		
<ul style="list-style-type: none"> <li>An increase in personnel services for a Facilities Management Manager. This position will support the increase in day-to-day activities of facilities operations and programs and will be specifically focused on the growing maintenance of City building portfolios. This increase assumes a March 2023 start date.</li> </ul>	0.83	113,100
<ul style="list-style-type: none"> <li>An increase in personnel services to restore a Business Operations Administrator that was frozen in 2021 for budget savings. This position will provide support to the Deputy Director of General Services and address the growing workload of agency functions related to an increase in facility and City staff requests.</li> </ul>	1.00	86,700
<b>Facilities Management</b>		
<ul style="list-style-type: none"> <li>An increase in services and supplies for professional service contract increases in prevailing wage requirements for janitorial services along with an increase in repair and maintenance budget to address landscaping and irrigation needs at city-owned buildings.</li> </ul>	0.00	1,153,000
<ul style="list-style-type: none"> <li>An increase in services and supplies for Facilities Management Team S, shelter support team, responsible for maintenance and service delivery for five major shelter facilities that serve Denver’s most vulnerable populations.</li> </ul>	0.00	175,000
<ul style="list-style-type: none"> <li>An increase in personnel services to restore a Facilities Painter position that was frozen in 2021 for budget savings. This position will support building aesthetics and maintenance, particularly in the City and County building, and provide workload support for the facilities team and respond to work orders requests for repair and maintenance in City Facilities. This increase assumes a February 2023 start date.</li> </ul>	0.92	75,900
<b>Revenue</b>		
<ul style="list-style-type: none"> <li>A net decrease in revenue from the sale of automobiles, primarily by unexpectedly high sales in 2022 not currently projected to continue into 2023.</li> </ul>	0.00	(900,000)

2023 Impact Description	FTEs	Dollars
<b>Special Revenue Funds</b>		
• An increase in expenditures resulting from increased lodgers’ tax revenue to the Convention Marketing/Tourism SRF due to economic growth projected in 2023.	0.00	3,275,000
• A decrease in revenue in the DOJ Settlement ADA Improvements Fund. This is an appropriated non-lapsing fund, and the unspent budget remains available for projects in 2023.	0.00	(1,981,900)
<b>Grants</b>		
• An increase in American Rescue Plan Funds for the one-time purchase of four vehicles for the Shelter Support Team that provides maintenance services to several shelter facilities.	0.00	260,000
• A decrease in American Rescue Plan Funds to transfer supplies and services budget for citywide facilities maintenance and security service contracts to the General Fund as part of the ARPA step down process.	0.00	(2,108,400)
<b>Capital</b>		
• An increase in revenue to the Energy Conservation Capital Project Fund due to transfers from the General Fund and Climate Protection Fund to support Energy Conservation Capital Projects with the goal of achieving 100 percent renewable electricity in all municipal facilities by 2025 as part of Denver’s 80/50 Climate Action Plan.	0.00	2,128,500

The budgeted vacancy savings is \$605,151.

### Budget Detail

General Services Administration (3010000)	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Expenditures by Type</b>					
Personnel Services	1,676,809	1,840,439	2,331,874	491,435	26.70%
Services and Supplies	30,163,159	31,488,839	37,263,181	5,774,342	18.34%
Capital Equipment	-	-	3,660	3,660	0.00%
Internal Services and Misc.	1,330,068	1,303,188	1,403,838	100,650	7.72%
<b>Expenditures by Type Total</b>	<b>33,170,037</b>	<b>34,632,466</b>	<b>41,002,553</b>	<b>6,370,087</b>	<b>18.39%</b>
<b>Expenditures by Activity</b>					
Central Services	339,179	382,687	404,600	21,913	5.73%
Contracts Office	459,266	532,877	667,849	134,972	25.33%
Denver Energy Office	28,133,535	28,914,642	31,781,397	2,866,755	9.91%
General Services - Utilities	(28,284)	-	-	-	0.00%
Office of the Manager	3,198	-	-	-	0.00%
Security Office	4,263,142	4,802,260	8,148,707	3,346,447	69.68%
<b>Expenditures by Activity Total</b>	<b>33,170,037</b>	<b>34,632,466</b>	<b>41,002,553</b>	<b>6,370,087</b>	<b>18.39%</b>
<b>Other Program Funding Sources</b>					
<b>Grants</b>					
State and Local Fiscal Recovery Funds	1,231,716	2,108,442	260,000	(1,848,442)	(87.67%)
<b>General Government SRF</b>					
Convention Marketing/Tourism	21,469,765	25,080,025	28,355,014	3,274,989	13.06%

General Services Administration (3010000)	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Capital Projects Funds</b>					
Facility CIP Projects	674,777	3,000,000	-	(3,000,000)	(100.00%)
<b>Other Program Funding Sources Total</b>	<b>23,376,258</b>	<b>30,188,467</b>	<b>28,615,014</b>	<b>(1,573,453)</b>	<b>(5.21%)</b>
<b>Total Program Expenditures</b>	<b>56,546,294</b>	<b>64,820,933</b>	<b>69,617,567</b>	<b>4,796,634</b>	<b>7.40%</b>
<b>Personnel Complement (Budgeted)</b>					
Central Services	4.00	4.00	4.00	-	0.00%
Contracts Office	5.00	5.00	6.00	1.00	20.00%
Security Office	5.00	5.00	7.00	2.00	40.00%
Denver Energy Office	4.00	4.00	5.00	1.00	25.00%
<b>Personnel Complement Total</b>	<b>18.00</b>	<b>18.00</b>	<b>22.00</b>	<b>4.00</b>	<b>22.22%</b>
<b>Total Personnel Complement</b>	<b>18.00</b>	<b>18.00</b>	<b>22.00</b>	<b>4.00</b>	<b>22.22%</b>
<b>Revenue</b>					
Fees	70	(80,000)	-	80,000	(100.00%)
Internal Service and Indirect Cost	-	80,000	-	(80,000)	(100.00%)
Miscellaneous Other	1,284,662	48,000	48,000	-	0.00%
<b>Revenue Total</b>	<b>1,284,732</b>	<b>48,000</b>	<b>48,000</b>	<b>-</b>	<b>0.00%</b>
Vacancy Savings			(88,493)		
<b>Purchasing (3020000)</b>					
	<b>2021 Actuals</b>	<b>2022 Appropriated</b>	<b>2023 Recommended</b>	<b>\$ Change</b>	<b>% Change</b>
<b>Expenditures by Type</b>					
Personnel Services	2,151,465	2,734,323	2,972,205	237,882	8.70%
Services and Supplies	164,406	211,860	227,460	15,600	7.36%
Capital Equipment	5,170	20,770	3,800	(16,970)	(81.70%)
Internal Services and Misc.	-	1,700	1,700	-	0.00%
<b>Expenditures by Type Total</b>	<b>2,321,042</b>	<b>2,968,653</b>	<b>3,205,165</b>	<b>236,512</b>	<b>7.97%</b>
<b>Expenditures by Activity</b>					
Administration	346,066	461,781	396,340	(65,441)	(14.17%)
Procurement	1,348,281	1,822,796	1,997,406	174,610	9.58%
Surplus Property	626,695	684,076	811,419	127,343	18.62%
<b>Expenditures by Activity Total</b>	<b>2,321,042</b>	<b>2,968,653</b>	<b>3,205,165</b>	<b>236,512</b>	<b>7.97%</b>
<b>Other Program Funding Sources</b>					
<b>General Government SRF</b>					
Internal Billings and Reimbursements	312,068	425,876	433,314	7,438	1.75%
<b>Total Program Expenditures</b>	<b>2,633,110</b>	<b>3,394,529</b>	<b>3,638,479</b>	<b>243,950</b>	<b>7.19%</b>
<b>Personnel Complement (Budgeted)</b>					
Administration	2.00	3.00	2.00	(1.00)	(33.33%)
Procurement	15.00	18.00	19.00	1.00	5.56%
Surplus Property	5.00	6.00	6.92	0.92	15.33%
<b>Personnel Complement Total</b>	<b>22.00</b>	<b>27.00</b>	<b>27.92</b>	<b>0.92</b>	<b>3.41%</b>



**General Services** **3000000**

	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Purchasing (3020000)</b>					
<b>Other Program Funds FTE</b>					
<b>General Government SRF</b>					
Internal Billings and Reimbursements	4.00	4.00	4.00	-	0.00%
<b>Total Personnel Complement</b>	<b>26.00</b>	<b>31.00</b>	<b>31.92</b>	<b>0.92</b>	<b>2.97%</b>
<b>Revenue</b>					
Fines and Forfeits	5,989,273	6,690,000	5,790,000	(900,000)	(13.45%)
Internal Service and Indirect Cost	313,613	-	-	-	0.00%
Miscellaneous Other	740,534	1,750,000	1,750,000	-	0.00%
<b>Revenue Total</b>	<b>7,043,420</b>	<b>8,440,000</b>	<b>7,540,000</b>	<b>(900,000)</b>	<b>(10.66%)</b>
Vacancy Savings			(115,185)		
<b>Office of the Executive Director (3031000)</b>	<b>2021 Actuals</b>	<b>2022 Appropriated</b>	<b>2023 Recommended</b>	<b>\$ Change</b>	<b>% Change</b>
<b>Expenditures by Type</b>					
Personnel Services	693,314	1,053,854	1,327,661	273,807	25.98%
Services and Supplies	15,065	79,500	59,500	(20,000)	(25.16%)
Capital Equipment	1,099	-	-	-	0.00%
Internal Services and Misc.	1,350	-	-	-	0.00%
<b>Expenditures by Type Total</b>	<b>710,829</b>	<b>1,133,354</b>	<b>1,387,161</b>	<b>253,807</b>	<b>22.39%</b>
<b>Expenditures by Activity</b>					
Office of the Executive Director	710,829	1,133,354	1,387,161	253,807	22.39%
<b>Other Program Funding Sources</b>					
<b>Grants</b>					
FEMA Covid Response	1,454,212	-	-	-	0.00%
<b>Total Program Expenditures</b>	<b>2,165,041</b>	<b>1,133,354</b>	<b>1,387,161</b>	<b>253,807</b>	<b>22.39%</b>
<b>Personnel Complement (Budgeted)</b>					
Office of the Executive Director	6.25	7.25	9.08	1.83	25.24%
<b>Total Personnel Complement</b>	<b>6.25</b>	<b>7.25</b>	<b>9.08</b>	<b>1.83</b>	<b>25.24%</b>
Vacancy Savings			(49,312)		
<b>Facilities Management (3082000)</b>	<b>2021 Actuals</b>	<b>2022 Appropriated</b>	<b>2023 Recommended</b>	<b>\$ Change</b>	<b>% Change</b>
<b>Expenditures by Type</b>					
Personnel Services	6,867,596	7,955,865	9,468,550	1,512,685	19.01%
Services and Supplies	8,941,990	9,618,053	10,895,153	1,277,100	13.28%
Capital Equipment	5,113	7,320	-	(7,320)	(100.00%)
Internal Services and Misc.	13,068	23,091	23,091	-	0.00%
<b>Expenditures by Type Total</b>	<b>15,827,767</b>	<b>17,604,329</b>	<b>20,386,794</b>	<b>2,782,465</b>	<b>15.81%</b>
<b>Expenditures by Activity</b>					
Administration	310,204	460,985	1,048,572	587,587	127.46%
Operations Team	7,801,305	8,425,751	9,830,378	1,404,627	16.67%

	2021	2022	2023	\$	%
<b>Facilities Management (3082000)</b>	<b>Actuals</b>	<b>Appropriated</b>	<b>Recommended</b>	<b>Change</b>	<b>Change</b>
Project Management	232,733	252,317	333,574	81,257	32.20%
Shelter Support	-	741,790	400,000	(341,790)	(46.08%)
Team A	1,368,322	1,485,400	1,745,581	260,181	17.52%
Team B	1,543,229	1,357,649	1,607,523	249,874	18.40%
Team C	1,974,675	1,880,853	2,198,397	317,544	16.88%
Team D	1,401,057	1,708,877	1,730,930	22,053	1.29%
Team E	1,196,243	1,290,707	1,491,839	201,132	15.58%
<b>Expenditures by Activity Total</b>	<b>15,827,767</b>	<b>17,604,329</b>	<b>20,386,794</b>	<b>2,782,465</b>	<b>15.81%</b>
<b>Other Program Funding Sources</b>					
<b>General Government SRF</b>					
DOJ Settlement ADA Improvements	2,175	1,981,925	-	(1,981,925)	(100.00%)
<b>Capital Projects Funds</b>					
Facility CIP Projects	388,573	-	-	-	0.00%
Energy Conservation Capital Projects	1,200,000	228,510	1,836,747	1,608,237	703.79%
<b>Total</b>	<b>1,590,748</b>	<b>2,210,435</b>	<b>1,836,747</b>	<b>(373,688)</b>	<b>(16.91%)</b>
<b>Total Program Expenditures</b>	<b>17,418,514</b>	<b>19,814,764</b>	<b>22,223,541</b>	<b>2,408,777</b>	<b>12.16%</b>
<b>Personnel Complement (Budgeted)</b>					
Administration	2.00	3.00	9.00	6.00	200.00%
Team A	8.00	9.00	9.92	0.92	10.22%
Team B	11.00	11.00	11.00	-	0.00%
Project Management	2.00	2.00	2.00	-	0.00%
Team C	12.00	12.00	12.00	-	0.00%
Team E	9.00	9.00	9.00	-	0.00%
Team D	8.00	8.00	8.00	-	0.00%
Operations Team	27.00	28.00	28.00	-	0.00%
Shelter Support	-	6.00	-	(6.00)	(100.00%)
<b>Personnel Complement Total</b>	<b>79.00</b>	<b>88.00</b>	<b>88.92</b>	<b>0.92</b>	<b>1.05%</b>
<b>Total Personnel Complement</b>	<b>79.00</b>	<b>88.00</b>	<b>88.92</b>	<b>0.92</b>	<b>1.05%</b>
<b>Revenue</b>					
Use Charges	43,271	-	-	-	0.00%
Internal Service and Indirect Cost	660,767	1,500,000	1,500,000	-	0.00%
Miscellaneous Other	115	-	-	-	0.00%
<b>Revenue Total</b>	<b>704,153</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>-</b>	<b>0.00%</b>
Vacancy Savings			(352,161)		

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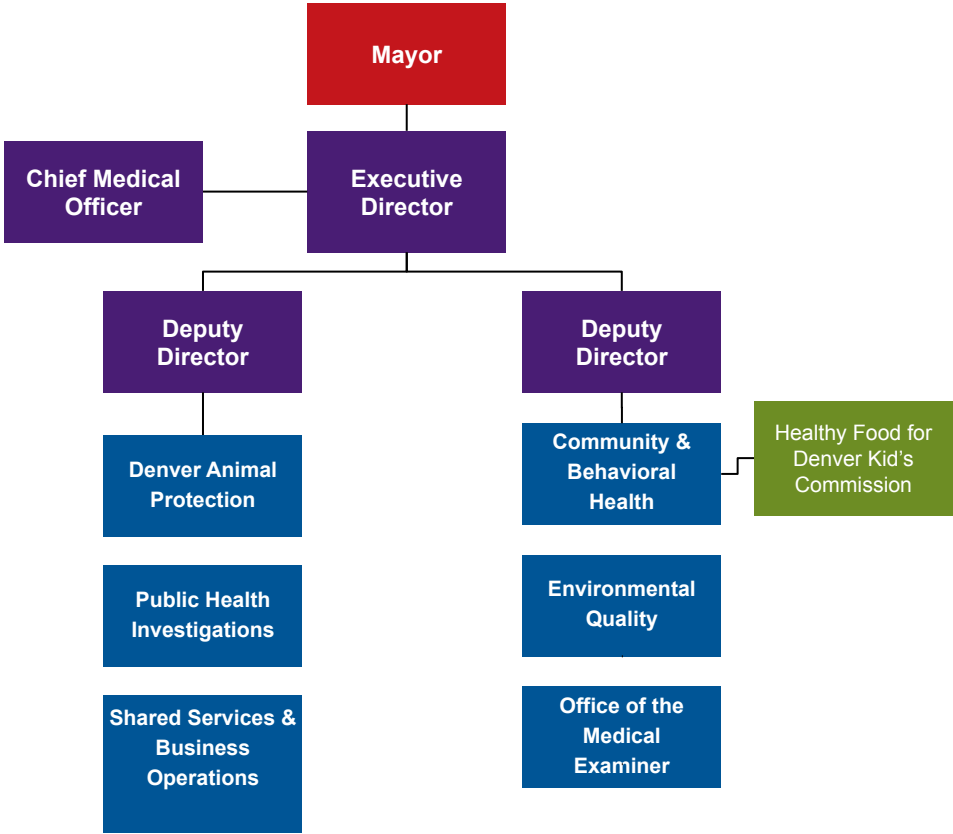




# Department of Public Health and Environment

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# Public Health and Environment



## Mission

Empowering Denver’s communities to live better, longer.



## Department Summary

Denver's **Department of Public Health and Environment (DDPHE)** is dedicated to advancing Denver's environmental and public health goals. As Denver's accredited local public health department, DDPHE works collaboratively with City, state, and community partners to conduct education, community engagement, and enforcement to promote healthy people, healthy pets, and a sustainable environment. DDPHE is comprised of six divisions: Community and Behavioral Health; Denver Animal Protection; the Office of the Medical Examiner; Public Health Investigations; the Environmental Quality; and Shared Services and Business Operations. The Department's programs are funded from many sources, including the General Fund, Environmental Services Enterprise Fund, state, and federal grants, as well as private grants, contracts, and donations. For more information on DDPHE's programs and services, visit the DDPHE website at <https://www.denvergov.org/Government/Agencies-Departments-Offices/Agencies-Departments-Offices-Directory/Public-Health-Environment>.

## Services

**Community and Behavioral Health (CBH)** empowers Denver's communities to live better, longer by informing, educating, and empowering the community to live a healthy lifestyle, to reduce chronic disease through awareness and prevention programs, and to implement population-based strategies that address social determinants of health. CBH also works to reduce barriers to accessing mental and physical health care. CBH is committed to creating and advocating for equal opportunities for all to grow, develop, and live life to its fullest potential. More information is available at: <https://www.denvergov.org/Government/Agencies-Departments-Offices/Agencies-Departments-Offices-Directory/Public-Health-Environment/Community-Behavioral-Health>

**Denver Animal Protection (DAP)** empowers Denver's communities to live better, longer by protecting the safety, health, and welfare of Denver's animals and people, providing humane care to companion animals, reuniting lost pets with their owners, connecting pets to loving homes, and enforcing Denver County animal ordinances. DAP operates the Denver Animal Shelter, providing care to 12,500+ animals each year. More information is available at: <https://www.denvergov.org/Government/Agencies-Departments-Offices/Agencies-Departments-Offices-Directory/Animal-Shelter>

**Environmental Quality (EQ)** empowers Denver's communities to live better, longer by ensuring a healthy environment through science, service, and policy. EQ protects the environment by conducting scientific assessments, regulatory compliance, technical assistance and training, and environmental education for both private sector and City operations. EQ advocates for federal, state, tribal, and local governments' environmental policies that protect the environment and public health. EQ prepares the City to mitigate and adapt to environmental public health emergencies. More information is available at: <https://www.denvergov.org/Government/Agencies-Departments-Offices/Agencies-Departments-Offices-Directory/Public-Health-Environment/Environmental-Quality>

**The Office of the Medical Examiner (OME)** empowers Denver's communities to live better, longer by conducting independent medicolegal death investigations using advanced forensic science practices and techniques in the service of families, communities, and the criminal justice system, as well as housing vital records for the City and County of Denver. OME provides answers to those affected by sudden and traumatic loss and protects public health by contributing to medical surveillance, education, and research. The addition of vital records provides insight into important trends in health that can inform decisions aimed at improving community health and health care, as well as providing critical documents to residents. OME is committed to increasing the public's understanding of the forensic sciences and encouraging and training the next generation of leaders in the field. More information is available at:

<https://www.denvergov.org/Government/Agencies-Departments-Offices/Agencies-Departments-Offices-Directory/Public-Health-Environment/Medical-Examiner>

**Public Health Investigations (PHI)** empowers Denver’s communities to live better, longer through education, public health investigations, and controls to minimize public health risks. PHI supports equitable outcomes by providing resources using a population-based approach, with a focus on culturally responsive, person-first, and trauma-informed practice. PHI prioritizes customer responsiveness, equity, industry and community partnerships, operational excellence, public education, fair and effective enforcement, and continuous improvement. More information is available at: <https://www.denvergov.org/Government/Agencies-Departments-Offices/Agencies-Departments-Offices-Directory/Public-Health-Environment/Public-Health-Investigations>

**Shared Services and Business Operations (SSBO)** empowers Denver’s communities to live better, longer by providing leadership, support, data, and resources to all Divisions as they develop equitable and innovative solutions to challenges, serve customers and engage partners, respond to public health emergencies, and deliver quality outcomes through learning and performance improvement. SSBO promotes effective, safe, and secure operations; race and social justice; workforce development; and open and transparent government.

## Strategies

- **Equity, Diversity, and Inclusion:** Create an inclusive workplace that prioritizes building internal relationships based on trust, shared commitment, and solution-seeking through diversity.
- **Customer Experience:** Elevate the customer experience by fostering community engagement and being uniquely responsive to all the Department serves.
- **Operational Excellence:** Achieve operational excellence through lean process improvement, performance management, and responsible, transparent, and sustainable fiscal management.
- **Workforce Well-being and Development:** Align DDPHE’s workforce with the Department’s mission, strategic plan, and goals; Empower employees to gain knowledge, skills, and experience; Establish a solid culture of development, appreciation, and kindness.
- **Alignment of work in all programs wherever possible to support the Mayor’s priorities** of safe communities, housing and people experiencing homelessness, and economic recovery.

## Program and Performance Highlights

### Health Equity

DDPHE’s Health Equity work brings together DDPHE staff and their colleagues throughout the City and Denver’s communities to advance health equity as a priority in city policy, planning, services, and investments. DDPHE implements this work through projects and programs that integrate the four key elements of learning, collaboration, community, and data. A top priority for DDPHE is to increase organizational gender and ethnic diversity within the Department to better represent and engage with the communities the Department serves. DDPHE is working to provide staff with the forum, training, knowledge, and tools to do more to remove existing social, health, and racial barriers, while developing equitable strategies for Denver residents to live better, longer.

Customer Experience & Employee Wellbeing Measures	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Objective
Percent of public health concerns and service requests responded to within 3 business days	97%	95%	93%	90%	100%
Percent of DDPHE Customer Satisfaction Survey Respondents indicating “satisfied” or “strongly satisfied” with the services provided by the Department	90%	77%	78%	85%	90%
Percent of DDPHE employees who “agree” or “strongly agree” with the statements comprising the Well-being Index meets or exceeds the citywide average*	76%	N/A*	74%	80%	83%

\*Data was not collected in 2020

### Performance Context

Denver is experiencing a time of tremendous growth and progress. It is essential for the Department to be innovative, flexible, and nimble while continuously promoting the core mission of “Empowering Denver’s Communities to Live Better, Longer.”

As such, DDPHE has updated their strategic priorities to reflect relevance to current times and provide clarity, direction, and focus for the Department. To complement and provide context to the priorities, objectives and metrics were also updated. DDPHE strategic priorities are:

- Equity, Diversity, and Inclusion
- Customer Experience
- Operational Excellence
- Workforce Well-being and Development

Program priorities are tracked at the divisional level. These priorities include violations related to food safety, tobacco sales, facility inspections, air and water quality, and animal welfare, as well as metrics related to behavioral health assessments, outreach, and environmental assessments.

DDPHE serves residents at all stages of life, from childcare facility inspections to death investigations, and ensures public health and safety where Denver lives, works, eats, and plays regardless of gender, ethnicity, or economic status. Customer’s experience is best when they are engaged, providing input, and feeling that their voices are valued. As such, DDPHE issues a bilingual **Customer Satisfaction Survey** and has a goal that ninety percent of all DDPHE respondents will indicate they were satisfied or strongly satisfied with the services provided by the Department. Additionally, the Department seeks to elevate the customer experience by fostering community engagement and being uniquely responsive to the communities it serves. This is measured by ensuring that 100% of public health service requests are responded to within three business days.

**CUSTOMER EXPERIENCE:** Customer Satisfaction is one of DDPHE’s top priorities as the department seeks to elevate the customer experience by fostering community engagement and being uniquely responsive to the residents it serves. DDPHE knows that the customer experience is best when community members are engaged, providing input and feeling that their voices are valued. DDPHE measures customer experience satisfaction rates and service response time to ensure that it is meeting its mission of empowering Denver’s communities to live better, longer. These metrics allow the

Department to quickly gauge satisfaction levels of DDPHE team members’ work with Denver residents and address any areas of underperformance, for which the Department can then make focused adjustments.

**EMPLOYEE ENGAGEMENT:** DDPHE believes a happy and productive workforce is foundational to achieving excellence in public and environmental health. DDPHE’s workforce development plan prioritizes training, core competency development, and diversifying the workforce by changing how and where it recruits. DDPHE seeks to be the best public health department in the country. By holding these high standards and using metrics to measure our workforce, DDPHE ensures this goal is met. To further achieve this, DDPHE provides its team members with supported leadership and professional development opportunities. DDPHE also seeks to create an inclusive workplace that prioritizes building internal relationships based on trust, shared commitment, and solution-seeking through diversity. Through annual Pulse surveys and bi-annual Employee Engagement surveys, DDPHE measures its employees’ thoughts, attitudes, and comfort level at work. Through such surveys, DDPHE can focus educational and directed change to meet and exceed strategically set goals for benchmarks.

DDPHE measures its employees’ well-being by capturing Pulse Survey and Employee Engagement questions focused on employee well-being. DDPHE measures the percentage of DDPHE employees who “agree” or “strongly agree” with the statements below comprising the well-being index:

Employee Engagement Survey:

- My supervisor is sincerely interested in my well-being
- The city provides sufficient flexibility in my work schedule options to help me balance the demands of work and personal life
- My department/agency promotes a culture/environment of appreciation

DDPHE Pulse Survey

- My department practices a safe work environment
- My department provides the needed tools, equipment, and training to do my job safely
- I am encouraged and expected to speak up about any agency practices and policies that are ethically questionable

## Caring for Denver Fund (2018 Ballot Measure 2B)

### Overview

The Caring for Denver Foundation operates as a 501(c)3 foundation and is publicly funded by City sales tax revenue. Caring for Denver’s goal is to provide grants that invest in the strategies the community has determined are most important and most effective at reducing substance misuse challenges and promoting positive mental health. The mission of Caring for Denver is to address Denver’s mental health and substance misuse needs by growing community-informed solutions, dismantling stigma, and turning the community’s desire to help into action. DDPHE is the City’s liaison to the Caring for Denver Foundation and is responsible for oversight of the agreement between the City and the Caring for Denver Foundation.

### Budget Summary

	2021	2022	2023	\$	%
Caring for Denver SRF 14810 - 6508000	Actuals	Appropriated	Recommended	Change	Change
Caring for Denver Fund	42,027,124	46,363,554	49,545,674	3,182,120	6.86%
Caring for Denver Fund Budgeted FTEs	1.00	1.00	1.00	0.00	0.00%

## Healthy Food for Denver’s Kids Fund (2018 Ballot Measure 302)

### Overview

The Healthy Food for Denver’s Kids (HFDK) SRF is an appropriated, non-lapsing fund that was established through a November 2018 ballot initiative when Denver voters approved increasing the sales tax rate by 0.08 percentage points for a ten-year period to increase access to and education about healthy foods among Denver’s youth. The HFDK initiative established a thirteen-member Commission to determine the distribution of the sales tax revenue to support this initiative. DDPHE is the expending authority for these funds. The annual appropriation in 2023 reflects the projected revenue generated by the 0.08 percent sales tax rate increase.

### 2023 Funding Strategy

In 2023, the Healthy Food for Denver’s Kids Fund will:

- Continue to fund non-profit, public school and city organizations to provide Denver’s youth with food and food education (12 more contracts than in 2021)
- Continue to engage with and provide technical assistance to current grantees
- Evaluate and implement new strategic goals
- Implement lessons learned from the evaluation and community engagement efforts
- Explore further modifying the DRMC to improve program implementation

### Budget Summary

Healthy Food for Denver’s Kids SRF 14809	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
Healthy Food for Denver’s Kids Fund	14,138,248	13,444,166	16,442,614	2,998,448	22.30%
Healthy Food for Denver’s Kids Fund Budgeted FTEs	3.00	3.00	2.50	0.00	0.00%

## Department Budget

	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Variance	% Variance
<b>General Fund Expenditures by Agency</b>					
Community and Behavioral Health	1,448,238	10,529,522	10,666,028	136,506	1.30%
Public Health Investigations	1,349,422	5,956,026	7,163,108	1,207,082	20.27%
Denver Animal Protection	5,036,557	5,712,069	6,363,818	651,749	11.41%
Office of the Medical Examiner	1,937,766	5,398,702	5,809,737	411,035	7.61%
Division of Administration	838,892	2,977,927	1,629,439	(1,348,488)	(45.28%)
Strategic Planning and Administration	-	200	1,929,510	1,929,310	964655.00%
<b>Total</b>	<b>10,610,876</b>	<b>30,574,446</b>	<b>33,561,640</b>	<b>2,987,194</b>	<b>9.77%</b>
<b>General Fund Expenditures by Type</b>					
Personnel Services	8,575,354	19,751,719	23,734,781	3,983,062	20.17%
Services and Supplies	1,906,782	10,668,366	9,722,921	(945,445)	(8.86%)
Capital Equipment	95,333	99,201	32,980	(66,221)	(66.75%)
Internal Services and Misc.	33,407	55,160	70,958	15,798	28.64%
<b>Total</b>	<b>10,610,876</b>	<b>30,574,446</b>	<b>33,561,640</b>	<b>2,987,194</b>	<b>9.77%</b>
<b>Payments</b>					
Payment - Denver Cares	1,375,756	3,032,228	3,332,869	300,641	9.91%
Payment - Medically Indigent	27,700,000	29,700,000	30,777,300	1,077,300	3.63%
Payment - Park Hill Clinic Financing	90,757	173,500	200,900	27,400	15.79%
Payment - Poison Center	131,412	199,697	199,697	-	0.00%
Payment - Public Health Clinical	1,628,602	703,192	2,426,777	1,723,585	245.11%
<b>Payments Total</b>	<b>30,926,527</b>	<b>33,808,617</b>	<b>36,937,543</b>	<b>3,128,926</b>	<b>9.25%</b>
<b>Total General Fund</b>	<b>41,537,403</b>	<b>64,383,063</b>	<b>70,499,183</b>	<b>6,116,120</b>	<b>9.50%</b>
<b>Enterprise Fund Expenditures</b>					
<b>Enterprise Fund Expenditures by Agency</b>					
Environmental Quality	8,263,178	9,967,696	10,981,534	1,013,838	10.17%
<b>Total Enterprise Funds</b>	<b>8,263,178</b>	<b>9,967,696</b>	<b>10,981,534</b>	<b>1,013,838</b>	<b>10.17%</b>
<b>Enterprise Fund Expenditures by Type</b>					
Personnel Services	4,748,826	5,112,483	5,669,261	556,778	10.89%
Services and Supplies	1,832,666	2,982,687	3,423,587	440,900	14.78%
Capital Equipment	6,397	30,000	26,160	(3,840)	(12.80%)
Internal Services and Misc.	1,675,290	1,842,526	1,862,526	20,000	1.09%
<b>Total Enterprise Funds</b>	<b>8,263,178</b>	<b>9,967,696</b>	<b>10,981,534</b>	<b>1,013,838</b>	<b>10.17%</b>
<b>Transfers</b>					
Transfer to Alternative Transportation SRF	411,300	411,300	-	(411,300)	(100.00%)
Transfer to Environmental Capital Fund	750,000	-	500,000	500,000	0.00%
Transfer to Environmental Services Enterprise Fund	1,000,000	-	-	-	0.00%
Transfer to General Fund	1,765,324	1,967,471	1,967,471	-	0.00%
Transfer to Planned Fleet SRF	744,000	744,000	-	(744,000)	(100.00%)
Transfer to Underground Storage Tanks Fund	-	-	250,000	250,000	0.00%



	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Variance	% Variance
<b>Total Enterprise Funds Transfers</b>	<b>4,670,624</b>	<b>3,122,771</b>	<b>2,717,471</b>	<b>(405,300)</b>	<b>(12.98%)</b>
<b>Total Enterprise Funds Expenditures</b>	<b>12,933,802</b>	<b>13,090,467</b>	<b>13,699,005</b>	<b>608,538</b>	<b>4.65%</b>
<b>Other Program Funding Sources</b>					
<b>Special Revenue Funds Expenditures</b>					
Health	56,202,631	94,505,520	68,233,380	(26,272,140)	(27.80%)
<b>Total Special Revenue Funds</b>	<b>56,202,631</b>	<b>94,505,520</b>	<b>68,233,380</b>	<b>(26,272,140)</b>	<b>(27.80%)</b>
<b>Grants</b>					
General Government	4,559,579	1,807,561	28,273,370	26,465,809	1464.17%
Health	20,358,429	18,949,844	13,390,663	(5,559,181)	(29.34%)
<b>Total Grants</b>	<b>24,918,007</b>	<b>20,757,405</b>	<b>41,664,033</b>	<b>20,906,628</b>	<b>100.72%</b>
<b>Capital Improvements</b>					
Capital Improvements	5,617,489	2,845,080	2,845,080	-	0.00%
Environmental Services	5,732,922	600,000	1,050,000	450,000	75.00%
<b>Total Capital Improvements</b>	<b>11,350,411</b>	<b>3,445,080</b>	<b>3,895,080</b>	<b>450,000</b>	<b>13.06%</b>
<b>Other Program Funding Sources Total</b>	<b>92,471,050</b>	<b>118,708,005</b>	<b>113,792,493</b>	<b>(4,915,512)</b>	<b>(4.14%)</b>
<b>Total Department Expenditures</b>	<b>146,942,255</b>	<b>196,181,535</b>	<b>197,990,681</b>	<b>1,809,146</b>	<b>0.92%</b>
<b>Personnel Complement</b>					
General Fund Operations	151.67	190.37	217.15	26.78	14.07%
General Government	2.83	7.00	1.00	(6.00)	(85.71%)
Health	81.39	90.86	72.25	(18.61)	(20.48%)
Environmental Services	42.58	41.25	44.30	3.05	7.39%
<b>Total</b>	<b>278.47</b>	<b>329.48</b>	<b>334.70</b>	<b>5.22</b>	<b>1.58%</b>
<b>Total Personnel Complement</b>	<b>278.47</b>	<b>329.48</b>	<b>334.70</b>	<b>5.22</b>	<b>1.58%</b>
<b>General Fund Revenue</b>					
Licenses and Permits	481,838	503,000	500,500	(2,500)	(0.50%)
Fees	387,083	1,302,858	1,429,550	126,692	9.72%
Charges for Services	114,878	369,000	1,055,800	686,800	186.12%
Internal Service and Indirect Cost	1,451,102	500,000	500,000	-	0.00%
Miscellaneous Other	177,790	1,385,000	1,000	(1,384,000)	(99.93%)
<b>Total</b>	<b>2,612,691</b>	<b>4,059,858</b>	<b>3,486,850</b>	<b>(573,008)</b>	<b>(14.11%)</b>
<b>Enterprise Fund Revenue</b>					
Interest Income	370,186	346,000	322,000	(24,000)	(6.94%)
Fees	12,000	-	-	-	0.00%
Charges for Services	4,171	-	-	-	0.00%
Use Charges	10,011,980	10,118,000	10,410,000	292,000	2.89%
Internal Service and Indirect Cost	109,752	118,000	118,000	-	0.00%
Investment Service	(80,599)	-	-	-	0.00%
Miscellaneous Other	3,370,398	1,772,000	1,239,500	(532,500)	(30.05%)
<b>Total Enterprise Funds Revenue</b>	<b>13,797,888</b>	<b>12,354,000</b>	<b>12,089,500</b>	<b>(264,500)</b>	<b>(2.14%)</b>

## Programmatic Changes

The City and County of Denver’s allocation of State and Local Fiscal Recovery Funds as a result of the American Rescue Plan Act (ARPA) allowed the City to restore some service reductions that were necessary to balance the budget in 2021 and to allocate funding in 2022 to address operational backlogs. Many of these investments are ongoing and to avoid a financial ‘cliff’, the City has employed a ‘step down’ methodology that allows a portion of these investments to remain funded in the ARPA allocation in 2023, while some are transitioned to the General Fund. Additional ARPA funds also have been allocated to the Department of Public Health and Environment in 2023 to support one-time capital equipment needs in 2023 as well as programs to support Denver’s recovery from the COVID-19 pandemic, which were informed by community input. These changes are described below, along with other significant programmatic changes for 2023.

2023 Impact Description	FTEs	Dollars
<b>Agencywide</b>		
<ul style="list-style-type: none"> <li>An increase in personnel services to create eight positions in the General Fund, primarily to support and expand community and behavioral health programs such as the Wellness Winnie. This includes an Administrative Support Assistant, an Outreach Case Coordinator, and a Therapist Supervisor for Wellness Winnie. Three Environmental Public Health Specialists that are currently supported by grants are moving to the General Fund.</li> </ul>	6.25	671,100
<ul style="list-style-type: none"> <li>An increase in services and supplies to support the expansion and continued support of behavioral health programs.</li> </ul>	0.00	239,400
<ul style="list-style-type: none"> <li>An increase in internal services to provide new personnel with cellphones and other items.</li> </ul>	0.00	8,700
<b>Community and Behavioral Health</b>		
<ul style="list-style-type: none"> <li>An increase in personnel services due to the addition of two and a half positions to support new tobacco enforcement.</li> </ul>	2.50	266,300
<ul style="list-style-type: none"> <li>An increase in personnel services due to moving three positions that support programs aimed at reducing food insecurity, which are currently funded by grants that are expiring in 2023, to the General Fund.</li> </ul>	1.66	136,000
<ul style="list-style-type: none"> <li>An increase in personnel services due to the transfer in of an Environmental Public Health Analyst Senior from an SRF to the General Fund.</li> </ul>	1.00	83,800
<ul style="list-style-type: none"> <li>A decrease in personnel services due to moving the Crime Prevention and Control Commission to Public Safety. These two positions will continue to provide administrative and operational support to the CPCC.</li> </ul>	(2.00)	(185,600)
<ul style="list-style-type: none"> <li>An increase in services and supplies for a projected increase to the Solution Center 2023 contract.</li> </ul>	0.00	1,000,000
<ul style="list-style-type: none"> <li>An increase in services and supplies due to moving programs aimed at reducing food insecurity that are currently supported by grants, which are expiring in 2023, to the General Fund.</li> </ul>	0.00	181,600
<ul style="list-style-type: none"> <li>An increase in services and supplies due to the restoration of budget that moved budget for one-time capital equipment expenditures in 2022.</li> </ul>	0.00	12,300
<ul style="list-style-type: none"> <li>A decrease in services and supplies due to a one-time 2022 supplemental being removed from the 2023 budget.</li> </ul>	0.00	(2,225,000)
<ul style="list-style-type: none"> <li>An increase in capital equipment to purchase computers for new personnel.</li> </ul>	0.00	7,300
<ul style="list-style-type: none"> <li>A decrease in capital equipment to restore budget back to services and supplies which was moved to cover 2022 capital equipment expenditures.</li> </ul>	0.00	(12,300)

## Public Health and Environment

2023 Impact Description	FTEs	Dollars
<b>Public Health Investigations</b>		
<ul style="list-style-type: none"> <li>An increase in personnel services to add three Environmental Public Health Investigator II positions to address workload generated by the Residential Licensing Program and noise complaints, as well as to expand childcare facility inspections.</li> </ul>	5.50	508,800
<ul style="list-style-type: none"> <li>An increase in personnel services due to the addition of two Public Health Investigators and one Program Supervisor to support the expansion of the City initiative addressing abandoned and/or broken RVs and trailers. The Investigators are budgeted to start in March, 2023.</li> </ul>	2.67	266,500
<ul style="list-style-type: none"> <li>An increase in personnel services due to a 2023 mid-year conversion of an Epidemiologist from an expiring grant to the General Fund.</li> </ul>	0.50	58,200
<ul style="list-style-type: none"> <li>An increase in services and supplies to support new Public Health staff and the RV disposal program.</li> </ul>	0.00	17,200
<ul style="list-style-type: none"> <li>A net decrease in capital equipment for one-time items purchased in 2022 that are not budgeted in 2023, offset by one-time equipment for new personnel in 2023.</li> </ul>	0.00	(6,100)
<b>Denver Animal Protection</b>		
<ul style="list-style-type: none"> <li>An increase in personnel services due to the addition of two Animal Shelter Assistants, to start in the second quarter, and three Animal Care Attendants to support the increased demands at the Denver Animal Shelter.</li> </ul>	4.50	286,400
<ul style="list-style-type: none"> <li>An increase in services and supplies to support new Animal Shelter staff.</li> </ul>	0.00	5,300
<ul style="list-style-type: none"> <li>A net increase in capital equipment to support new Animal Shelter staff.</li> </ul>	0.00	6,100
<b>Office of the Medical Examiner</b>		
<ul style="list-style-type: none"> <li>An increase in personnel services due to the transfer of the Vital Records Team from Administration to better align this function.</li> </ul>	6.00	335,100
<ul style="list-style-type: none"> <li>An increase in personnel services for two part-time positions to support VitalChek and to address increased workload and demand for services.</li> </ul>	1.90	90,000
<ul style="list-style-type: none"> <li>An increase in services and supplies to restore budget that was moved for one-time capital equipment expenditures in 2022.</li> </ul>	0.00	69,000
<ul style="list-style-type: none"> <li>An increase in capital equipment to support the needs of new office staff.</li> </ul>	0.00	6,500
<ul style="list-style-type: none"> <li>A decrease in capital equipment to restore budget back to services and supplies which was moved to cover one-time 2022 capital equipment expenditures.</li> </ul>	0.00	(69,000)
<b>Division of Administration</b>		
<ul style="list-style-type: none"> <li>A net decrease in personnel services to reallocate staff to the new Division of Strategic Planning and Administration, including positions partially funded by grants, and one position to the Community and Behavioral Health Division.</li> </ul>	(11.67)	(1,199,200)
<ul style="list-style-type: none"> <li>A decrease in personnel services due to the transfer out of the Vital Records Team to the Office of the Medical Examiner.</li> </ul>	(6.00)	(335,100)
<ul style="list-style-type: none"> <li>A decrease in services and supplies due to moving budget to the new Strategic Planning and Administration office.</li> </ul>	0.00	(110,800)
<b>Strategic Planning and Administration</b>		
<ul style="list-style-type: none"> <li>An increase in personnel services to reallocate staff from other divisions, primarily the Administration Division, to this new Division of Strategic Planning and Administration.</li> </ul>	13.25	1,199,200
<ul style="list-style-type: none"> <li>An increase in personnel services due to moving an Environmental Health Manager position to the General Fund when a grant supporting this position expires in August, 2023.</li> </ul>	0.42	83,200

2023 Impact Description	FTEs	Dollars
<ul style="list-style-type: none"> <li>An increase in services and supplies to reallocate budget from the Division of Administration to support the new office.</li> </ul>	0.00	110,800
<ul style="list-style-type: none"> <li>An increase in capital equipment to reallocate budget from other offices.</li> </ul>	0.00	1,200
<ul style="list-style-type: none"> <li>An increase in internal services to reallocate budget from other divisions to support this new office.</li> </ul>	0.00	10,400
<b>General Fund Revenue</b>		
<ul style="list-style-type: none"> <li>A net decrease in revenue due to adjustments to align with historical trends.</li> </ul>	0.00	(573,000)
<b>Environmental Services Enterprise Fund</b>		
<ul style="list-style-type: none"> <li>An increase in personnel services to add a Public Health Analyst to support expanded site assessment programs.</li> </ul>	1.00	114,400
<ul style="list-style-type: none"> <li>An increase in personnel services to add a Public Health Analyst Associate to support the Love My Air Denver program that monitors air quality in Denver.</li> </ul>	1.00	99,500
<ul style="list-style-type: none"> <li>An increase in personnel services to add a Public Health Analyst Associate to support the Environmental Management and Operations team, who is responsible for overseeing and ensuring environmental compliance at all city facilities.</li> </ul>	1.00	99,500
<ul style="list-style-type: none"> <li>An increase in services and supplies to support site assessment programs on city projects.</li> </ul>	0.00	920,000
<ul style="list-style-type: none"> <li>An increase in services and supplies to address projected inflation and cost escalation.</li> </ul>	0.00	130,000
<b>Enterprise Fund Transfers</b>		
<ul style="list-style-type: none"> <li>An increase in transfers from the ESEF operating fund to the Underground Storage Tank Capital Fund and to the Environmental Capital Fund.</li> </ul>	0.00	750,000
<ul style="list-style-type: none"> <li>A decrease in the transfer to the Alternative Transportation Special Revenue Fund (SRF) due to a one-time cash surplus in the fund that is sufficient to fund the program in 2023 without additional transfers.</li> </ul>	0.00	(411,000)
<ul style="list-style-type: none"> <li>A decrease in the EF transfer to the Planned Fleet SRF due to funding for the compost truck lease moving to the new Volume Based Pricing SRF.</li> </ul>	0.00	(744,000)
<b>Special Revenue Funds</b>		
<ul style="list-style-type: none"> <li>An increase in Special Revenue Funds due to the increase in projected revenue related to the Caring for Denver sales tax initiative. This SRF also moved from Administration to Strategic Planning and Administration.</li> </ul>	0.00	3,191,300
<ul style="list-style-type: none"> <li>A net increase in the Site Removal Fund due to a cash transfer from the General Fund to support cleanup and storage of abandoned vehicles.</li> </ul>	0.00	873,000
<ul style="list-style-type: none"> <li>A decrease in the Healthy Foods SRF due to the roll forward of unspent budget from 2021 to 2022. This is primarily due to the time required to establish the program and complete the RFP process for grantees. The 2023 appropriation reflects only the 2023 projected sales tax revenue. Unspent budget in 2022 will roll to 2023.</li> </ul>	0.00	(24,248,400)
<ul style="list-style-type: none"> <li>A decrease in the Crime Prevention and Control Commission Fund due to the entire program and personnel moving to Department of Safety. Note the 2022 FTE count included an error that omitted 4.0 FTE.</li> </ul>	(18.50)	(4,062,600)
<ul style="list-style-type: none"> <li>A net decrease in the Public Health and Wellness Fund due to allowing a limited position to expire, allocating 0.15 of three FTE to grants, and due to a one-time budget roll-forward of funds into 2022.</li> </ul>	(1.44)	(1,168,300)
<ul style="list-style-type: none"> <li>A decrease in the Public Health and Wellness Fund due to transferring the Drug Diversion Program to the Department of Safety. This program collaborates with the CPCC.</li> </ul>	(1.00)	(750,000)

## Public Health and Environment

2023 Impact Description	FTEs	Dollars
<ul style="list-style-type: none"> <li>A decrease in the Child Care Facility Inspection Fund due to ending a contract with the state to perform state inspections and moving employees that conduct city-mandated inspections to the General Fund.</li> </ul>	(7.50)	(306,300)
<ul style="list-style-type: none"> <li>A decrease in the Healthy Foods SRF due to an Environmental Public Health Specialist position being reallocated to the General Fund starting July, 2023.</li> </ul>	(0.50)	(64,300)
<b>Grants</b>		
<ul style="list-style-type: none"> <li>An increase in grant expenditures due to an investment of State and Local Fiscal Recovery Funds to improve behavioral health infrastructure and network adequacy and to advance behavioral health and substance use outcomes.</li> </ul>	0.00	20,000,000
<ul style="list-style-type: none"> <li>An increase in grant expenditures due to an investment of State and Local Fiscal Recovery Funds to address food insecurity through a combination of emergency food distribution and grants made to partners to upgrade food-related infrastructure. The infrastructure upgrades are a continuation of an existing program funded through a previous ARPA allocation.</li> </ul>	0.00	6,000,000
<ul style="list-style-type: none"> <li>A net increase in State and Local Fiscal Recovery Funds due primarily to a one-time microscope purchase for the Office of the Medical Examiner and other continued ARPA funded items that are offset by the expiration of limited Public Health Investigator positions.</li> </ul>	(6.00)	1,377,000
<ul style="list-style-type: none"> <li>A net decrease in grants primarily due to the expiration of the Caring for Denver STAR grant and various other public health grants related to federal and state support, such as the COVID ELC 2 and COVID-19 Health Disparities grants. The City anticipates that Caring for Denver funding will continue for STAR but a grant agreement has not been completed at the time of the budget.</li> </ul>	8.50	(5,771,200)

The budgeted vacancy savings in the General Fund is \$824,532.

## Budget Detail

Community and Behavioral Health (6501000)	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Expenditures by Type</b>					
Personnel Services	1,033,711	2,406,205	3,335,128	928,923	38.61%
Services and Supplies	346,911	8,102,692	7,310,360	(792,332)	(9.78%)
Capital Equipment	64,322	12,265	7,320	(4,945)	(40.32%)
Internal Services and Misc.	3,294	8,360	13,220	4,860	58.13%
<b>Expenditures by Type Total</b>	<b>1,448,238</b>	<b>10,529,522</b>	<b>10,666,028</b>	<b>136,506</b>	<b>1.30%</b>
<b>Expenditures by Activity</b>					
Administration	351,196	972,211	1,585,357	613,146	63.07%
Behavioral Health	753,190	845,244	741,619	(103,625)	(12.26%)
Denver HIV Resources	17,505	32,043	142,682	110,639	345.28%
Health Promotion	35,834	651,622	778,965	127,343	19.54%
Public Health and Wellness	150,000	-	598,168	598,168	0.00%
Solutions Center Administration	-	3,735,000	4,410,000	675,000	18.07%
Support Team Assistance Response	140,514	4,293,402	2,409,237	(1,884,165)	(43.89%)
<b>Expenditures by Activity Total</b>	<b>1,448,238</b>	<b>10,529,522</b>	<b>10,666,028</b>	<b>136,506</b>	<b>1.30%</b>

<b>Community and Behavioral Health (6501000)</b>	<b>2021 Actuals</b>	<b>2022 Appropriated</b>	<b>2023 Recommended</b>	<b>\$ Change</b>	<b>% Change</b>
<b>Other Program Funding Sources</b>					
<b>Grants</b>					
Caring For Denver - Expanded Mobile Integrated Healthcare	76,920	390,731	390,731	-	0.00%
Caring for Denver - STAR	-	1,395,000	-	(1,395,000)	(100.00%)
CDPHE - Maternal and Child Health	138,500	610,000	698,082	88,082	14.44%
Child Fatality Prevention	18,465	-	-	-	0.00%
Community Tobacco Initiatives	42,809	282,785	382,298	99,513	35.19%
Coronavirus Relief Fund	2,908,805	-	-	-	0.00%
Denver Health Foundation	7,603	-	-	-	0.00%
Emergency Preparedness & Response	154,981	-	-	-	0.00%
Essentials for Childhood	62,205	72,180	-	(72,180)	(100.00%)
FEMA Covid Response: Downtown & DHHA	1,332,798	300,004	-	(300,004)	(100.00%)
Food Matters	30,175	-	-	-	0.00%
Food Matters - CO Beverage & Conf of Mayors	-	100,000	51,102	(48,898)	(48.90%)
Food Systems Interventions	57,949	-	-	-	0.00%
Good Food Purchasing Program	50,001	-	-	-	0.00%
Harm Reduction	17,013	87,559	73,669	(13,890)	(15.86%)
Healthy Eating and Active Living	1,326	-	-	-	0.00%
Indoor Radon Grant	5,939	11,000	-	(11,000)	(100.00%)
Law Enforcement Assisted Diversion Pilot Program	699,611	571,492	613,853	42,361	7.41%
Lead Hazard Control & Healthy Homes	320,304	-	-	-	0.00%
Local Planning & Support	543,195	-	-	-	0.00%
Mental Health Awareness Training	106,478	67,300	67,300	-	0.00%
NACCHO	116,747	-	52,544	52,544	0.00%
Neighborhood Food Environments	736,808	439,900	451,051	11,151	2.53%
Overdose Data 2 Action	98,726	93,136	78,129	(15,007)	(16.11%)
Pets for Life Community Outreach Program	104	-	-	-	0.00%
PetSmart Charities - Access to Care	31,642	-	-	-	0.00%
Ryan White/HIV Emergency Relief	7,571,560	6,530,971	6,320,893	(210,078)	(3.22%)
SAMHSA DenverStrong	10,071	125,000	131,786	6,786	5.43%
SUN Co-Responder	387,922	360,000	363,056	3,056	0.85%
The Denver ReCAST SAMHSA Grant	7,831	1,000,000	1,008,261	8,261	0.83%
<b>Total</b>	<b>15,536,486</b>	<b>12,437,058</b>	<b>10,682,755</b>	<b>(1,754,303)</b>	<b>(14.11%)</b>
<b>Health SRF</b>					
Community Health Promotion Donations	-	20,000	-	(20,000)	(100.00%)
Crime Prevention and Control Fund	3,206,655	4,062,601	-	(4,062,601)	(100.00%)
Drug Strategy and Behavioral Health	1,042	6,913	3,000	(3,913)	(56.60%)
Public Health and Wellness	1,389,349	2,500,271	582,000	(1,918,271)	(76.72%)
Ryan White Needs Assessment IGA	140,993	39,175	-	(39,175)	(100.00%)



## Public Health and Environment

<b>Community and Behavioral Health (6501000)</b>	<b>2021 Actuals</b>	<b>2022 Appropriated</b>	<b>2023 Recommended</b>	<b>\$ Change</b>	<b>% Change</b>
Solutions Center	2,417,687	-	-	-	0.00%
Tobacco Sting	24,748	81,024	83,080	2,056	2.54%
Healthy Foods for Denver's Kids	6,057,220	40,261,951	-	(40,261,951)	(100.00%)
<b>Total</b>	<b>13,237,693</b>	<b>46,971,935</b>	<b>668,080</b>	<b>(46,303,855)</b>	<b>(98.58%)</b>
<b>Other Program Funding Sources Total</b>	<b>28,774,179</b>	<b>59,408,993</b>	<b>11,350,835</b>	<b>(48,058,158)</b>	<b>(80.89%)</b>
<b>Total Program Expenditures</b>	<b>30,222,417</b>	<b>69,938,515</b>	<b>22,016,863</b>	<b>(47,921,652)</b>	<b>(68.52%)</b>
<b>Personnel Complement (Budgeted)</b>					
Administration	11.00	8.00	12.46	4.46	55.75%
Denver HIV Resources	-	0.10	1.10	1.00	1000.00%
Health Promotion	-	5.00	6.00	1.00	20.00%
Public Health and Wellness	-	-	3.50	3.50	0.00%
Behavioral Health	8.00	6.00	5.00	(1.00)	(16.67%)
Support Team Assistance Response	-	1.00	1.00	-	0.00%
<b>Personnel Complement (Budgeted) Total</b>	<b>19.00</b>	<b>20.10</b>	<b>29.06</b>	<b>8.96</b>	<b>44.58%</b>
<b>Other Program Funds FTE</b>					
<b>Grants</b>					
CDPHE - Maternal and Child Health	-	-	1.00	1.00	0.00%
Community Tobacco Initiatives	-	-	3.78	3.78	0.00%
Coronavirus Relief Fund	0.50	-	-	-	0.00%
Coroner Mini-Grant	0.90	-	-	-	0.00%
Essentials for Childhood	-	0.70	-	(0.70)	(100.00%)
Fentanyl Early Warning	0.10	-	-	-	0.00%
Food Matters	0.08	-	-	-	0.00%
Food Matters - CO Beverage & Conf of Mayors	-	-	0.42	0.42	0.00%
Food Systems Interventions	1.00	-	-	-	0.00%
Harm Reduction	-	0.50	0.64	0.14	28.00%
Law Enforcement Assisted Diversion Pilot Program	-	-	0.50	0.50	0.00%
Local Planning & Support	3.50	-	-	-	0.00%
Mental Health Awareness Training	0.75	-	-	-	0.00%
Neighborhood Food Environments	1.00	2.00	1.00	(1.00)	(50.00%)
Overdose Data 2 Action	-	0.30	0.15	(0.15)	(50.00%)
Ryan White/HIV Emergency Relief	7.59	8.66	5.66	(3.00)	(34.64%)
SAMHSA DenverStrong	-	-	1.00	1.00	0.00%
SUN Co-Responder	-	-	0.50	0.50	0.00%
The Denver ReCAST SAMHSA Grant	-	-	1.45	1.45	0.00%
<b>Total</b>	<b>15.42</b>	<b>12.16</b>	<b>16.10</b>	<b>3.94</b>	<b>32.40%</b>
<b>Health SRF</b>					
Administration	0.02	2.00	-	(2.00)	(100.00%)
Community Health Tobacco Contract	1.00	2.00	2.00	-	0.00%
Crime Prevention and Control Commission	15.00	18.50	-	(18.50)	(100.00%)

<b>Community and Behavioral Health (6501000)</b>	<b>2021 Actuals</b>	<b>2022 Appropriated</b>	<b>2023 Recommended</b>	<b>\$ Change</b>	<b>% Change</b>
Drug Diversion	1.00	1.00	-	(1.00)	(100.00%)
Public Health and Wellness	3.25	4.20	2.76	(1.44)	(34.29%)
<b>Total</b>	<b>20.27</b>	<b>27.70</b>	<b>4.76</b>	<b>(22.94)</b>	<b>(82.82%)</b>
<b>Total Personnel Complement</b>	<b>54.69</b>	<b>59.96</b>	<b>49.92</b>	<b>(10.04)</b>	<b>(16.74%)</b>
<b>Revenue</b>					
Charges for Services	2,500	114,000	250,000	136,000	119.30%
Internal Service and Indirect Cost	197,177	175,000	175,000	-	0.00%
Miscellaneous Other	163,411	1,384,000	-	(1,384,000)	(100.00%)
<b>Revenue Total</b>	<b>363,088</b>	<b>1,673,000</b>	<b>425,000</b>	<b>(1,248,000)</b>	<b>(74.60%)</b>
Vacancy Savings			(118,118)		
<b>Public Health Investigations (6502000)</b>	<b>2021 Actuals</b>	<b>2022 Appropriated</b>	<b>2023 Recommended</b>	<b>\$ Change</b>	<b>% Change</b>
<b>Expenditures by Type</b>					
Personnel Services	1,222,989	5,749,206	6,942,550	1,193,344	20.76%
Services and Supplies	89,042	162,344	179,590	17,246	10.62%
Capital Equipment	18,534	9,760	3,660	(6,100)	(62.50%)
Internal Services and Misc.	18,857	34,716	37,308	2,592	7.47%
<b>Expenditures by Type Total</b>	<b>1,349,422</b>	<b>5,956,026</b>	<b>7,163,108</b>	<b>1,207,082</b>	<b>20.27%</b>
<b>Expenditures by Activity</b>					
Administration	1,349,422	5,870,650	2,235,283	(3,635,367)	(61.92%)
Epidemiology	-	13,920	481,063	467,143	3355.91%
Food Safety and Cannabis	-	40,832	2,438,975	2,398,143	5873.20%
Healthy Families Healthy Homes	-	30,624	2,007,787	1,977,163	6456.25%
<b>Expenditures by Activity Total</b>	<b>1,349,422</b>	<b>5,956,026</b>	<b>7,163,108</b>	<b>1,207,082</b>	<b>20.27%</b>
<b>Other Program Funding Sources</b>					
<b>Grants</b>					
Coronavirus Relief Fund	211,833	-	-	-	0.00%
FoodNet	-	39,004	-	(39,004)	(100.00%)
<b>Grants Total</b>	<b>211,833</b>	<b>39,004</b>	<b>-</b>	<b>(39,004)</b>	<b>(100.00%)</b>
<b>Health SRF</b>					
Child Care Facility Inspection	690,219	306,335	-	(306,335)	(100.00%)
Environmental Health and Safety	1,282	2,000	2,000	-	0.00%
<b>Total</b>	<b>691,501</b>	<b>308,335</b>	<b>2,000</b>	<b>(306,335)</b>	<b>(99.35%)</b>
<b>Other Program Funding Sources Total</b>	<b>903,334</b>	<b>347,339</b>	<b>2,000</b>	<b>(345,339)</b>	<b>(99.42%)</b>
<b>Total Program Expenditures</b>	<b>2,252,756</b>	<b>6,303,365</b>	<b>7,165,108</b>	<b>861,743</b>	<b>13.67%</b>
<b>Personnel Complement (Budgeted)</b>					
Administration	41.10	56.77	19.17	(37.60)	(66.23%)
Epidemiology	-	-	4.50	4.50	0.00%
Healthy Families Healthy Homes	-	-	18.17	18.17	0.00%
Food Safety and Cannabis	-	-	22.60	22.60	0.00%
<b>Personnel Complement (Budgeted) Total</b>	<b>41.10</b>	<b>56.77</b>	<b>64.44</b>	<b>7.67</b>	<b>13.51%</b>
<b>Other Program Funds FTE</b>					

## Public Health and Environment

	2021	2022	2023	\$	%
Public Health Investigations (6502000)	Actuals	Appropriated	Recommended	Change	Change
<b>Health SRF</b>					
Child Care Facility Inspection	7.50	7.50	-	(7.50)	(100.00%)
<b>Total Personnel Complement</b>	<b>48.60</b>	<b>64.27</b>	<b>64.44</b>	<b>0.17</b>	<b>0.26%</b>
<b>Revenue</b>					
Charges for Services	50,925	230,000	755,800	525,800	228.61%
Miscellaneous Other	1,616	-	-	-	0.00%
<b>Revenue Total</b>	<b>52,541</b>	<b>230,000</b>	<b>755,800</b>	<b>525,800</b>	<b>228.61%</b>
Vacancy Savings			(268,984)		
<b>Denver Animal Protection Division (6503000)</b>					
	2021	2022	2023	\$	%
	Actuals	Appropriated	Recommended	Change	Change
<b>Expenditures by Type</b>					
Personnel Services	4,532,559	5,107,954	5,747,555	639,601	12.52%
Services and Supplies	496,969	594,811	600,211	5,400	0.91%
Capital Equipment	2,277	1,220	7,320	6,100	500.00%
Internal Services and Misc.	4,752	8,084	8,732	648	8.02%
<b>Expenditures by Type Total</b>	<b>5,036,557</b>	<b>5,712,069</b>	<b>6,363,818</b>	<b>651,749</b>	<b>11.41%</b>
<b>Expenditures by Activity</b>					
Administration Operations	562	455,844	434,173	(21,671)	(4.75%)
Community Partnerships	305,304	270,685	304,975	34,290	12.67%
Customer Care	1,205,066	886,539	1,178,064	291,525	32.88%
Field Services	1,809,362	2,045,739	2,050,063	4,324	0.21%
Shelter Operations	1,559,381	1,201,898	1,515,647	313,749	26.10%
Veterinary Services	156,883	851,364	880,896	29,532	3.47%
<b>Expenditures by Activity Total</b>	<b>5,036,557</b>	<b>5,712,069</b>	<b>6,363,818</b>	<b>651,749</b>	<b>11.41%</b>
<b>Other Program Funding Sources</b>					
<b>Grants</b>					
Adoption and Foster Program	15,227	8,773	-	(8,773)	(100.00%)
Animal Assistance	67,241	95,000	95,000	-	0.00%
Maddie's Fund	50,000	-	-	-	0.00%
Petco Love	10,000	-	-	-	0.00%
<b>Total</b>	<b>142,468</b>	<b>103,773</b>	<b>95,000</b>	<b>(8,773)</b>	<b>(8.45%)</b>
<b>Health SRF</b>					
Animal Care and Control Donations	220,796	365,277	375,012	9,735	2.67%
<b>Other Program Funding Sources Total</b>	<b>363,264</b>	<b>469,050</b>	<b>470,012</b>	<b>962</b>	<b>0.21%</b>
<b>Total Program Expenditures</b>	<b>5,399,821</b>	<b>6,181,119</b>	<b>6,833,830</b>	<b>652,711</b>	<b>10.56%</b>
<b>Personnel Complement (Budgeted)</b>					
Customer Care	10.42	9.00	11.50	2.50	27.78%
Community Partnerships	4.67	2.67	2.67	-	0.00%
Field Services	21.00	21.00	20.00	(1.00)	(4.76%)
Shelter Operations	18.25	16.06	20.06	4.00	24.91%
Veterinary Services	0.82	8.00	8.00	-	0.00%
Administration Operations	-	3.00	3.00	-	0.00%

Denver Animal Protection Division (6503000)	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Personnel Complement (Budgeted) Total</b>	<b>55.16</b>	<b>59.73</b>	<b>65.23</b>	<b>5.50</b>	<b>9.21%</b>
<b>Other Program Funds FTE</b>					
<b>Health SRF</b>					
Customer Care	0.58	-	-	-	0.00%
Animal Care Donations Programs	1.99	2.00	2.00	-	0.00%
<b>Total Personnel Complement</b>	<b>57.73</b>	<b>61.73</b>	<b>67.23</b>	<b>5.50</b>	<b>8.91%</b>
<b>Revenue</b>					
Licenses and Permits	481,838	503,000	500,500	(2,500)	(0.50%)
Fees	372,267	289,000	323,000	34,000	11.76%
Charges for Services	61,452	25,000	50,000	25,000	100.00%
Miscellaneous Other	162	-	-	-	0.00%
<b>Revenue Total</b>	<b>915,719</b>	<b>817,000</b>	<b>873,500</b>	<b>56,500</b>	<b>6.92%</b>
Vacancy Savings			(214,961)		
Medical Examiner Division (6505000)	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Expenditures by Type</b>					
Personnel Services	1,161,829	3,905,462	4,336,339	430,877	11.03%
Services and Supplies	768,810	1,417,284	1,459,290	42,006	2.96%
Capital Equipment	5,831	75,956	13,460	(62,496)	(82.28%)
Internal Services and Misc.	1,296	-	648	648	0.00%
<b>Expenditures by Type Total</b>	<b>1,937,766</b>	<b>5,398,702</b>	<b>5,809,737</b>	<b>411,035</b>	<b>7.61%</b>
<b>Expenditures by Activity</b>					
Administration	1,932,973	4,420,651	4,843,773	423,122	9.57%
Vital Records	4,793	978,051	965,964	(12,087)	(1.24%)
<b>Expenditures by Activity Total</b>	<b>1,937,766</b>	<b>5,398,702</b>	<b>5,809,737</b>	<b>411,035</b>	<b>7.61%</b>
<b>Other Program Funding Sources</b>					
<b>Grants</b>					
Child Fatality Prevention	11,462	25,200	-	(25,200)	(100.00%)
Overdose Data 2 Action	15,500	-	-	-	0.00%
<b>Other Program Funding Total</b>	<b>26,962</b>	<b>25,200</b>	<b>-</b>	<b>(25,200)</b>	<b>(100.00%)</b>
<b>Total Program Expenditures</b>	<b>1,964,728</b>	<b>5,423,902</b>	<b>5,809,737</b>	<b>385,835</b>	<b>7.11%</b>
<b>Personnel Complement (Budgeted)</b>					
Administration	24.76	28.00	29.75	1.75	6.25%
Vital Records	-	-	6.90	6.90	0.00%
<b>Total Personnel Complement</b>	<b>24.76</b>	<b>28.00</b>	<b>36.65</b>	<b>8.65</b>	<b>30.89%</b>
<b>Revenue</b>					
Fees	-	-	1,104,450	1,104,450	0.00%
Miscellaneous Other	12,552	1,000	1,000	-	0.00%
<b>Revenue Total</b>	<b>12,552</b>	<b>1,000</b>	<b>1,105,450</b>	<b>1,104,450</b>	<b>110445.00%</b>
Vacancy Savings			(163,635)		

## Public Health and Environment

	2021	2022	2023	\$	%
Division of Administration (6508000)	Actuals	Appropriated	Recommended	Change	Change
<b>Expenditures by Type</b>					
Personnel Services	624,265	2,582,892	1,566,069	(1,016,823)	(39.37%)
Services and Supplies	205,049	391,035	62,720	(328,315)	(83.96%)
Capital Equipment	4,369	-	-	-	0.00%
Internal Services and Misc.	5,208	4,000	650	(3,350)	(83.75%)
<b>Expenditures by Type Total</b>	<b>838,892</b>	<b>2,977,927</b>	<b>1,629,439</b>	<b>(1,348,488)</b>	<b>(45.28%)</b>
<b>Expenditures by Activity</b>					
Office of Executive Director	838,892	2,977,927	1,629,439	(1,348,488)	(45.28%)
<b>Other Program Funding Sources</b>					
<b>Grants</b>					
ARPA - Local Planning	-	613,725	6,927	(606,798)	(98.87%)
COVID ELC 2	3,411,229	1,564,948	437,595	(1,127,353)	(72.04%)
COVID-19 Health Disparities	267,918	2,089,274	900,593	(1,188,681)	(56.89%)
DENVER - Immunization Round #4	132	-	57,691	57,691	0.00%
Local Planning & Support	362,477	987,047	320,971	(666,076)	(67.48%)
State and Local Fiscal Recovery Funds	106,142	1,507,557	28,273,370	26,765,813	1775.44%
<b>Grants Total</b>	<b>4,147,897</b>	<b>6,762,551</b>	<b>29,997,147</b>	<b>23,234,596</b>	<b>343.58%</b>
<b>Health SRF</b>					
Caring for Denver	42,027,124	46,363,554	-	(46,363,554)	(100.00%)
Healthy Foods for Denver's Kids	22,716	169,419	-	(169,419)	(100.00%)
<b>SRF Total</b>	<b>42,049,841</b>	<b>46,532,973</b>	<b>-</b>	<b>(46,532,973)</b>	<b>(100.00%)</b>
<b>Capital Projects Funds</b>					
Other Agency Capital Project	5,617,489	2,845,080	2,845,080	-	0.00%
<b>Other Program Funding Sources Total</b>	<b>51,815,227</b>	<b>56,140,604</b>	<b>32,842,227</b>	<b>(23,298,377)</b>	<b>(41.50%)</b>
<b>Total Program Expenditures</b>	<b>52,654,119</b>	<b>59,118,531</b>	<b>34,471,666</b>	<b>(24,646,865)</b>	<b>(41.69%)</b>
<b>Personnel Complement (Budgeted)</b>					
Office of Executive Director	11.65	25.77	8.10	(17.67)	(68.57%)
<b>Personnel Complement Total</b>	<b>11.65</b>	<b>25.77</b>	<b>8.10</b>	<b>(17.67)</b>	<b>(68.57%)</b>
<b>Other Program Funds FTE</b>					
<b>Grants</b>					
ARPA - Local Planning	-	-	1.00	1.00	0.00%
COVID ELC 2	20.00	21.00	27.20	6.20	29.52%
COVID-19 Health Disparities	-	7.00	4.28	(2.72)	(38.86%)
DENVER - Immunization Round #4	-	-	0.58	0.58	0.00%
Local Planning & Support	-	4.50	4.00	(0.50)	(11.11%)
State and Local Fiscal Recovery Funds	2.33	7.00	1.00	(6.00)	(85.71%)
<b>Grants Personnel Total</b>	<b>22.33</b>	<b>39.50</b>	<b>38.06</b>	<b>(1.44)</b>	<b>(3.65%)</b>
<b>Health SRF</b>					
Caring for Denver	1.00	1.00	-	(1.00)	(100.00%)
Healthy Foods for Denver's Kids	3.00	1.00	-	(1.00)	(100.00%)
<b>SRF Personnel Total</b>	<b>4.00</b>	<b>2.00</b>	<b>-</b>	<b>(2.00)</b>	<b>(100.00%)</b>
<b>Other Program Funds FTE Total</b>	<b>26.33</b>	<b>41.50</b>	<b>38.06</b>	<b>(3.44)</b>	<b>(8.29%)</b>
<b>Total Personnel Complement</b>	<b>37.98</b>	<b>67.27</b>	<b>46.16</b>	<b>(21.11)</b>	<b>(31.38%)</b>

## Revenue

Public Health and Environment

<b>Division of Administration (6508000)</b>	<b>2021 Actuals</b>	<b>2022 Appropriated</b>	<b>2023 Recommended</b>	<b>\$ Change</b>	<b>% Change</b>
Fees	425	1,013,858	2,100	(1,011,758)	(99.79%)
Internal Service and Indirect Cost	896,771	325,000	325,000	-	0.00%
Miscellaneous Other	49	-	-	-	0.00%
<b>Revenue Total</b>	<b>897,246</b>	<b>1,338,858</b>	<b>327,100</b>	<b>(1,011,758)</b>	<b>(75.57%)</b>
Vacancy Savings			(58,834)		
<b>Strategic Planning and Administration (6509000)</b>	<b>2021 Actuals</b>	<b>2022 Appropriated</b>	<b>2023 Recommended</b>	<b>\$ Change</b>	<b>% Change</b>
<b>Expenditures by Type</b>					
Personnel Services	-	-	1,807,140	1,807,140	0.00%
Services and Supplies	-	200	110,750	110,550	55275.00%
Capital Equipment	-	-	1,220	1,220	0.00%
Internal Services and Misc.	-	-	10,400	10,400	0.00%
<b>Expenditures by Type Total</b>	<b>-</b>	<b>200</b>	<b>1,929,510</b>	<b>1,929,310</b>	<b>964655.00%</b>
<b>Expenditures by Activity</b>					
Communications & Marketing	-	-	441,620	441,620	0.00%
Contracts, Grants, and Finance	-	-	468,088	468,088	0.00%
Data Management	-	-	473,777	473,777	0.00%
Emergency Preparedness & Response	-	-	84,905	84,905	0.00%
Race, Social Justice, Equity & Engagement	-	-	102,389	102,389	0.00%
Shared Services and Business Operations	-	200	358,731	358,531	179265.50%
<b>Total Program Expenditures</b>	<b>-</b>	<b>200</b>	<b>1,929,510</b>	<b>1,929,310</b>	<b>964655.00%</b>
<b>Other Program Funding Sources</b>					
<b>Health SRF</b>					
Caring for Denver	-	-	49,545,674	49,545,674	0.00%
Healthy Foods for Denver's Kids	-	-	16,442,614	16,442,614	0.00%
<b>Other Program Funding Sources Total</b>	<b>-</b>	<b>-</b>	<b>65,988,288</b>	<b>65,988,288</b>	<b>0.00%</b>
<b>Total Program Expenditures</b>	<b>-</b>	<b>200</b>	<b>67,917,798</b>	<b>67,917,598</b>	<b>999999.00%</b>
<b>Personnel Complement (Budgeted)</b>					
Shared Services and Business Operations	-	-	2.00	2.00	0.00%
Race, Social Justice, Equity & Engagement	-	-	1.00	1.00	0.00%
Data Management	-	-	3.75	3.75	0.00%
Contracts, Grants, and Finance	-	-	3.50	3.50	0.00%
Communications & Marketing	-	-	3.00	3.00	0.00%
Emergency Preparedness & Response	-	-	0.42	0.42	0.00%
<b>Personnel Complement (Budgeted) Total</b>	<b>-</b>	<b>-</b>	<b>13.67</b>	<b>13.67</b>	<b>0.00%</b>
<b>Other Program Funds FTE</b>					
<b>Health SRF</b>					
Caring for Denver	-	-	1.00	1.00	0.00%



## Public Health and Environment

Strategic Planning and Administration (6509000)	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
Healthy Foods for Denver's Kids	-	-	2.50	2.50	0.00%
<b>Other Program Funds FTE Total</b>	-	-	<b>3.50</b>	<b>3.50</b>	<b>0.00%</b>
<b>Total Personnel Complement</b>	-	-	<b>17.17</b>	<b>17.17</b>	<b>0.00%</b>
<b>Revenue</b>					
Fees	14,391	-	-	-	0.00%
<b>Revenue Total</b>	<b>14,391</b>	-	-	-	<b>0.00%</b>

Vacancy Savings (70,405)

Environmental Quality Division (78000 - 6506000)	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
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### Expenditures by Type

Personnel Services	4,748,826	5,112,483	5,669,261	556,778	10.89%
Services and Supplies	1,832,666	2,982,687	3,423,587	440,900	14.78%
Capital Equipment	6,397	30,000	26,160	(3,840)	(12.80%)
Internal Services and Misc.	1,675,290	1,842,526	1,862,526	20,000	1.09%
<b>Expenditures by Type Total</b>	<b>8,263,178</b>	<b>9,967,696</b>	<b>10,981,534</b>	<b>1,013,838</b>	<b>10.17%</b>

### Expenditures by Activity

Administration	2,888,621	3,419,933	3,480,794	60,861	1.78%
Clean Air, Water & Climate (CAW)	1,738,013	1,914,709	2,217,634	302,925	15.82%
Environmental Land Use & Planning (ELUP)	2,254,438	3,249,014	3,694,748	445,734	13.72%
Environmental Management & Operations (EMO)	1,182,845	1,384,040	1,588,358	204,318	14.76%
Environmental Protection & Response (EPR)	199,262	-	-	-	0.00%
<b>Expenditures by Activity Total</b>	<b>8,263,178</b>	<b>9,967,696</b>	<b>10,981,534</b>	<b>1,013,838</b>	<b>10.17%</b>

### Other Program Funding Sources

#### Grants

Air Quality Community Action Network	202,795	573,648	38,835	(534,813)	(93.23%)
ARPA - Local Planning	-	-	42,518	42,518	0.00%
Cities Readiness Initiative	95,682	35,000	92,535	57,535	164.39%
COVID ELC	2,917,432	-	-	-	0.00%
DENVER - Immunization Round #3	672,832	261,296	134,279	(127,017)	(48.61%)
DENVER - Immunization Round #4	-	80,073	135,000	54,927	68.60%
Denver Neighborhood Climate and Health Vulnerability Project	991	-	-	-	0.00%
DHHA Immunization	290,283	-	-	-	0.00%
Emergency Preparedness & Response	646,477	404,802	410,964	6,162	1.52%
Swansea Site Air Quality Monitoring	25,868	35,000	35,000	-	0.00%
<b>Grants Total</b>	<b>4,852,361</b>	<b>1,389,819</b>	<b>889,131</b>	<b>(500,688)</b>	<b>(36.03%)</b>

#### Health SRF

Site Removal/Cleanup Fund	2,801	327,000	1,200,000	873,000	266.97%
<b>SRF Total</b>	<b>2,801</b>	<b>327,000</b>	<b>1,200,000</b>	<b>873,000</b>	<b>266.97%</b>

### Capital Projects Funds

<b>Environmental Quality Division (78000 - 6506000)</b>	<b>2021 Actuals</b>	<b>2022 Appropriated</b>	<b>2023 Recommended</b>	<b>\$ Change</b>	<b>% Change</b>
Lowry Closure Fund	5,125,002	600,000	300,000	(300,000)	(50.00%)
Underground Storage Tanks	180,773	-	250,000	250,000	0.00%
Enviro Services Seed Capital	427,147	-	500,000	500,000	0.00%
<b>Capital Projects Funds Total</b>	<b>5,732,922</b>	<b>600,000</b>	<b>1,050,000</b>	<b>450,000</b>	<b>75.00%</b>
<b>Other Program Funding Sources Total</b>	<b>10,588,084</b>	<b>2,316,819</b>	<b>3,139,131</b>	<b>822,312</b>	<b>35.49%</b>
<b>Total Program Expenditures</b>	<b>18,851,262</b>	<b>12,284,515</b>	<b>14,120,665</b>	<b>1,836,150</b>	<b>14.95%</b>
<b>Personnel Complement (Budgeted)</b>					
Administration	12.25	12.25	11.30	(0.95)	(7.76%)
Environmental Land Use & Planning (ELUP)	12.00	12.00	13.00	1.00	8.33%
Clean Air, Water & Climate (CAW)	7.00	8.00	11.00	3.00	37.50%
Environmental Management & Operations (EMO)	8.00	8.00	9.00	1.00	12.50%
Environmental Protection & Response (EPR)	3.33	1.00	-	(1.00)	(100.00%)
<b>Personnel Complement Total</b>	<b>42.58</b>	<b>41.25</b>	<b>44.30</b>	<b>3.05</b>	<b>7.39%</b>
<b>Other Program Funds FTE</b>					
<b>Grants</b>					
Air Quality Community Action Network	1.00	-	1.00	1.00	0.00%
ARPA - Local Planning	-	-	0.33	0.33	0.00%
Cities Readiness Initiative	0.13	1.12	0.62	(0.50)	(44.64%)
DENVER - Immunization Round #3	11.00	2.00	3.00	1.00	50.00%
Emergency Preparedness & Response	-	3.88	3.88	-	0.00%
<b>Grants Personnel Complement Total</b>	<b>12.13</b>	<b>7.00</b>	<b>8.83</b>	<b>1.83</b>	<b>26.14%</b>
<b>Total Personnel Complement</b>	<b>54.71</b>	<b>48.25</b>	<b>53.13</b>	<b>4.88</b>	<b>10.11%</b>
<b>Revenue</b>					
Interest Income	370,186	346,000	322,000	(24,000)	(6.94%)
Fees	12,000	-	-	-	0.00%
Charges for Services	4,171	-	-	-	0.00%
Use Charges	10,011,980	10,118,000	10,410,000	292,000	2.89%
Internal Service and Indirect Cost	109,752	118,000	118,000	-	0.00%
Investment Service	(80,599)	-	-	-	0.00%
Miscellaneous Other	3,370,398	1,772,000	1,239,500	(532,500)	(30.05%)
<b>Revenue Total</b>	<b>13,797,888</b>	<b>12,354,000</b>	<b>12,089,500</b>	<b>(264,500)</b>	<b>(2.14%)</b>

## Payments and Other Appropriations

### Denver Health Operating Agreement

The City has a long-standing relationship with the Denver Health and Hospital Authority (DHHA). In 1997, the Denver Health and Hospital Authority was formed, and it absorbed the Denver General Hospital and the medical service functions of the former Denver Department of Health and Hospitals. Denver's Department of Public Health and Environment has retained key public health functions as the City and County's designated public health department. In the pursuit of improved public health and community wellness, the Authority and the City have maintained an Operating Agreement setting forth many services that the Authority provides to the City and that the City provides to the Authority. The Operating Agreement is administered and monitored by Denver's Department of Public Health and Environment. The parties amend the Operating Agreement's appendices annually to adjust and provide funding for the next fiscal year and to make any necessary modifications. Denver Health is the City's "safety net" hospital and serves the most vulnerable populations in the Denver metro area, including people who are underserved, people experiencing homelessness, people who are incarcerated, and immigrants who are undocumented, as well as patients who are insured. As a result, Denver Health plays an important role in the City's mission to improve and protect public health for all residents in all neighborhoods.

Denver Health provides a variety of services for the City, ranging from care for people who are medically indigent to psychiatric evaluations, acute care for people who are incarcerated, and the poison control hotline, among many others. The City also supports DHHA's capital construction projects and provides services to DHHA. There are also a few agreements outside of the Operating Agreement for additional services. Services in the Operating Agreement are divided into Core Services, which the City must purchase from DHHA during the current annual term of the Operating Agreement, Non-Core Services, which the City may purchase from DHHA, and services provided by the City to DHHA. The Operating Agreement and services are outlined below:

- I. Body of the Operating Agreement
- II. Core Services to be supplied by DHHA to the City (Appendix A).
- III. Non-Core Services to be supplied by DHHA to the City (Appendix B).
- IV. Services to be supplied by the City to DHHA (Appendix C).

In 2021, DDPHE initiated work to begin transitioning several Public Health Programs out from under the Operating Agreement with DHHA and back over to the City. These programs were under the "A3" portion of the contract and include Epidemiology, Data Informatics, Public Health Nursing, and Vital Records. Beginning in 2022, these services are provided directly by DDPHE staff.

Beginning in 2023, the Emergency Medical Technician training program will be facilitated by the City instead of Denver Health. This transition does not impact DDPHE's budget but will result in the Fire Department and the Department of Safety reducing their payments to Denver Health under Appendix A-2 of the Operating Agreement. This reduction is reflected under the EMS Training, Medical Direction and QA/QI Services for 911 Call Takers, and Medical Direction Services lines of the Denver Health Payment Summary table below.

The following programs and services are provided by DHHA and are funded through an Operating Agreement between the City and DHHA. Note, the Denver CARES payment in the table below also

includes the appropriation for the Treatment-On-Demand program, and the Poison Center payment includes the Nurse Line appropriation.

	2021	2022	2023	\$	%
Payment - Public Health Clinical (6511000)	Actuals	Appropriated	Recommended	Change	Change
Payment - Denver Cares Administration	1,375,756	3,032,228	3,332,869	300,641	9.91%
Payment - Medically Indigent Administration	27,700,000	29,700,000	30,777,300	1,077,300	3.63%
Payment - Park Hill Clinic Financing Admin	90,757	173,500	200,900	27,400	15.79%
Payment - Poison Center Administration	131,412	199,697	199,697	-	0.00%
Payment - Public Health Clinical Administration	1,628,602	703,192	2,426,777	1,723,585	245.11%
<b>Total Program Expenditures</b>	<b>30,926,527</b>	<b>33,808,617</b>	<b>36,937,543</b>	<b>3,128,926</b>	<b>9.25%</b>

**Note:** In the table above, Treatment on Demand rolls into the Denver CARES payment and Nurse Line rolls into the Poison Center payment.

### Context and Significant Changes

The City and County of Denver’s allocation of State and Local Fiscal Recovery Funds as a result of the American Rescue Plan Act (ARPA) allowed the City to restore some service reductions that were necessary to balance the budget in 2021 and to allocate funding to address operational backlogs. Many of these investments are ongoing and to avoid a financial ‘cliff’, the City has employed a ‘step down’ methodology that allows a portion of these investments to remain funded in the ARPA allocation in 2023 while some are transitioned to the General Fund. Additional ARPA funds have been allocated to Denver Health in 2023 to support a one-time capital equipment need. This change is described below, along with other significant programmatic changes for 2023.

- \$250,000 to replace one Denver CARES van that has high mileage and maintenance costs and that is currently out of service. This capital equipment expense is to be funded out of ARPA in 2023.

Note, the above payment is included in the Denver Department of Safety’s appropriation, not in Denver Department of Public Health and Environment’s appropriation.

**Medically Indigent Services** is the City’s contractual payment to DHHA for treatment of Denver residents who are medically indigent at Denver Health Medical Center and its outpatient clinics. Funding for Medically Indigent Services is based on the payment mechanism outlined in the Patient Care Services appendix of the Denver Health Operating Agreement.

In 2023, the medically indigent payment totals \$30,777,300, reflecting a year-over-year increase of \$1,077,300. This increase restores the amount of funding that was in place prior to 2020 when Denver Health agreed to have the payment reduced to help the City address its budget shortfall due to COVID-19.

**Denver C.A.R.E.S. Services** is the City’s contractual payment to DHHA to support the Denver Comprehensive Addiction Rehabilitation Evaluation Service. This service provides non-hospital detoxification of people who are intoxicated; conducts outpatient alcohol counseling services for self- or court-referred patients; makes assessments, evaluations, treatments, and referrals based on individual needs; and provides police-dispatched emergency transportation for persons publicly intoxicated from alcohol or other substances.

## Public Health and Environment

The 2023 Denver CARES appropriation, which also includes the City’s Treatment on Demand payment, totals \$3,332,900, representing a year-over-year increase of \$300,600 or 9.9 percent. This increase is due to adding 2.0 FTE for a Social Worker and Peer Recovery Coach to support the Treatment on Demand program and also reflects support for personnel cost increases for existing Denver CARES’ and Treatment on Demand staff.

The **Public Health Clinical Services** payment was redefined in 2022 due to transitioning several programs out of the Operating Agreement with Denver Health and back to the City. These programs include Epidemiology, Data Informatics, Public Health Nursing, and Vital Records. Beginning in 2022, these services started to be provided directly by DDPHE staff. The City’s remaining public health clinical services payment supports Denver Health’s direct costs associated with running Denver Health’s direct costs associated with running its Infectious Diseases (ID) Clinic, Immunization and Travel Clinic, Denver Sexual Health Clinic, and Tuberculosis (TB) Clinic.

In 2023, the Public Health payment totals \$2,426,800. This represents an increase of \$1,723,600 or 245 percent over the 2022 General Fund appropriation. In 2022, funding for the public health clinics included Local Planning and Support grant dollars, in addition to the General Fund appropriation. In 2023, funding for the clinics is shifting entirely to the General Fund.

**Poison Center Services** is the City’s contractual payment to DHHA for drug consultation services provided to Denver residents. Residents may receive comprehensive answers to questions about the safe and effective use of over-the-counter and prescription medications, as well as other drugs, poisons, and chemical information.

The Poison Center Services appropriation, which includes the City’s payment for the Nurse Line program, totals \$199,700 in 2023, flat with last year.

**Park Hill Clinic Financing** is the City’s contractual payment to DHHA to finance the Park Hill Health Clinic located on Dahlia Street. Funding for this clinic is based on the payment mechanism outlined in the Park Hill Clinic appendix of the Denver Health Operating Agreement.

The Park Hill Clinic Financing payment totals \$200,900 in 2023, reflecting a year-over-year increase of \$27,400, based on the agreed-upon rate for the Park Hill loan that is outlined in the Operating Agreement.

### Contract Budget Summary

The table below represents all estimated payments under the Operating Agreement. These payments are included in the Budget Highlights table of each agency’s respective section. The total estimated payment amount for the 2023 Operating Agreement from all city funding sources is \$69,047,418.

	2021	2022	2023	\$	%
Appendix A Services	Actuals	Appropriated	Recommended	Change	Change
Medically Indigent Patient Care Denver Department of Public Health and Enviro.	27,700,000	29,700,000	30,777,300	1,077,300	3.63%
EMS Training Denver Fire Department	562,509	570,265	-	(570,265)	(100.00%)
EMS Englewood Denver Fire Department	1,182,449	1,217,922	1,272,728	54,806	4.50%
EMS - DEN Paramedic Service Department of Aviation	2,608,178	3,300,467	3,300,467	-	0.00%

	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Appendix A Services</b>					
Medical Direction and QA/QI Services for 911 Call Takers Manager of Safety and 911	104,534	109,238	69,793	(39,445)	(36.11%)
Medical Direction Services Manager of Safety	121,866	127,350	-	(127,350)	(100.00%)
EMRS Oversight Manager of Safety	86,160	90,038	94,090	4,052	4.50%
EMS - ESP Manager of Safety	582,840	702,132	983,697	281,565	40.10%
Public Health Denver Department of Public Health and Enviro.	1,628,602	703,192	2,426,777	1,723,585	245.11%
Denver C.A.R.E.S. Denver Human Services/Dept. of Public Health and Enviro.	1,050,685	2,627,981	2,759,485	131,504	5.00%
Prisoner Medical Services (at DHHA) Denver Sheriff Department	4,446,051	4,475,000	4,564,500	89,500	2.00%
Rocky Mountain Poison Center Denver Department of Public Health and Environment	96,900	96,900	96,900	-	0.00%
Coroner- Environmental Health Lab Services Denver Department of Public Health and Environment	18,672	25,000	25,000	-	0.00%
<b>Total Appendix A Expenditures</b>	<b>40,189,446</b>	<b>43,745,485</b>	<b>46,370,737</b>	<b>2,625,252</b>	<b>6.00%</b>
<b>Appendix B Services</b>					
COSH and OUCH Line Department of Finance	348,127	625,000	625,000	-	0.00%
Nurse line Denver Department of Public Health and Environment	60,000	102,797	102,797	-	0.00%
Acute and Chronic Health Care at DCJ and DDC Denver Sheriff Department	15,330,497	16,761,817	19,374,515	2,612,698	15.59%
Parkhill Financing (Dahlia Debt Pmnt & Expansion) Denver Department of Public Health and Environment	91,957	173,500	200,900	27,400	15.79%
South Westside Clinic CIP Payment Department of Finance	1,200,000	1,200,000	1,200,000	-	0.00%
Treatment on Demand	325,071	404,247	573,384	169,137	41.84%



## Public Health and Environment

<b>Appendix B Services</b>	<b>2021 Actuals</b>	<b>2022 Appropriated</b>	<b>2023 Recommended</b>	<b>\$ Change</b>	<b>% Change</b>
Denver Department of Public Health and Environment					
Sane Program	178,185	188,000	188,000	-	0.00%
Denver Police Department					
DUI Blood Draws	10,643	8,000	8,000	-	0.00%
Denver Police Department					
AIM Program	163,993	171,373	179,085	7,712	4.50%
Manager of Safety					
Fitness for Duty Evals	3,000	-	-	-	0.00%
Manager of Safety					
Expert Witnesses	-	40,000	40,000	-	0.00%
District Attorney					
Court Competency Evaluations	122,550	185,000	185,000	-	0.00%
Denver County Court					
Miscellaneous Services	3,873	-	-	-	0.00%
<b>Total Appendix B Expenditures</b>	<b>17,837,896</b>	<b>19,859,734</b>	<b>22,676,681</b>	<b>2,816,947</b>	<b>14.18%</b>
<b>Total OA Expenditures</b>	<b>58,027,342</b>	<b>63,605,219</b>	<b>69,047,418</b>	<b>5,442,199</b>	<b>8.56%</b>

### Payments from Denver Health to the City

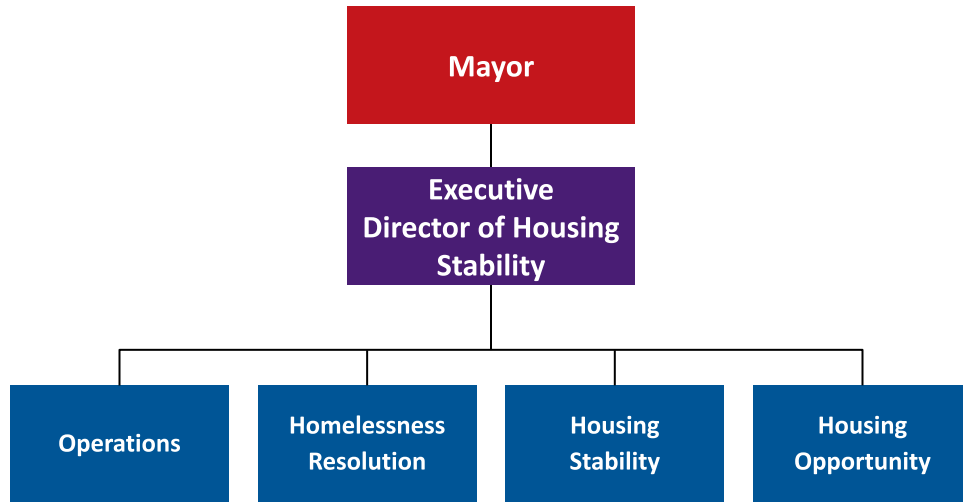
The City estimates receiving approximately \$3,238,200 in 2023 for various services the City provides to Denver Health. Appendix C of the Operating Agreement comprises these contractual services. These include human resource services for the Career Service Authority employees remaining at DHHA provided by the Office of Human Resources, payroll services provided by the Controller's Office, attorney services provided by the City Attorney's Office, prisoner security services provided by the Denver Sheriff Department, and vehicle fueling services provided by Fleet Maintenance, among other services.



# Housing Stability

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# Department of Housing Stability



## Mission

The Department of Housing Stability builds a healthy, housed, and connected Denver. We invest resources, create policy, and partner with organizations to keep people in the homes they already live in, to quickly resolve an experience of homelessness, and to connect people to affordable housing opportunities. We do this by:

- Stabilizing people at risk of involuntary displacement and connecting them to housing resources
- Supporting people experiencing a crisis and connecting them to shelter services and short-term and permanent housing
- Creating and preserving existing affordable housing
- Connecting residents at low and moderate income levels to new housing opportunities



## Department Summary

The Department of Housing Stability (HOST) was created through Executive Order 145 in the fall of 2019 to develop and implement policies and oversee investments along the housing continuum, from persons experiencing homelessness to those seeking to find new housing opportunities, and to stabilize people in the homes they already live in. The Department of Housing Stability leads efforts to address housing stability, housing opportunity, and homelessness resolution throughout the City and County of Denver and through regional partnerships. The Department of Housing Stability serves as a convener of local and regional partners in the public, private, and non-profit sectors to promote long-term solutions along the housing continuum.

For more information visit the Department of Housing Stability's website at [www.denvergov.org/housing](http://www.denvergov.org/housing).

## Services

The **Operations Division** harmonizes processes and performance across the Department of Housing Stability through strategic planning and reporting, data analysis and management, communications and marketing, community engagement, contract and procurement coordination, financial services, and other portfolio management.

The **Housing Stability team within the Housing Stability and Homelessness Resolution Division** helps residents stay in the homes they already live in through policy, investment, and partnerships that stabilize residents at risk of involuntary displacement. Services include eviction assistance, rent and utility assistance, and home repairs.

The **Homelessness Resolution team within the Housing Stability and Homelessness Resolution Division** helps persons experiencing homelessness resolve episodes of homelessness through policy, investment, and partnerships that provide shelter and other resources to connect residents to housing solutions and supportive services.

The **Housing Opportunity Division** helps connect residents to new housing opportunities through policy, investment, and partnerships that create and preserve income-restricted affordable housing units, and support residents in accessing affordable housing options through programmatic tools such as down-payment assistance and housing counseling.

Note that HOST divisions are served by three Deputy Directors; internal structure under these deputies combines Housing Stability and Homelessness Resolution under one deputy.

## Strategies

HOST's Five-Year Strategic Plan is centered around a vision of a healthy, housed, and connected Denver. HOST is committed to advancing equity across the department's work such that race no longer predicts outcomes for involuntary displacement, homelessness, homeownership, or cost burden. The plan is available here: [www.denvergov.org/housing](http://www.denvergov.org/housing).

### Operations Division

- Engage key stakeholders, community members and media partners to ensure residents have appropriate knowledge of and access to the City and its partners' resources for housing stability, housing opportunity and homelessness resolutions, and that program needs are informed by our residents.

- Support the coordination of core functions across other divisions within the Department of Housing Stability, including contract management, compliance and monitoring, data management and analysis, policy development, and project management functions.
- Ensure strong management of the existing housing portfolio by tracking existing loans and coordinating with the asset management team to ensure compliance with existing agreements to create and preserve affordable housing; develop and track budget and expenditures across investments into housing stability, housing opportunity, and homelessness resolution contracts.
- Develop a long-term community vision to create a healthy, housed, and connected Denver by engaging stakeholders, residents, and City staff in the creation of HOST's Five-Year Strategic Plan.

### Housing Stability Division

- Engage City and stakeholder partners to create, implement and monitor policy issues that help stabilize residents at risk of displacement.
- Promote awareness and use of housing stability programs such as the Temporary Rent and Utility Assistance Program (TRUA) by engaging with neighborhoods and conducting outreach to residents including historically marginalized communities of color, First Nations/Indigenous people, and under-resourced communities.

### Homelessness Resolution Division

- Leverage partnership with shelter and service providers to help persons experiencing a crisis resolve an episode of homelessness.
- Connect residents experiencing homelessness to housing solutions that include appropriate services.
- Increase options to help people experiencing unsheltered homelessness move to stability.

### Housing Opportunity Division

- Invest in the development and preservation of affordable rental and homeownership housing across the income continuum in collaboration with internal and external partners.
- Ensure conformance with quality, affordability, and other requirements for federally and locally funded affordable housing units.
- Coordinate policy and specific negotiations at catalytic sites throughout the city where affordable housing is included alongside market-rate and mixed-use development.
- Maintain strong oversight over the City's existing portfolio of affordable homeownership units, developing partnerships with lenders and real estate professionals to ensure low- and moderate-income households are connected to affordable units.

## Performance and Program Highlights

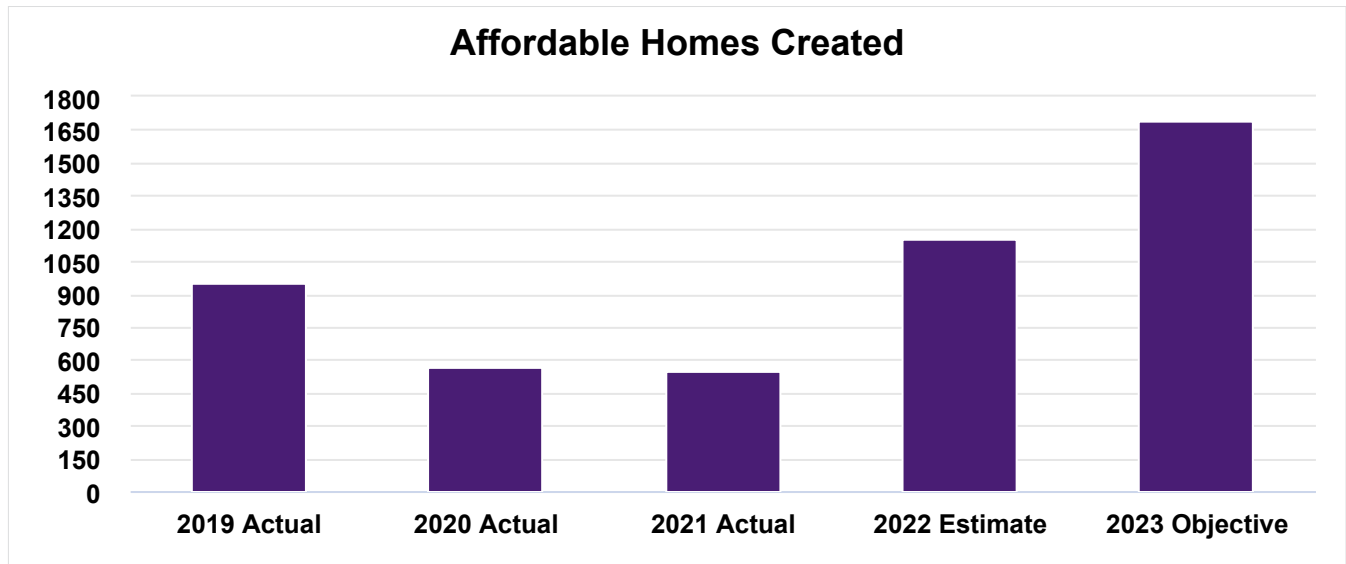
HOST was created through Executive Order 145 in late 2019. HOST spent more than a year engaging the community and stakeholders between 2020 and 2021 to help set a direction for the department's work over the next five years from 2022 to 2026. The resulting Five-Year Strategic Plan guides how resources are invested across each of HOST's divisions, and performance measures from the plan are integrated into the 2023 budget.

### Housing Opportunity

**Affordable Homes Created** measures the number of new units for which partners of the Department receive funding to support creation of homes with affordability restrictions. The number of projected affordable homes created is based on the known pipeline of development opportunities and currently

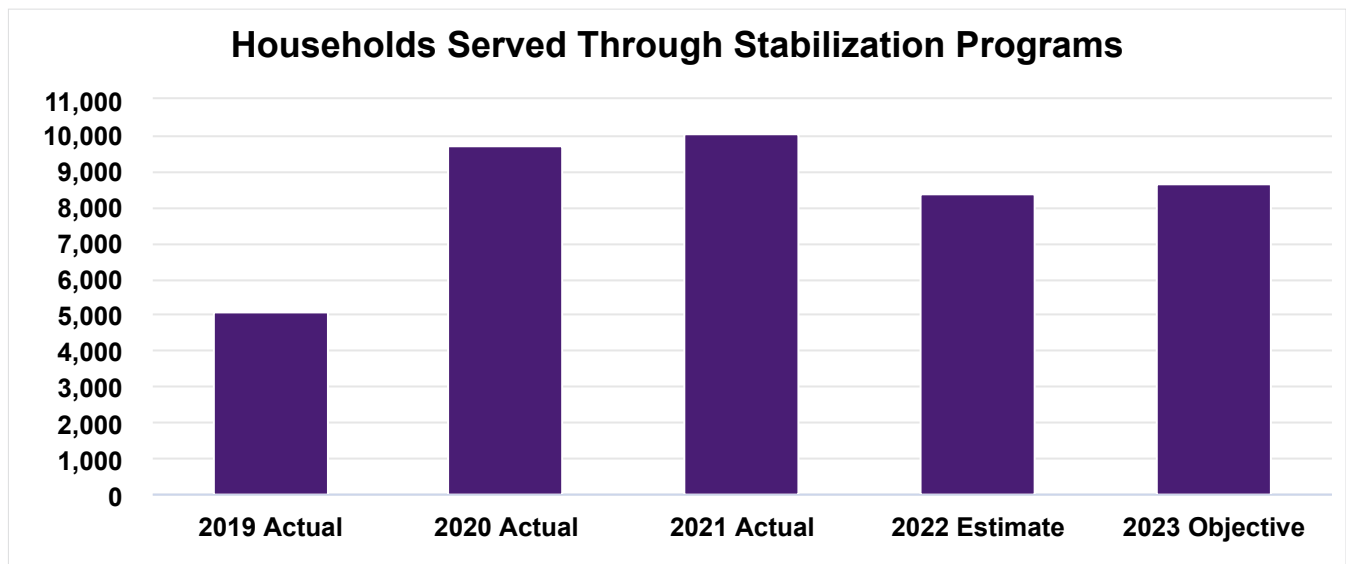


available funding. It is subject to change as development opportunities or other funding resources are available throughout the year.



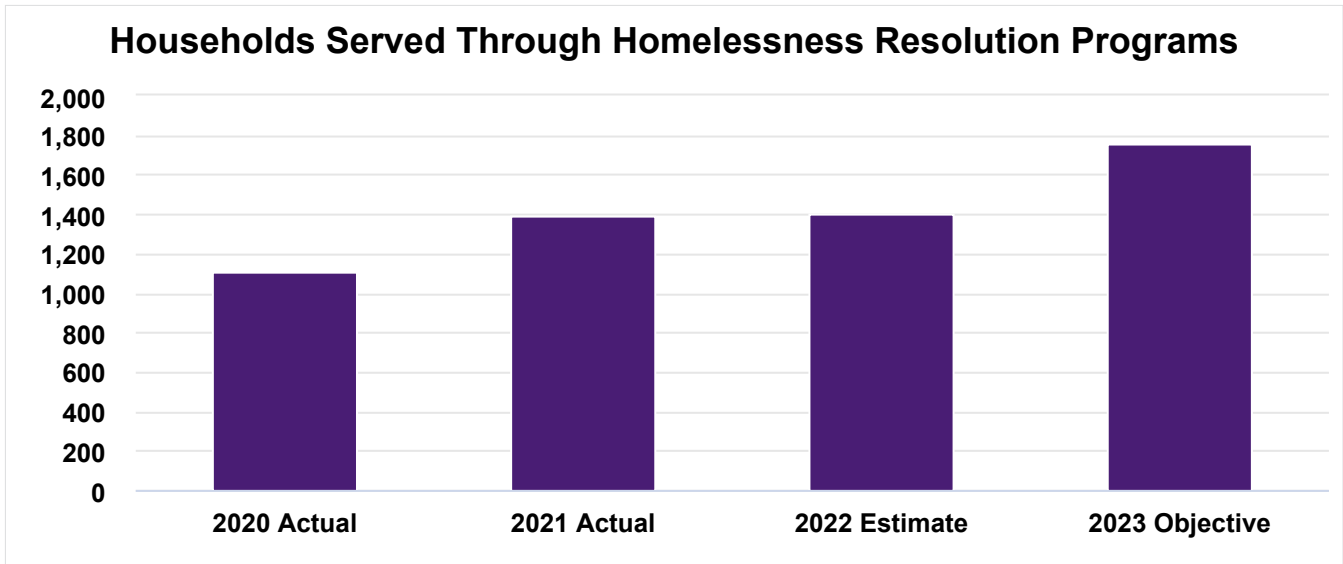
### Housing Stability

**Households Served Through Stabilization Programs** measures the number of households that receive services and support from HOST partners that allow for them to stay in the home they live in. This includes temporary rental and utility assistance and eviction support.



### Homelessness Resolution

**Households Housed through Homelessness Resolution Programs** measures the number of households that were connected to housing through the Department’s contracts, including exits from shelter, outreach and other programmatic supports. Households exiting homelessness to housing may utilize rehousing and supportive housing programs, as well as other tools not directly supported by the Department to achieve housing stability.



## Homelessness Resolution Fund (2020 Ballot Measure 2B)

### Overview

In November 2020, Denver voters established the Homelessness Resolution Fund, a dedicated revenue stream to support residents experiencing or exiting homelessness. The measure, which was forwarded to the ballot by the Denver City Council in August 2020, established a 0.25 percent sales tax increase to create a dedicated revenue stream to support housing, shelter and services for persons experiencing or exiting homelessness in the City. In November 2020, Denver passed the measure with more than 60 percent of voters providing support. Outcomes from the fund focus on proven solutions to address homelessness grounded in the needs of the people in Denver experiencing homelessness, including development of supportive housing with services, around the clock shelter and other innovative supports.

Permitted uses of the Homelessness Resolution Fund include:

- Capital improvements, operations and maintenance, and services;
- New or renovated housing, rental assistance, or supportive services;
- New or existing shelter capacity, improvement, operations, services, and accessibility for those experiencing homelessness including underserved populations;
- Other services or supports for those experiencing homelessness, including for those who are unsheltered; and
- Administrative costs (up to 8 percent per year).

### Budget Detail

Homelessness Resolution SRF 16813 - 0145000	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Expenditures</b>					
Unit Development and Preservation	4,440,000	12,162,500	10,050,000	(2,112,500)	(17.37%)
Housing Assistance	10,545,000	5,416,000	6,200,000	784,000	14.48%
Shelter and Services	19,923,521	21,168,177	30,482,457	9,314,280	44.00%
Administration	2,220,000	2,200,000	2,200,000	-	0.00%

<b>Total Homelessness Resolution Expenditures</b>	<b>37,128,521</b>	<b>40,946,677</b>	<b>48,932,457</b>	<b>7,985,780</b>	<b>19.50%</b>
<b>Homelessness Resolution Fund Budgeted FTEs</b>	<b>0.00</b>	<b>17.00</b>	<b>17.00</b>	<b>-</b>	

**Anticipated Expenditures by Permitted Uses**

**Unit Development and Preservation** investments of approximately \$10M in 2023 will support housing development, gap financing, vouchers, and support services.

**Housing Assistance** investments of approximately \$6.2 million in 2023 will help provide rental assistance with services to help households regain stable housing through rapid rehousing, scattered site supportive housing and other housing programs.

**Shelter and Services** investments of approximately \$30.4 million in 2023 will help continue support for around the clock shelter across Denver’s shelter network with supportive services, provide increased support and case management for family shelters, and support encampment decommissioning and operating for the hotel purchases funded through American Rescue Plan Act dollars. In addition, this supports new programs including daytime transportation for people experiencing homelessness, case support for respite care and complex cases.

**Administration** support of \$2.2 million in 2023 will help HOST successfully administer and report on outcomes achieved through the fund. This includes support for development, program administration, finance, contracts and other critical infrastructure. Administration will also support 17 positions.

**Affordable Housing Funds**

**Overview**

In September 2016, City Council passed an ordinance to create two Affordable Housing Funds (known collectively as the “Affordable Housing Fund”) to provide revenue for housing development, preservation, and programs. The Affordable Housing Fund was originally supported through property taxes and a linkage fee on new development. Additional support for the Affordable Housing Fund was added starting in 2018 through a dedicated sales tax on recreational marijuana. These resources generate more than \$30M annually to serve residents across the housing continuum who face a range of housing challenges. People experiencing homelessness, renters, and those working to achieve or maintain homeownership are all beneficiaries of the funds.

In June 2022, City Council passed an ordinance to approve the “Expanding Housing Affordability” policy, a joint effort by the Department of Community Planning and Development and the Department of Housing Stability to create more affordable housing options for the city’s workforce and support funding for the Affordable Housing Fund. The package requires new residential development over 10 units or more to designate 8 percent to 12 percent of the units as affordable, regardless of whether the home is for rent or for sale. In higher cost areas of the city, such as downtown, developers will need to provide 2 percent to 3 percent more affordable units. The package also gradually increases the linkage fee through updates in 2022, 2023, 2024, and 2025.

Permitted uses of the Affordable Housing Fund include:

- Production and preservation of rental housing, including renter assistance programs;
- Production and preservation of for-sale housing;

- Homebuyer assistance programs;
- Development and preservation of supportive housing for people experiencing homelessness and supportive services (up to 10 percent of property tax and other revenue funds per year)
- Programs supporting low-income at-risk individuals in danger of losing their homes, mitigating the risk of gentrification and involuntary displacement, and other housing programs; and
- Administrative costs (up to 8 percent per year).

## Budget Detail

Affordable Housing Funds (16606 & 16607)	2021 Actual	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Expenditures by Fund</b>					
Affordable Housing Property Tax and Other Local Revenues Fund (16606)	23,945,402	21,933,158	19,306,559	(2,626,599)	(11.98%)
Affordable Housing Linkage Fee Revenue Fund (16607)	3,155,184	14,117,370	27,396,262	13,278,892	94.06%
<b>Total Program Expenditures</b>	<b>26,910,181</b>	<b>36,050,528</b>	<b>46,702,821</b>	<b>10,652,293</b>	<b>29.55%</b>
<b>Revenues by Fund</b>					
Affordable Housing Property Tax and Other Local Revenues Fund (16606)	23,049,252	21,933,158	19,306,559	(2,626,599)	(11.98%)
Affordable Housing Linkage Fee Revenue Fund (16607)	13,959,620	10,000,000	17,161,062	7,161,062	71.61%
<b>Total Program Revenues</b>	<b>34,562,801</b>	<b>31,933,158</b>	<b>36,467,621</b>	<b>4,534,463</b>	<b>14.20%</b>

Note: The Affordable Housing Property Tax and Other Local Revenue Fund (16606) is an appropriated, non-lapsing fund. Unspent appropriation and encumbrances are automatically rolled from the prior year into the next fiscal year when the year closes. This table reflects only new appropriation for SRF16606 and does not include the amounts rolled forward from the prior year. The Linkage fee is a revenue-based fund, and so the expenditures reflect adjustments based on cash in the fund and intended spending.

Affordable Housing Funds (16606 & 16607)	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Expenditures</b>					
Unit Development and Preservation	12,557,309	19,783,927	29,577,764	9,793,837	49.50%
Housing Assistance	4,204,383	6,000,000	6,000,000	-	
D3	8,606,481	8,953,160	8,937,000	(16,160)	(0.18%)
Administration	1,542,008	1,313,441	2,188,057	874,616	66.59%
<b>Total Affordable Housing Expenditures</b>	<b>26,910,181</b>	<b>36,050,528</b>	<b>46,702,821</b>	<b>10,652,293</b>	<b>29.55%</b>
<b>Affordable Housing Funds Budgeted FTEs</b>	<b>9.00</b>	<b>12.00</b>	<b>12.00</b>	<b>-</b>	<b>0.00%</b>

## Anticipated Expenditures by Permitted Uses

**Unit Development and Preservation** investments of approximately \$30M in 2023 will support housing development gap financing to create and preserve units with affordability restrictions.

**Housing Assistance** investments of approximately \$6M in 2023 will help provide rental and utility assistance to stabilize those at risk of displacement, as well as bridge housing and rehousing support for people experiencing homelessness.

**D3 Payment** of approximately \$9M in 2023 will support implementation of the Intergovernmental Agreement with the Denver Housing Authority to support the DHA Delivers for Denver (“D3”) program to help create 2,500 affordable and supportive housing units.

**Administration** support of approximately \$2.2M in 2023 will help HOST successfully administer and report on outcomes achieved through the fund. This includes support for development, program administration, finance, contracts and other critical infrastructure.

## Department Budget

	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Variance	% Variance
<b>General Fund Expenditures by Agency</b>					
Department of Housing Stability	23,807,086	33,765,977	35,905,642	2,139,665	6.34%
<b>Total General Fund</b>	<b>23,807,086</b>	<b>33,765,977</b>	<b>35,905,642</b>	<b>2,139,665</b>	<b>6.34%</b>
<b>General Fund Expenditures by Type</b>					
Personnel Services	5,305,138	8,623,466	10,562,094	1,938,628	22.48%
Services and Supplies	18,487,416	25,065,165	25,223,098	157,933	0.63%
Capital Equipment	5,647	38,892	41,060	2,168	5.57%
Internal Services and Misc.	8,885	38,454	79,390	40,936	106.45%
<b>Total General Fund</b>	<b>23,807,086</b>	<b>33,765,977</b>	<b>35,905,642</b>	<b>2,139,665</b>	<b>6.34%</b>
<b>Other Program Funding Sources</b>					
<b>Special Revenue Funds Expenditures</b>					
General Government	883,532	4,200,000	6,150,000	1,950,000	46.43%
Community Development	44,302,567	140,064,534	112,050,895	(28,013,639)	(20.00%)
<b>Total Special Revenue Funds</b>	<b>45,186,100</b>	<b>144,264,534</b>	<b>118,200,895</b>	<b>(26,063,639)</b>	<b>(18.07%)</b>
<b>Grants</b>					
General Government	56,028,610	11,566,620	123,594,764	112,028,144	968.55%
Community Development	19,817,011	14,670,066	11,441,555	(3,228,511)	(22.01%)
Grant/Other Capital Funds	-	3,391,200	7,578,800	4,187,600	123.48%
<b>Total Grants</b>	<b>75,845,621</b>	<b>29,627,886</b>	<b>142,615,119</b>	<b>112,987,233</b>	<b>381.35%</b>
<b>Other Program Funding Sources Total</b>	<b>121,031,721</b>	<b>173,892,420</b>	<b>260,816,014</b>	<b>86,923,594</b>	<b>49.99%</b>
<b>Total Department Expenditures</b>	<b>144,838,806</b>	<b>207,658,397</b>	<b>296,721,656</b>	<b>89,063,259</b>	<b>42.89%</b>
<b>Personnel Complement</b>					
General Fund Operations	48.14	75.82	88.64	12.82	16.91%
General Government	-	1.64	2.00	0.36	21.95%
Community Development	26.23	38.19	36.18	(2.01)	(5.26%)
<b>Total Personnel Complement</b>	<b>74.37</b>	<b>115.65</b>	<b>126.82</b>	<b>11.17</b>	<b>9.66%</b>
<b>General Fund Revenue</b>					
Miscellaneous Other	2,890,799	3,685,000	3,685,000	-	0.00%
<b>Total Revenue</b>	<b>2,890,799</b>	<b>3,685,000</b>	<b>3,685,000</b>	<b>-</b>	<b>0.00%</b>



## Programmatic Changes

The City and County of Denver’s allocation of State and Local Fiscal Recovery Funds as a result of the American Rescue Plan Act (ARPA) allowed the City to restore some service reductions that were necessary to balance the budget in 2021 and to allocate funding to address operational backlogs. Many of these investments are ongoing and to avoid a financial ‘cliff’, the City has employed a ‘step down’ methodology that allows a portion of these investments to remain funded in the ARPA allocation in 2023, while some are transitioned to the General Fund. Additional ARPA funds also have been allocated to the HOST in 2023 to support one-time capital equipment needs in 2023 as well as programs to support Denver’s recovery from the COVID-19 pandemic, which were informed by community input. These changes are described below, along with other significant programmatic changes for 2023.

2023 Impact Description	FTEs	Dollars
<b>Agencywide</b>		
• An increase in services and supplies to purchase monitors for new positions throughout the department.	0.00	3,900
• A decrease in services and supplies to reallocate budget to internal services to align budget with actuals.	0.00	(32,500)
• An increase in capital equipment to purchase computers for new positions throughout the department.	0.00	15,900
• An increase in internal services due to a budget reallocation from services and supplies that aligns budget with actuals.	0.00	32,500
• An increase in internal services for cell phone stipends for new positions throughout the department.	0.00	8,400
<b>Operations</b>		
• An increase in personnel services to add one Program Administrator, one Senior Compliance Certification Officer, and one Management Analyst Supervisor for the administration of supportive housing vouchers and programs.	3.00	316,200
• An increase in personnel services to add two Administrator II positions to support outreach and community engagement, including support for decommissioning encampments and exits to housing.	2.00	245,700
• An increase in personnel services to add one Senior Management Analyst and one Senior Compliance Certification Officer to support the City’s prioritization policy to mitigate displacement. These positions are budgeted to start in April.	1.50	165,000
• An increase in personnel services to add one Fiscal Administrator I and one Community Development Representative II to support the new Expanding Housing Affordability program, which was authorized through City ordinance in 2022 to create more affordable housing options for the city’s workforce and support funding for the Affordable Housing Fund. These positions are budgeted to start in April.	1.50	157,300
• An increase in personnel services to add two Administrator Is to support compliance with recent amendments to the Housing Chapter of the Denver Revised Municipal Code, including regulations pertaining to homeowners associations, tenant notices, and licensing of rental residential property. These positions are budgeted to start in April.	1.50	154,000
• An increase in personnel services to add one Program Manager to better serve persons experiencing homelessness with complex medical and behavioral health needs.	1.00	107,900

2023 Impact Description	FTEs	Dollars
<ul style="list-style-type: none"> <li>• A continuation in personnel services to convert from limited to unlimited a Real Estate Project Manager that supports real estate acquisitions and projects for HOST. This position is funded out of HOST and reports to the Capital Projects and Real Estate Division of the Department of Finance.</li> </ul>	0.00	0.00
<ul style="list-style-type: none"> <li>• An increase in services and supplies to provide homeowners' association fines assistance to income-eligible homeowners who are facing foreclosure.</li> </ul>	0.00	300,000
<ul style="list-style-type: none"> <li>• An increase in services and supplies to pilot a program to purchase RVs from households and to provide rental assistance, housing navigators and case management.</li> </ul>	0.00	250,000
<ul style="list-style-type: none"> <li>• An increase in services and supplies to add additional support for foreclosure legal assistance.</li> </ul>	0.00	200,000
<ul style="list-style-type: none"> <li>• An increase in services and supplies due to moving budget for port-o-lets, handwashing stations, fencing, and barricades for Safe Outdoor Spaces that was previously budgeted in the Department of Parks and Recreation appropriation to HOST to better align the budget with the program.</li> </ul>	0.00	175,000
<b>Housing Opportunity</b>		
<ul style="list-style-type: none"> <li>• An increase in personnel services due to the annualization of positions that were approved in the 2022 budget with a February start date. These positions support the dedicated, multi-agency affordable housing plan review team.</li> </ul>	0.33	60,000
<b>Homelessness Resolution</b>		
<ul style="list-style-type: none"> <li>• A decrease in services and supplies to realign budget for shelter contracts in the Homelessness Resolution Fund and allow for the addition of positions in the General Fund that support housing initiatives. This increases the overall resources dedicated to housing initiatives.</li> </ul>	0.00	(784,400)
<b>Unsheltered Homelessness Response</b>		
<ul style="list-style-type: none"> <li>• An increase in personnel services to add two Outreach Coordinators for outreach to public health hot spots as part of a multi-agency, proactive approach to addressing mental health and social issues in designated areas around the city.</li> </ul>	2.00	155,600
<ul style="list-style-type: none"> <li>• An increase in services and supplies to support new positions added for public health hot spot outreach.</li> </ul>	0.00	44,300
<b>Housing Special Revenue Funds</b>		
<ul style="list-style-type: none"> <li>• An increase in expenditures in the Affordable Housing Linkage Fee Fund due to projected growth in fee revenue from developers. This will support programs that increase the supply of affordable rental housing, provide renter assistance, increase the supply of for-sale affordable housing, and support homebuyer assistance programs.</li> </ul>	0.00	13,278,900
<ul style="list-style-type: none"> <li>• An increase in the Metro Mortgage Assistance Program based on program projections for 2023. The program operates as a trust for secured mortgages.</li> </ul>	0.00	1,950,000
<ul style="list-style-type: none"> <li>• An increase to the Affordable Housing Incentive Fee Fund to support the production and preservation of rental housing.</li> </ul>	0.00	1,190,600
<ul style="list-style-type: none"> <li>• An increase in SRF expenditures in the new Social Impact Partnerships Pay for Results Act (SIPRA) City Share Fund to make performance-based payments to contractors providing housing and case management for people experiencing homelessness.</li> </ul>	0.00	1,100,000
<ul style="list-style-type: none"> <li>• An increase in the Skyline - Housing Fund based on projected expenses for 2023 housing projects.</li> </ul>	0.00	773,400
<ul style="list-style-type: none"> <li>• An increase in the Housing Incentive Program to fund incentives to developers and other costs related to affordable housing programs.</li> </ul>	0.00	709,400

2023 Impact Description	FTEs	Dollars
<ul style="list-style-type: none"> <li>A net increase in special revenue funds based on projected program expenditures for 2023.</li> </ul>	0.00	17,500
<ul style="list-style-type: none"> <li>A net decrease in the Affordable Housing Property Tax and Other Local Revenue SRF due to the budget roll-forward of unspent funds from 2021 into 2022. This roll forward was mostly encumbered and has been assigned to specific projects in the housing development pipeline, which can take two to three years to be constructed.</li> </ul>	0.00	(28,913,800)
<ul style="list-style-type: none"> <li>A net decrease in the Homelessness Resolution SRF due to the budget roll-forward of unspent funds from 2021 into 2022. This roll forward has been assigned to specific projects in the housing development pipeline, which can take two to three years to be constructed.</li> </ul>	0.00	(14,329,700)
<ul style="list-style-type: none"> <li>A decrease in the Homeless Services Fund that reflects spending the full cash balance of this fund in 2022 on shelter services. This fund was supported by a one-time transfer from Denver Human Services and additional expenditures in 2023 are not anticipated.</li> </ul>	0.00	(1,249,400)
<ul style="list-style-type: none"> <li>A decrease in the Affordable Housing and Remediation Fund due to a one time investment in software in 2022 to support housing.</li> </ul>	0.00	(590,600)
<b>SRF Revenue</b>		
<ul style="list-style-type: none"> <li>A net revenue decrease to the Affordable Housing Funds due to a decrease in marijuana sales and property tax estimates that is partially offset by an increase to the General Fund transfer to the AHF.</li> </ul>	0.00	(2,626,600)
<b>Housing Grants</b>		
<ul style="list-style-type: none"> <li>An increase in State and Local Fiscal Recovery Funds to support the continuation of COVID-19 Recovery programs awarded in 2021, including the continuation of Safe Outdoor Parking, an infusion to the Affordable Housing Funds, and shelter improvements.</li> </ul>	0.00	35,687,600
<ul style="list-style-type: none"> <li>An increase in grant expenditures due to an investment of State and Local Fiscal Recovery Funds to support the acquisition of hotel properties for encampment decommissioning, including safe parking and vehicle support. The program would support the acquisition and rehabilitation of two hotels, including dedicated space for safe parking, in anticipation of leveraging additional resources such as state or federal sources.</li> </ul>	0.00	23,250,000
<ul style="list-style-type: none"> <li>An increase in grant expenditures due to an investment of State and Local Fiscal Recovery Funds for down payment assistance to increase BIPOC home ownership in Denver. This program consists of \$10M of funding for down payment assistance and \$10M of funding to expand the pipeline of affordable homes.</li> </ul>	0.00	20,000,000
<ul style="list-style-type: none"> <li>An increase in grant expenditures due to an investment of State and Local Fiscal Recovery Funds to support the acquisition of hotel properties for affordable housing. The program would support the acquisition of two hotel properties, in anticipation of leveraging additional resources such as state or federal sources.</li> </ul>	0.00	20,000,000
<ul style="list-style-type: none"> <li>A net increase in the Emergency Rental Assistance Program based on anticipated program spending, including an increase in personnel due to the extension of positions budgeted for a portion of 2022. These positions are budgeted for a full year in 2023.</li> </ul>	0.36	3,555,300
<ul style="list-style-type: none"> <li>An increase in grant expenditures due to an investment of State and Local Fiscal Recovery Funds to support a two-year continuation of Safe Outdoor Spaces alternative shelter programming.</li> </ul>	0.00	7,800,000
<ul style="list-style-type: none"> <li>An increase in grant expenditures due to an investment of State and Local Fiscal Recovery Funds to support a two-year continuation of funding for the rapid re-housing of people experiencing homelessness directly from shelter settings.</li> </ul>	0.00	6,000,000

2023 Impact Description	FTEs	Dollars
• An increase to grant expenditures due primarily to an increase to the Continuum of Care Spectrum, Continuum of Care Bedrock, and Continuum of Care Anchor grants.	0.00	1,305,100
• An increase in the HOPWA grant to provide housing assistance loans and support services for persons with AIDS or related diseases and their families.	0.04	804,200
• An increase in the HOME Grant to support the rehabilitation of residences, develop housing for populations with special needs, and provide rental assistance.	0.04	758,400
• An increase in grant expenditures due to an investment of State and Local Fiscal Recovery Funds to support a two-year continuation of Safe Parking alternative shelter programming. The investment would also double the number of sites funded from previous ARPA allocations from two to four.	0.00	600,000
• An increase in State and Local Fiscal Recovery Funds for a one-time purchase of a vehicle to support public health hot spot outreach.	0.00	45,000
• There is no change to HOST’s ARPA allocation for services first restored in ARPA in the 2021 budget.	0.00	0.00
• A decrease in the Emergency Solutions Grant due to the ending of increased federal dollars to address emergency shelters during the COVID-19 pandemic.	(2.08)	(4,837,500)
• A decrease in grant expenditures due to the expiration of Coronavirus Relief Funds, the Kaiser Permanente grant, and the Colorado Health Foundation Grant.	0.00	(1,981,000)

The budgeted vacancy savings in the General Fund is \$354,593.

### Budget Detail

Department of Housing Stability (0144000)	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Expenditures by Type</b>					
Personnel Services	5,305,138	8,623,466	10,562,094	1,938,628	22.48%
Services and Supplies	18,487,416	25,065,165	25,223,098	157,933	0.63%
Capital Equipment	5,647	38,892	41,060	2,168	5.57%
Internal Services and Misc.	8,885	38,454	79,390	40,936	106.45%
<b>Expenditures by Type Total</b>	<b>23,807,086</b>	<b>33,765,977</b>	<b>35,905,642</b>	<b>2,139,665</b>	<b>6.34%</b>
<b>Expenditures by Activity</b>					
Homelessness Resolution	19,531,067	27,517,929	25,334,816	(2,183,113)	(7.93%)
Housing Opportunity	1,471,956	2,362,898	2,476,588	113,690	4.81%
Housing Stability	92,108	105,516	110,718	5,202	4.93%
Operations	2,711,955	3,101,234	5,371,401	2,270,167	73.20%
Unsheltered Homelessness Response	-	678,400	2,612,119	1,933,719	285.04%
<b>Expenditures by Activity Total</b>	<b>23,807,086</b>	<b>33,765,977</b>	<b>35,905,642</b>	<b>2,139,665</b>	<b>6.34%</b>
<b>Total Program Expenditures</b>	<b>23,807,086</b>	<b>33,765,977</b>	<b>35,905,642</b>	<b>2,139,665</b>	<b>6.34%</b>
<b>Personnel Complement (Budgeted)</b>					
Operations	18.34	21.34	31.64	10.30	48.27%
Housing Stability	1.00	1.00	1.00	-	0.00%
Housing Opportunity	14.80	19.48	19.00	(0.48)	(2.46%)
Homelessness Resolution	14.00	34.00	16.00	(18.00)	(52.94%)

## Department of Housing Stability

Department of Housing Stability (0144000)	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
Unsheltered Homelessness Response	-	-	21.00	21.00	0.00%
<b>Personnel Complement (Budgeted)</b>					
<b>Total</b>	<b>48.14</b>	<b>75.82</b>	<b>88.64</b>	<b>12.82</b>	<b>16.91%</b>
<b>Total Personnel Complement</b>	<b>48.14</b>	<b>75.82</b>	<b>88.64</b>	<b>12.82</b>	<b>16.91%</b>
<b>Revenue</b>					
Miscellaneous Other	2,890,799	3,685,000	3,685,000	-	0.00%
<b>Revenue Total</b>	<b>2,890,799</b>	<b>3,685,000</b>	<b>3,685,000</b>	<b>-</b>	<b>0.00%</b>
Vacancy Savings			(354,593)		
Department of Housing Stability Special Revenue Funds (0145000)	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Expenditures by Type</b>					
Personnel Services	2,503,694	5,754,372	3,778,366	(1,976,006)	(34.34%)
Services and Supplies	42,655,468	136,933,726	114,422,529	(22,511,197)	(16.44%)
Capital Equipment	6,548	1,592,051	-	(1,592,051)	(100.00%)
Internal Services and Misc.	20,390	(15,615)	-	15,615	(100.00%)
<b>Expenditures by Type Total</b>	<b>45,186,100</b>	<b>144,264,534</b>	<b>118,200,895</b>	<b>(26,063,639)</b>	<b>(18.07%)</b>
<b>Expenditures by SRF</b>					
Affordable Housing and Remediation Fund	55,832	633,966	43,356	(590,610)	(93.16%)
Affordable Housing Incentive Fee Fund	-	-	1,190,627	1,190,627	0.00%
Affordable Housing Linkage Fee Fund	3,155,184	14,117,370	27,396,262	13,278,892	94.06%
Affordable Housing Property Tax and Other Local Revenue	23,945,402	48,220,329	19,306,559	(28,913,770)	(59.96%)
Community Development-Donation	73,923	203,587	198,485	(5,102)	(2.51%)
H&NDS Housing for Mentally Ill	152,618	-	-	-	0.00%
Homeless Services Donations	410,377	220,042	231,583	11,541	5.24%
Homeless Services Fund	1,489,559	1,249,352	-	(1,249,352)	(100.00%)
Homelessness Resolution	14,810,068	63,262,128	48,932,457	(14,329,671)	(22.65%)
HOST Performance Contracts	-	3,377,000	3,377,000	-	0.00%
Housing Incentive Program	209,605	3,669,277	4,378,671	709,394	19.33%
Metro Mortgage Assistance Program	883,532	4,200,000	6,150,000	1,950,000	46.43%
Rental Rehab Assistance	-	572,000	572,167	167	0.03%
Revolving Affordable Housing Loan Fund	-	3,440,694	3,451,125	10,431	0.30%
SIPPRA City Share	-	-	1,100,000	1,100,000	0.00%
Skyline - Administration	-	12,892	13,312	420	3.26%
Skyline - Housing	-	1,085,897	1,859,291	773,394	71.22%
<b>Expenditures by SRF Total</b>	<b>45,186,100</b>	<b>144,264,534</b>	<b>118,200,895</b>	<b>(26,063,639)</b>	<b>(18.07%)</b>
<b>Other Housing Program Funding Sources</b>					
<b>Grants</b>					
ARRA Neighborhood Stabilization	-	-	253,110	253,110	0.00%
CoC Anchor Project	154,628	-	266,718	266,718	0.00%
CoC Backhome Support	245,262	280,731	237,762	(42,969)	(15.31%)

Department of Housing Stability Special Revenue Funds (0145000)	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
CoC Bedrock	624,543	533,073	742,503	209,430	39.29%
CoC Spectrum	976,849	514,313	1,053,953	539,640	104.92%
Community Development Block Grant - Program	11,331,961	-	-	-	0.00%
Community Services Block Grant	403,510	-	-	-	0.00%
Coronavirus Relief Funds	7,995,861	722,152	-	(722,152)	(100.00%)
Edward Byrne Memorial Justice Assistance Grant Program	137,634	49,030	89,229	40,199	81.99%
Emergency Rental Assistance Program	5,557,791	6,844,468	10,399,764	3,555,296	51.94%
Emergency Solutions Grant	4,647,472	5,404,059	566,588	(4,837,471)	(89.52%)
FEMA Covid Response	37,316,490	-	-	-	0.00%
HOME Award	1,783,235	2,985,485	3,743,934	758,449	25.40%
Home Award	1,783,235	2,985,485	3,743,934	758,449	25.40%
Homeless Shelter Utility Support	426,794	262,500	262,500	-	0.00%
HOPWA Award	3,189,049	2,882,065	3,686,258	804,193	27.90%
State and Local Fiscal Recovery Funds	-	4,000,000	113,195,000	109,195,000	2729.88%
The Anschutz Foundation	-	500,000	539,000	39,000	7.80%
The Colorado Health Foundation	1,054,543	500,000	-	(500,000)	(100.00%)
The Kaiser Permanente National Community Benefit Fund at the East Bay Community Foundation	-	758,810	-	(758,810)	(100.00%)
<b>Capital Grants</b>					
State and Local Fiscal Recovery Funds	-	3,391,200	7,578,800	4,187,600	123.48%
<b>Grants Total</b>	<b>77,628,856</b>	<b>32,613,371</b>	<b>146,359,053</b>	<b>113,745,682</b>	<b>348.77%</b>
<b>Total Program Expenditures</b>	<b>122,814,955</b>	<b>176,877,905</b>	<b>264,559,948</b>	<b>87,682,043</b>	<b>49.57%</b>
<b>Personnel Complement (Budgeted)</b>					
Affordable Housing Property Tax and Other Local Revenue	9.00	12.00	12.00	-	0.00%
Homelessness Resolution	9.00	17.00	17.00	-	0.00%
Housing Incentive Program	2.00	2.30	2.30	-	0.00%
	<b>20.00</b>	<b>31.30</b>	<b>31.30</b>	<b>-</b>	<b>0.00%</b>
<b>Other Program Funds FTE</b>					
Community Development Block Grant - Program	1.00	-	-	-	0.00%
Emergency Rental Assistance Program	-	1.64	2.00	0.36	21.95%
Emergency Solutions Grant	-	2.09	-	(2.09)	(100.00%)
HOME Award	4.55	4.11	4.15	0.04	0.97%
HOPWA Award	0.68	0.69	0.73	0.04	5.80%
<b>Other Program Funds FTE Total</b>	<b>6.23</b>	<b>8.53</b>	<b>6.88</b>	<b>(1.65)</b>	<b>(19.34%)</b>
<b>Total Personnel Complement</b>	<b>26.23</b>	<b>39.83</b>	<b>38.18</b>	<b>(1.65)</b>	<b>(4.14%)</b>
<b>Revenue</b>					
Property	8,671,974	8,953,160	8,937,000	(16,160)	(0.18%)
Sale and Use	10,008,522	12,331,247	8,715,025	(3,616,222)	(29.33%)
Interest Income	661,651	648,751	854,534	205,783	31.72%



## Department of Housing Stability

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<b>Department of Housing Stability Special Revenue Funds (0145000)</b>	<b>2021 Actuals</b>	<b>2022 Appropriated</b>	<b>2023 Recommended</b>	<b>\$ Change</b>	<b>% Change</b>
Miscellaneous Other	3,707,105	-	800,000	800,000	0.00%
<b>Revenue Total</b>	<b>23,049,252</b>	<b>21,933,158</b>	<b>19,306,559</b>	<b>(2,626,599)</b>	<b>(11.98%)</b>

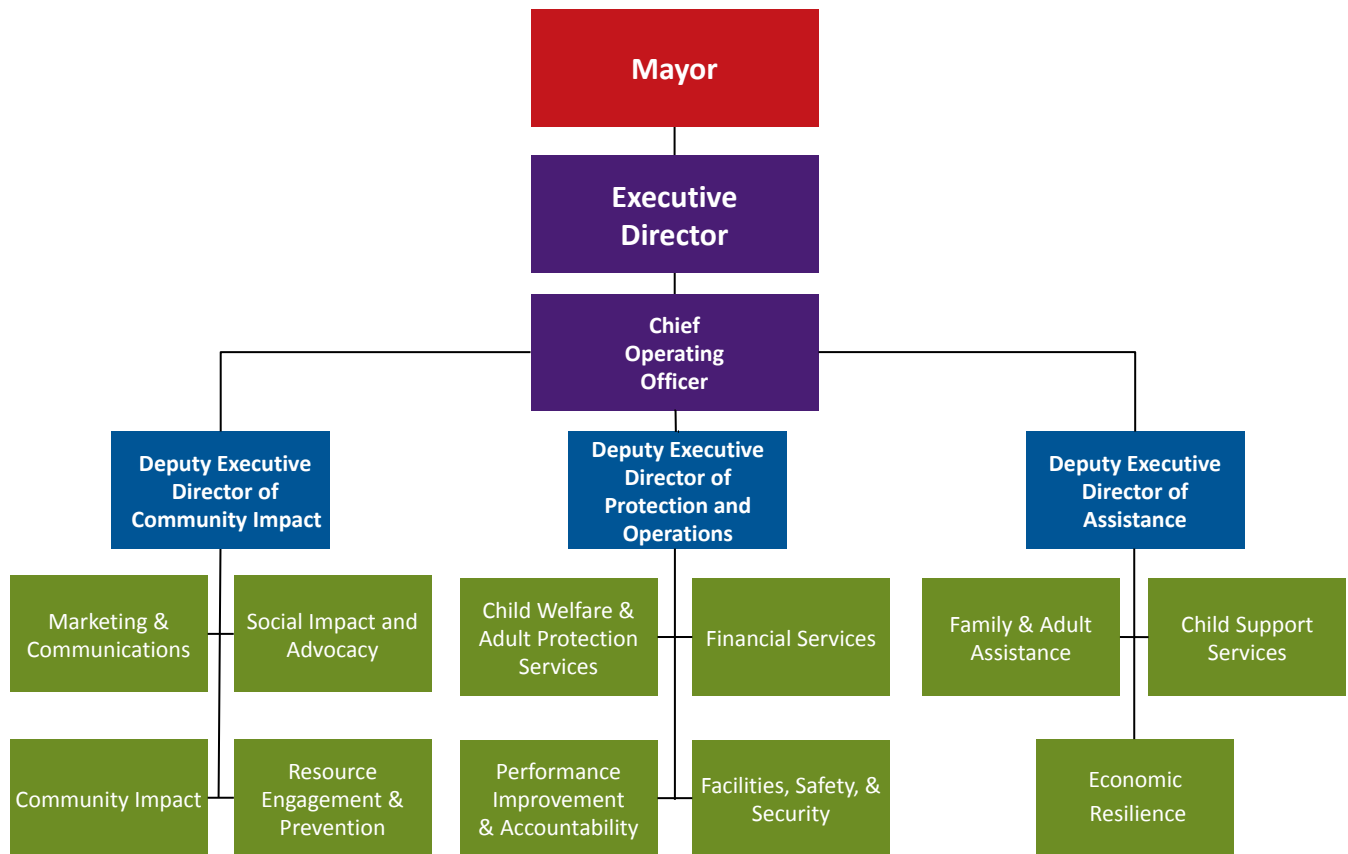
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# Human Services

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# Denver Human Services



## Mission

Partnering with our community to protect those in harm’s way and help all people in need.



## Department Summary

Denver Human Services (DHS) envisions a healthy community where people are connected, supported, safe, and well. More than one in three people in Denver turn to DHS for support at all stages of life, a figure that grows in challenging economic times. DHS employees help children, older adults, families, and individuals navigate social and economic pressures by connecting them to services, benefits, and experts who support their overall well-being. Every day, DHS's caring, trained professionals work with the community to protect those in harm's way and help all people in need. DHS's current focus is on ensuring that essential services are delivered timely and effectively to those who rely on them.

In Colorado, many human services programs are state-supervised and county-administered. The state sets program rules and provides much of the funding, but each of the state's 64 counties has a degree of flexibility to operate programs in ways that align with local preferences. Counties pay a share of costs that varies by program and are primarily funded through local property tax revenue derived from each county's Social Services mill levy. Counties may also use local funding to administer discretionary programs specific to their county and augment funding for mandated programs from state and federal sources. DHS's property tax revenue has historically been relatively stable while state and federal revenues have fluctuated significantly from year to year. In 2023, DHS anticipates slight increases in intergovernmental revenues from state and federal sources and in local property tax revenue.

## Services

DHS provides a variety of services related to income-support for and protection of the community's most vulnerable. Many programs are mandated at the federal or state level. These include determining eligibility for Medicaid, food assistance, Colorado Works, Old Age Pension, Aid to Needy Disabled, and the Colorado Child Care Assistance Program (CCCAP) as well as establishing child support orders and facilitating payments by noncustodial parents. Mandated protection programs include assessing reports of child abuse or neglect and following up with the family if warranted and assessing reports of abuse, neglect, or exploitation of older and at-risk adults and becoming guardians or representative payees when necessary. DHS also administers several programs fully funded at the local level such as Property Tax Relief, General Assistance, and Intellectual and Developmental Disabilities Equitable Access to Services (IDDEAS) and determines eligibility for RTD LiVE through a contract with the Regional Transportation District.

## Administration

Under the leadership of DHS's executive director, Administration is responsible for the overall management of the department. Through agreements with the City Attorney's Office and Office of Human Resources, DHS has specialized legal and human resources teams embedded within the department, which the executive director manages. The executive director also supervises the chief operating officer who supervises the three deputy executive directors overseeing DHS's different sections.

## Assistance

Assistance includes determining eligibility for mandated programs, bolstering economic resiliency, and providing child support services. It has three divisions dedicated to each of those areas: Family and Adult Assistance, Economic Resilience, and Child Support Services. Programs administered through these divisions include food, cash, child care, medical assistance, and property tax relief, among others. Assistance services are available online, by phone (720-944-4DHS), and in-person at the DHS Welcome Center (2929 West 10th Avenue), the East Office (3815 Steele Street), the Arie P. Taylor Municipal Center (4685 Peoria Street), and in DHS's neighborhood resource sites.



The Economic Resilience Division was new for 2022. The Economic Resilience Division includes Colorado Works case management, the Colorado Child Care Assistance Program, SNAP to Success (formerly Employment First), General Assistance, energy assistance, RTD LiVE, and the Property Tax Relief Program, which provides financial assistance to low-income elderly and disabled homeowners and tenants as well as homeowner families with at least one child earning up to 60 percent of the Area Median Income. This division will also administer the City's new trash rebate program associated with volume-based trash pricing that takes effect in 2023.

## Protection and Operations

The Protection functions encompass DHS's child welfare and adult protection responsibilities, which are consolidated in one DHS division. Child welfare and adult protection case workers work to address challenges unique to each family or individual by identifying root causes and developing long-term solutions. DHS has adopted innovative approaches to preventing out-of-home placements for kids who have experienced abuse or neglect and emphasizes kin placements when removal is necessary.

The Operations functions include three divisions: Performance Improvement and Accountability; Facilities, Safety, and Security; and Financial Services. Performance Improvement and Accountability tracks data, evaluates programs, ensures program integrity, facilitates continuous improvement, protects client confidentiality, provides quality assurance, and digitizes critical information. Facilities, Safety, and Security maintains the buildings that house DHS's operations and assures the safety of clients and employees in partnership with the City's General Services department. Financial Services is responsible for providing timely and accurate accounting, budgeting, internal auditing, contracting, and procurement services as well as overall fiscal management of the department.

## Community Impact

The Community Impact section was created in 2020 and was designed to deepen engagement with the community in support of expanding beyond the mandated services of DHS. The specific functional areas of Community Impact include equity, diversity, and inclusion; grants management; and food access. Additional divisions within Community Impact include Resource Engagement and Prevention and Marketing and Communications division as well as the Intellectual and Developmental Disabilities Equitable Access to Services (IDDEAS) program. The IDDEAS and EDI work are together considered DHS's Social Impact and Advocacy team.

## Strategies

DHS continues to refine its strategic vision framework. The 2019 to 2021 Human *Together* strategic plan included five key focus areas: Equity and Access, Safety and Wellness, Connectivity, Economic Resilience, and DHS Workforce. DHS will continue to prioritize these key areas with updated goals, strategies, and tactics for the 2022 to 2024 timeframe and will publicly release the new strategic plan on its website once finalized.

## Performance and Program Highlights

### Equity and Access

DHS aims to ensure that every individual in Denver has access to the support that they need and are eligible to live a healthy and high-quality life. This may come in the form of food assistance, Medicaid, and other benefits. In 2020, there was a noticeable increase in the number of enrollees for food and medical assistance due to COVID-19 and the ensuing economic challenges. Many of these clients have stayed enrolled in services through the present. Denver Human Services continues to take targeted

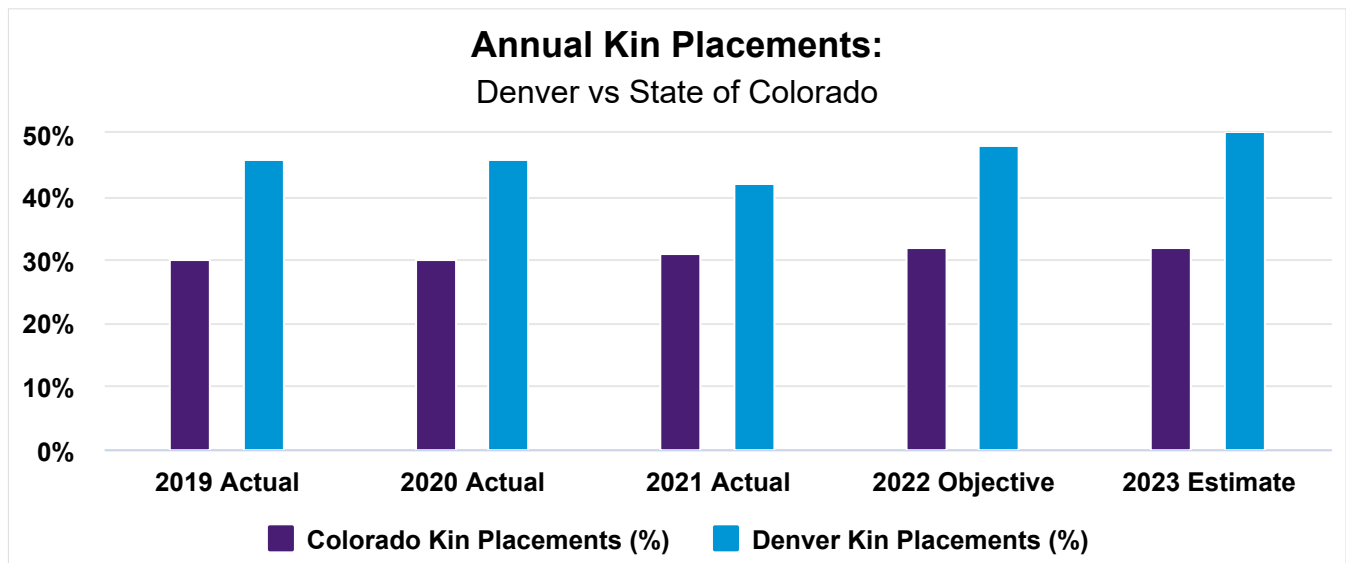
steps to provide food assistance to those who are eligible but not enrolled and is exploring ways to provide food assistance to those who are ineligible yet still facing food security challenges. In 2020, **an estimated 73 percent of Denver residents who were eligible for food assistance were enrolled in SNAP.**

	2019 Actual	2020 Actual	2021 Estimate	2022 Estimate	2023 Objective
<b>Average Number of SNAP Recipients per Month</b>	90,209	93,238	97,397	97,129	97,000
<b>Percent of Denver Population Eligible and Enrolled in SNAP</b>	72%	73%	75%	75%	77%
<b>Average Number of Medicaid Recipients per Month</b>	198,048	209,503	235,406	245,348	240,000

**Note:** Medicaid recipients are at an elevated level due to the public health emergency, which has locked clients in to receiving services despite their current eligibility. Average number of monthly recipients is likely to fall when the public health emergency expires.

### Safety and Wellness

DHS supports and advances sustainable health, wellness, and safety outcomes for children and families in our community. The protection and prevention strategies utilized by Child Welfare staff have reduced **the number of out-of-home placements for Denver kids**. In cases when placement of a child is necessary to ensure safety, DHS has increased **placements with kin**, improving the likelihood of reunification. Research indicates kin placements provide better long-term outcomes for children, helping them maintain family and cultural ties. Safely increasing the number of placements with kin when placement is necessary is a priority for DHS.



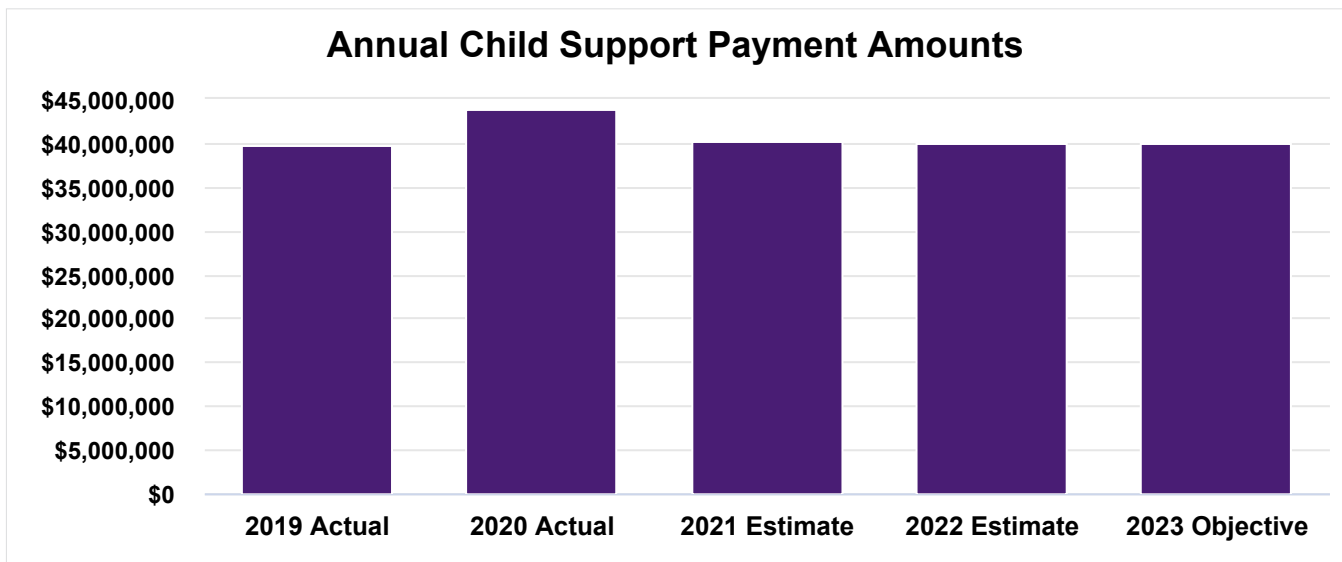
	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Objective
<b>Denver Average Number of Out-of-Home Placements per Month</b>	652	618	501	500	500

**Connectivity**

DHS aims to increase connectivity by building community partnerships, reducing internal silos, and working collaboratively with state and local partners. Various DHS divisions have historically co-located physically, or more recently virtually, with partner sites throughout Denver to help clients navigate access to benefits and other resource needs. Starting in 2021, DHS shifted its service delivery approach and began identifying specific areas of need at which to set up an array of client-facing services in neighborhood resource sites embedded in the community. There are currently three neighborhood resource sites up and running with additional sites in development. As part of these efforts, DHS is building data collection infrastructure to understand how many clients are being served and in what ways at neighborhood resource sites. The department plans to use data from the neighborhood resource sites as a performance metric in future years.

**Economic Resilience**

The focus on economic resilience encompasses more than just the work of the new Economic Resilience division. Child Support Services, for example, boosts Denver families’ economic resilience by ensuring children receive the financial support they need to be safe and well, even though they may not live with both parents. The Child Support division accomplishes this by determining paternity and establishing, monitoring, and enforcing child support orders as well as providing access to other resources through the Parenthood Program to address barriers that some parents may be experiencing. One key metric it tracks is the total annual amount of **child support collections**. This division also conducts modifications of existing child support orders based on various criteria prescribed by statute. Child Support Services continues to review historical collection policies to identify innovative opportunities to assist those struggling to fulfill child support obligations.



Another key area supporting economic resilience is the **Colorado Works** program which provides income-qualified families monthly cash assistance payments, help with emergency household expenses, and support in preparing for and finding work. Enrollment in Colorado Works/Temporary Assistance for

Needy Families (TANF) began falling in 2020, likely due to COVID-19. The department has seen Colorado Works enrollment begin to increase in 2022, a trend which is likely to continue as basic cash assistance increases due to recent state legislation.

DHS serves nearly 3,000 kids each month by providing access to affordable child care through the state’s Colorado Child Care Assistance Program (CCCAP). Major changes are anticipated for CCCAP in the years ahead as the new state Department of Early Childhood begins operations and CCCAP becomes better aligned with the state’s new universal pre-kindergarten program.

	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Objective
<b>Average Number of Colorado Works/TANF Recipients per Month</b>	8,482	8,201	6,120	7,393	8,000
<b>Average Number of Children in Subsidized Child Care Programs per Month</b>	3,341	3,073	2,729	2,900	3,000

**DHS Workforce**

DHS’s Office of Human Resources service group works to develop a healthy and connected workforce that is equipped to strengthen the Denver community. Any organization’s most valuable resource is its employees. Over the last five years, DHS has invested in strengthening its employees’ leadership capabilities through a specialized training program for all supervisors. DHS is proud to partner with the Mayor’s Office of Social Equity and Innovation to promote equity and social justice. In 2021, DHS hired a new Equity, Diversity, and Inclusion Administrator and started an Equity, Diversity, and Inclusion team to help guide the department’s efforts, develop an equity action plan, and expand engagement opportunities to the workforce. DHS added an EDI training specialist on staff in early 2022 to further enhance and support this vital work.

These and other initiatives have helped to reduce **staff turnover** from 11 percent in 2016 to 8.8 percent in 2020. Turnover increased in 2021 due primarily to the impact of COVID-19, and the department anticipates this trend to continue through 2022 and 2023 given the current highly competitive job market.

	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Objective
<b>Annual DHS Turnover (Voluntary Resignations)</b>	10%	9%	12%	12%	12%

**Department Budget**

	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Variance	% Variance
<b>Operating Expenditures by Appropriated Special Revenue Fund</b>					
Affordability Program	2,738,686	6,053,465	6,120,345	66,880	1.10%
Aid to the Needy Disabled	299,015	-	-	-	0.00%

	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Variance	% Variance
Board / Developmentally Disabled	18,630,326	35,818,783	24,074,502	(11,744,281)	(32.79%)
Child Care	3,373,909	-	-	-	0.00%
Child Welfare	36,762,900	-	-	-	0.00%
General Assistance	813,147	-	-	-	0.00%
Service Delivery and Admin	90,771,532	161,450,170	173,122,226	11,672,056	7.23%
<b>Total Operating Expenditures</b>	<b>153,389,514</b>	<b>203,322,418</b>	<b>203,317,073</b>	<b>(5,345)</b>	<b>(0.00%)</b>
<b>Operating Expenditures by Type</b>					
Personnel Services	99,448,290	108,808,966	118,770,147	9,961,181	9.15%
Services and Supplies	44,400,426	83,035,427	72,406,209	(10,629,218)	(12.80%)
Capital Equipment	215,884	581,550	524,750	(56,800)	(9.77%)
Internal Services and Misc.	9,324,915	10,896,475	11,615,967	719,492	6.60%
<b>Total</b>	<b>153,389,514</b>	<b>203,322,418</b>	<b>203,317,073</b>	<b>(5,345)</b>	<b>(0.00%)</b>
<b>Transfers</b>					
Transfer to Alternative Transportation SRF	144,900	144,900	-	(144,900)	(100.00%)
Transfer to Capital Improvement Projects Fund	-	2,900,000	20,000,000	17,100,000	589.66%
Transfer to General Fund	163,000	-	-	-	0.00%
Transfer to Housing and Neighborhood Development	502,120	-	-	-	0.00%
Transfer to Human Services Special Revenue Fund	1,000,000	1,000,000	1,000,000	-	0.00%
<b>Total Transfers</b>	<b>1,810,020</b>	<b>4,044,900</b>	<b>21,000,000</b>	<b>16,955,100</b>	<b>419.17%</b>
<b>Grant/SRF Expenditures</b>					
Human Services Administration	2,689,350	3,336,133	3,087,247	(248,886)	(7.46%)
Human Services Administration	910,021	3,866,340	4,166,340	300,000	7.76%
<b>Total Grant/SRF Expenditures</b>	<b>3,599,371</b>	<b>7,202,473</b>	<b>7,253,587</b>	<b>51,114</b>	<b>0.71%</b>
<b>Total Human Services Expenditures</b>	<b>158,798,905</b>	<b>214,569,791</b>	<b>231,570,660</b>	<b>17,000,869</b>	<b>7.92%</b>
<b>Revenue: Appropriated Special Revenue Funds</b>					
Property	76,645,181	79,103,847	81,987,453	2,883,606	3.65%
Fees	3,221	-	-	-	0.00%
Charges for Services	3,650	-	-	-	0.00%
Use Charges	2,098	33,600	33,600	-	0.00%
Internal Service and Indirect Cost	458,234	160,000	160,000	-	0.00%
Miscellaneous Other	95,340,920	102,260,797	103,100,049	839,252	0.82%
<b>Total Appropriated Funds Revenues</b>	<b>172,453,304</b>	<b>181,558,244</b>	<b>185,281,102</b>	<b>3,722,858</b>	<b>2.05%</b>
<b>Grants/SRF Revenue</b>					
Interest Income	(0)	-	-	-	0.00%
Fees	-	100,000	100,000	-	0.00%
Miscellaneous Other	1,420,616	955,000	955,000	-	0.00%
Miscellaneous Other	2,690,031	-	-	-	0.00%

	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Variance	% Variance
<b>Total Grants/SRF Funds Revenues</b>	<b>4,110,648</b>	<b>1,055,000</b>	<b>1,055,000</b>	<b>-</b>	<b>0.00%</b>
<b>Total Human Services Revenues</b>	<b>176,563,951</b>	<b>182,613,244</b>	<b>186,336,102</b>	<b>3,722,858</b>	<b>2.04%</b>
<b>Personnel Complement</b>					
<b>Special Revenue Funds</b>					
Human Services	1,244.54	1,265.88	1,274.85	8.97	0.71%
<b>Total Personnel Complement</b>	<b>1,244.54</b>	<b>1,265.88</b>	<b>1,274.85</b>	<b>8.97</b>	<b>0.71%</b>
Fund Balance January 1	82,502,875	100,767,000	71,763,918	(29,003,082)	(28.78%)
<b>Fund Balance December 31</b>					
Reserve for TABOR Requirements	2,000,000	2,000,000	2,000,000	-	0.00%
Assigned Fund Balance	35,582,700	30,383,748	23,669,096	(6,714,652)	(22.10%)
Unassigned Fund Balance	63,571,900	36,426,705	860,266	(35,566,439)	(97.64%)
<b>Total Fund Balance December 31</b>	<b>101,154,600</b>	<b>68,810,453</b>	<b>26,529,362</b>		
<b>GASB54 Funds Net Change (13813 &amp; 13821)</b>	<b>(387,600)</b>	<b>2,953,465</b>	<b>4,020,345</b>		
<b>Total ACFR Balance December 31</b>	<b>100,767,000</b>	<b>71,763,918</b>	<b>30,549,707</b>		
<b>Adjustment for Unspent Appropriations</b>	<b>-</b>	<b>25,000,000</b>	<b>25,000,000</b>		
<b>Adjustment for Unspent Capital Improvements</b>	<b>10,086,800</b>	<b>7,500,000</b>	<b>25,000,000</b>		
<b>Adjusted Fund Balance</b>	<b>110,853,800</b>	<b>104,263,918</b>	<b>80,549,707</b>		



### Programmatic Changes

In 2022, DHS consolidated six funds into one, the Service Delivery and Administration Fund (13008). This was a net-zero change that better aligns expenditures with revenues. Historical research identified no legal basis for these functions to be administered in separate funds. Beginning in 2022, DHS no longer uses the Child Welfare Fund (13005), Child Care Fund (13017), General Assistance Fund (13305), Aid to Needy Disabled Fund (13303), and Aid to the Blind Fund (13301), and the Department Budget Summary table shows each of these funds decreasing to zero in 2022. These programs and services are budgeted in the Service Delivery and Administration Fund, which shows a corresponding increase in 2022. In early 2022, DHS restructured some of its divisions to better align departmental services and created new cost centers for Community Impact, Resource Engagement and Prevention, and Economic Resilience. Those changes are reflected in the revised 2022 budget figures and carry forward into 2023.

Note that in the budget detail tables for each program the information provided for each year appears continuous because the change was made at the fund level rather than the program level. DHS will still maintain multiple Special Revenue Funds for dedicated sources and uses of revenue.

2023 Impact Description	FTEs	Dollars
<b>Service Delivery and Administration - Child Care (13008-5524000)</b>		
<ul style="list-style-type: none"> <li>A decrease in personnel services to transfer 13 positions to the Economic Resilience (ER) Division due to a departmental reorganization. The budget for these positions had been moved prior to the transfer of the positions. This is a procedural transaction to align FTE counts with budget. There is an offsetting position increase in ER.</li> </ul>	(13.00)	0.00
<b>Service Delivery and Administration - Child Care Revenue</b>		
<ul style="list-style-type: none"> <li>A decrease in revenue due to the transfer of budget to the Economic Resilience (ER) Division as a result of a departmental reorganization. There is an offsetting budget increase in ER.</li> </ul>	0.00	(1,802,600)
<b>Service Delivery and Administration - Child Support Enforcement (13008-5522000)</b>		
<ul style="list-style-type: none"> <li>A decrease in personnel services due to the expiration of two limited Child Support Technician positions ending in 2022.</li> </ul>	(2.00)	(155,100)
<ul style="list-style-type: none"> <li>A decrease in personnel services to transfer three positions to the Resource Engagement &amp; Prevention (REP) Division due to a departmental reorganization. The budget for these positions had been moved prior to the transfer of the positions. This is a procedural transaction to align FTE counts with budget. There is an offsetting position increase in REP.</li> </ul>	(3.00)	0.00
<ul style="list-style-type: none"> <li>A decrease in services and supplies for cell phone stipends. This is offset by an increase in internal services.</li> </ul>	0.00	(1,500)
<ul style="list-style-type: none"> <li>An increase in internal services for cell phone stipends. This is offset by a decrease in services and supplies.</li> </ul>	0.00	1,500
<b>Service Delivery and Administration - Child Welfare Services (13008-5530000)</b>		
<ul style="list-style-type: none"> <li>An increase in personnel services to add five Social Case Worker positions and one Social Case Worker Supervisor position to support in-house, high quality parenting time services in lieu of utilizing contracted services. There is an offsetting budget decrease in services and supplies.</li> </ul>	6.00	533,000
<ul style="list-style-type: none"> <li>An increase in personnel services to add two Social Case Worker positions to support the merging of duties into one combined Child Welfare and Adult Protective Services referral hotline.</li> </ul>	2.00	168,800

2023 Impact Description	FTEs	Dollars
<ul style="list-style-type: none"> <li>An increase in personnel services to add two Social Case Worker positions to support kinship providers.</li> </ul>	2.00	168,800
<ul style="list-style-type: none"> <li>An increase in personnel services to add one Social Case Worker position and one Administrative Support Assistant position to support the Chafee Independent Living Program.</li> </ul>	2.00	148,400
<ul style="list-style-type: none"> <li>A decrease in personnel services to transfer 17 positions to the Resource Engagement &amp; Prevention (REP) Division due to a departmental reorganization. The budget for these positions had been moved prior to the transfer of the positions. This is a procedural transaction to align FTE counts with budget. There is an offsetting position increase in REP.</li> </ul>	(17.00)	0.00
<ul style="list-style-type: none"> <li>A decrease in services and supplies to offset an increase in personnel services associated with adding six new positions to support in-house, high quality parenting time services in lieu of utilizing contracted services.</li> </ul>	0.00	(511,500)
<b>Service Delivery and Administration - Child Welfare Services Revenue</b>		
<ul style="list-style-type: none"> <li>A net revenue increase due to state reimbursement for the addition of six new child welfare positions that will support the Child Welfare and Adult Protective Services referral hotline, kinship providers, and the Chafee Independent Living program.</li> </ul>	0.00	401,200
<b>Service Delivery and Administration - Community Impact (13008-5527000)</b>		
<ul style="list-style-type: none"> <li>An increase in personnel services to transfer five positions from Human Services Administration, four positions from the Community Outreach and Resource Engagement (CORE) Division, one position from the Family and Adult Assistance (FAAD) Division, and one position from the Child Welfare (CW) Division. The budget for these positions had been moved prior to the transfer of the positions. This is a procedural transaction to align FTE counts with budget. There is an offsetting position decrease in Human Services Administration, CORE, FAAD, and CW.</li> </ul>	11.00	0.00
<ul style="list-style-type: none"> <li>A decrease in personnel services to transfer a Program Coordinator position to the Office of Human Resources (OHR) to administer the agency internship program. There is an offsetting budget increase in OHR.</li> </ul>	(1.00)	(82,700)
<ul style="list-style-type: none"> <li>A decrease in services and supplies to restore one-time budget transferred from Human Services Administration in the 2022 budget year for agency equity, diversity, and inclusion initiatives. There is an offsetting budget increase in Human Services Administration.</li> </ul>	0.00	(50,000)
<ul style="list-style-type: none"> <li>An increase in internal services to support agency trainings on equity, diversity, and inclusion that are budgeted in the Office of Social Equity and Innovation.</li> </ul>	0.00	100,000
<b>Service Delivery and Administration - Community Outreach and Resource Engagement (13008-5526000)</b>		
<ul style="list-style-type: none"> <li>A decrease in personnel services to transfer 50 positions to the Resource Engagement and Prevention (REP) Division, 22 positions to the Economic Resilience (ER) Division, and four positions to the Community Impact (CI) Division due to a departmental reorganization. The budget for these positions had been moved prior to the transfer of the positions. This is a procedural transaction to align FTE counts with budget. There is an offsetting position increase in REP, ER and CI.</li> </ul>	(76.00)	0.00
<b>Service Delivery and Administration - Community Outreach and Resource Engagement Revenue</b>		

2023 Impact Description	FTEs	Dollars
<ul style="list-style-type: none"> <li>A decrease in revenue due to the transfer of budget to the Economic Resilience (ER) Division as a result of a departmental reorganization. There is an offsetting budget increase in ER.</li> </ul>	0.00	(1,150,000)
<ul style="list-style-type: none"> <li>A decrease in revenue due to the transfer of budget to the Resource Engagement and Prevention (REP) Division as a result of a departmental reorganization. There is an offsetting budget increase in REP.</li> </ul>	0.00	(270,000)
<b>Service Delivery and Administration - Economic Resilience (13008-5528000)</b>		
<ul style="list-style-type: none"> <li>An increase in personnel services for one unlimited Human Services Operational Supervisor to support the Colorado Child Care Assistance Program.</li> </ul>	1.00	92,800
<ul style="list-style-type: none"> <li>A net zero impact to convert an Eligibility Technician II from limited to unlimited due to the ongoing nature of their work.</li> </ul>	0.00	0.00
<ul style="list-style-type: none"> <li>An increase in personnel services to transfer 27 positions from the Family and Adult Assistance (FAAD) Division, 22 positions from the Community Outreach and Resource Engagement (CORE) Division, 13 positions from the Child Care Assistance Program (CCAP), and two positions from the General Assistance Program. The budget for these positions had been moved prior to the transfer of the positions. This is a procedural transaction to align FTE counts with budget. There is an offsetting position decrease in FAAD, CORE, CCAP, and GA.</li> </ul>	64.00	0.00
<b>Service Delivery and Administration - Economic Resilience Revenue</b>		
<ul style="list-style-type: none"> <li>A revenue increase due to the transfer of budget from the Family and Adult Assistance (FAAD) Division as a result of a departmental reorganization. There is an offsetting budget decrease in FAAD.</li> </ul>	0.00	9,000,000
<ul style="list-style-type: none"> <li>A revenue increase due to the transfer of budget from the Child Care Assistance Program (CCAP) due to a departmental reorganization. There is an offsetting budget decrease in CCAP.</li> </ul>	0.00	1,802,600
<ul style="list-style-type: none"> <li>A revenue increase due to the transfer of budget from the Community Outreach and Resource Engagement (CORE) Division as a result of a departmental reorganization. There is an offsetting budget decrease in CORE.</li> </ul>	0.00	1,150,000
<ul style="list-style-type: none"> <li>A revenue increase due to state reimbursement for a Human Services Operational Supervisor to support the Child Care Assistance Program.</li> </ul>	0.00	83,600
<b>Service Delivery and Administration - Family and Adult Assistance Division (13008-5521000)</b>		
<ul style="list-style-type: none"> <li>An increase in personnel services to add eight unlimited Administrative Support Assistant positions and one unlimited Human Services Operational Supervisor position to support Electronic Benefits Transaction card issuance at all DHS primary and neighborhood resource sites.</li> </ul>	9.00	688,600
<ul style="list-style-type: none"> <li>A one-time increase in personnel services for staffing costs associated with reviewing Medicaid eligibility at the anticipated end of the federally declared Public Health Emergency.</li> </ul>	0.00	328,000
<ul style="list-style-type: none"> <li>An increase in personnel services to support overtime pay for processing of eligibility cases. There is a budget offset in services and supplies as well as internal services.</li> </ul>	0.00	256,100
<ul style="list-style-type: none"> <li>An increase in personnel services to transfer an Administrator III position from Human Services Administration due to a departmental reorganization. There is an offsetting budget decrease in Human Services Administration.</li> </ul>	1.00	188,100

2023 Impact Description	FTEs	Dollars
• An increase in personnel services to transfer a Human Services Operation Supervisor position from the Performance Improvement and Accountability Division (PIAD) due to a departmental reorganization. There is an offsetting budget decrease in PIAD.	1.00	98,600
• A decrease in personnel services to transfer two positions to the Performance Improvement and Accountability Division (PIAD) due to a departmental reorganization. A portion of the budget for these positions had already been moved prior to the transfer of the positions so the dollar amount does not reflect the full cost of the positions. There is an offsetting budget decrease in PIAD.	(2.00)	(128,100)
• A decrease in personnel services due to the expiration of one limited Document Management Technician position ending in 2022.	(1.00)	(61,100)
• A decrease in personnel services to transfer 27 positions to the Economic Resilience (ER) Division and one position to the Community Impact (CI) Division due to a departmental reorganization. The majority of the budget for these positions had been moved prior to the transfer of the positions. This is a procedural transaction to align FTE counts with budget. There is an offsetting position increase in ER and CI.	(28.00)	0.00
• A decrease in on-call FTEs but no change in budget due to modifying the way DHS budgets for on-call positions. DHS had previously approximated the number of full-time equivalents its on-call budget would be able to fund in various cost centers based on the estimated annual salary for a particular job classification. Due to the wide range of job classifications DHS uses its on-call budget to fund, it will no longer use that methodology, but rather treat on-call budget as a lump sum not associated with any FTEs, similar to budget for overtime.	(13.99)	0.00
• An increase in services and supplies to support leasing and operational costs associated with current and upcoming DHS neighborhood resource sites.	0.00	150,000
• An increase in services and supplies to restore budget that was temporarily transferred to capital equipment for a one-time purchase of computer equipment in 2022.	0.00	9,600
• A decrease in services and supplies due to the transfer of budget to personnel services to support overtime pay for processing of eligibility cases. There is an offsetting budget increase in personnel services.	0.00	(225,900)
• A decrease in capital equipment to restore budget that was temporarily transferred from services and supplies for a one-time purchase of computer equipment in 2022.	0.00	(9,600)
• A decrease in internal services due to the transfer of budget to personnel services to support overtime pay for processing of eligibility cases. There is an offsetting budget increase in personnel services.	0.00	(30,200)
<b>Service Delivery and Administration - Family and Adult Assistance Division Revenue</b>		
• A net revenue increase due to state reimbursement for the addition of eight Administrative Support Assistant positions, one Human Services Operational Supervisor position, and operational costs to support DHS neighborhood resource sites.	0.00	510,200
• A one-time revenue increase due to state reimbursement for staffing costs to determine Medicaid eligibility at the anticipated end of the Public Health Emergency.	0.00	328,000
• A decrease in revenue due to the transfer of budget to the Economic Resilience (ER) Division as a result of a departmental reorganization. There is an offsetting budget increase in ER.	0.00	(9,000,000)
<b>Service Delivery and Administration - Financial Services (13008-5516000)</b>		

<b>2023 Impact Description</b>	<b>FTEs</b>	<b>Dollars</b>
<ul style="list-style-type: none"> <li>An increase in personnel services to restore budget for one position that was temporarily transferred to Human Services Administration for the 2022 budget year. There is an offsetting budget decrease in Human Services Administration.</li> </ul>	0.00	117,900
<ul style="list-style-type: none"> <li>A decrease in on-call FTEs but no change in budget due to modifying the way DHS budgets for on-call positions. DHS had previously approximated the number of full-time equivalents its on-call budget would be able to fund in various cost centers based on the estimated annual salary for a particular job classification. Due to the wide range of job classifications DHS uses its on-call budget to fund, it will no longer use that methodology, but rather treat on-call budget as a lump sum not associated with any FTEs, similar to budget for overtime.</li> </ul>	(2.28)	0.00
<ul style="list-style-type: none"> <li>An increase in services and supplies to support anticipated increased professional services costs. This is offset by a budget decrease in internal services.</li> </ul>	0.00	42,600
<ul style="list-style-type: none"> <li>An increase in internal services due to a transfer of budget from Human Services Administration for workers' compensation premium. There is an offsetting budget decrease in Human Services Administration.</li> </ul>	0.00	350,000
<ul style="list-style-type: none"> <li>A decrease in internal services to support anticipated increased professional services costs. This is offset by a budget increase in services and supplies.</li> </ul>	0.00	(42,600)
<b>Services Delivery and Administration - General Assistance (13008-5551000)</b>		
<ul style="list-style-type: none"> <li>A decrease in personnel services to transfer three positions to the Economic Resilience (ER) Division due to a departmental reorganization. The budget for these positions had been moved prior to the transfer of the positions. This is a procedural transaction to align FTE counts with budget. There is an offsetting position increase in ER.</li> </ul>	(3.00)	0.00
<b>Services Delivery and Administration - Human Services Administration (13008-5511000)</b>		
<ul style="list-style-type: none"> <li>An increase in personnel services for staffing costs associated with the creation of a centralized internship program to support programming, recruitment, and selection.</li> </ul>	0.00	310,000
<ul style="list-style-type: none"> <li>An increase in personnel services to add one Emergency Management Specialist position to support ongoing efforts to coordinate mass care resources and train staff on emergency center operations.</li> </ul>	1.00	118,900
<ul style="list-style-type: none"> <li>An increase in personnel services to transfer a Strategic Advisor position from Human Services Administration Communications to the Office of the Manager due to a departmental reorganization. There is an offsetting budget decrease in Communication.</li> </ul>	1.00	72,400
<ul style="list-style-type: none"> <li>A decrease in personnel services to transfer two positions to the Intellectual and Developmental Disabilities Equitable Access to Services (IDDEAS) program for administrative program oversight. There is an offsetting budget increase in IDDEAS.</li> </ul>	(2.00)	(202,000)
<ul style="list-style-type: none"> <li>A decrease in personnel services to transfer an Administrator III position to the Family and Adult Assistance (FAAD) Division due to a departmental reorganization. There is an offsetting budget increase in FAAD.</li> </ul>	(1.00)	(178,100)
<ul style="list-style-type: none"> <li>A decrease in personnel services to restore budget for one position that was temporarily transferred from the Financial Services Division (FSD) for the 2022 budget year. There is an offsetting budget increase in FSD.</li> </ul>	0.00	(117,900)

<b>2023 Impact Description</b>	<b>FTEs</b>	<b>Dollars</b>
<ul style="list-style-type: none"> <li>• A decrease in personnel services due to the transfer of eight positions to the Marketing and Communications (MC) Division and one position to the Office of the Manager within Human Services Administration due to a departmental reorganization. The budget for these positions had been moved prior to the transfer of the positions. This is a procedural transaction to align FTE counts with budget. There is an offsetting position increase in MC and Human Services Administration.</li> </ul>	(9.00)	0.00
<ul style="list-style-type: none"> <li>• A decrease in personnel services to transfer five positions to the Community Impact (CI) Division and one position to the Resource Engagement and Prevention (REP) Division due to a departmental reorganization. The budget for these positions had been moved prior to the transfer of the positions. This is a procedural transaction to align FTE counts with budget. There is an offsetting position increase in CI and REP.</li> </ul>	(6.00)	0.00
<ul style="list-style-type: none"> <li>• An increase in services and supplies to support a temporary three-year service contract to provide prevention and resources through the Family Connects Home Visiting Nurse program.</li> </ul>	0.00	450,000
<ul style="list-style-type: none"> <li>• An increase in services and supplies due to a contract increase in Equifax’s The Work Number system, which provides employment and income verification information used to determine benefit eligibility.</li> </ul>	0.00	256,000
<ul style="list-style-type: none"> <li>• An increase in services and supplies to restore budget that was temporarily moved to capital equipment in 2022.</li> </ul>	0.00	76,000
<ul style="list-style-type: none"> <li>• An increase in services and supplies to restore budget for a one-time transfer to the Community Impact (CI) Division in the 2022 budget year to support equity, diversity, and inclusion initiatives.</li> </ul>	0.00	50,000
<ul style="list-style-type: none"> <li>• An increase in services and supplies to support facility maintenance contracts. This is offset by a budget decrease in internal services.</li> </ul>	0.00	20,000
<ul style="list-style-type: none"> <li>• An increase in services and supplies for operational costs associated with the creation of a centralized internship program to support programming, recruitment, and selection.</li> </ul>	0.00	1,200
<ul style="list-style-type: none"> <li>• An increase in capital equipment to support anticipated one-time facility equipment purchases. This is offset by a budget decrease in internal services.</li> </ul>	0.00	30,000
<ul style="list-style-type: none"> <li>• A decrease in capital equipment for budget that was temporarily moved from services and supplies in 2022.</li> </ul>	0.00	(76,000)
<ul style="list-style-type: none"> <li>• An increase in internal services for billings due to compensation changes in the City Attorney’s Office and in the Office of Human Resources. These agencies provide dedicated staff to DHS and charge them for services.</li> </ul>	0.00	744,200
<ul style="list-style-type: none"> <li>• A decrease in internal services due to a transfer of budget to the Financial Services Division (FSD) for workers’ compensation premium. There is an offsetting budget increase in FSD.</li> </ul>	0.00	(350,000)
<ul style="list-style-type: none"> <li>• A decrease in internal services to support facility maintenance contracts and one-time equipment purchases. This is offset by an increase in services and supplies and capital equipment.</li> </ul>	0.00	(50,000)
<b>Services Delivery and Administration - Human Services Administration Revenue</b>		
<ul style="list-style-type: none"> <li>• A revenue increase due to Social Services mill levy property tax revenue growth.</li> </ul>	0.00	2,224,700
<ul style="list-style-type: none"> <li>• A revenue increase due to state reimbursement for Equifax’s The Work Number system contract increase.</li> </ul>	0.00	161,300
<b>Services Delivery and Administration - Marketing and Communications (13008-5527200)</b>		



2023 Impact Description	FTEs	Dollars
<ul style="list-style-type: none"> <li>An increase in personnel services to transfer eight positions from Human Services Administration due to a departmental reorganization. The budget for these positions had been moved prior to the transfer of the positions. There is an offsetting position decrease in Human Services Administration.</li> </ul>	8.00	0.00
<b>Services Delivery and Administration - Performance Improvement and Accountability (13008-5517000)</b>		
<ul style="list-style-type: none"> <li>An increase in personnel services for three limited Fraud Claims Investigator positions to address investigation and collections backlog.</li> </ul>	3.00	233,400
<ul style="list-style-type: none"> <li>An increase in personnel services to transfer two positions from the Family and Adult Assistance (FAAD) Division due to a departmental reorganization. A portion of the budget for these positions had already been moved prior to the transfer of the positions so the dollar amount does not reflect the full cost of the positions. There is an offsetting budget decrease in FAAD.</li> </ul>	2.00	128,100
<ul style="list-style-type: none"> <li>An increase in personnel services to transfer one position from the City Attorney’s Office (CAO) to support records management on behalf of Child Welfare. There is an offsetting budget decrease in CAO.</li> </ul>	1.00	87,800
<ul style="list-style-type: none"> <li>A decrease in personnel services due to the expiration of five limited Document Management Technician positions ending in 2022.</li> </ul>	(5.00)	(304,500)
<ul style="list-style-type: none"> <li>A decrease in personnel services to transfer a Human Services Operation Supervisor position to the Family and Adult Assistance (FAAD) Division due to a departmental reorganization. There is an offsetting budget increase in FAAD.</li> </ul>	(1.00)	(93,100)
<ul style="list-style-type: none"> <li>A decrease in personnel services due to the expiration of a limited Administrator I position ending in 2022.</li> </ul>	(1.00)	(57,000)
<ul style="list-style-type: none"> <li>A decrease in on-call FTEs but no change in budget due to modifying the way DHS budgets for on-call positions. DHS had previously approximated the number of full-time equivalents its on-call budget would be able to fund in various cost centers based on the estimated annual salary for a particular job classification. Due to the wide range of job classifications DHS uses its on-call budget to fund, it will no longer use that methodology, but rather treat on-call budget as a lump sum not associated with any FTEs, similar to budget for overtime.</li> </ul>	(1.11)	0.00
<ul style="list-style-type: none"> <li>An increase in services and supplies to support a temporary three-year competitively sourced contract for a document conversion and retention program.</li> </ul>	0.00	340,000
<ul style="list-style-type: none"> <li>A decrease in services and supplies for one-time supplies in 2022 that are not budgeted in 2023.</li> </ul>	0.00	(6,000)
<b>Services Delivery and Administration - Performance Improvement and Accountability Revenue</b>		
<ul style="list-style-type: none"> <li>A net revenue increase due to state reimbursement for the addition of three limited Fraud Investigator positions and the document conversion and retention program.</li> </ul>	0.00	355,100
<b>Services Delivery and Administration - Resource Engagement and Prevention (13008-5527100)</b>		
<ul style="list-style-type: none"> <li>An increase in personnel services for two limited Peer Navigator positions to support the Denver Parent Advocates Lending Support (DPALS) program.</li> </ul>	2.00	155,600
<ul style="list-style-type: none"> <li>An increase in personnel services for one unlimited Program Manager position to coordinate outreach work, community resource sites, and community events.</li> </ul>	1.00	110,900

2023 Impact Description	FTEs	Dollars
<ul style="list-style-type: none"> <li>An increase in personnel services for 60 percent of one limited Program Administrator position to support the Youth Empowerment program with 40 percent funded through the Resiliency in Communities After Stress and Trauma (RECAST) grant.</li> </ul>	0.60	54,200
<ul style="list-style-type: none"> <li>An increase in personnel services to transfer 50 positions from the Community Outreach and Resource Engagement (CORE) Division, 16 positions from the Child Welfare (CW) Division, three positions from the Child Support Services (CSS) Division, and one position from Human Services Administration. The budget for these positions had been moved prior to the transfer of the positions. This is a procedural transaction to align FTE counts with budget. There is an offsetting position decrease in CORE, CW, CSS, and Human Services Administration.</li> </ul>	70.00	0.00
<ul style="list-style-type: none"> <li>A decrease in personnel services due to the expiration of a limited Human Services Operational Supervisor position ending in 2022.</li> </ul>	(1.00)	(102,900)
<ul style="list-style-type: none"> <li>An increase in services and supplies to support a temporary two-year competitively sourced contract to administer a Prevention Services program that will expand the reach of prevention services to families engaging in Denver Human Services programs and throughout the community.</li> </ul>	0.00	350,000
<b>Services Delivery and Administration - Resource Engagement and Prevention Revenue</b>		
<ul style="list-style-type: none"> <li>An increase in revenue due to the transfer of budget from the Community Outreach and Resource Engagement (CORE) Division. There is an offsetting budget decrease in CORE.</li> </ul>	0.00	270,000
<b>Intellectual and Developmental Disabilities Equitable Access to Services (13304-5553000)</b>		
<ul style="list-style-type: none"> <li>An increase in personnel services to transfer one Program Manager position and one Program Administrator position from Human Services Administration for administrative program oversight. There is an offsetting budget decrease in Human Services Administration.</li> </ul>	2.00	204,300
<ul style="list-style-type: none"> <li>An increase in personnel services for two Program Administrator positions to provide administrative program oversight.</li> </ul>	2.00	180,600
<ul style="list-style-type: none"> <li>A decrease in personnel services due to a budget reallocation in 2022 from services and supplies to personnel. In 2023 DHS will move budget to personnel again to cover allowable employee administration cost for the Intellectual and Developmental Disabilities Equitable Access to Services (IDDEAS) program.</li> </ul>	0.00	(492,400)
<ul style="list-style-type: none"> <li>A decrease in personnel services due to unspent budget that rolled from 2021 to 2022. This fund is appropriated and non-lapsing. Any portion of the 2022 budget that is not spent will roll to 2023 and be available to spend.</li> </ul>	0.00	(198,100)
<ul style="list-style-type: none"> <li>An increase in services and supplies due to a budget reallocation in 2022 to personnel services and internal services. In 2023 DHS will move budget to personnel services and internal services again to cover allowable employee administration cost for the Intellectual and Developmental Disabilities Equitable Access to Services (IDDEAS) program.</li> </ul>	0.00	495,000
<ul style="list-style-type: none"> <li>An increase in services and supplies due to an increase in property tax revenue that funds services and supplies.</li> </ul>	0.00	291,600
<ul style="list-style-type: none"> <li>A decrease in services and supplies due to unspent budget that rolled from 2021 to 2022. This fund is appropriated and non-lapsing. Any portion of the 2022 budget that is not spent will roll to 2023 and be available to spend.</li> </ul>	0.00	(12,222,700)

<b>2023 Impact Description</b>	<b>FTEs</b>	<b>Dollars</b>
<ul style="list-style-type: none"> <li>A decrease in internal services due to a budget reallocation in 2022 from services and supplies. In 2023 DHS will move budget to internal services again to cover allowable employee administration cost for the Intellectual and Developmental Disabilities Equitable Access to Services (IDDEAS) program.</li> </ul>	0.00	(2,600)
<b>Intellectual and Developmental Disabilities Equitable Access to Services Revenue</b>		
<ul style="list-style-type: none"> <li>An increase in revenue due to property tax revenue growth dedicated to supporting residents with intellectual and developmental disabilities.</li> </ul>	0.00	658,900
<b>Property Tax Relief Program (13813-558100)</b>		
<ul style="list-style-type: none"> <li>A decrease in services and supplies to offset personnel costs for two limited Eligibility Technician II positions supporting the Volume-Based Trash Collection program.</li> </ul>	0.00	(148,000)
<b>Financial Assistance (13813-558300)</b>		
<ul style="list-style-type: none"> <li>An increase in personnel services to add two limited Eligibility Technician II positions to support the affordability program for the Volume-Based Trash Collection program. There is an offsetting budget decrease in services and supplies.</li> </ul>	2.00	148,000
<b>Property Tax Relief Program Revenue</b>		
<ul style="list-style-type: none"> <li>A decrease in revenue due to a reduction in 2023 General Fund transfer. Due to the existing cash balance in the fund as well as the continued transfer from the Services and Delivery Administration fund, this change is not anticipated to impact the program.</li> </ul>	0.00	(1,000,000)
<b>DHS Transfers</b>		
<ul style="list-style-type: none"> <li>A one-time transfer to the DHS Capital Fund to fund the initial construction phases of the Castro Campus Revitalization project, focusing on the first and second floors of the Castro Building.</li> </ul>	0.00	20,000,000
<ul style="list-style-type: none"> <li>A one-time transfer decrease to the Alternative Transportation SRF Fund due to the City having adequate 2023 funding to support the ECOPass program.</li> </ul>	0.00	(144,900)
<b>DHS Grants</b>		
<ul style="list-style-type: none"> <li>A net increase in grant-funded positions to support the Unaccompanied Refugee Minors and Colorado Fatherhood Program grants, with the addition of a Peer Navigator position based in the Office of the Municipal Public Defender funded by the Denver’s Front Door to Procedural Justice grant, but a net decrease in overall expenditures mainly due to the expiration of the Community Services Block Grant CARES that supported COVID-19 relief efforts in 2022.</li> </ul>	3.75	(648,900)
<b>Federal Grants</b>		
<ul style="list-style-type: none"> <li>An increase in grant expenditures due to an investment of State and Local Fiscal Recovery Funds for a pilot program to expand knowledge and access to Supplemental Nutrition Assistance Program (SNAP) for those who are eligible but not enrolled in the program.</li> </ul>	0.00	400,000

Vacancy savings is not budgeted in the Department of Human Services.

## Budget Detail

### Child Welfare Appropriation

Child Welfare Services (13005/13008-5533000)	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Expenditures by Type</b>					
Personnel Services	29,927,808	31,231,261	33,879,785	2,648,524	8.48%
Services and Supplies	6,826,786	11,730,037	11,218,491	(511,546)	(4.36%)
Internal Services and Misc.	7,277	10,000	10,000	-	0.00%
<b>Expenditures by Type Total</b>	<b>36,761,872</b>	<b>42,971,298</b>	<b>45,108,276</b>	<b>2,136,978</b>	<b>4.97%</b>
<b>Expenditures by Activity</b>					
Administration	5,597,432	15,688,231	15,475,199	(213,032)	(1.36%)
Chafee Program	390,768	190,926	350,354	159,428	83.50%
Child Protection	2,788,361	-	-	-	0.00%
Core Services	865,032	-	-	-	0.00%
Direct Services	15,055,772	15,732,271	17,520,705	1,788,434	11.37%
Direct Services Special Funding	278,088	694,105	308,403	(385,702)	(55.57%)
Family Engagement	4,218,518	4,046,282	4,362,334	316,052	7.81%
Financial Support Services	2,116,618	2,216,781	2,318,955	102,174	4.61%
Permanency Planning and Adoption	166,943	-	-	-	0.00%
Placement Support Services	4,103,353	4,233,398	4,596,850	363,452	8.59%
Prevention Services	764,597	169,304	175,476	6,172	3.65%
Subsidized Adoption	814,057	-	-	-	0.00%
Utilization Management	(397,669)	-	-	-	0.00%
<b>Expenditures by Activity Total</b>	<b>36,761,872</b>	<b>42,971,298</b>	<b>45,108,276</b>	<b>2,136,978</b>	<b>4.97%</b>
<b>Total Program Expenditures</b>	<b>36,761,872</b>	<b>42,971,298</b>	<b>45,108,276</b>	<b>2,136,978</b>	<b>4.97%</b>
<b>Personnel Complement (Budgeted)</b>					
Administration	45.00	42.00	41.00	(1.00)	(2.38%)
Intake	1.00	-	-	-	0.00%
Direct Services	172.50	181.00	189.00	8.00	4.42%
Direct Services Special Funding	4.00	7.00	3.00	(4.00)	(57.14%)
Prevention Services	11.00	8.00	2.00	(6.00)	(75.00%)
Family Engagement	46.33	48.00	44.00	(4.00)	(8.33%)
Financial Support Services	25.00	25.00	25.00	-	0.00%
Placement Support Services	48.00	47.00	47.00	-	0.00%
Chafee Program	2.00	2.00	4.00	2.00	100.00%
<b>Personnel Complement (Budgeted) Total</b>	<b>354.83</b>	<b>360.00</b>	<b>355.00</b>	<b>(5.00)</b>	<b>(1.39%)</b>
<b>Total Personnel Complement</b>	<b>354.83</b>	<b>360.00</b>	<b>355.00</b>	<b>(5.00)</b>	<b>(1.39%)</b>
<b>Revenue</b>					
Internal Service and Indirect Cost	20,000	-	-	-	0.00%
Miscellaneous Other	38,567,463	38,858,987	39,260,135	401,148	1.03%
<b>Revenue Total</b>	<b>38,587,463</b>	<b>38,858,987</b>	<b>39,260,135</b>	<b>401,148</b>	<b>1.03%</b>

	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Family Crisis Center (13005-5532000)</b>					
<b>Expenditures by Type</b>					
Services and Supplies	1,028	-	-	-	0.00%
<b>Expenditures by Type Total</b>	<b>1,028</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
<b>Expenditures by Activity</b>					
Administration	1,028	-	-	-	0.00%
<b>Expenditures by Activity Total</b>	<b>1,028</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
<b>Total Program Expenditures</b>	<b>1,028</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
<b>Revenue</b>					
Miscellaneous Other	607	-	-	-	0.00%

**Service Delivery and Administration Appropriation**

	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Adult Protection Services (13008-5523000)</b>					
<b>Expenditures by Type</b>					
Personnel Services	2,067,483	2,155,522	2,298,114	142,592	6.62%
Services and Supplies	78,199	210,902	210,902	-	0.00%
Internal Services and Misc.	610	1,000	1,000	-	0.00%
<b>Expenditures by Type Total</b>	<b>2,146,292</b>	<b>2,367,424</b>	<b>2,510,016</b>	<b>142,592</b>	<b>6.02%</b>
<b>Expenditures by Activity</b>					
Administration	220,307	455,217	462,495	7,278	1.60%
Adult Protective Service	1,925,985	1,912,207	2,047,521	135,314	7.08%
<b>Expenditures by Activity Total</b>	<b>2,146,292</b>	<b>2,367,424</b>	<b>2,510,016</b>	<b>142,592</b>	<b>6.02%</b>
<b>Total Program Expenditures</b>	<b>2,146,292</b>	<b>2,367,424</b>	<b>2,510,016</b>	<b>142,592</b>	<b>6.02%</b>
<b>Personnel Complement (Budgeted)</b>					
Administration	2.00	2.00	2.00	-	0.00%
Adult Protective Service	21.00	21.00	21.00	-	0.00%
<b>Personnel Complement (Budgeted)</b>					
<b>Total</b>	<b>23.00</b>	<b>23.00</b>	<b>23.00</b>	<b>-</b>	<b>0.00%</b>
<b>Total Personnel Complement</b>	<b>23.00</b>	<b>23.00</b>	<b>23.00</b>	<b>-</b>	<b>0.00%</b>
<b>Revenue</b>					
Miscellaneous Other	2,668,008	2,700,000	2,700,000	-	0.00%
<b>Revenue Total</b>	<b>2,668,008</b>	<b>2,700,000</b>	<b>2,700,000</b>	<b>-</b>	<b>0.00%</b>

	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Child Support Enforcement (13008-5522000)</b>					
<b>Expenditures by Type</b>					
Personnel Services	9,727,956	10,551,535	11,021,843	470,308	4.46%
Services and Supplies	117,062	264,706	263,200	(1,506)	(0.57%)
Capital Equipment	910	-	-	-	0.00%
Internal Services and Misc.	53,026	16,600	18,100	1,500	9.04%
<b>Expenditures by Type Total</b>	<b>9,898,953</b>	<b>10,832,841</b>	<b>11,303,143</b>	<b>470,302</b>	<b>4.34%</b>
<b>Expenditures by Activity</b>					

<b>Child Support Enforcement (13008-5522000)</b>	<b>2021 Actuals</b>	<b>2022 Appropriated</b>	<b>2023 Recommended</b>	<b>\$ Change</b>	<b>% Change</b>
Administration	360,394	973,291	1,014,399	41,108	4.22%
Child Support Services	9,538,560	9,859,550	10,288,744	429,194	4.35%
<b>Expenditures by Activity Total</b>	<b>9,898,953</b>	<b>10,832,841</b>	<b>11,303,143</b>	<b>470,302</b>	<b>4.34%</b>
<b>Total Program Expenditures</b>	<b>9,898,953</b>	<b>10,832,841</b>	<b>11,303,143</b>	<b>470,302</b>	<b>4.34%</b>
<b>Personnel Complement (Budgeted)</b>					
Administration	6.00	5.00	5.00	-	0.00%
Child Support Services	123.00	127.00	122.00	(5.00)	(3.94%)
<b>Personnel Complement (Budgeted)</b>					
<b>Total</b>	<b>129.00</b>	<b>132.00</b>	<b>127.00</b>	<b>(5.00)</b>	<b>(3.79%)</b>
<b>Total Personnel Complement</b>	<b>129.00</b>	<b>132.00</b>	<b>127.00</b>	<b>(5.00)</b>	<b>(3.79%)</b>

<b>Revenue</b>					
Fees	2,675	-	-	-	0.00%
Miscellaneous Other	9,758,594	10,594,274	10,594,274	-	0.00%
<b>Revenue Total</b>	<b>9,761,269</b>	<b>10,594,274</b>	<b>10,594,274</b>	<b>-</b>	<b>0.00%</b>

<b>Community Outreach and Resource Engagement (13008-5526000)</b>	<b>2021 Actuals</b>	<b>2022 Appropriated</b>	<b>2023 Recommended</b>	<b>\$ Change</b>	<b>% Change</b>
<b>Expenditures by Type</b>					
Personnel Services	5,964,705	-	-	-	0.00%
Services and Supplies	153,145	-	-	-	0.00%
Internal Services and Misc.	648	-	-	-	0.00%
<b>Expenditures by Type Total</b>	<b>6,118,498</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
<b>Expenditures by Activity</b>					
Community Outreach and Resource Engagement Administration	1,261,027	-	-	-	0.00%
Employment First	1,067,349	-	-	-	0.00%
Outreach	3,156,474	-	-	-	0.00%
Veterans Services	633,649	-	-	-	0.00%
<b>Expenditures by Activity Total</b>	<b>6,118,498</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
<b>Total Program Expenditures</b>	<b>6,118,498</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
<b>Personnel Complement (Budgeted)</b>					
Community Outreach and Resource Engagement Administration	16.00	18.00	-	(18.00)	(100.00%)
Veterans Services	7.00	7.00	-	(7.00)	(100.00%)
Outreach	37.00	36.00	-	(36.00)	(100.00%)
Employment First	14.75	15.00	-	(15.00)	(100.00%)
<b>Personnel Complement (Budgeted)</b>					
<b>Total</b>	<b>74.75</b>	<b>76.00</b>	<b>-</b>	<b>(76.00)</b>	<b>(100.00%)</b>
<b>Total Personnel Complement</b>	<b>74.75</b>	<b>76.00</b>	<b>-</b>	<b>(76.00)</b>	<b>(100.00%)</b>



<b>Community Outreach and Resource Engagement (13008-5526000)</b>	<b>2021 Actuals</b>	<b>2022 Appropriated</b>	<b>2023 Recommended</b>	<b>\$ Change</b>	<b>% Change</b>
<b>Revenue</b>					
Internal Service and Indirect Cost	81,492	160,000	-	(160,000)	(100.00%)
Miscellaneous Other	852,022	1,260,000	-	(1,260,000)	(100.00%)
<b>Revenue Total</b>	<b>933,514</b>	<b>1,420,000</b>	<b>-</b>	<b>(1,420,000)</b>	<b>(100.00%)</b>

<b>Community Impact (13008-5527000)</b>	<b>2021 Actuals</b>	<b>2022 Appropriated</b>	<b>2023 Recommended</b>	<b>\$ Change</b>	<b>% Change</b>
<b>Expenditures by Type</b>					
Personnel Services	-	1,170,828	1,101,244	(69,584)	(5.94%)
Services and Supplies	-	870,262	820,810	(49,452)	(5.68%)
Internal Services and Misc.	-	2,484	102,484	100,000	4025.76%
<b>Expenditures by Type Total</b>	<b>-</b>	<b>2,043,574</b>	<b>2,024,538</b>	<b>(19,036)</b>	<b>(0.93%)</b>

<b>Expenditures by Activity</b>					
Community Engagement	-	124,406	209,115	84,709	68.09%
EDI	-	313,188	411,736	98,548	31.47%
Food Access	-	364,305	355,270	(9,035)	(2.48%)
Grants and CSBG	-	802,203	859,862	57,659	7.19%
Strategic Planning and Projects	-	439,472	188,555	(250,917)	(57.10%)
<b>Expenditures by Activity Total</b>	<b>-</b>	<b>2,043,574</b>	<b>2,024,538</b>	<b>(19,036)</b>	<b>(0.93%)</b>
<b>Total Program Expenditures</b>	<b>-</b>	<b>2,043,574</b>	<b>2,024,538</b>	<b>(19,036)</b>	<b>(0.93%)</b>

<b>Personnel Complement (Budgeted)</b>					
EDI	-	-	2.00	2.00	0.00%
Food Access	-	-	1.00	1.00	0.00%
Strategic Planning and Projects	-	-	2.00	2.00	0.00%
Grants and CSBG	-	-	4.00	4.00	0.00%
Community Engagement	-	-	1.00	1.00	0.00%
<b>Personnel Complement (Budgeted) Total</b>	<b>-</b>	<b>-</b>	<b>10.00</b>	<b>10.00</b>	<b>0.00%</b>
<b>Total Personnel Complement</b>	<b>-</b>	<b>-</b>	<b>10.00</b>	<b>10.00</b>	<b>0.00%</b>

<b>Economic Resilience (13008-5528000)</b>	<b>2021 Actuals</b>	<b>2022 Appropriated</b>	<b>2023 Recommended</b>	<b>\$ Change</b>	<b>% Change</b>
<b>Expenditures by Type</b>					
Personnel Services	-	5,367,114	5,806,529	439,415	8.19%
Services and Supplies	-	15,122,437	15,122,287	(150)	(0.00%)
Capital Equipment	-	1,200	-	(1,200)	(100.00%)
Internal Services and Misc.	-	2,592	2,592	-	0.00%
<b>Expenditures by Type Total</b>	<b>-</b>	<b>20,493,343</b>	<b>20,931,408</b>	<b>438,065</b>	<b>2.14%</b>

<b>Expenditures by Activity</b>					
Administration	-	883,435	971,244	87,809	9.94%

<b>Economic Resilience (13008-5528000)</b>	<b>2021 Actuals</b>	<b>2022 Appropriated</b>	<b>2023 Recommended</b>	<b>\$ Change</b>	<b>% Change</b>
CCAP	-	1,006,103	1,169,844	163,741	16.27%
CCAP MOE	-	3,458,750	3,458,750	-	0.00%
Colorado Works	-	6,133,327	6,251,775	118,448	1.93%
Colorado Works MOE	-	5,100,000	5,100,000	-	0.00%
General Assistance - Burials	-	416,043	361,887	(54,156)	(13.02%)
General Assistance - Emergency Assistance	-	1,698,085	1,698,010	(75)	(0.00%)
LEAP Outreach	-	119,509	119,509	-	0.00%
RTD LiVE	-	421,453	471,476	50,023	11.87%
SNAP to Success	-	1,256,638	1,328,913	72,275	5.75%
<b>Expenditures by Activity Total</b>	<b>-</b>	<b>20,493,343</b>	<b>20,931,408</b>	<b>438,065</b>	<b>2.14%</b>
<b>Total Program Expenditures</b>	<b>-</b>	<b>20,493,343</b>	<b>20,931,408</b>	<b>438,065</b>	<b>2.14%</b>
<b>Personnel Complement (Budgeted)</b>					
Administration	-	-	9.00	9.00	0.00%
RTD LiVE	-	-	5.00	5.00	0.00%
CCAP	-	-	14.00	14.00	0.00%
SNAP to Success	-	-	14.00	14.00	0.00%
Colorado Works	-	-	21.00	21.00	0.00%
General Assistance - Burials	-	-	2.00	2.00	0.00%
<b>Personnel Complement (Budgeted) Total</b>	<b>-</b>	<b>-</b>	<b>65.00</b>	<b>65.00</b>	<b>0.00%</b>
<b>Total Personnel Complement</b>	<b>-</b>	<b>-</b>	<b>65.00</b>	<b>65.00</b>	<b>0.00%</b>
<b>Revenue</b>					
Miscellaneous Other	-	-	12,036,151	12,036,151	0.00%
<b>Revenue Total</b>	<b>-</b>	<b>-</b>	<b>12,036,151</b>	<b>12,036,151</b>	<b>0.00%</b>

<b>Family and Adult Assistance Division (13008-5521000)</b>	<b>2021 Actuals</b>	<b>2022 Appropriated</b>	<b>2023 Recommended</b>	<b>\$ Change</b>	<b>% Change</b>
<b>Expenditures by Type</b>					
Personnel Services	30,751,152	28,970,101	32,743,537	3,773,436	13.03%
Services and Supplies	7,089,258	742,162	675,815	(66,347)	(8.94%)
Capital Equipment	31,516	9,600	-	(9,600)	(100.00%)
Internal Services and Misc.	120,326	40,196	10,000	(30,196)	(75.12%)
<b>Expenditures by Type Total</b>	<b>37,992,253</b>	<b>29,762,059</b>	<b>33,429,352</b>	<b>3,667,293</b>	<b>12.32%</b>
<b>Expenditures by Activity</b>					
Administration	5,036,119	3,343,928	7,271,447	3,927,519	117.45%
Adult Eligibility and Support Services	6,489,867	6,423,091	6,479,888	56,797	0.88%
Customer Contact Support	6,486,284	7,173,219	8,462,868	1,289,649	17.98%
Family Eligibility and Support Services	17,536,284	10,905,002	9,321,452	(1,583,550)	(14.52%)
LiEAP	60,003	-	12,352	12,352	0.00%
Medicaid Eligibility	1,692,904	1,762,619	1,881,345	118,726	6.74%
RTD LiVE	262,269	152,460	-	(152,460)	(100.00%)
Training and Development	428,523	1,740	-	(1,740)	0.00%

Family and Adult Assistance Division (13008-5521000)	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Expenditures by Activity Total</b>	<b>37,992,253</b>	<b>29,762,059</b>	<b>33,429,352</b>	<b>3,667,293</b>	<b>12.32%</b>
<b>Total Program Expenditures</b>	<b>37,992,253</b>	<b>29,762,059</b>	<b>33,429,352</b>	<b>3,667,293</b>	<b>12.32%</b>
<b>Personnel Complement (Budgeted)</b>					
Administration	60.00	27.00	64.00	37.00	137.04%
Customer Contact Support	79.50	99.00	108.00	9.00	9.09%
Adult Eligibility and Support Services	85.00	92.00	81.00	(11.00)	(11.96%)
Family Eligibility and Support Services	144.00	167.00	116.00	(51.00)	(30.54%)
RTD LiVE	5.00	5.00	-	(5.00)	(100.00%)
LiEAP	10.99	10.99	-	(10.99)	(100.00%)
Medicaid Eligibility	27.00	26.00	25.00	(1.00)	(3.85%)
Training and Development	6.00	1.00	-	(1.00)	(100.00%)
<b>Personnel Complement (Budgeted)</b>					
<b>Total</b>	<b>417.49</b>	<b>427.99</b>	<b>394.00</b>	<b>(33.99)</b>	<b>(7.94%)</b>
<b>Total Personnel Complement</b>	<b>417.49</b>	<b>427.99</b>	<b>394.00</b>	<b>(33.99)</b>	<b>(7.94%)</b>
<b>Revenue</b>					
Highway Users	-	-	-	-	0.00%
Miscellaneous Other	10,009,831	11,317,183	3,155,356	(8,161,827)	(72.12%)
<b>Revenue Total</b>	<b>10,009,831</b>	<b>11,317,183</b>	<b>3,155,356</b>	<b>(8,161,827)</b>	<b>(72.12%)</b>

Financial Services (13008-5516000)	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Expenditures by Type</b>					
Personnel Services	4,670,203	5,556,121	6,009,621	453,500	8.16%
Services and Supplies	23,262	201,420	244,040	42,620	21.16%
Internal Services and Misc.	247,983	318,820	626,200	307,380	96.41%
<b>Expenditures by Type Total</b>	<b>4,941,449</b>	<b>6,076,361</b>	<b>6,879,861</b>	<b>803,500</b>	<b>13.22%</b>
<b>Expenditures by Activity</b>					
Accounting and State Reporting	1,412,500	1,540,755	1,757,207	216,452	14.05%
Administration	1,328,130	1,860,272	2,271,405	411,133	22.10%
Financial Operations	754,356	890,125	947,461	57,336	6.44%
Grants Fiscal Management	1,446,463	1,785,209	1,903,788	118,579	6.64%
<b>Expenditures by Activity Total</b>	<b>4,941,449</b>	<b>6,076,361</b>	<b>6,879,861</b>	<b>803,500</b>	<b>13.22%</b>
<b>Total Program Expenditures</b>	<b>4,941,449</b>	<b>6,076,361</b>	<b>6,879,861</b>	<b>803,500</b>	<b>13.22%</b>
<b>Personnel Complement (Budgeted)</b>					
Administration	8.00	10.00	10.00	-	0.00%
Accounting and State Reporting	17.80	16.80	17.00	0.20	1.19%
Financial Operations	10.48	10.48	9.00	(1.48)	(14.12%)
Grants Fiscal Management	17.25	18.00	17.00	(1.00)	(5.56%)
<b>Personnel Complement (Budgeted)</b>					
<b>Total</b>	<b>53.53</b>	<b>55.28</b>	<b>53.00</b>	<b>(2.28)</b>	<b>(4.12%)</b>
<b>Total Personnel Complement</b>	<b>53.53</b>	<b>55.28</b>	<b>53.00</b>	<b>(2.28)</b>	<b>(4.12%)</b>
<b>Revenue</b>					

<b>Financial Services (13008-5516000)</b>	<b>2021 Actuals</b>	<b>2022 Appropriated</b>	<b>2023 Recommended</b>	<b>\$ Change</b>	<b>% Change</b>
Use Charges	20	33,600	33,600	-	0.00%
Miscellaneous Other	179,303	-	-	-	0.00%
<b>Revenue Total</b>	<b>179,323</b>	<b>33,600</b>	<b>33,600</b>	<b>-</b>	<b>0.00%</b>

<b>Human Services Administration (13008-5511000)</b>	<b>2021 Actuals</b>	<b>2022 Appropriated</b>	<b>2023 Recommended</b>	<b>\$ Change</b>	<b>% Change</b>
<b>Expenditures by Type</b>					
Personnel Services	4,157,240	3,616,181	4,615,854	999,673	27.64%
Services and Supplies	5,192,195	9,841,303	10,694,053	852,750	8.67%
Capital Equipment	64,086	76,000	30,000	(46,000)	(60.53%)
Internal Services and Misc.	8,885,080	10,485,286	10,829,515	344,229	3.28%
<b>Expenditures by Type Total</b>	<b>18,298,600</b>	<b>24,018,770</b>	<b>26,169,422</b>	<b>2,150,652</b>	<b>8.95%</b>

<b>Expenditures by Activity</b>					
Communication	1,266,414	-	-	-	0.00%
Legal Services Administration	6,586,798	7,296,025	7,601,462	305,437	4.19%
Office of the Manager	4,760,928	8,513,017	9,920,376	1,407,359	16.53%
Security, Facilities and Safety	3,906,471	5,883,437	5,921,301	37,864	0.64%
Staff Development/CSA Shared Services	1,777,989	2,326,291	2,726,283	399,992	17.19%
<b>Expenditures by Activity Total</b>	<b>18,298,600</b>	<b>24,018,770</b>	<b>26,169,422</b>	<b>2,150,652</b>	<b>8.95%</b>

**Other Program Funding Sources**

**Grants**

Chafee Foster Care Independence Program	55,363	34,000	-	(34,000)	(100.00%)
Colorado Community Response	160,257	154,000	80,000	(74,000)	(48.05%)
Colorado Fatherhood Program	53,817	96,000	96,739	739	0.77%
Community Services Block Grant	1,396,012	1,486,060	841,799	(644,261)	(43.35%)
Denver Parent Advocates Lending Support	55,810	32,800	-	(32,800)	(100.00%)
Denver Prevention Partnership for Family Success	5,165	-	-	-	0.00%
Denver Public School Homeless Education Network	1,417	-	-	-	0.00%
Denver’s Front Door to Procedural Justice	118,342	120,813	127,495	6,682	5.53%
Health Care Policy & Finance COVID Locked-In	90,515	-	-	-	0.00%
Human Centered Design - Child Trends	7,658	-	-	-	0.00%
Local Innovation Fund	4,000	-	-	-	0.00%
Pathways to Success	13,091	34,075	6,667	(27,408)	(80.43%)
Promoting Safe and Stable Families	171,693	223,433	150,000	(73,433)	(32.87%)

Human Services Administration (13008-5511000)	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
State and Local Fiscal Recovery Funds	-	-	400,000	400,000	0.00%
Unaccompanied Refugee Minors	538,628	1,110,000	1,365,797	255,797	23.04%
Veterans Assistance Grant Program	17,583	44,952	18,750	(26,202)	(58.29%)
<b>Total</b>	<b>2,689,350</b>	<b>3,336,133</b>	<b>3,087,247</b>	<b>(248,886)</b>	<b>(7.46%)</b>
<b>Human Services SRF</b>					
Assistance Incentive Program	250,433	300,000	600,000	300,000	100.00%
Child Welfare Services	-	2,778,340	2,778,340	-	0.00%
DHS Volunteer Services Donation Fund	3,366	33,000	33,000	-	0.00%
Energy Assistance	-	125,000	125,000	-	0.00%
Integrated Care Management Incentive	337,502	230,000	230,000	-	0.00%
Parental Fees Incentive	318,720	400,000	400,000	-	0.00%
<b>Total</b>	<b>910,021</b>	<b>3,866,340</b>	<b>4,166,340</b>	<b>300,000</b>	<b>7.76%</b>
<b>Capital Projects Funds</b>					
Other Agency Capital Project	64,815	12,796,000	21,000,000	8,204,000	64.11%
<b>Other Program Funding Sources Total</b>	<b>3,664,186</b>	<b>19,998,473</b>	<b>28,253,587</b>	<b>8,255,114</b>	<b>41.28%</b>
<b>Total Program Expenditures</b>	<b>21,962,786</b>	<b>44,017,243</b>	<b>54,423,009</b>	<b>10,405,766</b>	<b>23.64%</b>
<b>Personnel Complement (Budgeted)</b>					
Office of the Manager	14.00	20.00	12.00	(8.00)	(40.00%)
Communication	9.50	9.00	-	(9.00)	(100.00%)
Security, Facilities and Safety	8.33	9.00	10.00	1.00	11.11%
<b>Personnel Complement (Budgeted)</b>	<b>31.83</b>	<b>38.00</b>	<b>22.00</b>	<b>(16.00)</b>	<b>(42.11%)</b>
<b>Other Program Funds FTE</b>					
<b>Grants</b>					
Chafee Foster Care Independence Program	1.00	-	-	-	0.00%
Colorado Fatherhood Program	1.00	-	1.00	1.00	0.00%
Community Services Block Grant	3.00	3.00	3.00	-	0.00%
Denver's Front Door to Procedural Justice	-	0.50	1.50	1.00	200.00%
Unaccompanied Refugee Minors	2.00	2.00	3.75	1.75	87.50%
<b>Total</b>	<b>7.00</b>	<b>5.50</b>	<b>9.25</b>	<b>3.75</b>	<b>68.18%</b>
<b>Total Personnel Complement</b>	<b>38.83</b>	<b>43.50</b>	<b>31.25</b>	<b>(12.25)</b>	<b>(28.16%)</b>
<b>Revenue</b>					
Property	54,632,329	55,688,287	57,912,953	2,224,666	3.99%
Fees	546	-	-	-	0.00%
Use Charges	2,078	-	-	-	0.00%
Internal Service and Indirect Cost	356,742	-	-	-	0.00%
Miscellaneous Other	27,806,396	31,777,757	31,939,037	161,280	0.51%
<b>Revenue Total</b>	<b>82,798,091</b>	<b>87,466,044</b>	<b>89,851,990</b>	<b>2,385,946</b>	<b>2.73%</b>

<b>Information System and Technology (13008-5515000)</b>	<b>2021 Actuals</b>	<b>2022 Appropriated</b>	<b>2023 Recommended</b>	<b>\$ Change</b>	<b>% Change</b>
<b>Expenditures by Type</b>					
Personnel Services	702,749	856,284	872,169	15,885	1.86%
Services and Supplies	275,869	600,122	600,872	750	0.12%
Capital Equipment	81,181	494,750	494,750	-	0.00%
Internal Services and Misc.	1,404	2,500	1,750	(750)	(30.00%)
<b>Expenditures by Type Total</b>	<b>1,061,203</b>	<b>1,953,656</b>	<b>1,969,541</b>	<b>15,885</b>	<b>0.81%</b>
<b>Expenditures by Activity</b>					
Administration	1,061,203	1,953,656	1,969,541	15,885	0.81%
<b>Capital Projects Funds</b>					
Other Agency Capital Project	109,185	-	-	-	0.00%
<b>Total Program Expenditures</b>	<b>1,170,388</b>	<b>1,953,656</b>	<b>1,969,541</b>	<b>15,885</b>	<b>0.81%</b>
<b>Personnel Complement (Budgeted)</b>					
Administration	9.00	9.00	9.00	-	0.00%
<b>Total Personnel Complement</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>-</b>	<b>0.00%</b>
<b>Revenue</b>					
Miscellaneous Other	450	-	-	-	0.00%
<b>Revenue Total</b>	<b>450</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>

<b>Marketing and Communications (13008-5527200)</b>	<b>2021 Actuals</b>	<b>2022 Appropriated</b>	<b>2023 Recommended</b>	<b>\$ Change</b>	<b>% Change</b>
<b>Expenditures by Type</b>					
Personnel Services	-	977,538	1,053,243	75,705	7.74%
Services and Supplies	-	429,150	429,150	-	0.00%
Internal Services and Misc.	-	1,338	1,338	-	0.00%
<b>Expenditures by Type Total</b>	<b>-</b>	<b>1,408,026</b>	<b>1,483,731</b>	<b>75,705</b>	<b>5.38%</b>
<b>Expenditures by Activity</b>					
Language Equity	-	100,000	100,000	-	0.00%
<b>Marketing and Communications</b>	<b>-</b>	<b>1,308,026</b>	<b>1,383,731</b>	<b>75,705</b>	<b>5.79%</b>
<b>Capital Projects Funds</b>					
<b>Total Program Expenditures</b>	<b>-</b>	<b>1,408,026</b>	<b>1,483,731</b>	<b>75,705</b>	<b>5.38%</b>
<b>Personnel Complement (Budgeted)</b>					
Marketing and Communications	-	-	8.00	8.00	0.00%
<b>Total Personnel Complement</b>	<b>-</b>	<b>-</b>	<b>8.00</b>	<b>8.00</b>	<b>0.00%</b>

<b>Performance Improvement and Accountability (13008-5517000)</b>	<b>2021 Actuals</b>	<b>2022 Appropriated</b>	<b>2023 Recommended</b>	<b>\$ Change</b>	<b>% Change</b>
<b>Expenditures by Type</b>					
Personnel Services	9,747,843	11,259,768	11,702,543	442,775	3.93%
Services and Supplies	521,066	780,613	1,114,613	334,000	42.79%
Capital Equipment	38,192	-	-	-	0.00%
Internal Services and Misc.	7,182	11,692	11,692	-	0.00%



Performance Improvement and Accountability (13008-5517000)	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Expenditures by Type Total</b>	<b>10,314,283</b>	<b>12,052,073</b>	<b>12,828,848</b>	<b>776,775</b>	<b>6.45%</b>
<b>Expenditures by Activity</b>					
Administration	584,037	1,592,097	1,657,633	65,536	4.12%
Data and IT Management	1,264,081	1,158,864	1,203,337	44,473	3.84%
Document Management	3,542,201	3,306,758	3,457,118	150,360	4.55%
Process Improvement Management	654,273	810,958	842,095	31,137	3.84%
Program Integrity	1,753,478	2,140,006	2,399,263	259,257	12.11%
Quality Improvement	2,014,853	2,458,762	2,637,324	178,562	7.26%
Technology and Security Support	501,359	584,628	632,078	47,450	8.12%
<b>Expenditures by Activity Total</b>	<b>10,314,283</b>	<b>12,052,073</b>	<b>12,828,848</b>	<b>776,775</b>	<b>6.45%</b>
<b>Total Program Expenditures</b>	<b>10,314,283</b>	<b>12,052,073</b>	<b>12,828,848</b>	<b>776,775</b>	<b>6.45%</b>
<b>Personnel Complement (Budgeted)</b>					
Administration	5.00	8.00	8.00	-	0.00%
Quality Improvement	16.25	23.00	25.00	2.00	8.70%
Data and IT Management	8.00	8.00	8.00	-	0.00%
Document Management	60.50	45.00	39.00	(6.00)	(13.33%)
Program Integrity	22.61	23.11	25.00	1.89	8.18%
Process Improvement Management	6.25	6.00	6.00	-	0.00%
Technology and Security Support	5.50	6.00	6.00	-	0.00%
<b>Personnel Complement (Budgeted) Total</b>	<b>124.11</b>	<b>119.11</b>	<b>117.00</b>	<b>(2.11)</b>	<b>(1.77%)</b>
<b>Total Personnel Complement</b>	<b>124.11</b>	<b>119.11</b>	<b>117.00</b>	<b>(2.11)</b>	<b>(1.77%)</b>
<b>Revenue</b>					
Miscellaneous Other	788,859	850,000	1,205,096	355,096	41.78%
<b>Revenue Total</b>	<b>788,859</b>	<b>850,000</b>	<b>1,205,096</b>	<b>355,096</b>	<b>41.78%</b>
<b>Resource Engagement and Prevention (13008-5527100)</b>					
	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Expenditures by Type</b>					
Personnel Services	-	6,122,571	6,786,014	663,443	10.84%
Services and Supplies	-	347,066	697,076	350,010	100.85%
Internal Services and Misc.	-	108	-	(108)	(100.00%)
<b>Expenditures by Type Total</b>	<b>-</b>	<b>6,469,745</b>	<b>7,483,090</b>	<b>1,013,345</b>	<b>15.66%</b>
<b>Expenditures by Activity</b>					
Administration	-	562,200	827,713	265,513	47.23%
Immigrant and Refugee Services	-	113,788	100,500	(13,288)	(11.68%)
Outreach	-	3,195,081	3,420,276	225,195	7.05%
Prevention	-	2,598,676	3,134,601	535,925	20.62%
<b>Total Program Expenditures</b>	<b>-</b>	<b>6,469,745</b>	<b>7,483,090</b>	<b>1,013,345</b>	<b>15.66%</b>
<b>Personnel Complement (Budgeted)</b>					
Administration	-	-	6.00	6.00	0.00%
Outreach	-	-	36.60	36.60	0.00%
Prevention	-	-	29.00	29.00	0.00%

<b>Resource Engagement and Prevention (13008-5527100)</b>	<b>2021 Actuals</b>	<b>2022 Appropriated</b>	<b>2023 Recommended</b>	<b>\$ Change</b>	<b>% Change</b>
Immigrant and Refugee Services	-	-	1.00	1.00	0.00%
<b>Total Personnel Complement</b>	-	-	<b>72.60</b>	<b>72.60</b>	<b>0.00%</b>
<b>Revenue</b>					
Internal Service and Indirect Cost	-	-	160,000.00	160,000.00	0.00%
Miscellaneous Other	-	-	110,000.00	110,000.00	0.00%
<b>Revenue Total</b>	-	-	<b>270,000.00</b>	<b>270,000.00</b>	<b>0.00%</b>

<b>Child Care (13017/13008-5524000)</b>	<b>2021 Actuals</b>	<b>2022 Appropriated</b>	<b>2023 Recommended</b>	<b>\$ Change</b>	<b>% Change</b>
<b>Expenditures by Type</b>					
Personnel Services	896,377	-	-	-	0.00%
Services and Supplies	2,477,533	-	-	-	0.00%
<b>Expenditures by Type Total</b>	<b>3,373,909</b>	-	-	-	<b>0.00%</b>
<b>Expenditures by Activity</b>					
Administration	3,373,909	-	-	-	0.00%
<b>Total Program Expenditures</b>	<b>3,373,909</b>	-	-	-	<b>0.00%</b>
<b>Personnel Complement (Budgeted)</b>					
Administration	14.00	13.00	-	(13.00)	(100.00%)
<b>Total Personnel Complement</b>	<b>14.00</b>	<b>13.00</b>	-	<b>(13.00)</b>	<b>(100.00%)</b>
<b>Revenue</b>					
Miscellaneous Other	1,574,155	1,802,596	-	(1,802,596)	(100.00%)
<b>Revenue Total</b>	<b>1,574,155</b>	<b>1,802,596</b>	-	<b>(1,802,596)</b>	<b>(100.00%)</b>

**Other Local Fund Appropriations**

<b>Aid to Needy Disabled Administration (13303/13008 - 5541100)</b>	<b>2021 Actuals</b>	<b>2022 Appropriated</b>	<b>2023 Recommended</b>	<b>\$ Change</b>	<b>% Change</b>
<b>Expenditures by Type</b>					
Services and Supplies	299,015	1,000,000	1,000,000	-	0.00%
<b>Expenditures by Type Total</b>	<b>299,015</b>	<b>1,000,000</b>	<b>1,000,000</b>	-	<b>0.00%</b>
<b>Expenditures by Activity</b>					
Aid to Needy Disabled Administration	299,015	1,000,000	1,000,000	-	0.00%
<b>Expenditures by Activity Total</b>	<b>299,015</b>	<b>1,000,000</b>	<b>1,000,000</b>	-	<b>0.00%</b>
<b>Total Program Expenditures</b>	<b>299,015</b>	<b>1,000,000</b>	<b>1,000,000</b>	-	<b>0.00%</b>

<b>Aid to the Blind Administration (13302/13008 - 5543000)</b>	<b>2021 Actuals</b>	<b>2022 Appropriated</b>	<b>2023 Recommended</b>	<b>\$ Change</b>	<b>% Change</b>
<b>Expenditures by Type</b>					
Services and Supplies	-	1,000.00	1,000.00	-	0.00%
<b>Expenditures by Type Total</b>	-	<b>1,000.00</b>	<b>1,000.00</b>	-	<b>0.00%</b>
<b>Expenditures by Activity</b>					

<b>Aid to the Blind Administration (13302/13008 - 5543000)</b>	<b>2021 Actuals</b>	<b>2022 Appropriated</b>	<b>2023 Recommended</b>	<b>\$ Change</b>	<b>% Change</b>
Aid to the Blind Administration	-	1,000.00	1,000.00	-	0.00%
<b>Expenditures by Activity Total</b>	<b>-</b>	<b>1,000.00</b>	<b>1,000.00</b>	<b>-</b>	<b>0.00%</b>
<b>Total Program Expenditures</b>	<b>-</b>	<b>1,000.00</b>	<b>1,000.00</b>	<b>-</b>	<b>0.00%</b>

<b>General Assistance (13305/13008 - 5551000)</b>	<b>2021 Actuals</b>	<b>2022 Appropriated</b>	<b>2023 Recommended</b>	<b>\$ Change</b>	<b>% Change</b>
<b>Expenditures by Type</b>					
Personnel Services	141,990	-	-	-	0.00%
Services and Supplies	671,157	-	-	-	0.00%
<b>Expenditures by Type Total</b>	<b>813,147</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
<b>Expenditures by Activity</b>					
General Assistance Administration	813,147	-	-	-	0.00%
<b>Expenditures by Activity Total</b>	<b>813,147</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
<b>Total Program Expenditures</b>	<b>813,147</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
<b>Personnel Complement (Budgeted)</b>					
General Assistance Administration	2.00	3.00	-	(3.00)	(100.00%)
<b>Total Personnel Complement</b>	<b>2.00</b>	<b>3.00</b>	<b>-</b>	<b>(3.00)</b>	<b>(100.00%)</b>
<b>Revenue</b>					
Charges for Services	3,650	-	-	-	0.00%
<b>Revenue Total</b>	<b>3,650</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>

<b>Developmental Disabilities Administration (13304-5553000)</b>	<b>2021 Actuals</b>	<b>2022 Appropriated</b>	<b>2023 Recommended</b>	<b>\$ Change</b>	<b>% Change</b>
<b>Expenditures by Type</b>					
Personnel Services	401,935	690,490	384,896	(305,594)	(44.26%)
Services and Supplies	18,227,661	35,125,730	23,689,606	(11,436,124)	(32.56%)
Internal Services and Misc.	731	2,563	-	(2,563)	(100.00%)
<b>Expenditures by Type Total</b>	<b>18,630,326</b>	<b>35,818,783</b>	<b>24,074,502</b>	<b>(11,744,281)</b>	<b>(32.79%)</b>
<b>Expenditures by Activity</b>					
Developmental Disabilities Administration	18,630,326	35,818,783	24,074,502	(11,744,281)	(32.79%)
<b>Expenditures by Activity Total</b>	<b>18,630,326</b>	<b>35,818,783</b>	<b>24,074,502</b>	<b>(11,744,281)</b>	<b>(32.79%)</b>
<b>Total Program Expenditures</b>	<b>18,630,326</b>	<b>35,818,783</b>	<b>24,074,502</b>	<b>(11,744,281)</b>	<b>(32.79%)</b>
<b>Revenue</b>					
Property	22,012,852	23,415,560	24,074,500	658,940	2.81%
Miscellaneous Other	35,231	-	-	-	0.00%
<b>Revenue Total</b>	<b>22,048,083</b>	<b>23,415,560</b>	<b>24,074,500</b>	<b>658,940</b>	<b>2.81%</b>

<b>Property Tax Relief Program (13813-5581000)</b>	<b>2021 Actuals</b>	<b>2022 Appropriated</b>	<b>2023 Recommended</b>	<b>\$ Change</b>	<b>% Change</b>
<b>Expenditures by Type</b>					
Personnel Services	290,848	283,652	346,760	63,108	22.25%
Services and Supplies	2,370,890	5,768,517	5,624,294	(144,223)	(2.50%)
Internal Services and Misc.	648	1,296	1,296	-	0.00%
<b>Expenditures by Type Total</b>	<b>2,662,386</b>	<b>6,053,465</b>	<b>5,972,350</b>	<b>(81,115)</b>	<b>(1.34%)</b>
<b>Expenditures by Activity</b>					
Property Tax Relief Program Administration	2,662,386	286,248	349,356	63,108	22.05%
Property Tax Relief Program Benefits	-	5,767,217	5,622,994	(144,223)	(2.50%)
<b>Expenditures by Activity Total</b>	<b>2,662,386</b>	<b>6,053,465</b>	<b>5,972,350</b>	<b>(81,115)</b>	<b>(1.34%)</b>
<b>Total Program Expenditures</b>	<b>2,662,386</b>	<b>6,053,465</b>	<b>5,972,350</b>	<b>(81,115)</b>	<b>(1.34%)</b>
<b>Personnel Complement (Budgeted)</b>					
Property Tax Relief Program Administration	4.00	4.00	4.00	-	0.00%
<b>Total Personnel Complement</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>-</b>	<b>0.00%</b>
<b>Revenue</b>					
Miscellaneous Other	3,100,000	3,100,000	2,100,000	(1,000,000)	(32.26%)
<b>Revenue Total</b>	<b>3,100,000</b>	<b>3,100,000</b>	<b>2,100,000</b>	<b>(1,000,000)</b>	<b>(32.26%)</b>

<b>Wastewater Affordability Program (13813-5582000)</b>	<b>2021 Actuals</b>	<b>2022 Appropriated</b>	<b>2023 Recommended</b>	<b>\$ Change</b>	<b>% Change</b>
<b>Expenditures by Type</b>					
Wastewater Affordability Program Benefits	76,300	-	-	-	0.00%
<b>Expenditures by Activity Total</b>	<b>76,300</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
<b>Total Program Expenditures</b>	<b>76,300</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
<b>Revenue</b>					

<b>Financial Assistance (13813-5538000)</b>	<b>2021 Actuals</b>	<b>2022 Appropriated</b>	<b>2023 Recommended</b>	<b>\$ Change</b>	<b>% Change</b>
<b>Expenditures by Type</b>					
Personnel Services	-	-	147,995	147,995	0.00%
<b>Expenditures by Type Total</b>	<b>-</b>	<b>-</b>	<b>147,995</b>	<b>147,995</b>	<b>0.00%</b>
<b>Expenditures by Activity</b>					
Financial Assistance Administration	-	-	147,995	147,995	0.00%
<b>Total Program Expenditures</b>	<b>-</b>	<b>-</b>	<b>147,995</b>	<b>147,995</b>	<b>0.00%</b>
<b>Personnel Complement (Budgeted)</b>					
Financial Assistance Administration	-	-	2.00	2.00	0.00%
<b>Total Personnel Complement</b>	<b>-</b>	<b>-</b>	<b>2.00</b>	<b>2.00</b>	<b>0.00%</b>





# Independent Agencies

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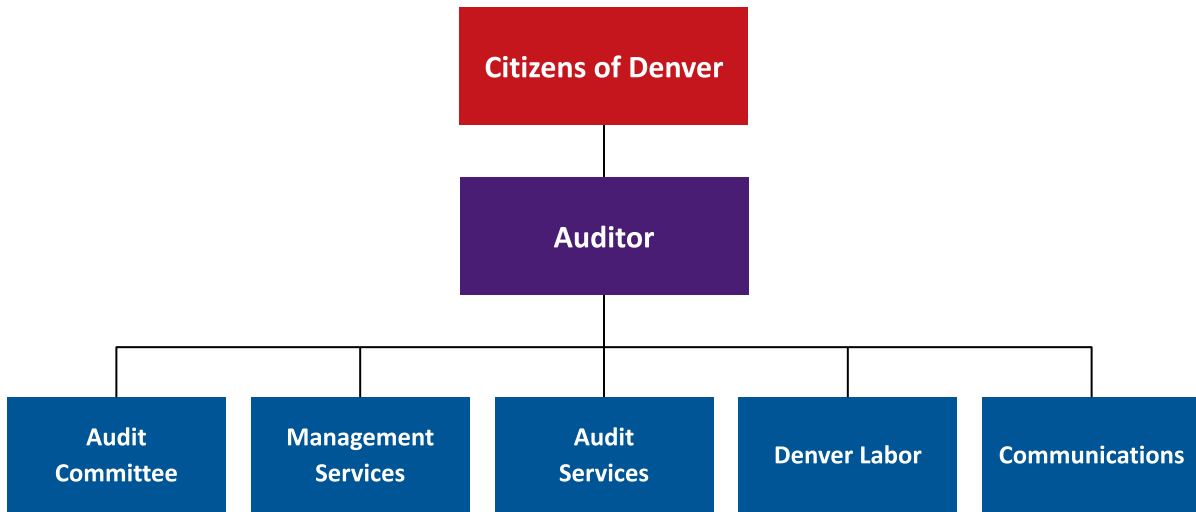
## Independent Agencies – Budget Summary

	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Variance	% Variance
<b>General Fund Expenditures by Agency</b>					
Auditor’s Office	9,544,144	11,641,112	12,677,944	1,036,832	8.91%
Board of Adjustment - Zoning	348,929	382,241	389,365	7,124	1.86%
Board of Ethics	183,656	198,289	325,623	127,334	64.22%
City Council	6,294,357	7,749,818	9,558,995	1,809,177	23.34%
Civil Service Commission	1,629,715	1,926,259	2,205,042	278,783	14.47%
County Court	32,009,918	38,326,024	43,128,841	4,802,817	12.53%
District Attorney Office	28,205,670	31,335,757	39,601,835	8,266,078	26.38%
Hearing Office	527,224	679,008	657,294	(21,714)	(3.20%)
Office of Human Resources	13,775,412	16,632,137	19,462,384	2,830,247	17.02%
Office of Independent Monitor	1,565,991	2,143,283	2,293,486	150,203	7.01%
Office of Municipal Public Defender	2,349,630	3,918,381	4,520,845	602,464	15.38%
Recordings and Public Trustee Division	3,282,133	5,003,922	5,371,801	367,879	7.35%
Election Division	5,264,671	8,816,875	9,923,251	1,106,376	12.55%
<b>Total General Fund</b>	<b>104,981,448</b>	<b>128,753,106</b>	<b>150,116,706</b>	<b>21,363,600</b>	<b>16.59%</b>
<b>General Fund Expenditures by Type</b>					
Personnel Services	89,700,668	105,006,176	122,597,253	17,591,077	16.75%
Services and Supplies	9,730,085	14,510,704	17,388,425	2,877,721	19.83%
Capital Equipment	219,582	288,174	65,320	(222,854)	(77.33%)
Internal Services and Misc.	66,442	131,177	142,457	11,280	8.60%
<b>Total General Fund</b>	<b>99,716,777</b>	<b>119,936,231</b>	<b>140,193,455</b>	<b>20,257,224</b>	<b>16.89%</b>
<b>Other Program Funding Sources</b>					
<b>Internal Service Funds Expenditures by Agency</b>					
Self-Insurance Benefits Programs	1,663,638	69,283,000	72,180,000	2,897,000	4.18%
<b>Total</b>	<b>1,663,638</b>	<b>69,283,000</b>	<b>72,180,000</b>	<b>2,897,000</b>	<b>4.18%</b>
<b>Internal Service Funds Expenditures by Type</b>					
Personnel Services	1,518,967	63,333,000	65,950,000	2,617,000	4.13%
Services and Supplies	144,671	5,950,000	6,230,000	280,000	4.71%
<b>Total Internal Service Funds</b>	<b>1,663,638</b>	<b>69,283,000</b>	<b>72,180,000</b>	<b>2,897,000</b>	<b>4.18%</b>
<b>Special Revenue Funds Expenditures</b>					
General Government	5,313,248	11,960,605	8,780,909	(3,179,696)	(26.58%)
Public Safety	424,061	2,496,821	2,066,475	(430,346)	(17.24%)
<b>Total Special Revenue Funds</b>	<b>5,737,308</b>	<b>14,457,426</b>	<b>10,847,384</b>	<b>(3,610,042)</b>	<b>(24.97%)</b>
<b>Grants</b>					
General Government	1,146,596	3,456,272	1,416,678	(2,039,594)	(59.01%)
Public Safety	2,329,648	2,557,447	2,208,547	(348,900)	(13.64%)
<b>Total Grants</b>	<b>3,476,244</b>	<b>6,013,719</b>	<b>3,625,225</b>	<b>(2,388,494)</b>	<b>(39.72%)</b>
<b>Other Program Funding Sources Total</b>	<b>10,877,190</b>	<b>89,754,145</b>	<b>86,652,609</b>	<b>(3,101,536)</b>	<b>(3.46%)</b>
<b>Total Independents’ Expenditures</b>	<b>110,593,967</b>	<b>209,690,376</b>	<b>226,846,064</b>	<b>17,155,688</b>	<b>8.18%</b>

## Independent Agencies – Budget Summary

	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Variance	% Variance
<b>Personnel Complement</b>					
General Fund Operations	857.32	981.92	1,069.95	88.03	8.97%
General Government	43.75	45.67	32.67	(13.00)	(28.47%)
Public Safety	12.00	13.75	16.38	2.63	19.13%
<b>Total</b>	<b>913.07</b>	<b>1,041.34</b>	<b>1,119.00</b>	<b>77.66</b>	<b>7.46%</b>
<b>Total Personnel Complement</b>	<b>913.07</b>	<b>1,041.34</b>	<b>1,119.00</b>	<b>77.66</b>	<b>7.46%</b>
<b>General Fund Revenue</b>					
Fines and Forfeits	8,166,684	5,519,000	5,519,000	-	0.00%
Fees	17,591,883	15,256,700	15,298,300	41,600	0.27%
Charges for Services	169,915	6,000	206,000	200,000	3333.33%
Internal Service and Indirect Cost	2,028,731	2,450,632	1,950,061	(500,571)	(20.43%)
Miscellaneous Other	815,202	590,748	590,748	-	0.00%
<b>Total General Fund Revenue</b>	<b>28,772,415</b>	<b>23,823,080</b>	<b>23,564,109</b>	<b>(258,971)</b>	<b>(1.09%)</b>
<b>Internal Service Funds Revenue</b>					
Miscellaneous Other	-	90,607,000	72,400,000	(18,207,000)	(20.09%)
<b>Total Internal Service Funds Revenue</b>	<b>-</b>	<b>90,607,000</b>	<b>72,400,000</b>	<b>(18,207,000)</b>	<b>(20.09%)</b>
<b>Total Revenue</b>	<b>28,772,415</b>	<b>114,430,080</b>	<b>95,964,109</b>	<b>(18,465,971)</b>	<b>(16.14%)</b>

# Auditor



## Mission

We deliver independent, transparent, and professional oversight to safeguard and improve the public’s investment in the City and County of Denver. Our work is performed on behalf of everyone who cares about the City, including its residents, workers, and decision-makers. Our work delivers value and impact for Denver and follows the highest professional standards.



DENVER AUDITOR  
TIMOTHY M. O’BRIEN, CPA

## Department Summary

Denver’s Charter provides for the Auditor to conduct financial and performance audits of the City and County of Denver and its departments and agencies in accordance with the Generally Accepted Governmental Auditing Standards; audits of individual financial transactions, contracts, and franchises of the City and County of Denver; and audits of the financial and accounting systems and procedures administered by the manager of the Department of Finance and other departments and agencies of the City and County of Denver, including records systems, revenue identification and accounting, and payment practices. By Charter and ordinance, the Auditor has access to all books, accounts, reports, and other records or information of the City and County of Denver, including contractors to the City. The Auditor’s audit workpapers are confidential.

In addition, the Auditor’s Office is responsible for ensuring compliance with the City’s prevailing wage ordinance and minimum wage ordinances.

Auditor Timothy M. O’Brien, CPA, took office in July 2015 and was reelected in May 2019.

Per Charter, the Auditor chairs the Audit Committee and assists it in carrying out its powers and duties. The Auditor also countersigns all city contracts to ensure that incurring liability, disbursing money, or disposing of property is not contrary to law.

For more information visit the Auditor’s Office website at <https://denvergov.org/Government/Agencies-Departments-Offices/Agencies-Departments-Offices-Directory/Auditors-Office>

## Services

The **Audit Committee** is responsible for commissioning and supervising the annual independent audit of city finances. The Audit Committee, chaired by the Auditor, consists of the Auditor and two appointments each by the Mayor, Auditor, and City Council. The committee receives reports resulting from audits, evaluations, and other types of engagements at televised monthly meetings. These reports are then communicated to the public, Mayor, and City Council. In 2021, the Audit Committee also selected three firms for the City’s 2021-25 audits following a thorough procurement process supported by the Auditor’s Office.



**Management Services** includes the Auditor and his appointed staff which oversees strategic planning, operations and resource support, community outreach and education, communications, budget, standards and compliance, and analysis of city contracts pursuant to the City Charter Section 5.2.2.

**Audit Services** executes the Auditor's strategically focused annual audit plan by conducting performance, financial, and information technology audits, and other types of evaluations and assessments of city departments, agencies, and organizations. Audit Services also performs compliance audits and evaluations of grants, construction projects, and contracts. The resulting recommendations from these efforts help strengthen governance, improve performance, enhance efficiency, increase revenues, reduce costs and risks, and improve the quality of services for Denver.

**Denver Labor** is responsible for enforcing the City's wage ordinances, including prevailing wage, contractor minimum wage, Denver minimum wage, and the federal Davis-Bacon Act on city projects. Denver Labor audits and investigates the pay and employment of more than 130,000 Denver workers.

The **Communications** team works to support community outreach and engagement efforts for both Audit Services and Denver Labor. Using web, email, video, print, media relations, and in-person platforms the team engages with people and raises awareness about our work. The Communications team works to reach diverse community groups throughout the City by working with local neighborhood and community organizations and by translating outreach materials. The team also supports the writing, design, and publication of audit reports and annual reports such as the Audit Plan and Annual Report.

## Strategies

Foster a positive and productive culture by treating one another with respect and trust and providing adequate internal and external resources and infrastructure to enable Management Services, Audit Services, and Denver Labor to accomplish the goals of the Auditor's Office. Exhibit professional, respectful, positive, and productive relationships with city officials, employees, residents, and local organizations.

Create awareness and knowledge in the Denver community about the role of the Auditor's organization so that residents support, understand, and care about the impactful information, findings, and recommendations communicated in audits and other engagements. Authentically and inclusively engage with community members and underserved populations so they know their wage rights and so businesses can proactively comply with wage laws.

Use multi-channel community outreach measures to equitably engage diverse community groups through attendance at community gatherings, publication of a monthly newsletter, maintaining an up-to-date and relevant website, and engaging on social networking platforms.

Develop and execute a strategically focused annual Audit Plan based on a robust and ongoing risk assessment process. The Audit Services team will produce impactful audits and assessments and effectively communicate audit results in reports to the public, officials, agencies, departments, and employees of Denver.

Support consistent and effective quality assurance reviews, compliance with government auditing standards, and high-performing auditors through an extensive training plan that meets professional development goals and continuing professional education requirements.

Consolidate active enforcement of the City's prevailing wage, contractor minimum wage, and citywide minimum wage laws to reduce costs, improve utilization of technology, share resources, training, and personnel; to increase public outreach and violation reporting; foster community partnerships, and

develop and maintain a responsive program of ordinance specific rules and policies to meet community needs while maintaining a 100 percent audit and investigation rate.

In alignment with Denver’s Office of Social Equity and Inclusion goals, prioritize equity and inclusion and a commitment to approaching all work with an equity lens.

### Performance and Program Highlights

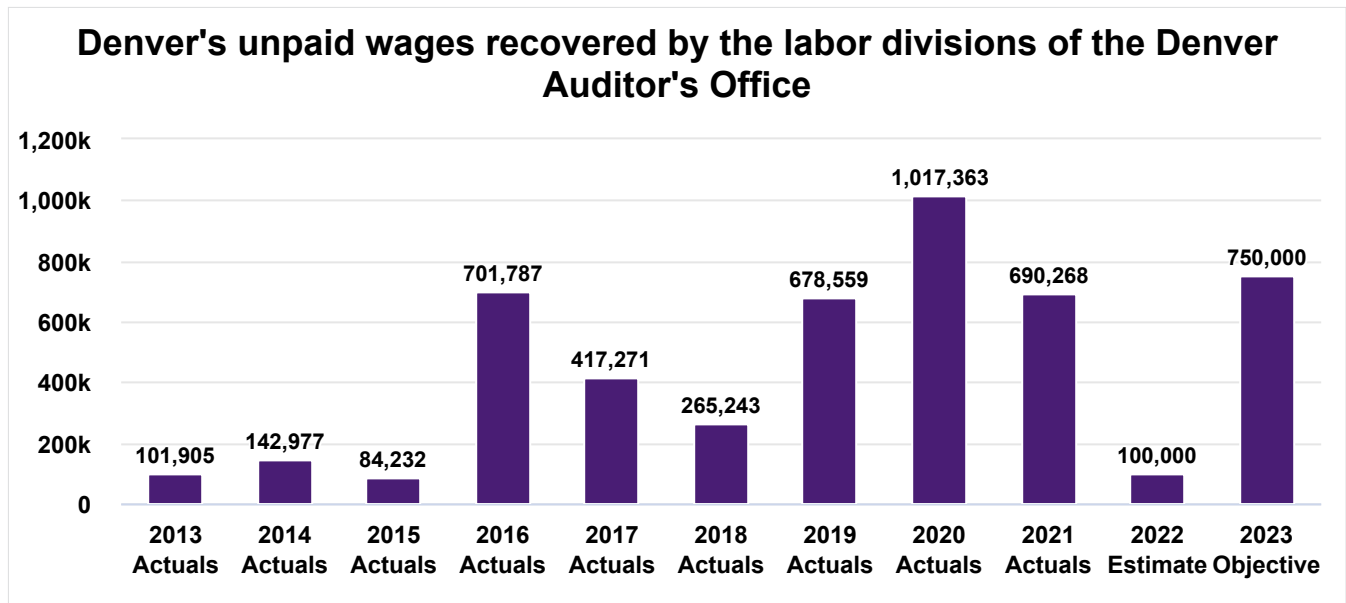
Audit Performance Measures	2020 Actual	2021 Actual	2022 Estimate	2023 Objective
<b>Audit Recommendation Agreement Rate</b>	95%	97%	94%	94%
<b>Total Number of Payrolls Processed</b>	76,000	86,489	89,000	91,000

For five of the past seven years, Auditor O’Brien and the Auditor’s Office have produced one of the top audits of the year among the top government auditing organizations in the country and internationally. In 2022, the Association of Local Government Auditors awarded a Distinguished Knighton Award to the Auditor’s Office for the 2021 audit of Denver International Airport’s parking shuttle system.

One key measure of the general effectiveness of an audit function is the organization’s **Audit Recommendation Agreement Rate**. A high audit recommendation agreement percentage demonstrates the quality and feasibility of recommendations made by Audit Services to address risks, issues, and opportunities for improvement identified by audit work. The Denver Revised Municipal Code requires that audited entities formally respond to audit findings and recommendations. Audited entities and programs are under no obligation to agree to the recommendations. However, once agreed to, recommendations are reviewed for implementation in a follow-up audit. Implementation of the audit recommendations by agencies provides positive impact and improvement for the City.

**Number of Payrolls Processed** - Pursuant to statute, the Auditor’s Office is required to accept, review, and audit all payrolls issued by city contractors subject to prevailing wage before any invoice from the contractor is paid. The 2020 estimate was based on only enforcing Denver’s contractor minimum wage, however, in November 2019, the Office also was tasked with enforcing the new citywide minimum wage, which significantly increased the number of investigations. Investigations doubled from initial projections for 2021, and the Office anticipates the number of investigations to double in 2022 and then decrease for 2023.





**Total Wages Collected for Underpaid Workers** - The Auditor’s Office has received a significant increase in minimum wage complaints and violations, and in 2022, Denver Labor added active enforcement of citywide minimum wage to its existing active systematic enforcement of the City’s prevailing wage and contractor minimum wage. More than 40% of active enforcement cases have resulted in an identified wage violation and a restitution recovered for underpaid employees. Bond expenditures and continued capital construction projects also have kept the need for city contractor compliance and oversight high.

### Budget Detail

	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Auditor’s Office (0301000)</b>					
<b>Expenditures by Type</b>					
Personnel Services	8,237,528	9,701,455	10,335,637	634,182	6.54%
Services and Supplies	1,281,818	1,920,623	2,342,307	421,684	21.96%
Capital Equipment	17,021	10,354	-	(10,354)	(100.00%)
Internal Services and Misc.	7,776	8,680	-	(8,680)	(100.00%)
<b>Expenditures by Type Total</b>	<b>9,544,144</b>	<b>11,641,112</b>	<b>12,677,944</b>	<b>1,036,832</b>	<b>8.91%</b>
<b>Expenditures by Activity</b>					
AO - Communications	675,202	747,677	775,239	27,562	3.69%
AO - Denver Labor	1,885,457	2,184,887	2,349,893	165,006	7.55%
Audit Committee	773,050	555,678	790,550	234,872	42.27%
Audit Services	4,960,494	6,511,477	6,888,485	377,008	5.79%
Management Services	1,249,940	1,641,393	1,873,777	232,384	14.16%
<b>Expenditures by Activity Total</b>	<b>9,544,144</b>	<b>11,641,112</b>	<b>12,677,944</b>	<b>1,036,832</b>	<b>8.91%</b>
<b>Grants</b>					
Coronavirus Relief Funds	19,225	-	-	-	0.00%
State and Local Fiscal Recovery Funds	43,570	-	-	-	0.00%
<b>Total Grants</b>	<b>62,795</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
<b>Total Program Expenditures</b>	<b>9,606,939</b>	<b>11,641,112</b>	<b>12,677,944</b>	<b>1,036,832</b>	<b>8.91%</b>

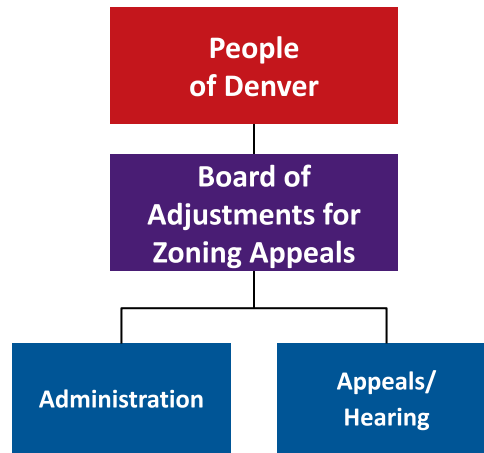
Auditor's Office (0301000)	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Personnel Complement (Budgeted)</b>					
Management Services	8.00	8.00	9.00	1.00	12.50%
Audit Services	47.00	49.00	49.00	-	0.00%
AO - Denver Labor	18.40	20.00	21.00	1.00	5.00%
AO - Communications	4.00	4.00	4.00	-	0.00%
<b>Personnel Complement Total</b>	<b>77.40</b>	<b>81.00</b>	<b>83.00</b>	<b>2.00</b>	<b>2.47%</b>
<b>Grants</b>					
State and Local Fiscal Recovery Funds	1.32	-	-	-	0.00%
<b>Total</b>	<b>1.32</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
<b>Total Personnel Complement</b>	<b>78.72</b>	<b>81.00</b>	<b>83.00</b>	<b>2.00</b>	<b>2.47%</b>
<b>Revenue</b>					
Internal Service and Indirect Cost	1,654,838	1,591,061	1,591,061	-	0.00%
Miscellaneous Other	(2,460)	-	-	-	0.00%
<b>Revenue Total</b>	<b>1,652,378</b>	<b>1,591,061</b>	<b>1,591,061</b>	<b>-</b>	<b>0.00%</b>
Vacancy Savings			(340,153)		

## Programmatic Changes

2023 Impact Description	FTEs	Dollars
<b>Management Services</b>		
<ul style="list-style-type: none"> <li>A decrease in capital equipment for one-time laptop purchases in 2022 that is not budgeted in 2023.</li> </ul>	0.00	(3,600)
<b>Audit Services</b>		
<ul style="list-style-type: none"> <li>An increase in services and supplies to replace and upgrade an existing audit operations software contract. This investment will increase software functionality by adding integrated risk management framework into audits, structure audit workpapers, integrating staff/team scheduling and timekeeping, and manage reporting in one application for 50+ users.</li> <li>A decrease in services and supplies due to one-time budget encumbrances that rolled from 2021 to 2022.</li> </ul>	0.00	200,000
	0.00	(32,000)
<b>Audit Committee</b>		
<ul style="list-style-type: none"> <li>An increase in services and supplies to meet contractual external audit obligations to support and ensure compliance with federal requirements for grant audits.</li> </ul>	0.00	238,300
<b>Denver Labor</b>		
<ul style="list-style-type: none"> <li>An increase in personnel services for a Labor Compliance Analyst to support increased investigations related to wage enforcement and labor laws.</li> <li>An increase in personnel services for a Contract Compliance Technician. This position was created mid-year 2022 to address staffing and workload issues within the Denver Labor Division.</li> </ul>	1.00	86,700
	1.00	84,900

The budgeted vacancy savings is \$340,153.

## Board of Adjustment for Zoning Appeals



### Mission

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

## Agency Summary

The **Board of Adjustment for Zoning Appeals (BOAZ)** is an independent agency that hears appeals regarding permit denials and cease and desist orders issued by the Department of Community Planning and Development (CPD) related to zoning issues. BOAZ is also responsible for hearing appeals of administrative determinations and the granting of Zoning Permits with Special Exception review. BOAZ has seven Board members, five regular members and two alternates. The Mayor appoints two regular members and one alternate, City Council appoints two regular members and one alternate, and the Mayor and City Council jointly appoint one regular member to the Board. A full-time staff supports and conducts daily operations for the Board.

For more information visit the Board of Adjustment for Zoning Appeals at <https://www.denvergov.org/content/denvergov/en/board-of-adjustment-for-zoning.html>.

## Services

**Administrative Services** supports Board Hearings, conducts the daily operations of the agency, and provides technical and administrative expertise for citizens, board members, and other stakeholders in the Board process. Administrative service includes case management, partnering with city agencies, notifying the public of decisions, and reviewing zoning codes.

**Zoning Appeals and Hearings** aims to provide reasonable relief from the technical requirements of the zoning code upon demonstration that the applicant meets requirements for relief, such as hardship, allowing citizens to develop and use their property in the most consistent and efficient manner possible.

## Strategies

To ensure appeals are effectively carried out and the public is aware of the Board's decisions in a timely manner, BOAZ adheres to the strategies below to ensure quality service delivery and case review:

- Strive to provide notice of filing within 5 business days 90 percent of the time via email notification for all concerned parties to allow as much time as possible for Registered Neighborhood Organizations (RNO) and city agencies to seek information and provide input prior to hearing dates.
- Provide notice by email to RNOs, City Council members and staff, and CPD staff to ensure timely responses with trackable information. Additionally, by providing notice by email, all interested parties will have contact information for any other contacted parties.
- Provide electronic notice to 100 percent of stakeholders involved (applicants, tenants, and hearing attendees). Utilizing electronic communication saves on office expenses such as paper, envelopes, and stamps, and will provide a digital trail of all communication to and from the Office.
- Provide an option for virtual attendance to help promote social distancing and to protect public health. Although physical attendance in the hearing room is still permitted, appellants and members of the public will have the option to attend their hearing through electronic means.

## Performance and Program Highlights

<b>Program Performance Measures</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Estimate</b>	<b>2023 Objective</b>
Notice Sent Out within 5 Days of Filing	91%	92%	89%	95%	95%
Drawing and Case Review within 15 Workdays Days	97%	99%	92%	95%	95%
Final Decisions Written with 3 Days of Hearing	100%	100%	100%	100%	100%
Findings of Fact Prepared within 14 Days of Hearing	100%	100%	100%	100%	100%
Number of Cases Filed	198	133	125	95	105

### Notices Sent Out Within 5 Days of Filing

By promptly sending out notice of a case being filed with the Office, BOAZ will provide as much time as possible to appellants and the Registered Neighborhood Organizations to meet and discuss upcoming appeals. Additionally, this will provide the City with time to begin the process of preparing their documents and allows the appeals process to proceed in a timely manner.

### Drawing and Case Review Within 15 Business Days

Performing a full review of the submitted drawings and information from appellants and the City within three weeks or 15 business days will allow the Board of Adjustment for Zoning to note any complications, errors, or amendments prior to the hearing. This will allow the Department to fix any problems before a case goes in front of the Board, rather than discovering problems and complications too late and delaying the process.

### Final Decisions Written Within 3 Days of Hearing

Ensuring that final decisions from the Board are prepared and sent out within 3 days of the hearing will allow appellants to proceed with their projects the same week they appear in front of the Board. The objective is to meet this goal 100 percent of the time, and the Board has done so since 2018.

### Findings of Fact Prepared Within 14 Business Days of Hearing

Preparing the legal findings for Board approval within 14 days of any decision will provide concerned parties with as much time as possible to understand or appeal any decision from the Board. The objective is to meet this goal 100 percent of the time, and the Board has done so since 2018.

## Budget Detail

Board of Adjustment - Zoning (0910000)	2021	2022	2023	\$	%
	Actuals	Appropriated	Recommended	Change	Change
<b>Expenditures by Type</b>					
Personnel Services	344,525	370,971	378,095	7,124	1.92%
Services and Supplies	4,403	11,270	11,270	-	0.00%
<b>Expenditures by Type Total</b>	<b>348,929</b>	<b>382,241</b>	<b>389,365</b>	<b>7,124</b>	<b>1.86%</b>
<b>Expenditures by Activity</b>					
Administration	307,097	324,660	319,928	(4,732)	(1.46%)
Hearings	41,832	57,581	69,437	11,856	20.59%
<b>Expenditures by Activity Total</b>	<b>348,929</b>	<b>382,241</b>	<b>389,365</b>	<b>7,124</b>	<b>1.86%</b>
<b>Total Program Expenditures</b>	<b>348,929</b>	<b>382,241</b>	<b>389,365</b>	<b>7,124</b>	<b>1.86%</b>
<b>Personnel Complement (Budgeted)</b>					
Administration	3.25	3.00	3.00	-	0.00%
Hearings	1.12	1.37	1.37	-	0.00%
<b>Personnel Complement (Budgeted)</b>					
<b>Total</b>	<b>4.37</b>	<b>4.37</b>	<b>4.37</b>	<b>-</b>	<b>0.00%</b>
<b>Total Personnel Complement</b>	<b>4.37</b>	<b>4.37</b>	<b>4.37</b>	<b>-</b>	<b>0.00%</b>
<b>Revenue</b>					
Fees	29,210	26,900	26,900	-	0.00%
<b>Revenue Total</b>	<b>29,210</b>	<b>26,900</b>	<b>26,900</b>	<b>-</b>	<b>0.00%</b>

## Programmatic Changes

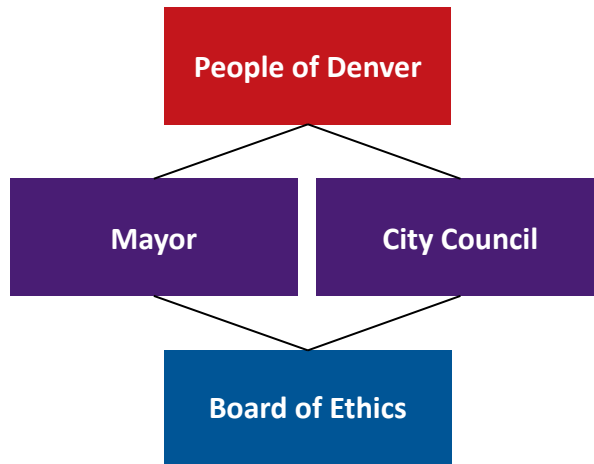
2023 Impact Description	FTEs	Dollars
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### Board of Adjustment for Zoning Appeals

- There are no significant budget changes in 2023.



## Board of Ethics



### Mission

To encourage and guide city officers, officials, and employees to adhere to high levels of ethical conduct so that the public will have confidence that persons in positions of public responsibility are acting for the benefit of the public.

## Agency Summary

The Denver Board of Ethics consists of one full-time executive director and a five-member volunteer board. The Board is an independent agency and body, and the Executive Director reports to the Board which is appointed by both the Mayor and City Council. The Board is empowered to issue advisory opinions or waivers to Denver elected officials, city employees, and members of the City's boards and commissions, as well as to consider complaints regarding possible violations of the Code of Ethics by city personnel.

For more information visit the Board of Ethics website at <https://www.denvergov.org/Government/Departments/Board-of-Ethics>

## Services

**Ethics Enforcement:** The Board of Ethics issues opinions on complaints in which ethics violations are alleged against elected officials, city employees, and board and commission members. If the Board of Ethics finds a violation of the Code of Ethics by a city employee, it may recommend discipline to the person's appointing authority. It also has the power to grant waivers if an action would violate the Code but would be in the City's best interest. The Denver City Council approved three important updates related to enforcement of the Code of Ethics in 2021. First, the Board now is able to accept and investigate anonymous complaints. Second, the Board may now initiate inquiries without a formal complaint. And third, the Board may now request information on actions taken by agencies in response to Board recommendations of discipline.

**Education:** The Board responds to informal requests for ethics advice and issues official advisory opinions on whether specific proposed actions would violate the Code of Ethics. The Board also provides training to employees on the Code of Ethics and works to make all public officials and employees aware of the ethical standards of the City and County of Denver.

## Strategies

The Board and the Executive Director:

- Work with the Office of Human Resources and the Department of Safety to ensure all new city employees receive mandatory ethics training and to provide refresher ethics training for all employees upon request to increase understanding of the Code of Ethics and reduce potential violations.
- Develop recommendations to the Mayor and City Council for improvements to the Denver Code of Ethics and the Whistleblower Protection Ordinance based upon the Board's experience administering the Code of Ethics and researching ethics programs in other jurisdictions.
- Use various communication methods such as the Denver Code of Ethics (online and print publication), online training courses, and employee email bulletins to increase awareness among citizens and city personnel about the Code of Ethics and to help maintain a strong ethical culture within Denver's city government.

## Performance and Program Highlights

	2020 Actual	2021 Actual	2022 Estimate	2023 Objective
Official Opinions Issued	31	62	65	65
Informal Request Responses	281	261	275	275

The Board issues **official opinions** regarding complaints and requests for advisory opinions or waivers. The table below tracks the number of official cases over time.

The Board's Executive Director responds to **informal requests** by giving quick, unofficial advisory opinions and help by email, telephone, or personal discussion to city personnel or citizens.

## Budget Detail

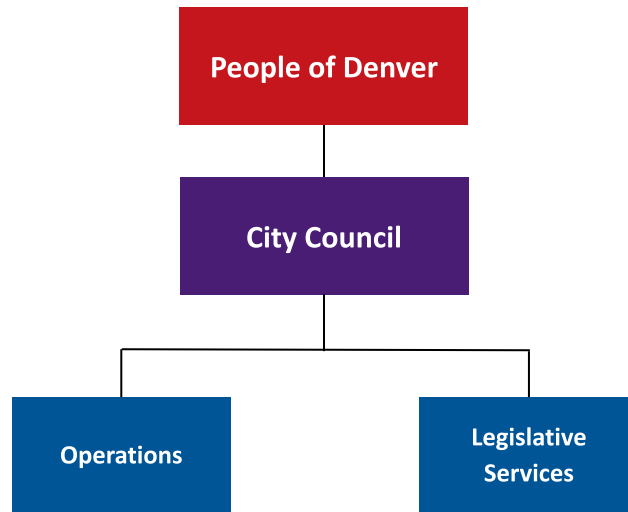
Board of Ethics (0135000)	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Expenditures by Type</b>					
Personnel Services	181,548	192,826	318,847	126,021	65.35%
Services and Supplies	2,108	5,463	5,028	(435)	(7.96%)
Capital Equipment	-	-	1,100	1,100	0.00%
Internal Services and Misc.	-	-	648	648	0.00%
<b>Expenditures by Type Total</b>	<b>183,656</b>	<b>198,289</b>	<b>325,623</b>	<b>127,334</b>	<b>64.22%</b>
<b>Expenditures by Activity</b>					
Administration	183,656	198,289	325,623	127,334	64.22%
<b>Expenditures by Activity Total</b>	<b>183,656</b>	<b>198,289</b>	<b>325,623</b>	<b>127,334</b>	<b>64.22%</b>
<b>Other Program Funding Sources</b>					
<b>Grants</b>					
State and Local Fiscal Recovery Funds	-	3,000	3,000	-	0.00%
<b>Total Program Expenditures</b>	<b>183,656</b>	<b>201,289</b>	<b>328,623</b>	<b>127,334</b>	<b>63.26%</b>
<b>Personnel Complement (Budgeted)</b>					
Administration	1.00	1.00	2.00	1.00	100.00%
<b>Total Personnel Complement</b>	<b>1.00</b>	<b>1.00</b>	<b>2.00</b>	<b>1.00</b>	<b>100.00%</b>

## Programmatic Changes

The City and County of Denver’s allocation of State and Local Fiscal Recovery Funds as a result of the American Rescue Plan Act (ARPA) allowed the City to restore some service reductions that were necessary to balance the budget in 2021 and to allocate funding to address operational backlogs. Many of these investments are ongoing and to avoid a financial ‘cliff’, the City has employed a ‘step down’ methodology that allows a portion of these investments to remain funded in the ARPA allocation in 2023, while some are transitioned to the General Fund. These changes are described below, along with other significant programmatic changes for 2023.

2023 Impact Description	FTEs	Dollars
<b>Administration</b>		
<ul style="list-style-type: none"> <li>An increase in personnel services to add an Administrative Support Assistant V to address increased service demand and provide support to the Citywide Ethics program.</li> </ul>	1.00	\$77,800
<b>Grants</b>		
<ul style="list-style-type: none"> <li>A continuation of grant expenditures in the Board’s ARPA allocation for services restored with ARPA dollars.</li> </ul>	0.00	0.00

## City Council



### Mission

To give thoughtful consideration to all proposed legislation and budget measures, to assist residents with city related issues and connect them with agency resources, to provide leadership and build coalitions to address neighborhood and citywide challenges, and to make decisions in accordance with the best interests of the citizens and the City and County of Denver.

## Agency Summary

Denver City Council is the legislative branch of the City and County government. City Council is composed of thirteen elected members; eleven members represent districts and two are elected at-large. City Council’s vision is to provide for the fiscal stability of the City’s core assets and services; to maintain the City’s infrastructure; to develop sound economic development strategies; and to allocate appropriate resources to provide for the safety of Denver’s citizens.

City Council enacts ordinances, approves contracts and changes to the zoning code, levies taxes, appropriates money for city government operations, and holds public meetings to discuss and prepare proposed laws and changes to the Denver Revised Municipal Code. City Council is also the oversight body for city agencies and has the authority to investigate agency activities and employees. City Council members directly represent city residents and advocate for Denver’s communities.

For more information visit the City Council website at <https://www.denvergov.org/content/denvergov/en/denver-city-council.html>.

## Services

**City Council Operations** includes Council members and Council aides. Activities include attendance at Council meetings and public votes on legislative items; oversight responsibilities; representation on boards and commissions; constituent services; office budget management; and coordination and collaboration with city agencies, the Mayor, city residents, business groups, and civic organizations.

**Legislative Services** includes the executive director, council secretary, three legislative policy analysts, a fiscal administrator, a senior human resources business partner, an administrator of marketing and communications, and a legislative assistant. These employees collectively administer the City Council Central Office, facilitate Council’s public meetings and provide parliamentary guidance, maintain official records of Council’s proceedings, assist with committee work (e.g., bill research preparation and coordination with city agencies), perform policy research and development of legislative initiatives, issue communications on behalf of the Council as a whole, and provide administrative support to Council members, Council aides, and the legislative process.

## Budget Detail

	2021	2022	2023	\$	%
City Council (0201000)	Actuals	Appropriated	Recommended	Change	Change
<b>General Fund Expenditures</b>					
Personnel Services	5,164,997	6,137,692	7,848,129	1,710,437	27.87%
Services and Supplies	1,097,979	1,604,178	1,686,194	82,016	5.11%
Capital Equipment	23,498	4,060	15,600	11,540	284.24%
Internal Services and Misc.	7,884	3,888	9,072	5,184	133.33%
<b>Expenditures by Type Total</b>	<b>6,294,357</b>	<b>7,749,818</b>	<b>9,558,995</b>	<b>1,809,177</b>	<b>23.34%</b>
<b>Expenditures by Activity</b>					
City Council Operations	6,294,357	7,749,818	9,558,995	1,809,177	23.34%
Legislative Services	(0)	-	-	-	0.00%
<b>Expenditures by Activity Total</b>	<b>6,294,357</b>	<b>7,749,818</b>	<b>9,558,995</b>	<b>1,809,177</b>	<b>23.34%</b>

## Other Program Funding Sources Grants



	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>City Council (0201000)</b>					
Coronavirus Relief Funds	95,178	-	-	-	0.00%
State and Local Fiscal Recovery Funds	29,659	118,722	80,714	(38,008)	(32.01%)
<b>Grants Total</b>	<b>124,837</b>	<b>118,722</b>	<b>80,714</b>	<b>(38,008)</b>	<b>(32.01%)</b>
<b>General Government SRF</b>					
City Council Special Programs	27,641	30,000	30,000	-	0.00%
City Council Special Revenue Fund	424,764	30,100	75,000	44,900	149.17%
<b>SRF Total</b>	<b>452,405</b>	<b>60,100</b>	<b>105,000</b>	<b>44,900</b>	<b>74.71%</b>
<b>Other Program Funding Sources Total</b>	<b>577,242</b>	<b>178,822</b>	<b>185,714</b>	<b>6,892</b>	<b>3.85%</b>
<b>Total Program Expenditures</b>	<b>6,871,599</b>	<b>7,928,640</b>	<b>9,744,709</b>	<b>1,816,069</b>	<b>22.91%</b>
<b>Personnel Complement (Budgeted)</b>					
City Council Operations	57.00	59.00	74.00	15.00	25.42%
<b>Personnel Complement Total</b>	<b>57.00</b>	<b>59.00</b>	<b>74.00</b>	<b>15.00</b>	<b>25.42%</b>
<b>Revenue</b>					
Fees	1,883	-	-	-	0.00%
Miscellaneous Other	197,344	-	-	-	0.00%
<b>Revenue Total</b>	<b>199,227</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
Vacancy Savings			(260,435)		

### Programmatic Changes

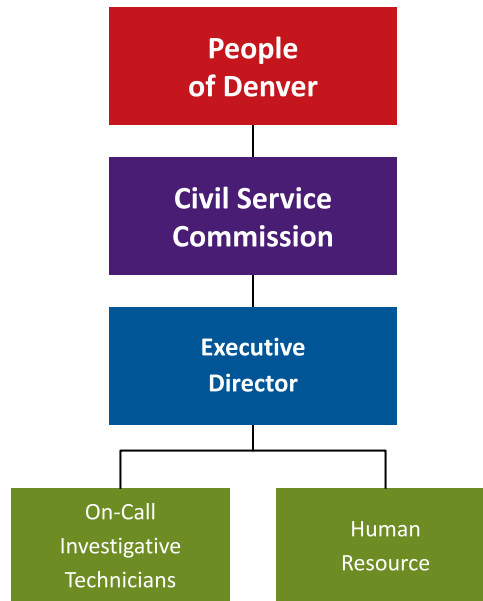
The City and County of Denver’s allocation of State and Local Fiscal Recovery Funds as a result of the American Rescue Plan Act (ARPA) allowed the City to restore some service reductions that were necessary to balance the budget in 2021 and to allocate funding to address operational backlogs. Many of these investments are ongoing and to avoid a financial ‘cliff’, the City has employed a ‘step down’ methodology that allows a portion of these investments to remain funded in the ARPA allocation in 2023, while some are transitioned to the General Fund. Additional ARPA funds also have been allocated to City Council in 2023 to support one-time capital equipment needs in 2023 as well as programs to support Denver’s recovery from the COVID-19 pandemic, which were informed by community input. These changes are described below, along with other significant programmatic changes for 2023.

2023 Impact Description	FTEs	Dollars
<b>City Council</b>		
• An increase in personnel services to add a fourth aide position to each Council district to better meet the needs of Denver’s residents.	13.00	1,197,500
• An increase in personnel services to add aide positions in Districts 2 and 6 to achieve the same number of FTE in each district. City Council requested no additional budget be added.	2.00	-
• An increase in services and supplies for anticipated increased cost of expenses in each of the Council districts.	0.00	91,000
• An increase in supplies and services for the “Legacy Events Recovery Mini-grant Program” that will enable each Council district and at-large Council member to fund mini-grants for neighborhood-based cherished legacy events that have taken financial and operational hits during the pandemic. This program will be developed in partnership with the Mayor’s Office.	0.00	75,000

<b>2023 Impact Description</b>	<b>FTEs</b>	<b>Dollars</b>
<ul style="list-style-type: none"> <li>• A one-time increase in services and supplies to provide additional personnel with monitors, furniture, training, and office supplies.</li> </ul>	0.00	49,400
<ul style="list-style-type: none"> <li>• An increase in services and supplies to purchase a data platform for use by all Council offices and the central office for survey and data collection to improve community connection and engagement.</li> </ul>	0.00	30,000
<ul style="list-style-type: none"> <li>• A decrease in services and supplies due to one-time budget that was rolled into 2022 to cover the delayed delivery and expense of office furniture.</li> </ul>	0.00	(48,500)
<ul style="list-style-type: none"> <li>• A decrease in services and supplies due to one-time expenses associated with adding a new Human Resources position and a Fiscal Administrator position in 2022.</li> </ul>	0.00	(43,000)
<ul style="list-style-type: none"> <li>• A decrease in services and supplies due to a supplemental appropriation in 2022 to complete redistricting outreach efforts that began in 2021 but could not be completed until 2022 due to delays in the Census.</li> </ul>	0.00	(36,100)
<ul style="list-style-type: none"> <li>• A one-time increase in capital equipment to provide additional personnel with computers.</li> </ul>	0.00	15,600
<b>Grants</b>		
<ul style="list-style-type: none"> <li>• An increase in ARPA Grant allocation to purchase audio equipment for the Council chamber to ensure City Council meetings are effectively and efficiently broadcast to the residents of Denver.</li> </ul>	0.00	30,000
<ul style="list-style-type: none"> <li>• A decrease in ARPA Grant allocation for one-time items that were supported in City Council’s original 2021 grant allocation.</li> </ul>	0.00	(38,000)

The budgeted vacancy savings is \$260,435.

## Civil Service Commission



### Mission

The Commission will adhere to the City Charter, the City’s Code of Ethics, and we will endeavor to certify the best qualified candidates for employment and promotions that represent the diversity of the community we serve. This will enable the Commission to not only meet but exceed our responsibilities to the Mayor, City Council, Denver Police, and Fire Departments, respective unions, employee organizations, and the citizens of Denver.

## Agency Summary

The Denver Civil Service Commission was established in 1904 as an independent agency overseen by a Board of Commissioners and governed by the City Charter and Commission rules. The Commission is responsible for administering the testing process for entry-level and promotional positions within the Denver Police Department (DPD) and Denver Fire Department (DFD), policy administration, and hearing disciplinary appeals of classified members.

For more information please visit the Civil Service Commission website at <https://www.denvergov.org/content/denvergov/en/civil-service-commission.html>.

## Services

By City Charter, the **Administration** of the Civil Service Commission includes examining, screening, and certifying applicants for entry-level and promotional appointments to the classified service within the Denver Police and Fire Departments. Further, adopting and enforcing rules related to Charter mandated duties, powers, and responsibilities by conducting investigations into matters involving the enforcement of the Charter and Commission Rules and facilitating hearings involving disciplinary appeals of classified members.

## Strategies

Develop promotional tests and direct agency participation in orientation and mentoring programs for applicants seeking entry-level employment for police and fire academy classes, while ensuring legal compliance under the uniformed test guideline.

Support the needs of the Denver Public Safety Cadet program through conducting background checks to ensure the City recruits the highest qualified applicants.

Increase the diversity of qualified candidates for academy classes through the implementation of recruiting programs and testing opportunities targeted towards female and minority populations.

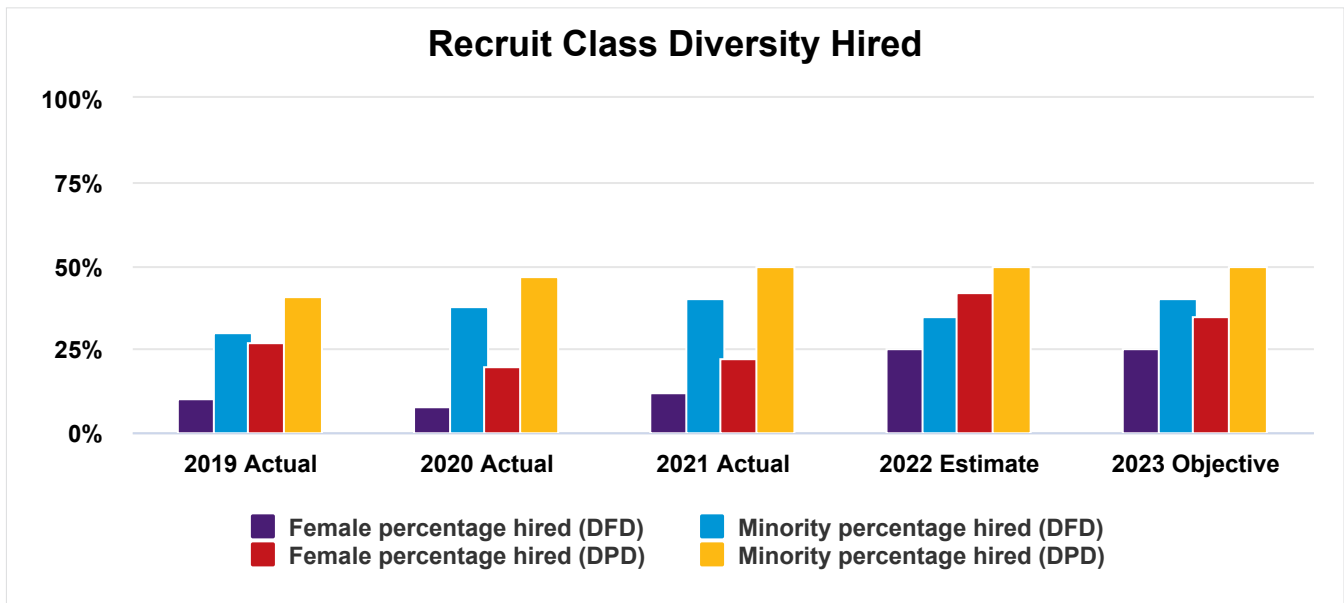
## Performance and Program Highlights

The Denver Fire and Police Department academies through the combined efforts of the Executive Director of Safety, Fire and Police Administration, Fire and Police Recruitment, and Civil Service Commission strive to address diversity in academy classes. These collaborative efforts have brought about direct outreach through mentoring/orientation sessions that engage and educate potential applicants about careers in the Denver Fire and Police Departments. While we continue to see declines in the number of applicants who have tested and passed for both Denver Police and Denver Fire Departments, we continue to deliver to academy classes highly qualified recruits. The applicant pool reductions have been impacted in part by the low unemployment rate in Colorado. The strategic outreach by recruiters to educate potential applicants about these public safety careers and not just test individuals to achieve higher testing numbers has impacted reported performance measures. The continued strategic diversity recruitment efforts require significant time to educate potential applicants about these careers.

The Civil Service Commission works hand in hand with Fire and Police Recruitment to support, engage, and test applicants based on recruitment needs. While Civil Service has shown success in filling academy classes, the role of serving within the Denver Fire and Police Departments is not without risk, including a risk to one's own life. The number of hires is based on the budget approved authorized strength for the Denver Fire and Police Departments.

The Civil Service Commission has supported the efforts of the Denver Fire and Police Departments to further engage and educate a diverse applicant pool through participation in apprentice and volunteer programs. These programs have helped to further support diversity recruitment efforts. Every effort to promote careers in public safety have matured into many formal programs of education and engagement by recruiters to help address diversity and a more qualified applicant being considered for these careers.

The City and County of Denver recognizes the value of promoting careers in the Denver Fire and Police Departments through the Public Safety Cadet program. This youth program provides recent high school graduates from Denver Public Schools, and other metro education programs, the opportunity to work in the Denver Department of Public Safety and attend college. The City and County of Denver is the only major safety department in Colorado that has such a program. The vast majority of Public Safety Cadets seek careers within the Denver Fire and Police Departments.



### Budget Detail

	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Civil Service Commission (1100000)</b>					
<b>Expenditures by Type</b>					
Personnel Services	1,299,676	1,470,259	1,749,042	278,783	18.96%
Services and Supplies	324,890	453,000	453,000	-	0.00%
Capital Equipment	5,149	-	-	-	0.00%
Internal Services and Misc.	-	3,000	3,000	-	0.00%
<b>Expenditures by Type Total</b>	<b>1,629,715</b>	<b>1,926,259</b>	<b>2,205,042</b>	<b>278,783</b>	<b>14.47%</b>
<b>Expenditures by Activity</b>					
Administration	1,629,715	1,926,259	2,205,042	278,783	14.47%
<b>Total Program Expenditures</b>	<b>1,629,715</b>	<b>1,926,259</b>	<b>2,205,042</b>	<b>278,783</b>	<b>14.47%</b>
<b>Grants</b>					
State and Local Fiscal Recovery Funds	-	87,000	-	(87,000)	(100.00%)
<b>Total Grants</b>	<b>-</b>	<b>87,000</b>	<b>-</b>	<b>(87,000)</b>	<b>-100.00%</b>

Civil Service Commission (1100000)	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Personnel Complement (Budgeted)</b>					
Administration	15.25	17.25	16.25	(1.00)	(5.80%)
<b>Total Personnel Complement</b>	<b>15.25</b>	<b>17.25</b>	<b>16.25</b>	<b>(1.00)</b>	<b>(5.80%)</b>

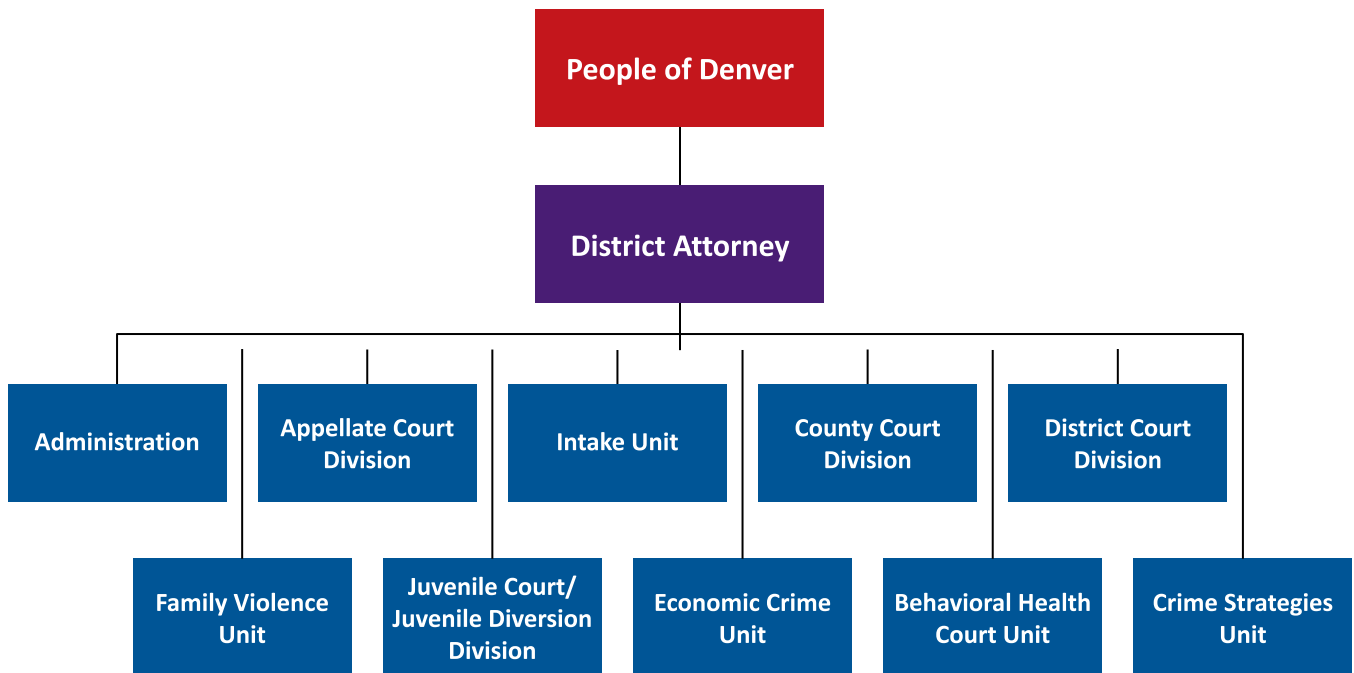
### Programmatic Changes

The City and County of Denver’s allocation of State and Local Fiscal Recovery Funds as a result of the American Rescue Plan Act (ARPA) allowed the City to restore some service reductions that were necessary to balance the budget in 2021 and to allocate funding to address operational backlogs. Many of these investments are ongoing and to avoid a financial ‘cliff’, the City has employed a ‘step down’ methodology that allows a portion of these investments to remain funded in the ARPA allocation in 2023, while some are transitioned to the General Fund. These changes are described below, along with other significant programmatic changes for 2023.

2023 Impact Description	FTEs	Dollars
<b>Agencywide</b>		
<ul style="list-style-type: none"> <li>An increase in personnel services to add additional budget for on-call positions. This expansion restores the on-call savings taken during 2021.</li> </ul>	0.00	82,500
<ul style="list-style-type: none"> <li>A decrease in personnel services to transfer an IT Systems Administrator Associate to Technology Services per Executive Order No. 18.</li> </ul>	-1.00	(113,100)
<b>Grants</b>		
<ul style="list-style-type: none"> <li>A decrease in the American Rescue Plan Act (ARPA) funding due to the 2023 ARPA step down strategy.</li> </ul>	0.00	(87,000)



## Denver District Attorney



### Mission

The Denver District Attorney's Office's (DA) mission is to professionally and competently prosecute crimes and investigate criminal activity on behalf of the people of the State of Colorado and to seek equal justice for all in the criminal justice system. Our mission includes the prevention and deterrence of crimes, support of the well-being of victims, participation in the community, transparency, accountability, and improvement of the criminal justice system to provide fair alternatives to incarceration in appropriate cases.

## Department Summary

The District Attorney (DA) is elected by the citizens of Colorado's Second Judicial District. The DA prosecutes state misdemeanor, juvenile, and felony cases in County, Juvenile, and District Courts; provides assistance to witnesses and victims of crime, provides alternatives to incarceration in appropriate cases, and maintains an active community education and crime prevention program. The DA provides training for police officers and sheriff deputies regarding legal issues in criminal justice.

The District Attorney and the Assistant District Attorneys are on call 24/7, to respond to officer-involved shootings and in-custody deaths. The District Attorney, Assistant District Attorneys, and Chief Deputies also rotate on-call duties providing around-the-clock support to the Denver Police Department for guidance on search and arrest warrants and to respond to all homicides. The DA ensures justice is administered fairly to all.

For more information, please visit the District Attorney website at <https://www.denverda.org/>

## Services

**Administration** includes key activities such as policy development and direction, establishment of agency goals and objectives, purchasing, contract management, IT support, public education, personnel issues, media relations, financial management, and police liaison duties. Administration also provides legal training to the Denver Police and Sheriff's Academies on Colorado criminal statutes and constitutional law, as well as ongoing in-service and specialized training as requested by the Denver Police and Sheriff Departments.

The **Appellate Division** is responsible for briefing and arguing cases before the Colorado Court of Appeals, the Colorado Supreme Court, and the United States Supreme Court. The attorneys in this unit provide 24/7 trial support for the trial attorneys. The Appellate Division coordinates with outside counsel concerning civil cases brought against the office and members of the office.

The **County Court Division** handles alcohol-related traffic offenses as well as an extensive caseload of third-degree assault, domestic violence cases, drug charges, and all other misdemeanor offenses.

The **District Court Division** handles all adult felony cases except those routed to the Family Violence, Crime Strategies, Behavioral Health Unit, or the Economic Crimes Unit.

The **Behavioral Health Unit (BHU)** appears at first and second advisements on all felonies and argues bond matters. BHU participates in assessments and recommendations regarding mental health and substance abuse treatment. Members of the unit screen, file, and prosecute misdemeanor and felony drug possession cases in which defendants are eligible for Helping, Encouraging and Motivational Court (HEM), DIVERT Court, Sobriety Court, Veterans Court, and the Recognizing and Establishing Smart Treatment Alternatives for Recovery and Transition (RESTART) program, and the mental health court for people claiming incompetency to proceed.

The **Economic Crime Unit** investigates and prosecutes complex financial crimes, consumer fraud offenses, embezzlement, public corruption, and election fraud. This unit also handles property confiscation cases.

The **Family Violence Unit** screens and prosecutes cases involving all aspects of family violence, including spousal and intimate partner violence, child abuse, and child sexual assault.

The **Crime Strategies Unit** typically prosecutes felony criminal cases that have gang involvement. It consists of prosecutors and investigators with special knowledge and expertise in the area of gangs. The members of this unit use technology advancements to assist in solving crimes in high-crime areas. The unit investigates and prosecutes complex cases involving multiple defendants.

The **Elder and At-Risk Protection Unit** focuses on crimes committed against those over the age of 70, and adults with intellectual and developmental disabilities, including financial exploitation. This unit also engages in community education about elder abuse and financial fraud.

The **Conviction Review Unit** reviews claims of actual innocence, conducts reviews of certain sentences, and responds to clemency requests.

The **Juvenile Unit** screens and files all cases in which the defendant is under the age of 18. The attorneys and staff in the unit have special expertise in juvenile matters, and they are implementing juvenile justice reform to handle these cases in a way to prevent future criminal activity.

The **Juvenile and Adult Diversion** programs provide alternatives for young people and adults involved in the system so one mistake does not ruin a person's life. Members of the Diversion team move to expunge or seal criminal records of those participating in the program. They provide case management and referrals to community treatment providers to address issues.

The **Special Programs Unit** includes Courtrooms to Classrooms, the Domestic Violence Triage Programs, the Sexual Assault Interagency Council (SAIC), and the Witness Protection Program. This unit researches and applies for multiple federal and state grants and staffs the Victim Assistance and Law Enforcement (VALE) Board.

The **Human Trafficking Unit** investigates and prosecutes labor and sex trafficking cases and partners with community agencies working in this area.

The **Restorative Denver Program** handles cases in which a restorative justice approach is appropriate. The District Attorney's Office partners with the Conflict Center, a community-based nonprofit, to conduct restorative circles and monitor agreements to resolve cases.

## Strategies

Effectively and successfully investigate and prosecute criminal cases in the Second Judicial District by properly training attorneys and support staff and working closely with law enforcement, judiciary, and corrections officials.

Support the well-being of victims of crime through compassionate and thorough communication regarding cases and referral to service providers.

Improve the juvenile justice system by engaging young people in community and school-based early intervention and using restorative justice and diversion programs rather than incarceration.

Administer the new Handgun Intervention Program.

Address mass incarceration, particularly the disproportionate representation of minorities in the system, through training and the help of an outside consulting firm.

Provide alternatives to prison for those with mental health and substance misuse problems by providing different types of diversion methods, such as Law Enforcement Assisted Diversion (LEAD), Co-Responder program, STAR program, Helping, Encouraging and Motivational Court (HEM) Drug Program, DIVERT court and early assessment and treatment in the jail.

Rebuild trust between the community and members of law enforcement by participating in advisory councils, neighborhood meetings, improved communications, and increased transparency and accountability.

Reduce recidivism rates by supporting referrals to mental health treatment and substance abuse programs such as The Phoenix and Substance Use Navigators.

Support separate prosecution units of family violence, human trafficking, and elder/at-risk abuse to prosecute crimes against at-risk children and adults and refer victims to support services.

Strengthen the Crime Strategies Unit to better address organized crime rings involved in violent crime and drug and gun distribution.

Address fatal officer shootings through organized community meetings hosted by the District Attorney’s Office to discuss the reasons why no charges were brought against the officer and to increase transparency and accountability in the DA’s Office.

Support an adult diversion program and a Restorative Justice program to provide alternatives to the traditional criminal justice system.

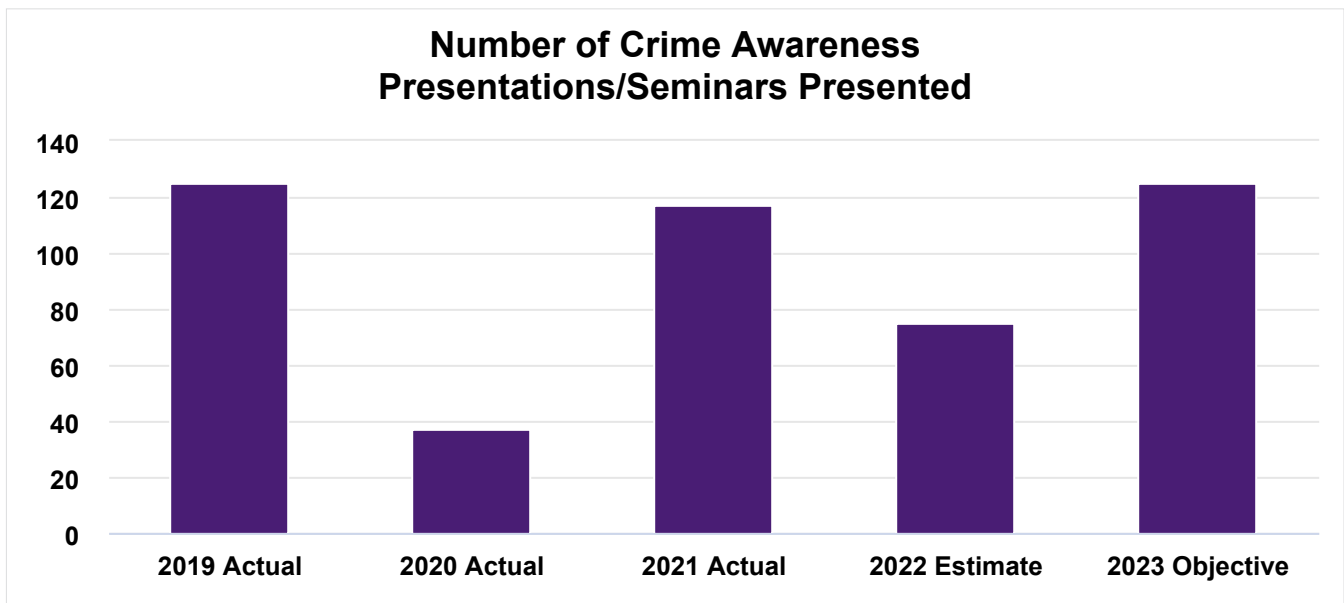
Support a Conviction Review Unit to investigate claims of actual innocence, conduct reviews of certain sentences, and respond to clemency requests.

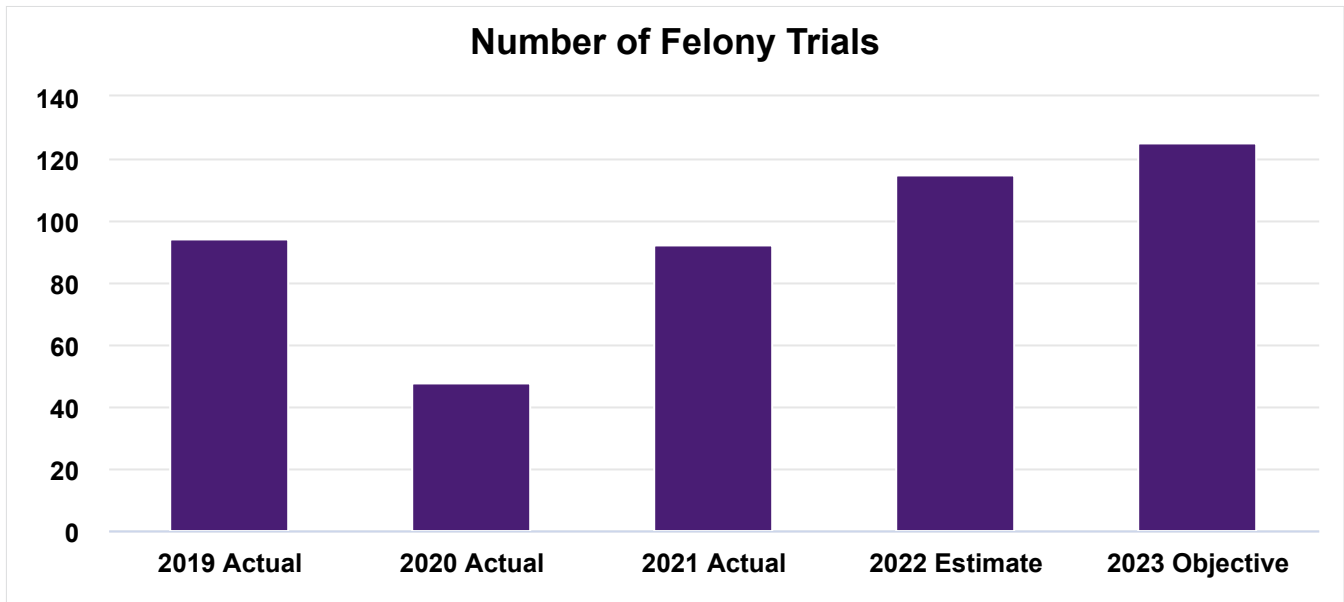
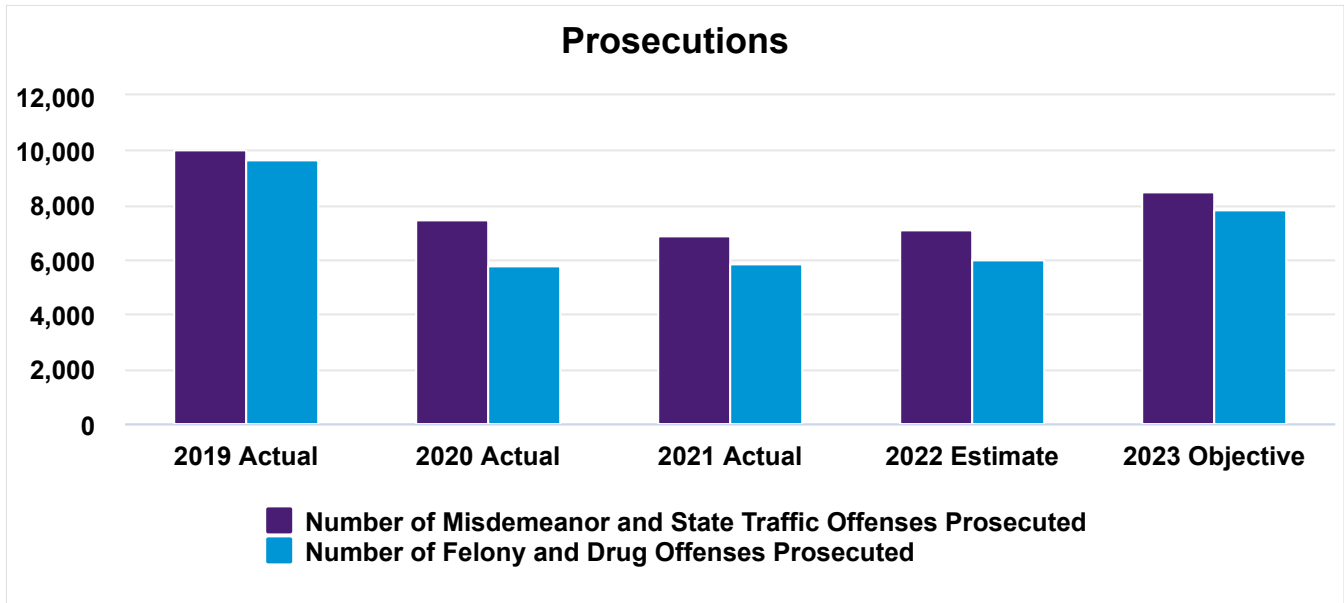
Work with metrowide task forces to eliminate gang and gun violence with a targeted, collaborative, and strategic approach, through the Regional Anti-Violence Enforcement Network Taskforce (RAVEN) with federal, state, and local law enforcement agencies targeting gang and gun violence throughout the metro area.

Participate in the Colorado District Attorney’s Council and national prosecution groups to share ideas and resources to improve the skill of our attorneys and staff and improve the criminal justice system.

**Performance and Program Highlights**

Crime awareness presentations and seminars are conducted locally. Audiences range from small groups to 80 or more participants. These presentations generate numerous calls and requests for further information. Additionally, 500,000 fraud alert publications are distributed annually.





## Budget Detail

	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>District Attorney Office (0401000)</b>					
<b>Expenditures by Type</b>					
Personnel Services	27,188,528	29,618,438	37,893,016	8,274,578	27.94%
Services and Supplies	1,017,143	1,705,259	1,691,739	(13,520)	(0.79%)
Capital Equipment	-	12,060	17,080	5,020	41.63%
<b>Expenditures by Type Total</b>	<b>28,205,670</b>	<b>31,335,757</b>	<b>39,601,835</b>	<b>8,266,078</b>	<b>26.38%</b>
<b>Expenditures by Activity</b>					
Administration	4,852,672	9,602,664	15,382,600	5,779,936	60.19%
Appellate	894,282	920,416	857,497	(62,919)	(6.84%)
County Court	3,402,006	3,621,001	3,368,780	(252,221)	(6.97%)

	2021	2022	2023	\$	%
District Attorney Office (0401000)	Actuals	Appropriated	Recommended	Change	Change
District Court	9,884,022	9,175,210	11,379,160	2,203,950	24.02%
Drug Court Unit	733,089	317,224	351,078	33,854	10.67%
Economic Crime Unit	2,567,304	2,465,649	2,454,924	(10,725)	(0.43%)
Family Violence Unit	3,006,909	2,888,737	2,823,824	(64,913)	(2.25%)
Intake	292,589	381,520	201,171	(180,349)	(47.27%)
Juvenile Division/ Juvenile Diversion	2,099,836	1,884,515	2,241,783	357,268	18.96%
Victim Assistance	472,962	78,821	541,018	462,197	586.39%
<b>Expenditures by Activity Total</b>	<b>28,205,670</b>	<b>31,335,757</b>	<b>39,601,835</b>	<b>8,266,078</b>	<b>26.38%</b>
<b>Other Program Funding Sources</b>					
<b>Grants</b>					
Adult Diversion	8,584	26,278	38,000	11,722	44.61%
ARPA SLFRF associated	23,869	-	-	-	0.00%
Caring for Denver Foundation - Adult Diversion	266,951	265,000	302,596	37,596	14.19%
Coronavirus Emergency Supplemental Funding Program	113,233	56,544	51,841	(4,703)	(8.32%)
DA Family Violence	347,224	555,969	415,281	(140,688)	(25.31%)
DA Victim Compensation Program	550,000	620,000	679,461	59,461	9.59%
Innovations in Prosecutions Program	169,254	75,329	-	(75,329)	(100.00%)
Integrated Intervention Program	46,480	107,394	-	(107,394)	(100.00%)
Juvenile Diversion Program	212,654	215,000	215,000	-	0.00%
Restorative Justice Initiative	50,000	158,032	177,219	19,187	12.14%
Rose Adom Center Denver Family Justice Ctr	36,503	36,124	-	(36,124)	(100.00%)
Services for Human Trafficking Victims	188,265	171,874	150,933	(20,941)	(12.18%)
State and Local Fiscal Recovery Funds	96,449	1,691,352	255,000	(1,436,352)	(84.92%)
<b>Total</b>	<b>2,109,466</b>	<b>3,978,896</b>	<b>2,285,331</b>	<b>(1,693,565)</b>	<b>(42.56%)</b>
<b>Public Safety SRF</b>					
District Attorney Donations	84,813	20,000	20,000	-	0.00%
Property Confiscation	-	600,000	600,000	-	0.00%
Victim Assistance-D.A.	83,529	100,571	244,118	143,547	142.73%
Victim Services Donations	77,151	55,393	117,159	61,766	111.51%
<b>Total</b>	<b>245,493</b>	<b>775,964</b>	<b>981,277</b>	<b>205,313</b>	<b>26.46%</b>
<b>Other Program Funding Sources Total</b>	<b>2,354,959</b>	<b>4,754,860</b>	<b>3,266,608</b>	<b>(1,488,252)</b>	<b>(31.30%)</b>
<b>Total Program Expenditures</b>	<b>30,560,629</b>	<b>36,090,617</b>	<b>42,868,443</b>	<b>6,777,826</b>	<b>18.78%</b>
<b>Personnel Complement (Budgeted)</b>					
Administration	52.40	65.65	86.84	21.19	32.28%
Appellate	6.10	6.10	5.10	(1.00)	(16.39%)
Intake	4.00	4.00	2.00	(2.00)	(50.00%)
County Court	33.75	34.75	33.00	(1.75)	(5.04%)
District Court	68.25	74.50	90.00	15.50	20.81%
Family Violence Unit	24.00	23.00	23.00	-	0.00%
Juvenile Division/ Juvenile Diversion	17.00	17.00	19.00	2.00	11.76%
Economic Crime Unit	20.00	20.00	19.00	(1.00)	(5.00%)



District Attorney Office (0401000)	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
Drug Court Unit	2.50	2.50	2.50	-	0.00%
Victim Assistance	1.00	1.00	6.05	5.05	505.00%
<b>Personnel Complement (Budgeted)</b>					
<b>Total</b>	<b>229.00</b>	<b>248.50</b>	<b>286.49</b>	<b>37.99</b>	<b>15.29%</b>
<b>Other Program Funds FTE</b>					
<b>Grants</b>					
Caring for Denver Foundation - Adult Diversion	-	-	2.00	2.00	0.00%
Coronavirus Emergency Supplemental Funding Program	-	0.75	0.75	-	0.00%
DA Family Violence	3.00	5.00	2.95	(2.05)	(41.00%)
DA Victim Compensation Program	-	-	1.00	1.00	0.00%
Innovations in Prosecutions Program	-	1.00	-	(1.00)	(100.00%)
Integrated Intervention Program	1.00	1.00	-	(1.00)	(100.00%)
Restorative Justice Initiative	1.00	1.00	1.00	-	0.00%
Rose Aodom Center Denver Family Justice Ctr	0.50	0.50	-	(0.50)	(100.00%)
Services for Human Trafficking Victims	2.50	1.50	1.50	-	0.00%
State and Local Fiscal Recovery Funds	6.82	12.00	-	(12.00)	(100.00%)
<b>Total</b>	<b>14.82</b>	<b>22.75</b>	<b>9.20</b>	<b>(13.55)</b>	<b>(59.56%)</b>
<b>Public Safety SRF</b>					
Victim Assistance-D.A.	-	-	1.50	1.50	0.00%
Victim Services Donations	-	-	1.00	1.00	0.00%
<b>Total Personnel Complement</b>	<b>243.82</b>	<b>271.25</b>	<b>298.19</b>	<b>26.94</b>	<b>9.93%</b>
<b>Revenue</b>					
Fees	636	-	-	-	0.00%
Charges for Services	3,071	5,000	5,000	-	0.00%
Internal Service and Indirect Cost	17,115	-	-	-	0.00%
Miscellaneous Other	307,858	348,500	348,500	-	0.00%
<b>Revenue Total</b>	<b>328,681</b>	<b>353,500</b>	<b>353,500</b>	<b>-</b>	<b>0.00%</b>
Vacancy Savings			(1,344,234)		

### Programmatic Changes

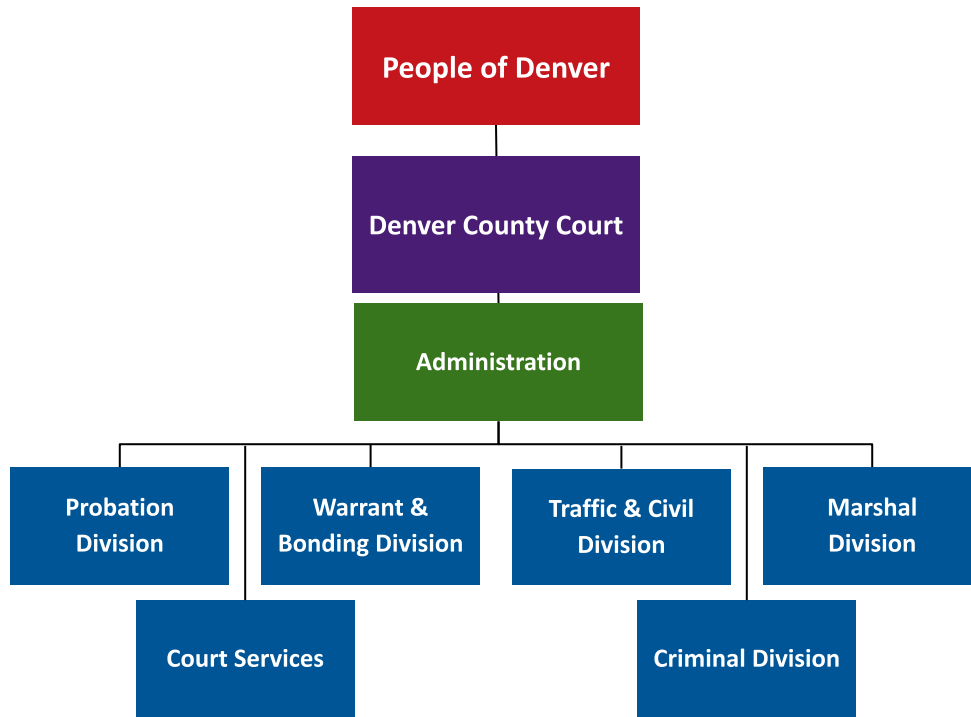
The City and County of Denver’s allocation of State and Local Fiscal Recovery Funds as a result of the American Rescue Plan Act (ARPA) allowed the City to restore some service reductions that were necessary to balance the budget in 2021 and to allocate funding to address operational backlogs. Many of these investments are ongoing and to avoid a financial ‘cliff’, the City has employed a ‘step down’ methodology that allows a portion of these investments to remain funded in the ARPA allocation in 2023, while some are transitioned to the General Fund. These changes are described below, along with other significant programmatic changes for 2023.

<b>2023 Impact Description</b>	<b>FTEs</b>	<b>Dollars</b>
<b>Agencywide</b>		
<ul style="list-style-type: none"> <li>An increase in personnel services to accommodate a departmentwide pay equity adjustment to retain current employees and to attract high qualified applicants.</li> </ul>	0.00	3,073,700
<ul style="list-style-type: none"> <li>An increase in personnel services to move ten Deputy District Attorneys, one Criminal Investigator III, and one Legal Secretary from the American Rescue Plan Act (ARPA) to the General Fund.</li> </ul>	12.00	1,429,500
<ul style="list-style-type: none"> <li>An increase in personnel services due to the reallocating of three Deputy District Attorneys, one Senior Deputy District Attorney, one Chief Deputy District Attorney, and two Legal Secretaries from the Crime Prevention and Control Fund (CPCF) to the DA's General Fund operating budget. These positions will continue to support the Sobriety Court and other specialty courts implemented by the CPCF with no decrease in service levels.</li> </ul>	7.00	1,031,300
<ul style="list-style-type: none"> <li>An increase in personnel services to add nine Paralegal I positions, four to begin in April and five in July of 2023. The Paralegal Is will support trial teams throughout the department in efforts to prosecute cases more effectively and efficiently.</li> </ul>	5.50	463,100
<ul style="list-style-type: none"> <li>An increase in personnel services for position cleanup to properly allocate FTEs to the General Fund. These positions include one Program Administrator, one Victim Advocate, one Diversion Officer, one Statistical Researcher Senior, one Criminal Investigator III, and one Administrative Support Assistant IV. These positions will alleviate agencywide court case backlog.</li> </ul>	3.85	356,800
<ul style="list-style-type: none"> <li>An increase in personnel services to add four positions to assist with the increased number of fentanyl drug and gun cases. One Associate Deputy District Attorney and one Criminal Investigator III to begin in April; and one Associate Deputy District Attorney and one Criminal Investigator III to begin mid-year 2023.</li> </ul>	2.50	300,500
<ul style="list-style-type: none"> <li>An increase in personnel services to support the Adult Diversion Program. This includes two Diversion and Criminal Justice Officers, one Administrative Support Assistant IV, and one Administrative Support Assistant III. These positions will assist with the growing caseload in the program, which is greatly beneficial to low-level adult offenders.</li> </ul>	2.75	217,400
<ul style="list-style-type: none"> <li>An increase in personnel services to add three Victim Advocate positions to address the overwhelming caseloads in the Elder and At-Risk Unit, Family Violence Unit, and County Court Unit. One Victim Advocate to begin in February and two Victim Advocates to begin mid-year.</li> </ul>	1.92	153,600
<ul style="list-style-type: none"> <li>An increase in personnel services to add one Administrative Support Assistant IV and one Executive Assistant I to assist the Chief of Staff, Legal Administrator, and District Attorneys in organizing and prioritizing communication, tasks, and projects. Both positions are set to begin in April 2023.</li> </ul>	1.50	110,900
<ul style="list-style-type: none"> <li>An increase in personnel services to add one Criminal Investigator III to begin in February. The position will assist the Digital Evidence Unit in reviewing and analyzing digital evidence, which is extremely complex and technical in nature.</li> </ul>	0.92	98,000
<ul style="list-style-type: none"> <li>An increase in personnel services to add one Associate Deputy District Attorney with a Mental Health Focus, and one Criminal Investigator III to ensure proper information is prepared for the court. Both positions to begin mid-year 2023</li> </ul>	0.75	87,200
<ul style="list-style-type: none"> <li>An increase in personnel services to add one Associate Deputy District Attorney to the Elder and At-Risk Unit to begin in July of 2023. The position will support the growing caseload in the Unit, which addresses crimes against at-risk children and adults.</li> </ul>	0.50	66,900

<b>2023 Impact Description</b>	<b>FTEs</b>	<b>Dollars</b>
• An increase in personnel services to add one Administrator II position to focus on the office's diversity, equity, and inclusion efforts. The Administrator II is set to begin in July of 2023.	0.50	62,300
• An increase in personnel services to extend a half-time Process Server position to full-time to serve victims, witnesses, and co-defendants.	0.50	42,900
• A decrease in personnel services due to the reallocating of three positions from the General Fund to grants and SRFs. This includes two Victim Advocates and one Deputy District Attorney transferred due to corrections.	(2.20)	(264,000)
• An increase in services and supplies to support additional outreach for the Consumer Protection and Education Initiative, which was developed to help middle-school and high-school students better understand the criminal justice system.	0.00	72,800
• An increase in services and supplies for new office equipment and supplies to support new positions starting in 2023.	0.00	36,200
• An increase in services and supplies to increase the official functions expense for agencywide events.	0.00	30,000
• An increase in services and supplies to comply with the Rehabilitation Act and Americans with Disabilities Act. These funds will allow the department to provide a sign language interpreter at various events.	0.00	20,000
• An increase in capital equipment for new computers to support new positions starting in 2023.	0.00	17,100
<b>Special Revenue Funds</b>		
• An increase in personnel in the Victim Assistance - D.A. and Victim Services Donations SRFs driven by position extensions.	2.50	196,100
• A decrease in the Property Confiscation Fund due to lower than anticipated revenue.	0.00	(200,000)
<b>Grants</b>		
• An increase in grant expenditures primarily driven by position extensions and transfers from the General Fund to grants.	3.20	222,100
• An increase in grant expenditures due to grant estimate corrections for years 2022 and 2023.	1.00	72,000
• An decrease in personnel services to move ten Deputy District Attorneys, one Criminal Investigator III, and one Legal Secretary from the American Rescue Plan Act (ARPA) to the General Fund.	(12.00)	(1,429,500)
• A decrease in grant expenditures driven by closed positions and positions transferred to the General Fund. Closed positions to include: one Program Administrator, one Victim Advocate, one Administrative Support Assistant IV, and one Crime Data Analyst Associate. General Fund transfers to include: One Program Administrator and one Victim Advocate.	(5.75)	(486,000)
• There is no change to the District Attorney's ARPA allocation for services first restored in ARPA in the 2021 budget.	0.00	-

The budgeted vacancy savings is \$1,344,234.

# Denver County Court



## Mission

To administer justice fairly, efficiently, and effectively, while providing excellent customer service and a positive work environment.

## Agency Summary

American jurisprudence and the Colorado Court System provide an impartial forum to resolve disputes and to test and enforce laws in a fair and neutral manner.

The Denver County Court **serves** as Denver's Third Branch of Government and ensures equal protection of constitutional rights and due process under the law. The Court is a mandated and critically essential service for all who access and are doing business with the court. The Court **exists** to administer justice, guarantee liberty, resolve disputes, maintain the rule of law, provide equal protection for all regardless of background, and to ensure due process of law. Denver criminal and civil courts provide the opportunity for parties to have their cases heard and decided in a fair and consistent manner by a neutral judge or jury.

The Court also has habilitation and bureaucratic **functions**. The Court's habilitation function ensures those adjudicated and sentenced to community supervision have their basic needs met and are afforded the necessary treatment to achieve a productive lifestyle free of justice system involvement. The Court's bureaucratic function is to ensure timely and efficient resolution of the disputes brought before it.

In Denver, the county and municipal courts are integrated and administratively separate from the state court system and are specifically recognized in the Colorado Constitution as being unique from all other Courts in the state. The Denver County Court is a state court and a municipal court and is the largest court in the State of Colorado; processing over 100,000 cases annually. The Court has 19 judges, 3 full-time magistrates, several part-time magistrates, and just over 250 staff. The court is comprised of the following divisions:

- Administration and Court Services
- Marshal Division
- Criminal and General Sessions Division
- Traffic and Civil Division
- Warrants and Bonding Division
- Probation Division

The Court strives to provide and expand equal access to justice and procedural fairness in the pursuit of an outcome that is just and fair.

For more information, please visit the Denver County Court website at <https://www.denvercountycourt.org/>

## Services

**Administration and Court Services** provides branchwide oversight and coordination, strategic planning, policy development, implementation of programs and legislative mandates, public information and education, budget, financial and court registry management, employee engagement and development, information technology and cyber security, capital asset inventory, construction projects and facilities management, court security, statistical and data analysis, ADA facilitation, and judicial officer and community partner/stakeholder support.

Four key offices housed within Administration and Court Services include:

- **Office of the Presiding Judge** The Presiding Judge is considered the CEO of the Court and sets policy and goals and objectives for the Court, presents the budget to the Executive and Legislative Branch

of Government, and oversees the day to day operations of the Court in addition to establishing long-term strategies and best practices to ensure equal access to justice and procedural fairness.

- **Accounting** ensures the Court’s assets are effectively safeguarded and efficiently spent. This office is responsible for budgeting, accounting, purchasing and procurement activities, contract and grant management, establishes and oversees Special Revenue Fund accounts, collections, fiscal policies and internal controls.
- **Human Resources** is responsible for attracting, training, and retaining a skilled and diverse workforce, provides leadership and development opportunities, conducts new employee orientation and training, facilitates employee benefits and payroll, assists in establishing court policy, ensures internal equity and facilitates all personnel actions. The Human Resources office also works collaboratively with Administration in administering Equal Access to Justice, ADA requests and accommodations and investigates/resolves internal and external complaints.
- **Information Technology** is responsible for promoting and enhancing efficiencies in the daily operations of the Court. This office develops and supports all software applications for the Court, oversees cyber security and system recovery, provides business application software training, identifies, develops and implements new technologies that will support business needs, oversees record retention policies and procedures which include all records contained in the Court’s case management system and is responsible for creating, maintaining and expanding access to the Court’s Electronic Case Management System.

The **Marshal Division** consists of eight Peace Officer Standards and Training (P.O.S.T.) certified Marshals and one staff judicial assistant. Also situated within the division of Court Services, the Marshals are commissioned to execute Court orders issued by all divisions of the Denver County Court and enforce all laws in the City and County of Denver which may pertain to keeping the peace in the Denver County Courts. The Marshals are charged with arresting those who present great safety risk to our community while on bond or pretrial supervision. The Marshals also provide executive protection detail to all three branches of government.

The **Criminal** division presides over approximately 35,000 cases annually. It conducts advisements and bond setting, as well as pre-trial motions, disposition hearings and jury trials to adjudicate non-traffic city ordinance, and state misdemeanor criminal law violations. Included in this number are all state District Court felony matters, which are heard in this division from arrest to advisement and bond setting through to preliminary hearing, until the case is bound over to the District Court.

The Denver County Court conducts advisement hearings and bond settings seven days a week, including holidays. Individuals arrested and booked in the Denver County Jail and those arrested and detained out of county, are advised by the court and have the opportunity to be released or bonded within 24 to 48 hours.

This division works closely with the Probation Division in developing and implementing problem solving court programs. Problem solving courts are specialized dockets within the Court that seek to address the underlying behavior(s) contributing to certain criminal offenses. Generally, a problem-solving court involves a close collaboration between a judge or judges and a community service team to develop a case plan and closely monitor a defendant’s compliance. The Denver County Court has several established and successful problem solving courts; Sobriety Court and Drug Court (substance use disorders), Wellness Court (mental health disorders), Outreach Court (homelessness), Competency Diversion, and the Driving Under Revocation Navigator Program. The Court is working collaboratively with city stakeholders and community members on the REACH program and the AID Center. REACH is a specialized docket that assists criminal justice-involved individuals suffering from trauma through access to services, resources, relevant tools, and education. The AID Center is a jail diversion program that



creates additional opportunities for law enforcement to divert persons with mental health issues before they are booked into jail and to connect them to more appropriate and informed services.

The **Traffic and Civil Division** presides over approximately 50,000 traffic and 20,000 civil cases annually.

The Civil Division hears all civil lawsuits or money cases up to \$25,000 and includes the following types of cases: name changes, replevins, nuisance abatement, small claims, money cases, and landlord-tenant/eviction matters.

Denver County Small Claims Court hears disputes between individuals that do not exceed \$7,500. This courtroom sets litigants for trial within five to six weeks. Mediation is expected prior to trial and has yielded a 74 percent settlement rate.

Another critical component of civil court is emergency cases involving protection orders. A protection order is an order issued by a court that prohibits a restrained person from contacting the protected person. Denver County Court has a dedicated courtroom to hear these matters daily.

Denver County Court also presides over landlord-tenant disputes/eviction matters and provides resources from the Court's self-help center, Denver Department of Human Services, and Colorado Legal Services to landlords and individuals facing eviction.

The Traffic Division hears all city and state traffic and parking violations and imposes payable fine amounts as appropriate. This division realized great success in virtual resolution in these case types during the COVID-19 pandemic and will continue to hear some matters virtually as a result.

The **Warrants and Bonding Division** issues, cancels, and maintains the validity of state criminal, municipal, traffic and civil warrants and protection orders issued by the Denver County Court. This office manages over 45,000 active warrants and protection orders on any given day and coordinates the transportation, court appearances, and release of in-custody defendants.

The Bonding Office accepts bond postings for appearance and appeal bonds seven days a week, including holidays. As a result of HB21-1280, the Denver County Court launched virtual bonding capability. Individuals can now post bonds online from any location.

The **Probation Division** supervises individuals sentenced to a term of probation and monitors compliance with court orders. Probation officers strive to achieve positive change in individuals under supervision while also ensuring safety of the community. Using an evidence-based individualized care model and innovative technology, this office focuses on the efficient use of resources to maintain public safety, appropriate client habilitation/rehabilitation, and steadily reduce recidivism. Probation officers administer risk/need assessments, prepare pre-sentence investigations, and sentencing recommendations, conduct home visits, establish individualized case plans and link probationers with case management, community treatment and resources. This office also employs victim advocates to ensure victims receive necessary resources, support, and referrals.

Denver County Court Probation Division supervises an average daily population of 3,000 clients with an average caseload size of 85:1 client to probation officer ratio. The mental health and sex-offender unit have lower caseloads due to more intensive supervision models.

**The Probation Division's successful termination rate is 74 percent.** The Probation Division's two-year recidivism rate is 16 percent for 2020 and a five-year average recidivism rate of 17 percent; substantially lower than the national average.

Other important offices within Denver County Court include:

- The **Office of Language Access** is committed to providing court users with meaningful access to the courts, at no cost, regardless of the language they speak. This office provides access to the courts

for limited English proficient individuals through interpreter services in more than 120 languages, and through translations and other bilingual resources. On average, this office provides interpreting services in over 3,000 cases requiring languages other than Spanish and nearly 9,000 Spanish speaking cases annually.

- The **Self-Help Center** enhances the ability to proceed pro se (self-represented) in certain types of litigation, and increases the effectiveness and efficiency of the court where pro se litigants are involved. In 2021, this Division served nearly 7,000 individuals, a 40 percent increase from 2020. Most individuals served were seeking assistance in evictions, small claims, money cases, and protection orders.

## Strategies

Denver County Court is committed to procedural fairness and timely resolution of cases as a guiding principle. The elements of procedural fairness include Voice – the ability for litigants to participate and express their own viewpoints; Neutrality – the consistent application of legal principles by unbiased decision makers; Respect – all parties are treated with courtesy and respect; Trust – decision makers are perceived as sincere and caring; Understanding – court participants are able to understand court procedures and decisions; and Helpfulness – parties perceive court actors as interested and helpful.

The Denver County Court follows the Colorado Judicial Branch standards for judicial performance and timely resolution of cases. Performance metrics regarding age of pending cases are provided to judges on a quarterly basis to assist them with caseload management. These metrics are a tool to assist judges in ensuring compliance with state performance measures and allows for adjustments in practice to ensure case preparation and preparedness, issuance of timely orders and findings, and using court time efficiently and effectively.

Procedural fairness strategies also include:

- **Maintain and increase problem solving specialty courts** in collaboration with City partners, the Court has developed and diverted Denver’s most marginalized citizens from jail and provides each with needed resources, based on an individualized risk/needs assessment, and opportunities for success. Sustaining and expanding specialty programs yields increased engagement and successful terminations from probation supervision, a reduction in overall recidivism, and increased cost savings to the City.
- **Manage incarceration** through use of Smart Pretrial programs and other evidence-based practices. Over incarceration results in increased recidivism due to the negative impact on individuals such as loss of employment, housing, and familial and community support. The Court actively examines use of incarceration, not only when cases are pending, but also as sanctions or progressive punishment and sentencing alternatives. Denver County Court conducts advisement and bond hearings seven days a week and within 48 hours of arrest.
- **Remain a model for probation supervision** and understand reasons for underlying criminal behavior by using assessments to help address each person’s unique needs with the goal of making our community safer. This strategy is rooted in evidence-based practices, where each probation client is treated as an individual.

## Goals

### Five Year Goals and Objectives: 2021-2026

#### **GOAL 1. Strengthen trust and confidence in the courts through transparency, accountability, and reliable information**

OBJECTIVE 1a: Strengthen regular communication with the legislative and executive branches on issues affecting the courts and justice system.

OBJECTIVE 1b: Coordinate and collaborate on activities with justice system partners, other city agencies, and court associations on issues or legislation affecting the courts or justice system.

OBJECTIVE 1c: Inform the public, media, and policy makers about the state of the court and annual accomplishments within the court.

OBJECTIVE 1d: Educate and inform community organizations and the public about the judicial branch, legal principles, constitutional issues, and operation of the court system.

OBJECTIVE 1e: Support local and statewide civics education to schools and educational institutions by the courts and justice partners or other organizations, including encouraging judicial officers to participate.

OBJECTIVE 1f: Encourage feedback from the public, court users, organizations, communities, and justice partners to improve court performance.

#### **GOAL 2. Ensure a safe and accessible court for all who need to resolve disputes**

OBJECTIVE 2a: Support increased funding necessary to provide court operations including research-based, innovative programs or court administration improvements that increase effectiveness, efficiency, and equal administration of justice.

OBJECTIVE 2b: Improve services, assistance, and information to self-represented litigants using existing and emerging technologies to provide better access to information and/or court services.

OBJECTIVE 2c: Support efforts that ensure people of different cultures and backgrounds will be treated fairly and with respect.

OBJECTIVE 2d: Offer judicial education programs that enhance training on issues of fairness and diversity designed to minimize the appearance of bias and other barriers facing court users.

OBJECTIVE 2e: Promote the safety and well-being of all who enter a courthouse.

#### **GOAL 3. Promote court innovation and continual improvement through research and best practices**

OBJECTIVE 3a: Provide court program management, information, resources, and services to court users in a method that is easily accessed and understandable within available resources.

OBJECTIVE 3b: Collaborate with local, state, and national educators and researchers to enhance training and education on existing and evolving best practices in core court services.

OBJECTIVE 3c: Encourage professional development and growth of judicial officers, clerks, probation officers, staff, and court administration through improved judicial education opportunities and methods of delivery.

OBJECTIVE 3d: Provide access to nationally recognized research, studies, lectures, and educational material on program innovation and evidence-based court programs.

OBJECTIVE 3e: Monitor key caseload and judicial workload information at all levels of court, providing reports that accurately depict the work of judicial officers and staff.

OBJECTIVE 3f: Support accountability/therapeutic courts, community alternatives for adult and juvenile offenders.

#### **GOAL 4. Improve data quality and strengthen public safety through modern information technology systems**

OBJECTIVE 4a: Replace legacy systems and antiquated technology or equipment in the Court.

OBJECTIVE 4b: Promote electronic access to disclosable court records which improve data sharing with justice system partners, the general public, media, and the legal community.

OBJECTIVE 4c: Develop and implement standards for data collection and exchange.

OBJECTIVE 4d: Provide mechanisms to integrate data into the Court's case management system from City partners and the State Court Administrator's Office using alternative electronic record systems.

#### **GOAL 5. Support core services for Denver County Court**

OBJECTIVE 5a: Support the ability of judicial officers to remain neutral and uninfluenced in order to decide legal matters in accordance with the constitution, the law, and legal precedent.

OBJECTIVE 5b: Support competitive salaries and benefits for judges and staff.

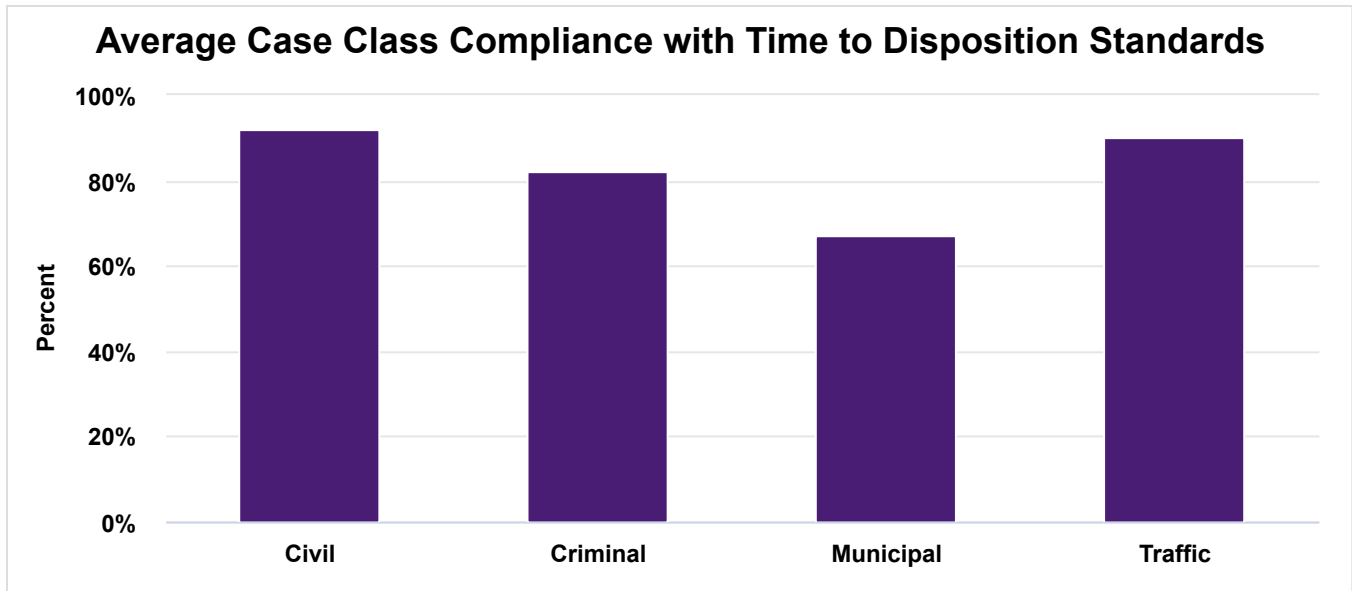
OBJECTIVE 5c: Strive to provide judges, court administrators, and staff the information, resources, and technology needed to provide a consistent level of core services.

OBJECTIVE 5d: Encourage all Divisions of the Court to manage their resources and services in a cost-effective and accountable manner.

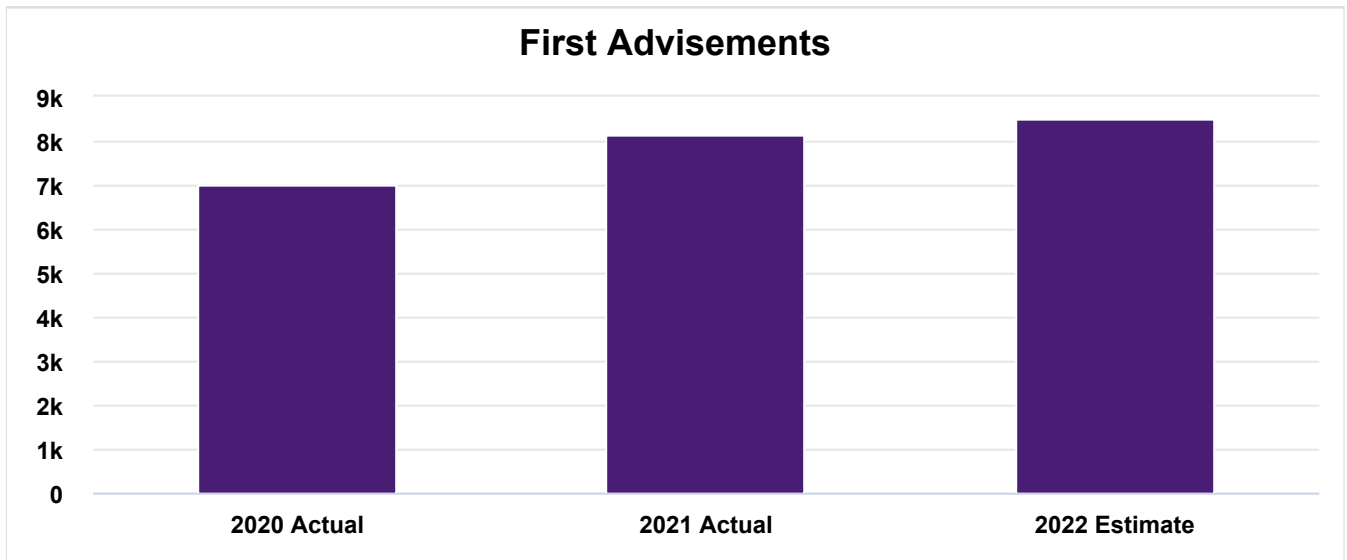
### **Performance and Program Highlights**

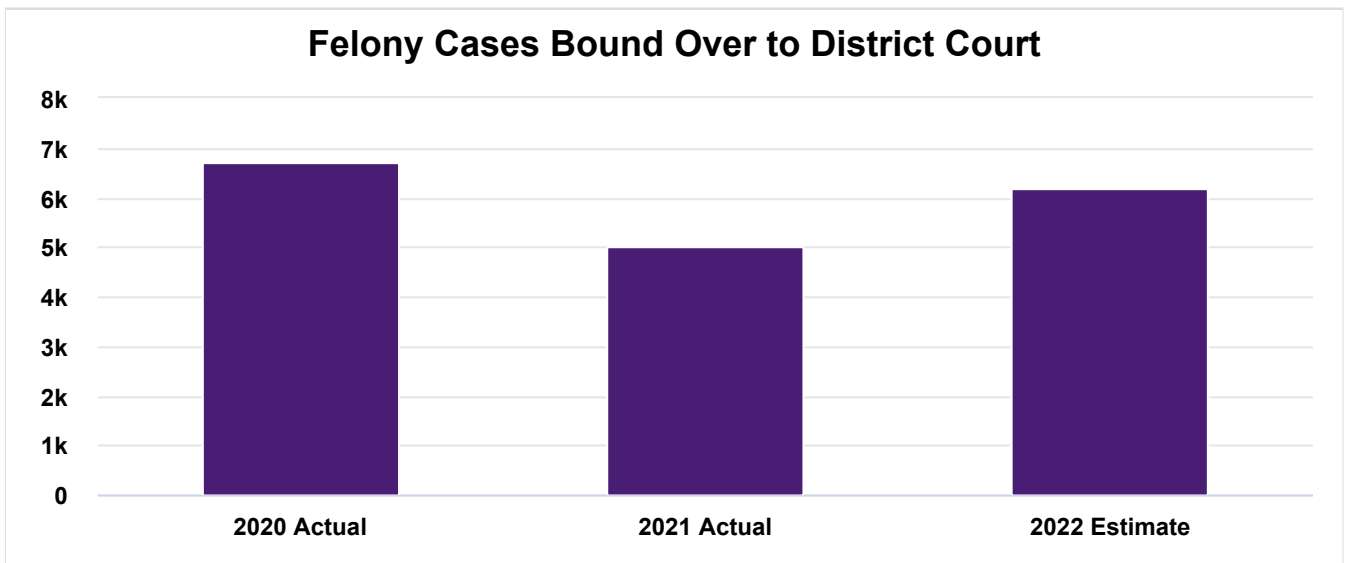
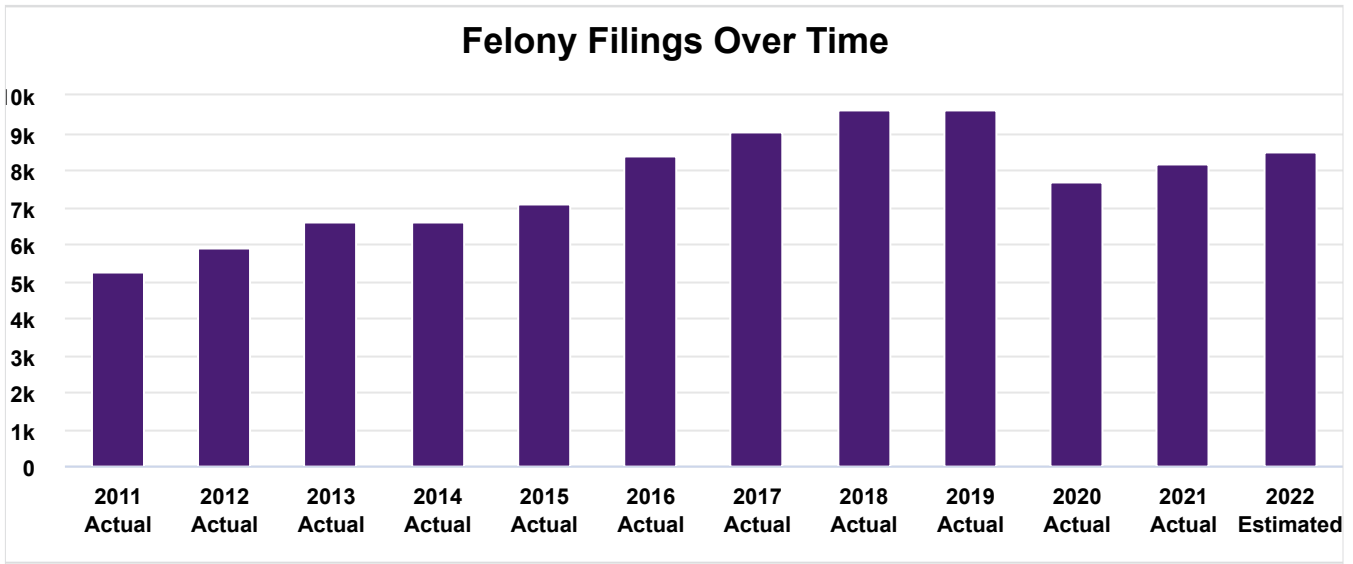
#### **Case Management**

Denver County Court is the largest court in the state based on the number of case filings year over year. Historically, Denver County Court processes over an estimated 130,000 cases per year. The Court's 19 judges and 3 full-time magistrates hear these cases and work hard to adhere to judicial performance measures with time to disposition standards at 90 days for municipal cases and 180 days for state cases. The below table represents average case class compliance. The Court resolves cases within this standard, though the Court did realize a decline in this area in comparison to 2019 and 2020 due to COVID-19. Despite COVID-19, the Court, overall, resolves cases within 180 days 82 percent of the time.



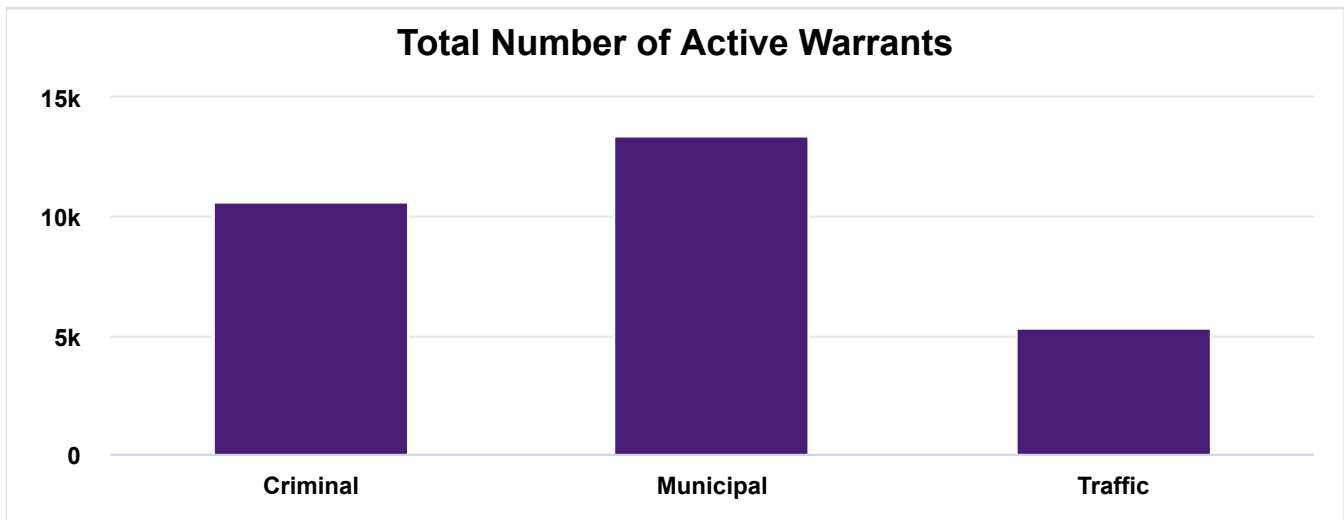
**Preliminary Hearings on District Court Felony Cases** - While felony cases are adjudicated in District Court, every felony case begins in County Court with First and Second Advisement and, if eligible, a Preliminary Hearing. The hearing’s purpose is to test the sufficiency of the evidence to determine whether the case merits continued attention. The preliminary hearing is like a mini-trial, and the number of these hearings have nearly doubled in the last 10 years. Some cases plead to a lesser charge and are sentenced in County Court. As of 2020 and 2021, there was a tremendous backlog of preliminary hearings, as the defendant has a right to proceed in person, which has been difficult to facilitate as defendants are housed in jails across the state and were not transported due to COVID-19. Additionally, violent crime and class 1 and 2 felonies, all eligible for a Preliminary Hearing, have increased 33 percent and 40 percent, respectively, during 2020. Below numbers decreased in 2020 due to COVID-19, and projected 2021 numbers include some recovery from the pandemic, but not at a level needed to manage these cases timely. In recognition of this backlog, Denver County Court, with the addition of the Court’s 19th judicial officer, created a second Preliminary Hearing courtroom to ensure timely hearings and bind-over to District Court.





The **Warrants and Bonding Division** issues, cancels, and maintains the validity of state criminal, municipal, traffic and civil warrants and protection orders issued by judges in the Denver County Court. Failure to appear in court or comply with a court order could result in a warrant being issued. This division works closely with the Denver Marshals, the Denver Sheriff’s Department, numerous law enforcement agencies, and other Colorado municipalities in guarding an estimated 45,000 warrants and protection orders. This office has the lowest false arrest rate in the state at .002 percent. Below represents the 2021 estimated total number of warrants issued in 2021.





**Specialty Courts & Probation** The Court has and the Probation Division oversees many problem solving specialty courts aimed at providing efficient and effective non-traditional court case processing by diverting defendants from jail and providing habilitation/rehabilitation opportunities, thereby reducing recidivism. A few highlights of selected specialty programs are noted below.

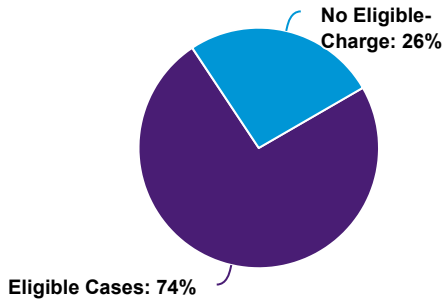
*In collaboration with City partners, the Court has developed and diverted Denver's most marginalized citizens from jail and provides each with needed resources, habilitation programming and an opportunity for success*



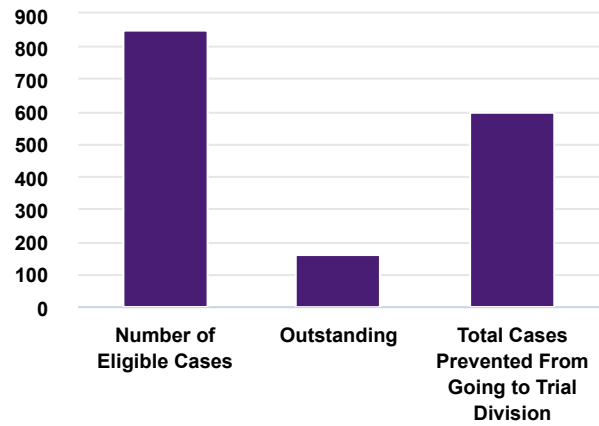
**Helping, Engaging, Motivating H.E.M.** serves individuals charged with first degree misdemeanor drug charges. On March 1st, 2020, HEM was launched in congruence with the reduction in penalty for drug possession charges (DF4 to DM1). The program is based on trauma-informed, harm reduction principles; meeting clients where they are. Completion of programming results in a case dismissal.

The COVID-19 Pandemic had a substantial impact on the Court's ability to meet and serve eligible individuals upon release from jail. However, as of February 2022, 462 cases were referred and supervised by the HEM problem solving court with 77 percent of the program participants successfully completing program requirements. The one-year recidivism rate of this program is 22 percent. Below charts demonstrate additional statistics.

Jan-Mar: HEM Eligible Cases (drug)

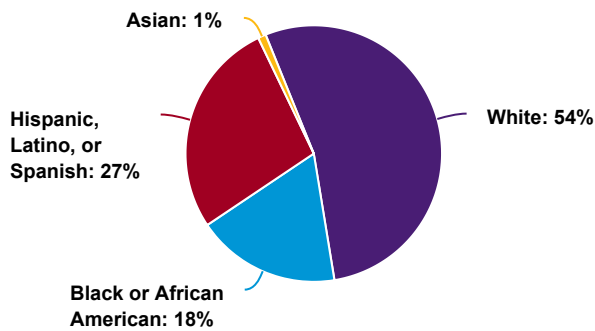


2021 Impact on Trial Division



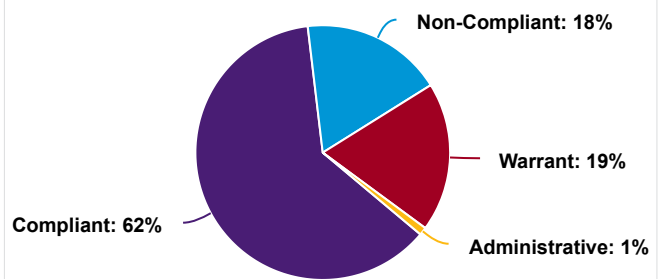
HEM Self Description

(N=462)



HEM Compliance Terminations

(as of 2-8-22)



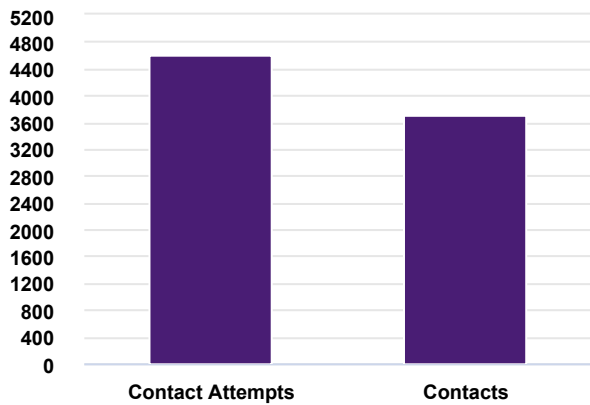
**Forensic Peer Navigator Program:** The experience with the criminal justice system impacts an individual’s life in many ways and it is best understood by individuals who have experienced it as a service user. Denver County Court employs four peer professionals to support any individual in the Denver County Court system, at any point in the criminal justice process.

Forensic Peer Navigators are individuals who use their own experience in the criminal justice system and recovery to help others who are facing similar problems. Forensic Peer Navigators can help connect individuals to resources in the community for recovery, jobs, housing, treatment, and more. They help individuals set and meet goals, and will even accompany them to court, appointments, and recovery meetings, as needed.

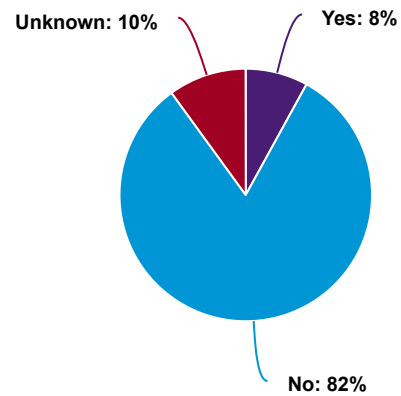
The charts below demonstrate the number of individuals contacted and supported during the last year and provide a breakdown of case information, recovery planning impact, and demographics of participants served.

### Peer-Client Connections

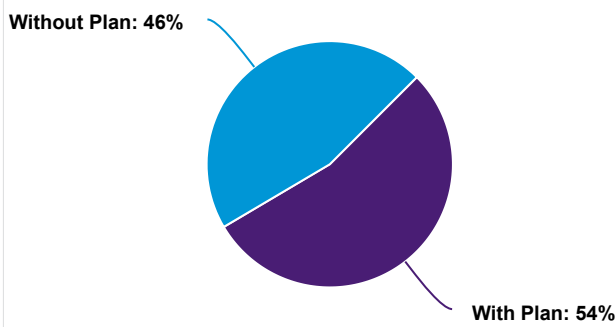
As of February 8, 2022



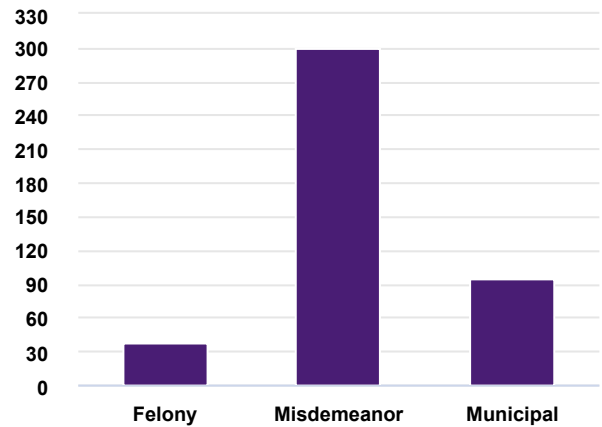
### Recovery Plan (Y/N) Pre-Connection



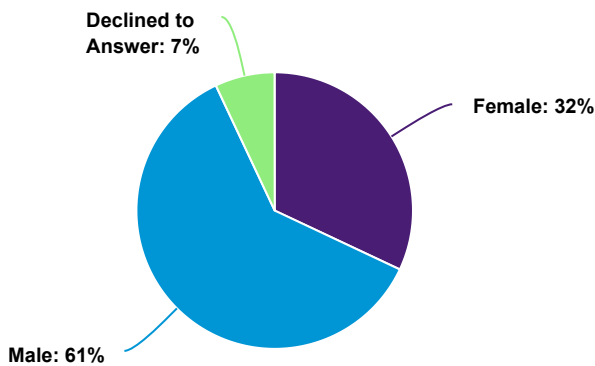
### Recovery Plan (With/Without) Connection



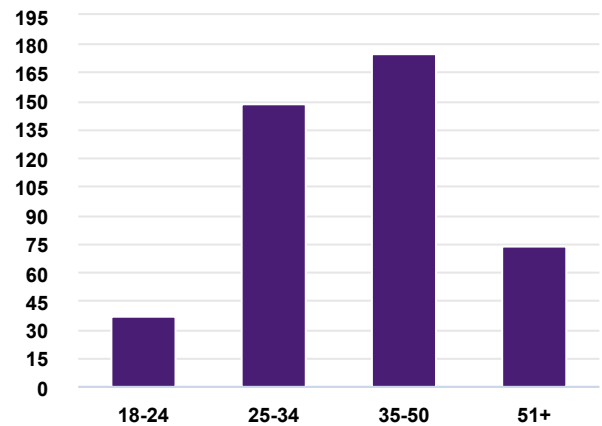
### Case Type (2020-Present)



### Gender of Referrals (2020-Present)



### Age at Referral (Jan-April 2022)



The **Driving Under Revocation Program** was established to help clients navigate the difficult task of balancing the DMV and Court system. By enrolling into the program, the client’s Driving Under Restraint case is removed from the traditional Court proceedings and moved onto the DUR program. The DUR Navigator assists the client in obtaining his or her Colorado driver’s license by providing the client a detailed outline of every requirement needed and how to complete the requirement. Once the license is obtained, the DUR Navigator submits the case to the Court to be reviewed for dismissal. Cases are referred to the program from the District or City Attorney. To date, the DUR program has resulted in 1,303 case dismissals.

**Sobriety Court – DUI Treatment Court** The Denver County Sobriety Court began operation in 2011 as an alternative to traditional methods of disposition for repeat DUI offenders. Sobriety Court is a State accredited treatment court serving individuals with second and third DUIs in Denver County. It was developed to reduce the recidivism of drunk driving in the City and County of Denver. The Denver County Sobriety Court targets adult (18+) misdemeanants charged with repeat impaired driving offenses. The program is designed for individuals who need a structured intensive program and have a willingness to receive treatment for substance misuse. This program is voluntary and eligibility for the program is based on legal and clinical screening. It consists of five phases and is approximately 14-24 months in length. From January 2021 through May 2022, a total of 122 participants were served, 93 percent completed the program successfully, and 7 percent were terminated unsuccessful. Below you will find recidivism information for Sobriety Court.

**Sobriety Court Recidivism (as of May 31, 2022)**

Termination Years: 2018, 2019, 2020 (3 years post-term date)

Term Year	Participants with New Charges	Total Number of New Charges	Alcohol Charges	Drug Charges	New DUI	DUR	Total Terminations	Recidivism Rate
2019	19	43	0	4	9	8	81	23%
2020	6	8	0	0	5	1	41	15%
2021	5	6	0	0	1	2	29	17%
<b>Total</b>	30	57	0	4	15	11	151	20%
<b>Percent</b>			0%	7%	26%	19%		

The **Self Help Center** opened late 2013 and the number of individuals served has increased steadily over time. Providing appropriate resources for self-represented parties in the courts is important both from an access to justice initiative for citizens and for the efficient operation of the courts. The Center helps bolster the public’s trust and confidence in the Court by providing access to information and neutral assistance to parties in evictions, small claims, traffic, protection orders, and other civil matters to help individuals navigate and understand court processes. In 2021, the Court served 6,970 individuals. The tables below demonstrate the most frequent case types requiring assistance during 2021. For reference, in 2019, the Court served 5,038 individuals. While 2020 realized fewer individuals served due to COVID-19, the Center still served 4,636 individuals, a number that reflects a near 20 percent increase from 2018 and previous years.

**Total Contacts by Party Type**

Type	Num	%
Plaintiff	4751	68.16%
Defendant	2199	31.55%
Neither	5	0.07%
Garnishee	6	0.09%
Victim	5	0.07%

**Contacts by Case and Party Type**

Type	π	Δ
Civil-Money	985 50.69%	958 49.31%
Civil - FED	1156 61.59%	721 38.41%
Small Claims	1497 86.18%	240 13.82%
Protection Order	573 78.82%	154 21.18%
Civil - Replevin	104 96.30%	4 3.70%

**Budget Detail**

County Court (0501000)	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Expenditures by Type</b>					
Personnel Services	25,023,665	27,863,799	30,931,362	3,067,563	11.01%
Services and Supplies	1,695,111	1,624,190	2,254,728	630,538	38.82%
Capital Equipment	16,729	13,660	12,000	(1,660)	(12.15%)
Internal Services and Misc.	9,742	7,500	7,500	-	0.00%
<b>Expenditures by Type Total</b>	<b>26,745,247</b>	<b>29,509,149</b>	<b>33,205,590</b>	<b>3,696,441</b>	<b>12.53%</b>
<b>Expenditures by Activity</b>					
Administration	2,269,089	3,007,886	5,263,487	2,255,601	74.99%
Court Services	3,657,150	4,769,800	5,387,950	618,150	12.96%
Criminal & General Sessions	7,110,438	7,414,366	7,547,730	133,364	1.80%
Probation Department	5,724,081	5,611,161	6,489,284	878,123	15.65%
Traffic & Civil	6,475,655	7,172,802	6,931,035	(241,767)	(3.37%)
Warrants Division	1,508,833	1,533,134	1,586,104	52,970	3.46%
<b>Expenditures by Activity Total</b>	<b>26,745,247</b>	<b>29,509,149</b>	<b>33,205,590</b>	<b>3,696,441</b>	<b>12.53%</b>
<b>Other Program Funding Sources</b>					
<b>Grants</b>					
Criminal Justice System Peer Navigator	227,909	160,000	68,307	(91,693)	-57.31%
Drunk Driver Intervention	88,722	109,903	109,909	6	0.01%
State and Local Fiscal Recovery Funds	317,229	942,794	642,722	(300,072)	-31.83%
<b>Total</b>	<b>633,860</b>	<b>1,212,697</b>	<b>820,938</b>	<b>(391,759)</b>	<b>(32.30%)</b>
<b>Public Safety SRF</b>					
DCC Competency Diversion Initiative	-	691,758	343,139	(348,619)	-50.40%
Outstanding Judgement/Warrants	-	180,000	6,000	(174,000)	-96.67%
Public Service Programs	58,268	294,515	273,906	(20,609)	-7.00%
<b>Total</b>	<b>58,268</b>	<b>1,166,273</b>	<b>623,045</b>	<b>(543,228)</b>	<b>(46.58%)</b>
<b>Other Program Funding Sources Total</b>	<b>692,128</b>	<b>2,378,970</b>	<b>1,443,983</b>	<b>(934,987)</b>	<b>(39.30%)</b>
<b>Total Program Expenditures</b>	<b>27,437,375</b>	<b>31,888,119</b>	<b>34,649,573</b>	<b>2,761,454</b>	<b>8.66%</b>
<b>Personnel Complement (Budgeted)</b>					
Administration	15.55	7.00	16.75	9.75	139.29%
Court Services	28.00	43.55	44.80	1.25	2.87%
Probation Department	62.00	62.00	69.49	7.49	12.08%
Warrants Division	17.00	17.00	17.00	-	0.00%

County Court (0501000)	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
Traffic & Civil	64.50	72.50	69.50	(3.00)	(4.14%)
Criminal & General Sessions	60.50	64.50	64.50	-	0.00%
Victim Assistance	2.00	-	-	-	0.00%
<b>Personnel Complement Total</b>	<b>249.55</b>	<b>266.55</b>	<b>282.04</b>	<b>15.49</b>	<b>5.81%</b>
<b>Other Program Funds FTE</b>					
<b>Grants</b>					
Criminal Justice System Peer Navigator	-	-	0.68	0.68	0.00%
State and Local Fiscal Recovery Funds	5.29	3.00	-	(3.00)	(100.00%)
<b>Total</b>	<b>5.29</b>	<b>3.00</b>	<b>0.68</b>	<b>(2.32)</b>	<b>(77.33%)</b>
<b>Public Safety SRF</b>					
DCC Competency Diversion Initiative	-	-	1.00	1.00	0.00%
Outstanding Judgement/Warrants	1.00	-	-	-	0.00%
Public Service Programs	3.00	3.00	3.00	-	0.00%
<b>Total Personnel Complement</b>	<b>258.84</b>	<b>272.55</b>	<b>286.72</b>	<b>14.17</b>	<b>5.20%</b>
<b>Revenue</b>					
Fines and Forfeits	8,165,183	5,519,000	5,519,000	-	0.00%
Fees	8,291,438	7,878,400	8,170,000	291,600	3.70%
Charges for Services	166,191	200,000	200,000	-	0.00%
Miscellaneous Other	204,915	224,000	224,000	-	0.00%
<b>Revenue Total</b>	<b>16,827,728</b>	<b>13,821,400</b>	<b>14,113,000</b>	<b>291,600</b>	<b>2.11%</b>

Vacancy Savings (1,168,219)

### Programmatic Changes

The City and County of Denver’s allocation of State and Local Fiscal Recovery Funds as a result of the American Rescue Plan Act (ARPA) allowed the City to restore some service reductions that were necessary to balance the budget in 2021 and to allocate funding to address operational backlogs. Many of these investments are ongoing and to avoid a financial ‘cliff’, the City has employed a ‘step down’ methodology that allows a portion of these investments to remain funded in the ARPA allocation in 2023, while some are transitioned to the General Fund. Additional ARPA funds also have been allocated to the Denver County Court in 2023 to support one-time capital equipment needs in 2023 as well as programs to support Denver’s recovery from the COVID-19 pandemic, which were informed by community input. These changes are described below, along with other significant programmatic changes for 2023.

2023 Impact Description	FTEs	Dollars
<b>Agencywide</b>		
<ul style="list-style-type: none"> <li>An increase in personnel services to move three positions from the American Rescue Plan Act (ARPA) grant to the General Fund. This includes two Judicial Assistant IIIs and one County Court Judge.</li> </ul>	3.00	430,800

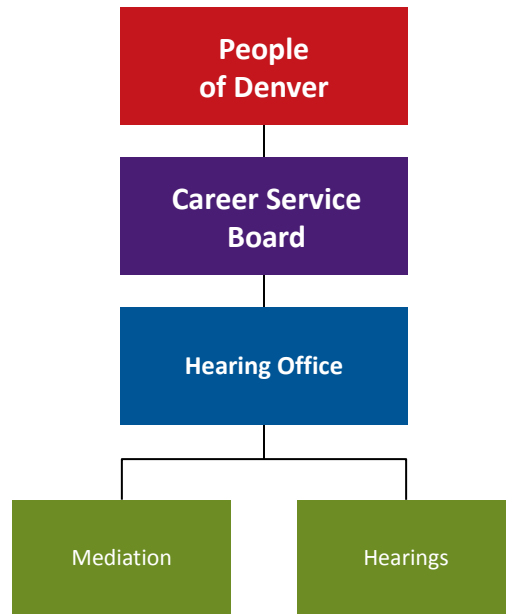


2023 Impact Description	FTEs	Dollars
<ul style="list-style-type: none"> <li>An increase in personnel services due to the reallocating of four Administrative Support Assistant IVs from the Crime Prevention and Control Fund (CPCF) to Denver County Court’s General Fund operating budget. These positions will continue to support the Specialty Court Programs implemented by the CPCF.</li> </ul>	4.00	295,000
<ul style="list-style-type: none"> <li>An increase in personnel services to move three Peer Navigators from the Criminal Justice System Peer Navigator grant, ending in February 2023, to the General Fund.</li> </ul>	2.50	176,600
<ul style="list-style-type: none"> <li>An increase in personnel services to create a three quarter time County Court Magistrate to alleviate courtroom backlog.</li> </ul>	0.75	171,300
<ul style="list-style-type: none"> <li>An increase in personnel services to restore two Judicial Assistant IIIs that were frozen during the 2021 budget process. These positions will serve the Court’s judicial officers as their dedicated staff, courtroom auxiliary/coverage staff, and trainers.</li> </ul>	2.00	165,100
<ul style="list-style-type: none"> <li>An increase in personnel services for two County Court Marshals to begin mid-year 2023. These positions will address the increase in the number of warrants and will alleviate the increasing demand on public safety.</li> </ul>	1.00	106,600
<ul style="list-style-type: none"> <li>An increase in personnel services to add one on-call County Court Magistrate to address the increased demand following the implementation of HB21-1280, which requires initial bond setting hearings within 48 hours.</li> </ul>	1.00	95,000
<ul style="list-style-type: none"> <li>An increase in personnel services to add one Marketing and Communications Specialist to serve as liaison between the Court and the public. The position is set to begin in April 2023.</li> </ul>	0.75	94,800
<ul style="list-style-type: none"> <li>An increase in personnel services to add one Court Interpreter to begin mid-year 2023. This position will help alleviate the growing need for translation services across the court.</li> </ul>	0.50	44,100
<ul style="list-style-type: none"> <li>An increase in services and supplies to increase the hourly rate for certified and non-certified court interpreters that assist with translation services to residents with limited English proficiency.</li> </ul>	0.00	153,500
<ul style="list-style-type: none"> <li>An increase in services and supplies to reimburse the Correctional Treatment Funds (CTF) and Alcohol Drug Driving Safety (ADDS) programs. The Court has an intergovernmental agreement with the state to provide services to individuals who have had alcohol/drug related driving offenses in order to better serve the local community.</li> </ul>	0.00	150,000
<ul style="list-style-type: none"> <li>An increase in services and supplies to continue to provide the necessary probationary services and treatment as ordered by the court, and to address the rising cost of inflation.</li> </ul>	0.00	110,000
<ul style="list-style-type: none"> <li>An increase in services and supplies for new office equipment and supplies to support new positions starting in 2023.</li> </ul>	0.00	89,800
<ul style="list-style-type: none"> <li>An increase in services and supplies to sustain electronic enhancements, virtual court capabilities, and to meet the Court’s primary goal of developing an online electronic filing system for criminal courts.</li> </ul>	0.00	50,100
<ul style="list-style-type: none"> <li>An increase in services and supplies to implement continuous alcohol monitoring for those convicted of alcohol and drug impaired driving offenses pursuant to SB22-055. The bill requires that if a defendant is sentenced to probation for a felony, third, or subsequent offense related to DUI or DWAI, the sentence must include continuous alcohol monitoring (CAM) for at least 90 days.</li> </ul>	0.00	41,000

2023 Impact Description	FTEs	Dollars
<ul style="list-style-type: none"> <li>An increase in services and supplies to fund the Court's Reminder Program. Under SB22-018, courts are required to implement a court reminder program that sends text message reminders to criminal defendants and juveniles.</li> </ul>	0.00	27,000
<ul style="list-style-type: none"> <li>An increase in services and supplies to support SB20-217, which requires all Colorado officers to submit data to the Colorado Division of Criminal Justice, Division of Public Safety. Pursuant to law, the Marshal's Division must now track and routinely report certain parameters regarding all contacts.</li> </ul>	0.00	18,900
<ul style="list-style-type: none"> <li>An increase in capital equipment for new computers to support new positions starting in 2023.</li> </ul>	0.00	8,000
<b>Revenue</b>		
<ul style="list-style-type: none"> <li>A net increase in revenue due to fluctuations in fees such as docket fees, traffic court fees, research fees, and miscellaneous fees.</li> </ul>	0.00	291,600
<b>Special Revenue Funds</b>		
<ul style="list-style-type: none"> <li>An increase in personnel services to the new Competency Diversion Initiative SRF to add a Program Administrator to oversee the program. The program partners with the Colorado State Public Defender's Office, the Denver District Attorney's Office, Denver Pretrial Services, and the Mental Health Center of Denver to provide clients in the diversion program services in mental health treatment and a focus on social stabilization in the community.</li> </ul>	1.00	98,100
<ul style="list-style-type: none"> <li>A net decrease in the Competency Diversion Initiative SRF due to 2022 and 2023 estimated operating budget revisions. The Competency Diversion Program was established in 2022 to provide clients with services.</li> </ul>	0.00	(451,700)
<b>Grants</b>		
<ul style="list-style-type: none"> <li>A net increase in personnel services for three grant funded Forensic Peer Navigators. These term-limited positions started mid-year 2022 and will expire February 2023.</li> </ul>	0.67	46,100
<ul style="list-style-type: none"> <li>A decrease in grant expenditures to move three positions from American Rescue Plan Act (ARPA) grant to the General Fund. This includes two Judicial Assistant IIIs and one County Court Judge.</li> </ul>	(3.00)	(430,800)
<ul style="list-style-type: none"> <li>An increase in ARPA grant expenditures in 2023 to support one-time capital equipment.</li> </ul>	0.00	115,400
<ul style="list-style-type: none"> <li>There is no change to Denver County Court's ARPA allocation for services first restored in ARPA in the 2021 budget.</li> </ul>	0.00	0.00

The budgeted vacancy savings is \$1,168,219.

## Hearing Office



### Mission

To provide Career Service employees and agencies a fair, neutral, and efficient process for employee appeals, to administer free, prompt, neutral, and confidential mediation services for employment disputes between city employees and their agencies, and to provide quality and efficient hearing services to other city departments.

## Agency Summary

The **Career Service Hearing Office (CSHO)** is an independent agency of the City and County of Denver and is the administrative forum for employee appeals from agency actions as set forth in Career Service Rule 19 and 20. The CSHO reports directly to the Career Service Board and reviews appeals of actions by appointing authorities. The CSHO also coordinates mediation conducted by private mediators to resolve workplace disputes between city employees at all levels. Finally, the Hearing Office offers shared hearing services for other city agencies.

For more information visit the Career Service Hearing Office website at [www.denvergov.org/hearings](http://www.denvergov.org/hearings).

## Services

**Employment Hearings** - The CSHO conducts hearings and issues decisions in challenges to discipline, layoffs, disqualifications, “unacceptable” performance reviews, grievance appeals, and whistleblower violations.

**Inter-Agency Hearings** - The CSHO offers hearing services to other city agencies who are interested in using its hearing room and neutral and independent Hearing Officers. The Hearing Office currently conducts hearings for the Department of Excise and Licenses, Denver Parks and Recreation, the Office of the City Forester, and the Division of Small Business Opportunity.

**Mediations** - The CSHO also administers the City’s Workplace Mediation Program, which provides city employees and agencies with free mediation for employment disputes using an independent, nonprofit mediation organization. Mediation permits employees at all levels to resolve workplace disputes before they escalate. The Mediation program improves trust and productivity in the workplace and promotes a respectful environment for all employees.

## Strategies

Engage with other agencies who conduct administrative hearings in the City and County of Denver to make them aware of the hearing room, recording equipment, and available resources. Conduct shared-service hearings for other agencies.

Consult with the Career Service Board on issues arising from the rules as observed in appeals that could be addressed with future training, rule changes, or other action.

## Performance and Program Highlights

The Hearing Office goal is to have **pre-hearing orders issued within two business days** to reduce delays in hearing appeals.

Hearing Office Performance Measures	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Objective
Total Number of Cases	53	59	73	60	60
Percent of Decisions Issued within 49 Days	100%	95%	100%	95%	95%
Pre-Trial Orders Issued within 48 Hours	100%	100%	100%	95%	95%

The Hearing Office goal is to issue decisions within 49 days and, as seen in the graph, the Percent of Decisions Issued within 49 Days is consistently above 90 percent. Additionally, their goal is to **set hearings no more than 77 calendar days after the Pre-hearing Order issues**. Per CSR § 19-41.A.2 and 20-41.A.2., the CSHO mission is to provide Career Service employees and agencies a fair, neutral, and efficient process for employee appeals, and to administer free, prompt, neutral, and confidential mediation services for employment disputes between all City employees and their agencies. CSHO has met this goal 100 percent of the time since 2015 so no data for this measure is shown.

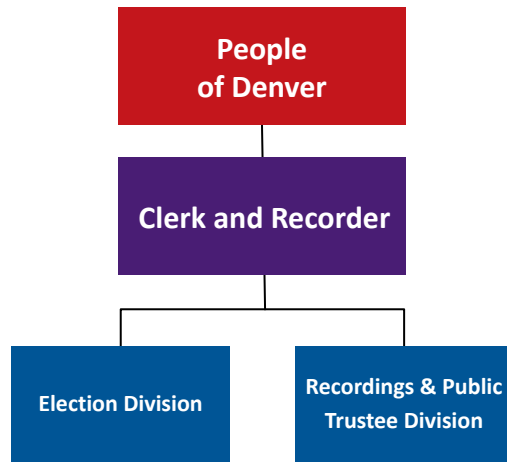
### Budget Detail

Hearing Office (0603000)	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Expenditures by Type</b>					
Personnel Services	520,062	656,949	635,235	(21,714)	(3.31%)
Services and Supplies	4,118	19,467	19,467	-	0.00%
Capital Equipment	1,099	-	-	-	0.00%
Internal Services and Misc.	1,944	2,592	2,592	-	0.00%
<b>Expenditures by Type Total</b>	<b>527,224</b>	<b>679,008</b>	<b>657,294</b>	<b>(21,714)</b>	<b>(3.20%)</b>
<b>Expenditures by Activity</b>					
Administration	527,224	679,008	657,294	(21,714)	(3.20%)
<b>Total Program Expenditures</b>	<b>527,224</b>	<b>679,008</b>	<b>657,294</b>	<b>(21,714)</b>	<b>(3.20%)</b>
<b>Personnel Complement (Budgeted)</b>					
Administration	4.00	4.00	4.00	-	0.00%
<b>Total Personnel Complement</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>-</b>	<b>0.00%</b>

### Programmatic Changes

There are no significant budget changes in 2023.

## Office of Clerk and Recorder



### Mission

To provide constituent-friendly processes that are efficient and transparent, records that are easy to access, and elections that are accurate, secure, and convenient for voters.



## Agency Summary

The Clerk and Recorder performs the duties required of the county clerk and recorder by the Colorado Constitution. The Clerk has three appointees: the Deputy Clerk and Recorder, Director of Elections, and the Special Advisor to the Clerk.

By City Charter, Denver's Clerk and Recorder is composed of the City Clerk, County Recorder, Public Trustee, and Chief Elections Official. The Clerk is also:

- Member of the Citywide Records Management Committee
- Attester to the signature of the Mayor
- Co-signer of all city ordinances and contracts
- Custodian of the City Seal

The Denver Clerk and Recorder is unique in Colorado. Unlike the Clerk and Recorders in other Colorado counties, Denver's Clerk and Recorder:

- Does not administer vehicle registrations (this responsibility resides in the Department of Finance).
- Does administer foreclosures and perform other Public Trustee functions (this is a county treasurer function in many other Colorado counties).

The Office of the Clerk and Recorder continues to prioritize innovation in every aspect of its services to deliver convenient, efficient, and equitable services to the public. For more information, visit the Office of the Clerk and Recorder's websites at [www.DenverClerkAndRecorder.org](http://www.DenverClerkAndRecorder.org) and [www.DenverVotes.org](http://www.DenverVotes.org).

## Services

The services of the Office are distributed between two divisions, the Recording and the Public Trustee Division and the Elections Division.

### Recording and Public Trustee Division

**Recording and Marriages** – Recording services are critical to providing a public record of the transfer of title to real estate in the City and County of Denver, as well as other transactions that need to be preserved in public record. By recording and providing an indexed repository of land records, recording services help maintain the integrity of land records by showing proof of land ownership. County clerks and recorders also issue marriage licenses and record marriage certificates according to Colorado law and under the rights guaranteed by the 14th Amendment of the U.S. Constitution.

**Public Trustee** – The Public Trustee holds title to a property in trust when a borrower uses that property as collateral for a loan and has two primary responsibilities, including administering foreclosures according to the law and selling homes at auction when necessary and executing releases of deeds of trust, which are necessary to remove mortgage liens from a property.

The Public Trustee also serves the residents of Denver by providing information to homeowners, lenders, lien holders, title companies, and the general public regarding the foreclosure and release of deeds of trust processes. Providing this information reduces filing errors, improves efficiency and transparency of process, and notifies homeowners of their rights during foreclosure, which can help homeowners stay in their homes.

**County Administration** is responsible for the Recording, Public Trustee, Public and Governmental Affairs, City Clerk, Campaign Finance and Disclosures, Legislation, and Regulatory Compliance budget management, fiscal operations management, contracts management, purchasing and procurement, audit, project management, records, Colorado Open Records Act (CORA) requests, technology, data

security and privacy, facility coordination, training, continuity of operation and contingency planning strategic planning, and administrative and operations support for the Division.

**City Clerk, Campaign Finance and Disclosures** – The City Clerk and Campaign Finance Departments are focused on many of the Office’s transparency projects. In 2022, the joint project Searchlight Denver launched as a world-class campaign finance and transparency database that houses campaign finance, Fair Elections Fund, lobbying and other disclosure information for easy public access.

**The Public Affairs Department** is made up of the Communications and Engagement teams and works internally and externally to leverage partnerships across the city to educate and empower residents to participate in elections and access information about our essential services. These teams are leveraging in-person, hybrid, and digital services to reach their communities of care and find innovative ways to provide excellent service to the communities that need it most.

**Legislation, Policy, and Regulatory Compliance** – The Policy & Compliance Department works with policymakers and agencies at all levels to provide expert analysis and testimony for legislative action, agency rule processes, and stakeholder meetings across both elections and recording policy areas. This department tracks and provides guidance on dozens of proposed bills at the state and municipal level, and in 2022 has led the public Ballot Access Modernization Committee with City Council to make recommendations to streamline and make the ballot access process more equitable.

## Elections Division

**Elections Administration** is responsible for the elections budget and fiscal operations management, division-wide strategic planning and project management, grant management, contract management, ballot access coordination, poll worker coordination, records and reference material coordination, facility coordination, training logistics coordination, continuity of operations management, emergency and contingency planning management, and position management. The Elections Administration Department also manages the Vacay for the Vote, City and County of Denver employees as election workers incentive program, Denver Works for Democracy Election Judge Program, and the Denver Civic Engagement Opportunity Student Election Judge Program. The Elections Administration oversees the recruitment, hiring, on-boarding, placement, payroll, and off-boarding processes of 350 – 2,000 temporary election workers annually.

**Elections IT Services**, develops, manages, and supports technology systems, performs systems fit/gap analysis, technology requests for proposals, data security system design, data security policy maintenance and enforcement, and cybersecurity research and education. The team also provides business intelligence services, asset management services, desktop support within elections, data architecture for elections systems, and analytics.

**Elections Operations** provides ballot production, voting site management, election supplies coordination, voting system management, system administration, address library maintenance, geospatial analysis and management, internal election management systems, and logistical field support. The Elections Operations Department is also responsible for the preparation of standard and customized reports and maps, canvass coordination, and tabulation and compilation of election results.

**Voter Services** is responsible for voter registration management, petition management, correspondence coordination, Statewide Voter Registration System (SCORE) coordination, voting process coordination, voter service and polling center (VSPC) training content coordination and management, constituent relations and analytics, and customer relations coordination.

## Strategies

**Improve Constituent Experience** - Conduct a survey of employees, internal and external stakeholders to obtain feedback on current service delivery and to obtain future-state recommendations. Collect and analyze stakeholder/constituent feedback from website response forms and interviews and incorporate findings into future-state recommendations.

**Spread the Word and Engage Residents** - Build and maintain internal and external partnerships to inform and engage the public about elections, foreclosure, and other office functions. Continue to provide in-person and virtual knowledge-sharing events, including town halls and informational sessions, to educate the community on foreclosure, elections and voting, and other office services.

**Improve In-person, Virtual, and Contact-free Service Options** - Create and maintain an innovative process for virtual appointments for marriage and civil union certificates. Secure change in state statute for virtual marriage and civil union appointments for marriage certificates. Leverage technology for virtual appointment calendars and in-person services. Maintain flexibility to pivot quickly between appointment-based service options and walk-in services while maintaining a safe and healthy office environment.

**Maintain Public Confidence in Elections** - Maintain public confidence in how Denver conducts elections by engaging in continuous process improvement and enhancements of the voting experience with voter-centric service delivery.

**Promote and Conduct the Confined Voter Program** - Expand the Confined Voter Program and assist other jurisdictions to help implement the process and conduct confined voter registration and voting.

**Review and Redetermine Election Precincts** - Efficiently re-precinct all City and County of Denver election precincts based on census data and Independent Redistricting Commission's district boundaries. Identify and resolve precinct conflicts, propose options to City Council and re-precinct all election precincts within the City and County of Denver.

## Performance and Program Highlights

### Innovations in Recordings and Marriages

#### Expand and Improve Services

The Office of the Clerk and Recorder strives not just to maintain, but proactively enhance its services for a changing world. In 2021, the Office advocated and advised the Colorado General Assembly on House Bill 21-1287 which permits marriage and civil union applicants to appear virtually before the Clerk to receive a license. The Clerk leveraged existing technology and developed new policies and training to officially offer remote marriage to prospective couples. The Clerk also invested in a drop box to facilitate easier submission for property recording customers.

While the Office has seen a return to pre-pandemic levels of in-person business, these alternative options have continued to prove themselves popular into 2022. The Clerk has continued to refine the remote licensing process and promote the drop box option for customers. With the provisions of HB21-1287 set to expire on December 31, 2023, the Office will analyze the impact of these expanded services and provide data and feedback on the potential future of remote options to legislators.

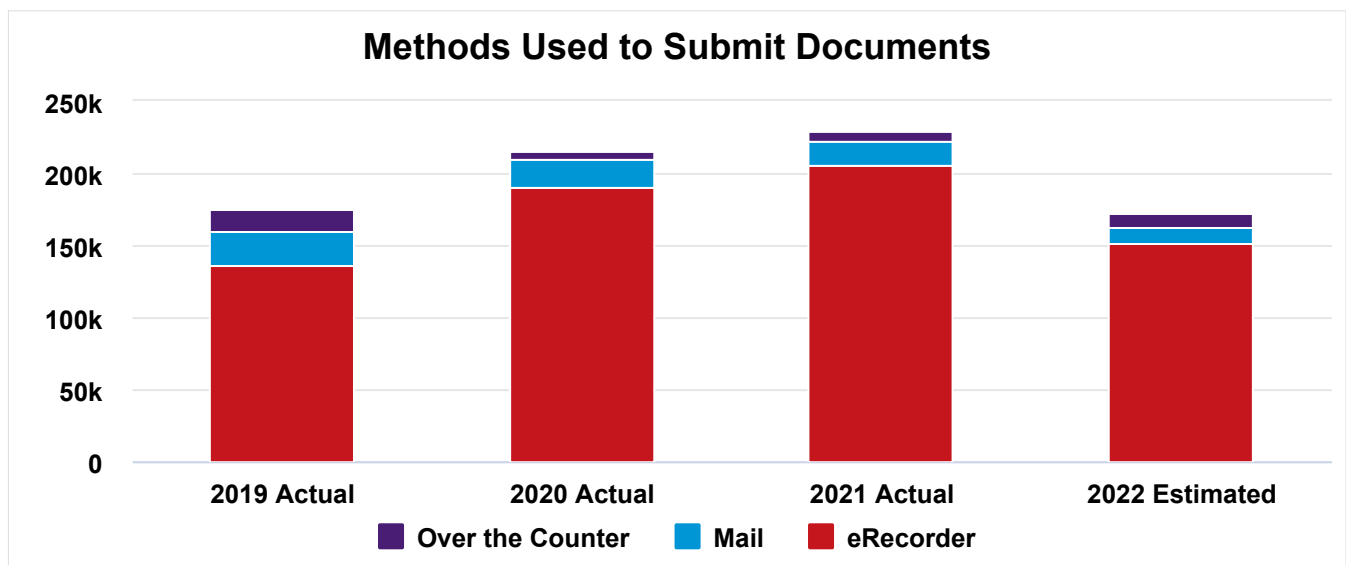
#### Identify and Adopt Innovations

The Clerk and Recorder is continually working to identify processes which innovate and improve the efficiency of operations. In 2021 the Office began exploring technology to automate the electronic

signatory process for applicants and staff using virtual marriage service. It also analyzed feedback and researched online tools for customers to monitor transactions affecting their property and continue development of user interfaces that allow enhanced searching of the databases. The Office has also executed an agreement with its database vendor to proactively identify and redact personally identifying information contained in records dated back of the last seventy-five years. The redaction project will continue in 2023, as will the expansion of the City eRecording process. The Office is also investigating additional features to help protect and inform customers about online records affecting them, as well as adopting improved technology to make finding and understanding documents easier. This includes a simple-to-use notification system that lets customers easily sign up for property alerts online. The Clerk and Recorder also began work to process city e-Recordings completely electronically, and staffing has been increased to assist in the analysis and quality assurance of the data privacy screening contract.

In 2021, the Office recorded more than 230,000 **Documents, Marriage Licenses, and Civil Union Licenses**. 90 percent of the recorded documents were submitted and processed electronically. The Office issued 7,866 marriage licenses in 2021. In 2022, the number of projected recordings decreased to 172,000 documents, 88 percent of which is projected to be submitted electronically. The Office is also projected to issue 8,000 marriage licenses in 2022.

<b>Recordings Performance Measures</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Estimate</b>	<b>2023 Objective</b>
<b>Marriages and Civil Unions</b>	8,705	5,582	7,866	8,000	8,000
<b>Releases of Deeds of Trust</b>	36,424	58,978	60,111	40,000	50,000



## Investments in Public Trustee

**Preparing for a Post-Pandemic Foreclosure Surge:** In 2021, the Public Trustee Office experienced a prodigious drop in foreclosures, processing only 112 for the whole year, less than half of the 223 foreclosures processed in 2020. This was due primarily to the federal moratoria placed on foreclosures during the pandemic health crisis.

Anticipating an increase in foreclosures in 2022, and continuing into 2023, the Public Trustee team has partnered with the Office of Financial Empowerment and Denver Housing Authority to host a series of homeowner town halls aimed at informing homeowners facing foreclosure of the foreclosure process and options available to them. The Public Trustee has also fully staffed their department in preparation for an increase in foreclosure filings. The Public Trustee's Office has seen a significant increase in the number of new foreclosure filings in 2022, indicating a precipitous increase in filings since the moratorium ended and expects this trend to continue.

## Investment in Records Digitization and Preservation

**Ensuring Long-Term Care of Records** - The Clerk and Recorder is committed to investing in equipment and technology for the digitization, indexing, and preservation of the millions of records within its custody. In 2021, the Office adopted a strategic plan to identify and prioritize records in need of improved storage, digital conversion, and public accessibility.

This plan has extended into 2022 through replacement of outdated technology such as optical readers with digital, and procurement of new technology such as overhead scanners that can capture images of bound volumes with reduced risk of processing damage. Long-term preservation also requires the analysis of physical storage facilities and consolidation out of spaces which do not meet environmental standards.

The 2022 adoption of new technology allows the public to access tens of thousands of previously unavailable ordinances, resolutions, proclamations, and city council meeting minutes dating back to 1865. These documents which were previously available by request only, can now be searched, viewed, and downloaded free of charge online. The Office will continue to engage in strategic planning for 2023 by building off the successes of the previous projects. This will include the digitization and online publication of tens of thousands of historic city documents including historic maps, plans, bonds and other irreplaceable records for the City and County of Denver.

## Elections Innovations

### Voter Registrations Processed by Year

As Denver's population continues to rise, the **total number of voter registrations processed each year** has increased. Colorado implemented automatic voter registration beginning in 2018, with address updates automatically applied to a voter's registration through Department of Motor Vehicle transactions. In April 2020, the state moved to automatic registration for all transactions at the Department of Motor Vehicle, which has significantly impacted the number of voter registrations processed.

**Cost per registered voter** includes the cost for conducting the largest election in each year. Costs include but are not limited to: temporary staffing and election judge compensation; printing and mailing costs, including TABOR; ballot production and design; election equipment, including amortized equipment; equipment delivery charges; software maintenance fees; and election signage, forms, and supplies. These costs are larger in General Election years, which require greater resources to facilitate elections with higher participation.

Elections Performance Measures	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Objective
Voter Registration Processed	223,214	438,248	482,170	560,000	510,000
Number of Ballots Cast	516,428	748,613	166,877	535,000	615,000
Cost Per Registered Voter	\$2.61	\$6.66	\$4.15	\$4.50	\$4.50

## Elections Accessibility

**Confined Voting Program Expansion:** The Denver Elections Division's Confined Voting Program first launched in 2016, the first of its kind to have facilitated participation for eligible electors who were incarcerated within the City and County of Denver. As a response to an ever-changing elections administration landscape, the Denver Elections Division began implementing in 2021 significant program expansion elements to better serve the needs of confined voters. In an effort to make the confined voting experience similar to that of voting at a Voter Service and Polling Center (VSPC), the Denver Elections Division deployed a new pop-up VSPC model to address the unique needs of confined voters and to enhance the voting experience. The pop-up model helped reduce workload for deputies in the Denver County Sheriff's Department and gave confined voters more voting options, providing a meaningful opportunity for participation. The new pop-up model allows for voters to choose to cast an in-person paper ballot, mail ballot, or they may select to use a ballot marking device on a tablet utilizing Image Casting (ICX) technology with accessible ballot options.

## Department Budget

	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Variance	% Variance
<b>General Fund Expenditures by Agency</b>					
Election Division	5,264,671	8,816,875	9,923,251	1,106,376	12.55%
Recordings and Public Trustee Division	3,282,133	5,003,922	5,371,801	367,879	7.35%
<b>Total</b>	<b>8,546,804</b>	<b>13,820,797</b>	<b>15,295,052</b>	<b>1,474,255</b>	<b>10.67%</b>
<b>General Fund Expenditures by Type</b>					
Personnel Services	5,963,033	9,421,057	10,150,072	729,015	7.74%
Services and Supplies	2,427,448	4,167,000	5,119,740	952,740	22.86%
Capital Equipment	144,604	222,740	5,000	(217,740)	(97.76%)
Internal Services and Misc.	11,718	10,000	20,240	10,240	102.40%
<b>Total</b>	<b>8,546,804</b>	<b>13,820,797</b>	<b>15,295,052</b>	<b>1,474,255</b>	<b>10.67%</b>
<b>Total General Fund</b>	<b>8,546,804</b>	<b>13,820,797</b>	<b>15,295,052</b>	<b>1,474,255</b>	<b>10.67%</b>
<b>General Fund Revenue</b>					
Fines and Forfeits	1,501	-	-	-	0.00%
Fees	9,267,397	7,351,400	7,101,400	(250,000)	(3.40%)
Charges for Services	653	(199,000)	1,000	200,000	(100.50%)
Internal Service and Indirect Cost	355,953	859,571	359,000	(500,571)	(58.23%)
Miscellaneous Other	97,548	2,000	2,000	-	0.00%
<b>Total</b>	<b>9,723,051</b>	<b>8,013,971</b>	<b>7,463,400</b>	<b>(550,571)</b>	<b>(6.87%)</b>
<b>Special Revenue Funds Expenditures**</b>					
General Government	384,123	6,657,743	2,723,000	(3,934,743)	(59.10%)



	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Variance	% Variance
<b>Total Special Revenue Funds</b>	<b>384,123</b>	<b>6,657,743</b>	<b>2,723,000</b>	<b>(3,934,743)</b>	<b>(59.10%)</b>
<b>Grants</b>					
General Government	132,659	71,097	-	(71,097)	(100.00%)
<b>Total Grants</b>	<b>132,659</b>	<b>71,097</b>	<b>-</b>	<b>(71,097)</b>	<b>(100.00%)</b>
<b>Personnel Complement</b>					
General Fund Operations	89.50	142.00	143.00	1.00	0.70%
General Government	2.33	3.00	2.00	(1.00)	(33.33%)
<b>Total</b>	<b>91.83</b>	<b>145.00</b>	<b>145.00</b>	<b>-</b>	<b>0.00%</b>
<b>Total Personnel Complement</b>	<b>91.83</b>	<b>145.00</b>	<b>145.00</b>	<b>-</b>	<b>0.00%</b>

**Programmatic Changes**

2023 Impact Description	FTEs	Dollars
<b>Recording and Trustee</b>		
<ul style="list-style-type: none"> <li>An increase in personnel services for a Campaign Finance Coordinator to support increased workload in campaign finance duties related to campaign finance and reporting, candidate committees, political action committees, issue and ballot committees, and expenditures in the Fair Elections Fund.</li> </ul>	1.00	82,600
<ul style="list-style-type: none"> <li>An increase in personnel services for a Technology Coordinator to support Clerk and Recorder data projects, desktop repairs and technology support, data security, help maintain user access forms and documentation, and provide software/hardware troubleshooting.</li> </ul>	1.00	67,400
<ul style="list-style-type: none"> <li>A decrease for an expiring limited position that was approved as part of the 2022 budget to help address workload in the Trustee’s Office.</li> </ul>	(1.00)	(70,600)
<ul style="list-style-type: none"> <li>A net increase in services and supplies for one-time technology and equipment expenses for two new positions, including a Technology Coordinator and a Campaign Finance Coordinator.</li> </ul>	0.00	2,700
<ul style="list-style-type: none"> <li>A decrease in capital equipment due to one-time equipment purchases in 2022 that are not budgeted in 2023.</li> </ul>	0.00	(3,000)
<b>Election Division</b>		
<ul style="list-style-type: none"> <li>An increase in services and supplies for ballot printing, mailing, and assembly costs that have been impacted by paper shortages, supply chain issues, and increased freight and labor costs.</li> </ul>	0.00	850,000
<ul style="list-style-type: none"> <li>An increase in services and supplies to restore budget that was moved to Capital Equipment for expenses related to election technology and consulting services in 2022. This is offset by a 2023 decrease in Capital Equipment.</li> </ul>	0.00	152,000
<ul style="list-style-type: none"> <li>A net decrease in capital equipment to restore budget that was moved in 2022 from services and supplies for expenses related to election technology equipment, consulting. This is offset by a increase in services and supplies in 2023.</li> </ul>	0.00	(152,000)
<ul style="list-style-type: none"> <li>A decrease in capital equipment due to the one-time purchases in 2022 for mobile ballot printing kits for voting site expansions that are not budgeted in 2023.</li> </ul>	0.00	(50,000)
<ul style="list-style-type: none"> <li>A decrease in capital equipment due to one-time equipment purchases for the Elections Voter Registration FTE expansion in 2022 that are not budgeted in 2023.</li> </ul>	0.00	(4,500)

<b>2023 Impact Description</b>	<b>FTEs</b>	<b>Dollars</b>
<b>Revenue</b>		
• A revenue decrease in the Recordings Division for charges for services due to the anticipated decrease in state documentary fees paid to record real estate deeds for recording and trustee services.	0.00	(250,000)
• A revenue decrease in the Elections Division for charges for services based on reimbursements from the state. Revenue in this fund will vary yearly depending on whether an election qualifies for a state reimbursement per statute or if a participating entity coordinates to place a question on the ballot.	0.00	(300,600)
<b>Special Revenue Funds</b>		
• A net decrease in the Fair Elections Special Revenue Fund due to the budget roll-forward of unspent funds from 2022 into 2023 and the non-lapsing nature of the Fund.	0.00	(3,849,700)
• A decrease in the Electronic Filing Technology Special Revenue Fund in the Recording Division due to the anticipated decrease in recording real estate documents.	0.00	(35,000)
• A decrease in the Elections Equipment and Technology Special Revenue Fund for one-time Fair Elections technology purchases to support software implementation.	0.00	(30,000)
• A decrease in the Redaction Services Special Revenue Fund due to adjusting expenditures to reflect anticipated expenditures in 2023.	0.00	(20,000)
<b>Grants</b>		
• A decrease for a limited Public Trustee position funded from the American Rescue Plan grant that is not needed in 2023.	(1.00)	(71,100)

The Budgeted vacancy savings is \$250,913.

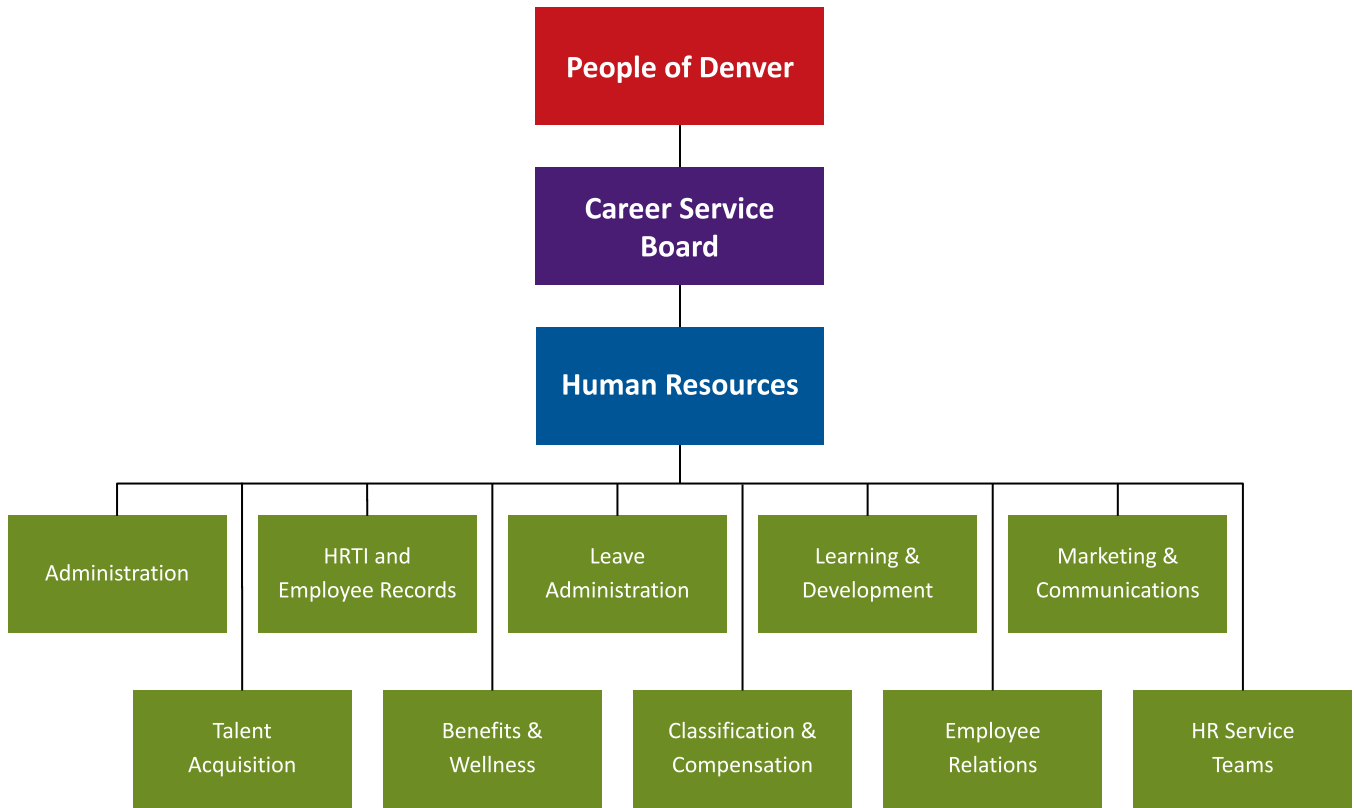
## Budget Detail

	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>\$</b>	<b>%</b>
<b>Clerk and Recorder (0702000)</b>	<b>Actuals</b>	<b>Appropriated</b>	<b>Recommended</b>	<b>Change</b>	<b>Change</b>
<b>Expenditures by Type</b>					
Personnel Services	2,978,879	4,220,882	4,589,021	368,139	8.72%
Services and Supplies	299,183	746,800	769,540	22,740	3.04%
Capital Equipment	3,422	36,240	5,000	(31,240)	(86.20%)
Internal Services and Misc.	648	-	8,240	8,240	0.00%
<b>Expenditures by Type Total</b>	<b>3,282,133</b>	<b>5,003,922</b>	<b>5,371,801</b>	<b>367,879</b>	<b>7.35%</b>
<b>Expenditures by Activity</b>					
Administration	1,370,721	2,659,775	2,717,811	58,036	2.18%
Civic Engagement Team	389,518	405,218	430,174	24,956	6.16%
Communications	295,019	454,785	473,336	18,551	4.08%
Office of the City Clerk	255,705	285,577	206,601	(78,976)	(27.65%)
Office of the Public Trustee	322,727	455,839	485,472	29,633	6.50%
Policy & Compliance	425	30,000	114,627	84,627	282.09%
Recording	644,738	707,728	938,780	231,052	32.65%
Records Management	3,279	5,000	5,000	-	0.00%
<b>Expenditures by Activity Total</b>	<b>3,282,133</b>	<b>5,003,922</b>	<b>5,371,801</b>	<b>367,879</b>	<b>7.35%</b>

	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Clerk and Recorder (0702000)</b>					
<b>Other Program Funding Sources</b>					
<b>Grants</b>					
Coronavirus Relief Funds	2,372	-	-	-	0.00%
State and Local Fiscal Recovery Funds	-	71,097	-	(71,097)	(100.00%)
<b>Grants Total</b>	<b>2,372</b>	<b>71,097</b>	<b>-</b>	<b>(71,097)</b>	<b>(100.00%)</b>
<b>General Government SRF</b>					
Electronic Filing Technology	10,000	85,000	50,000	(35,000)	(41.18%)
Redaction Services	-	470,000	450,000	(20,000)	(4.26%)
<b>General Government SRF Total</b>	<b>10,000</b>	<b>555,000</b>	<b>500,000</b>	<b>(55,000)</b>	<b>(9.91%)</b>
<b>Other Program Funding Sources Total</b>	<b>12,372</b>	<b>626,097</b>	<b>500,000</b>	<b>(126,097)</b>	<b>(20.14%)</b>
<b>Total Program Expenditures</b>	<b>3,294,505</b>	<b>5,630,019</b>	<b>5,871,801</b>	<b>241,782</b>	<b>4.29%</b>
<b>Personnel Complement (Budgeted)</b>					
Administration	14.50	17.50	16.50	(1.00)	(5.71%)
Recording	9.00	10.00	12.00	2.00	20.00%
Office of the Public Trustee	4.00	5.00	5.00	-	0.00%
Office of the City Clerk	3.00	3.00	2.00	(1.00)	(33.33%)
Communications	3.00	3.00	3.00	-	0.00%
Civic Engagement Team	5.00	4.00	4.00	-	0.00%
Policy & Compliance	-	-	1.00	1.00	0.00%
<b>Personnel Complement (Budgeted) Total</b>	<b>38.50</b>	<b>42.50</b>	<b>43.50</b>	<b>1.00</b>	<b>2.35%</b>
<b>Grants</b>					
State and Local Fiscal Recovery Funds	0.33	1.00	-	(1.00)	(100.00%)
<b>Total Personnel Complement</b>	<b>38.83</b>	<b>43.50</b>	<b>43.50</b>	<b>-</b>	<b>0.00%</b>
<b>Revenue</b>					
Fines and Forfeits	1	-	-	-	0.00%
Fees	9,267,397	7,351,400	7,101,400	(250,000)	(3.40%)
Miscellaneous Other	(32,351)	2,000	2,000	-	0.00%
<b>Revenue Total</b>	<b>9,235,047</b>	<b>7,353,400</b>	<b>7,103,400</b>	<b>(250,000)</b>	<b>(3.40%)</b>
Vacancy Savings			(149,750)		
	<b>2021 Actuals</b>	<b>2022 Appropriated</b>	<b>2023 Recommended</b>	<b>\$ Change</b>	<b>% Change</b>
<b>Election Division (0701000)</b>					
<b>Expenditures by Type</b>					
Personnel Services	2,984,154	5,200,175	5,561,051	360,876	6.94%
Services and Supplies	2,128,265	3,420,200	4,350,200	930,000	27.19%
Capital Equipment	141,182	186,500	-	(186,500)	(100.00%)
Internal Services and Misc.	11,070	10,000	12,000	2,000	20.00%
<b>Expenditures by Type Total</b>	<b>5,264,671</b>	<b>8,816,875</b>	<b>9,923,251</b>	<b>1,106,376</b>	<b>12.55%</b>
<b>Expenditures by Activity</b>					
Administration	3,352,933	4,581,337	4,771,645	190,308	4.15%
Operations	1,480,309	1,723,184	1,717,904	(5,280)	(0.31%)

<b>Election Division (0701000)</b>	<b>2021 Actuals</b>	<b>2022 Appropriated</b>	<b>2023 Recommended</b>	<b>\$ Change</b>	<b>% Change</b>
Voter Records	431,428	2,512,354	3,433,702	921,348	36.67%
<b>Expenditures by Activity Total</b>	<b>5,264,671</b>	<b>8,816,875</b>	<b>9,923,251</b>	<b>1,106,376</b>	<b>12.55%</b>
<b>Other Program Funding Sources</b>					
<b>Grants</b>					
Voting Dropbox Program	130,287	-	-	-	0.00%
<b>General Government SRF</b>					
Elections Equipment and Technology SRF	142,930	203,000	173,000	(30,000)	(14.78%)
Fair Elections	231,193	5,899,743	2,050,000	(3,849,743)	(65.25%)
<b>General Government SRF Total</b>	<b>374,123</b>	<b>6,102,743</b>	<b>2,223,000</b>	<b>(3,879,743)</b>	<b>(63.57%)</b>
<b>Other Program Funding Sources Total</b>	<b>504,410</b>	<b>6,102,743</b>	<b>2,223,000</b>	<b>(3,879,743)</b>	<b>(63.57%)</b>
<b>Total Program Expenditures</b>	<b>5,769,081</b>	<b>14,919,618</b>	<b>12,146,251</b>	<b>(2,773,367)</b>	<b>(18.59%)</b>
<b>Personnel Complement (Budgeted)</b>					
Administration	39.00	83.50	83.50	-	0.00%
Voter Records	4.00	7.00	7.00	-	0.00%
Operations	8.00	9.00	9.00	-	0.00%
<b>Personnel Complement (Budgeted) Total</b>	<b>51.00</b>	<b>99.50</b>	<b>99.50</b>	<b>-</b>	<b>0.00%</b>
<b>Other Program Funds FTE</b>					
<b>General Government SRF</b>					
Fair Elections	2.00	2.00	2.00	-	0.00%
<b>Other Program Funds FTE Total</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>-</b>	<b>0.00%</b>
<b>Total Personnel Complement</b>	<b>53.00</b>	<b>101.50</b>	<b>101.50</b>	<b>-</b>	<b>0.00%</b>
<b>Revenue</b>					
Fines and Forfeits	1,500	-	-	-	0.00%
Charges for Services	653	(199,000)	1,000	200,000	(100.50%)
Internal Service and Indirect Cost	355,953	859,571	359,000	(500,571)	(58.23%)
Miscellaneous Other	129,899	-	-	-	0.00%
<b>Revenue Total</b>	<b>488,004</b>	<b>660,571</b>	<b>360,000</b>	<b>(300,571)</b>	<b>(45.50%)</b>
Vacancy Savings			(101,163)		

# Human Resources



## Mission

To attract, develop, and retain an engaged and high-performing workforce that delivers on Denver’s vision.

## Department Summary

The **Office of Human Resources (OHR)** is the central Human Resources Department for the City and County of Denver, serving all agencies with human capital programs and initiatives designed to attract, develop, and retain talent for a sustainable City to serve Denver's residents. The agency is responsible for overseeing Career Service employees across all city agencies as well as providing benefits, wellness, compensation, learning, inclusion and diversity, and technology tools, programs, initiatives, and services that benefit all employees of the City. OHR, with agency leadership involvement, advances the human capital strategies, which are designed to support the City's overall business objectives and provide a framework for future workforce growth and sustainability. OHR is an independent agency and reports to the Career Service Board (CSB).

For more information, please visit the Office of Human Resources website at <http://www.denvergov.org/content/denvergov/en/office-of-human-resources.html>.

## Services

**OHR Administration** provides the leadership for human resources strategy, governance, policy development and direction for the establishment of citywide and agency strategies, goals, objectives, metrics, and measurements of success. This section is also responsible for the Agency's financial management, purchasing, and contract management.

**HR Service Teams** partner with agency leaders to influence and drive talent strategies that generate business value. The teams consult on a wide range of matters from compliance and dispute resolution to workforce planning and leadership development. They collaborate with stakeholders to plan and implement solutions that are aligned to the varied business goals and unique challenges of each agency. The Service Teams partner with agencies to help elevate the work of agency businesses to a higher level of excellence in service, leadership, and performance.

**Talent Acquisition (TA)** provides full lifecycle recruitment services including sourcing, selecting, hiring, and onboarding for all position types and job levels including executive, technical, administrative, seasonal, and other specialized job classifications (except uniformed, civil service positions). TA oversees job requisition management, job advertising, employment branding, screening, pre-employment assessments, as well as guiding leaders on interviewing, selection, and hiring practices.

**Classification and Compensation** designs, implements, and administers compensation strategies, policies, processes, and programs to ensure a merit- and market-based, internally equitable compensation plan, as well as compliance with federal, state, and local regulations. The Division oversees the classification and pay plan for all titles and pay ranges (excluding sworn/civil service, appointed charter officers, and elected charter officers).

**Benefits and Wellness** oversees the strategies, design, development, and implementation of city-sponsored health, disability, life, and spending account benefits programs for all job positions. The Wellness Team designs, oversees, and implements wellness strategies and plans to educate employees about the value of wellness to improve the overall well-being of city employees while also helping to control medical costs.

**Leave Administration** oversees the administration and coordination of leave requests under the Family Medical Leave Act of 1993 (FMLA) and the Colorado Family Care Act (FCA). Additionally, the OHR ADA Coordinators manage Title I of Americans with Disabilities Act (ADA) by overseeing the administration of these benefits, advising employees regarding their rights and ensuring front-line managers are educated and trained in handling and responding to ADA requests in the workplace.



**Learning and Development** drives the City's culture and values by providing relevant learning experiences to enhance engagement and performance. The Division equips the city workforce with accessible and innovative learning experiences to advance an inclusive and sustainable city. The Learning and Development team provides instructional design, consulting, and facilitation skills to augment an extensive online library of learning resources through on-line learning. Given the new environment, Learning and Development is transitioning to a virtual learning environment.

**HR Technology, Innovation, and Employee Records** manages the Human Resources Information System and its related development, provides business analytics, coordinates all HR systems support and technology acquisition, provides project management assistance for agency initiatives, and leads the continual innovation and process improvement efforts for the Agency. The Team also stores and maintains citywide employee records and personnel actions, including the processing of unemployment claims with payroll input. The Human Resources Services Center (HRSC) is part of this team that provides technical support for all HR related actions and activities.

**Marketing and Communications** provides marketing, advertising, and communication services, both internally to employees and externally to the media and public, to market the City's talent employment brand. This includes regular citywide employee communications, marketing materials, advertising campaigns, public relations, programs and events as well as requests filed under the Colorado Open Records Act (CORA). Marketing and Communications, along with HR Systems and Innovation, oversees the City's biennial Employee Engagement Survey development, processes, marketing, communications, and reporting, as well as action planning based upon the results of the survey.

## Strategies

During the post-pandemic era recruitment remains front and center. OHR will intentionally work to attract a more diverse candidate pool that is reflective of the City while prioritizing competitiveness in the marketplace.

Develop and expand retention strategies focused on the crucial workforce areas within the city. Retaining a foundational workforce with institutional knowledge and growing top talent is key.

Support Denver's workforce of the future by focusing on the total needs of the individual employee with a well rounded wellness program and by maintaining flexibility, addressing compensation, ensuring mental health, and expanding paid leave options.

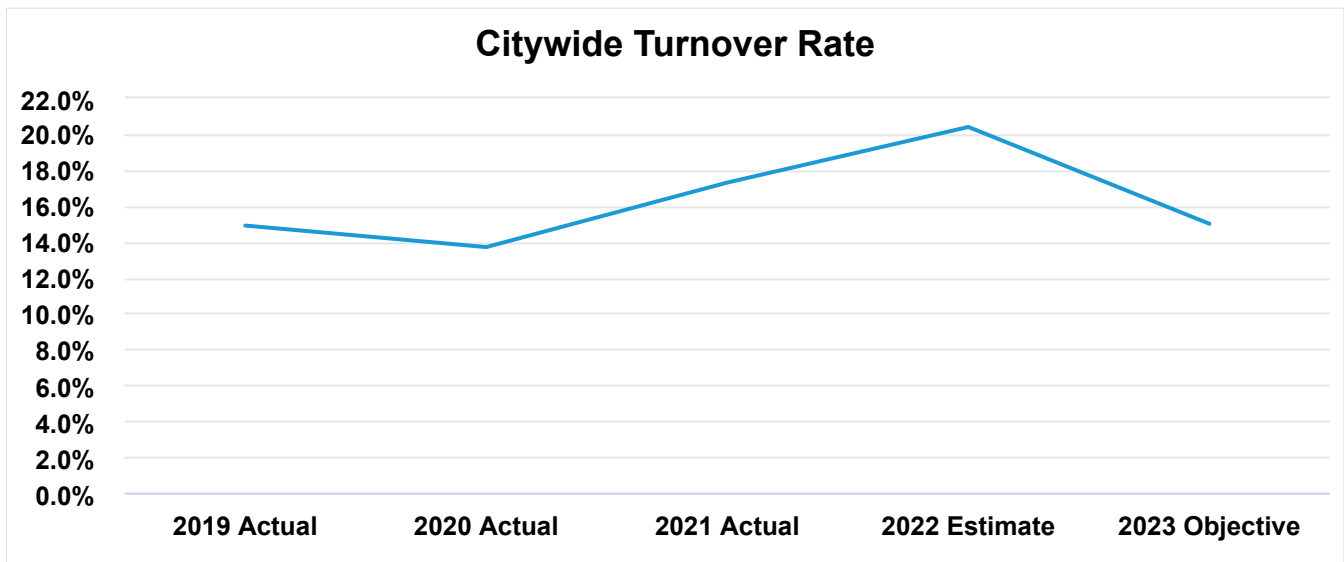
Support and plan for a growing and sustainable workforce by utilizing analytics, process review, and software programs to better manage current and future initiatives efficiently (such as Family Medical Leave Act/Americans with Disabilities Act management, targeted onboarding of new employees, pre-employment test assessments, and centralized investigations). OHR will research, innovate and implement leading practices for engaging new talent, retaining high performers and reducing employee turnover, citywide.

Support a Hybrid Work Model. Over the past 28 months, OHR has learned to adapt to new and effective ways of working productively. The Office fast-tracked technology solutions with the realization that work can be done anywhere, advanced City climate goals, reduced single-occupancy vehicle trips, and made it possible for the City to imagine a reduced office footprint. An additional consideration as OHR migrates the impacts of the Great Resignation is the growing competition for talent. Employee preferences and priorities have changed, and most have grown accustomed to the flexibility of remote work. It is a critical element of the City's ongoing employee value proposition and is crucial to OHR's efforts to attract and retain talent. Remote work should remain a cornerstone of the post-pandemic future of work.

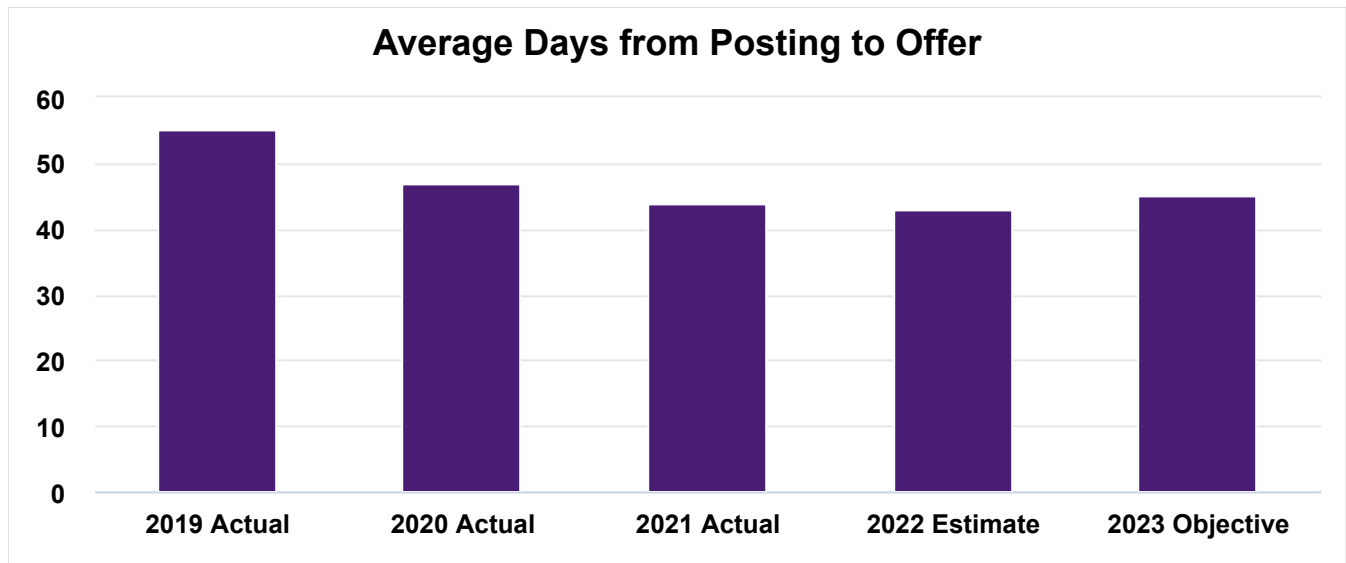
### Performance and Program Highlights

The Office of Human Resources is refreshing the Talent Acquisition marketing and branding strategy designed to attract top talent in this post pandemic environment. The City intends to extend the campaign effort by developing a research-based diversity strategy that will attract mid-management applicants among people of color. The key messaging and creative execution are based on qualitative and quantitative research to reveal the overall perceptions among the African American and Hispanic communities about Denver as one of the region’s top employers.

The **Turnover Rate** is the ratio of the number of workers that were replaced annually to the average number of workers. For comparison, the Bureau of Labor Statistics reported 20.2% total turnover for state and local governments in 2021. The City and County of Denver employees experienced unprecedented turnover during COVID and the ‘Great Resignation’. OHR’s goal is to return to pre-pandemic numbers.



**Post-to-Offer-Accept** is the time from when a job is posted until the candidate accepts the offer. This includes screening by the recruiter and then submitting the qualified applicants to the department, as well as the time during which the department conducts reviews, interviews, deliberation and then makes an offer. The time frame ends when the candidate accepts the offer of employment. The goal is to keep this time at or below 45 days.



### Budget Detail

Office of Human Resources (0601000)	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Expenditures by Type</b>					
Personnel Services	12,359,675	14,343,197	16,359,518	2,016,321	14.06%
Services and Supplies	1,384,759	2,244,448	3,057,390	812,942	36.22%
Capital Equipment	8,460	11,444	8,540	(2,904)	(25.38%)
Internal Services and Misc.	22,518	33,048	36,936	3,888	11.76%
<b>Expenditures by Type Total</b>	<b>13,775,412</b>	<b>16,632,137</b>	<b>19,462,384</b>	<b>2,830,247</b>	<b>17.02%</b>
<b>Expenditures by Activity</b>					
Administration	578,613	744,554	789,663	45,109	6.06%
Classification and Compensation	1,289,635	1,319,393	1,691,744	372,351	28.22%
Communications	615,865	881,422	1,215,295	333,873	37.88%
Compensation/Benefits	1,434,591	2,291,449	2,324,796	33,347	1.46%
DHS Service Group	1,059	-	-	-	0.00%
DIA Service Group	313	-	-	-	0.00%
Emp Relations/Records	1,881,503	1,989,121	2,168,686	179,565	9.03%
HR Service Teams	2,500,003	3,088,606	3,826,243	737,637	23.88%
Learning & Development	1,164,022	1,188,728	1,327,380	138,652	11.66%
OHR ER and Leave Team	1,173,734	1,516,662	1,399,416	(117,246)	(7.73%)
Parks & Rec Service Group	250	-	-	-	0.00%
Talent Acquisition	3,135,824	3,612,202	4,719,161	1,106,959	30.64%
<b>Expenditures by Activity Total</b>	<b>13,775,412</b>	<b>16,632,137</b>	<b>19,462,384</b>	<b>2,830,247</b>	<b>17.02%</b>
<b>Other Program Funding Sources</b>					
<b>Grants</b>					
ABC Grant FY21	893	-	-	-	0.00%
State and Local Fiscal Recovery Funds	96,486	-	-	-	0.00%
	-	-	-	-	0.00%
<b>Grants Total</b>	<b>97,379</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>

Office of Human Resources (0601000)	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>General Government SRF</b>					
Alternative Transportation	1,861,612	2,160,000	2,000,000	(160,000)	(7.41%)
Career Service Training	45,600	43,550	65,326	21,776	50.00%
City Team Week	-	44,400	45,000	600	1.35%
Education Refund Program	(1,789)	-	300,000	300,000	0.00%
Internal Billings and Reimbursements	2,571,297	2,994,812	3,542,583	547,771	18.29%
<b>SRF Total</b>	<b>4,476,720</b>	<b>5,242,762</b>	<b>5,952,909</b>	<b>710,147</b>	<b>13.55%</b>
<b>Other Program Funding Sources Total</b>	<b>4,574,099</b>	<b>5,242,762</b>	<b>5,952,909</b>	<b>710,147</b>	<b>13.55%</b>
<b>Total Program Expenditures</b>	<b>18,349,511</b>	<b>21,874,899</b>	<b>25,415,293</b>	<b>3,540,394</b>	<b>16.18%</b>
<b>Personnel Complement (Budgeted)</b>					
Administration	3.00	4.00	4.00	-	0.00%
Communications	4.00	4.00	4.00	-	0.00%
Learning & Development	8.00	8.00	9.00	1.00	12.50%
Talent Acquisition	24.00	31.00	40.50	9.50	30.65%
Compensation/Benefits	7.00	11.00	10.80	(0.20)	(1.82%)
Emp Relations/Records	13.00	13.00	13.75	0.75	5.77%
Classification and Compensation	9.00	9.00	9.00	-	0.00%
OHR ER and Leave Team	11.00	11.00	9.00	(2.00)	(18.18%)
HR Service Teams	18.00	22.00	26.00	4.00	18.18%
<b>Personnel Complement (Budgeted) Total</b>	<b>97.00</b>	<b>113.00</b>	<b>126.05</b>	<b>13.05</b>	<b>11.55%</b>
<b>Other Program Funds FTE</b>					
<b>Grants</b>					
State and Local Fiscal Recovery Funds	1.65	-	-	-	0.00%
<b>Grants FTE Total</b>	<b>1.65</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
<b>General Government SRF</b>					
DHS Service Group	12.00	12.00	15.00	3.00	25.00%
DIA Service Group	13.00	12.00	12.00	-	0.00%
<b>General Government SRF FTE Total</b>	<b>25.00</b>	<b>24.00</b>	<b>27.00</b>	<b>3.00</b>	<b>12.50%</b>
<b>Other Program Funds FTE Total</b>	<b>26.65</b>	<b>24.00</b>	<b>27.00</b>	<b>3.00</b>	<b>12.50%</b>
<b>Total Personnel Complement</b>	<b>123.65</b>	<b>137.00</b>	<b>153.05</b>	<b>16.05</b>	<b>11.72%</b>
<b>Revenue</b>					
Fees	297	-	-	-	0.00%
Internal Service and Indirect Cost	825	-	-	-	0.00%
Miscellaneous Other	9,996	16,248	16,248	-	0.00%
<b>Revenue Total</b>	<b>11,118</b>	<b>16,248</b>	<b>16,248</b>	<b>-</b>	<b>0.00%</b>
Vacancy Savings			(630,166)		

**Internal Service Funds Detail**

Self-Insurance Benefits Programs (0604000)	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Expenditures by Type</b>					
Personnel Services	1,518,967	63,333,000	65,950,000	2,617,000	4.13%
Services and Supplies	144,671	5,950,000	6,230,000	280,000	4.71%
<b>Expenditures by Type Total</b>	<b>1,663,638</b>	<b>69,283,000</b>	<b>72,180,000</b>	<b>2,897,000</b>	<b>4.18%</b>
<b>Expenditures by Activity</b>					
Self-Insurance Benefits Programs	1,663,638	69,283,000	72,180,000	2,897,000	4.18%
<b>Total Program Expenditures</b>	<b>1,663,638</b>	<b>69,283,000</b>	<b>72,180,000</b>	<b>2,897,000</b>	<b>4.18%</b>
<b>Revenue</b>					
Miscellaneous Other	-	90,607,000	72,400,000	(18,207,000)	(20.09%)
<b>Revenue Total</b>	<b>-</b>	<b>90,607,000</b>	<b>72,400,000</b>	<b>(18,207,000)</b>	<b>(20.09%)</b>

**Programmatic Changes**

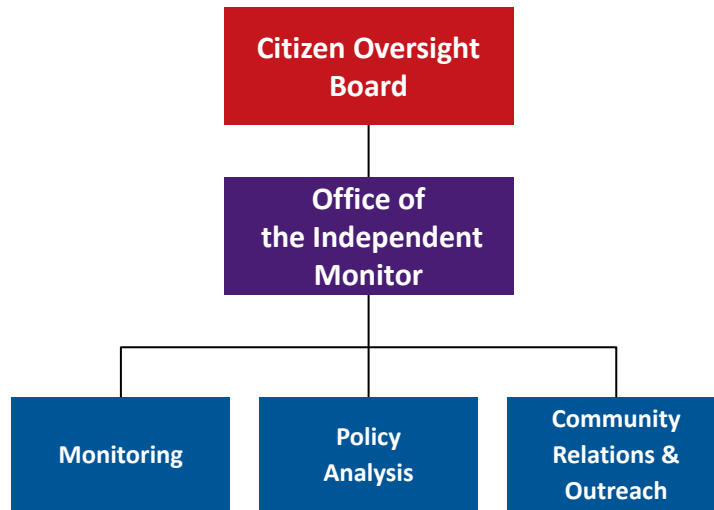
2023 Impact Description	FTEs	Dollars
<b>Agencywide</b>		
<ul style="list-style-type: none"> <li>An increase in service and supplies due to the restoration of training budget to support human resource operations across the various divisions in the Office of Human Resources. This is in addition to existing available budget for training.</li> </ul>	0.00	50,000
<ul style="list-style-type: none"> <li>An increase in services and supplies to purchase monitors for new positions throughout the department.</li> </ul>	0.00	1,400
<ul style="list-style-type: none"> <li>An increase in capital equipment to purchase laptops due to new positions throughout the department.</li> </ul>	0.00	8,500
<ul style="list-style-type: none"> <li>An increase in internal services to pay for cell phone stipends due to the addition of new positions throughout the department.</li> </ul>	0.00	4,500
<b>Marketing and Communications</b>		
<ul style="list-style-type: none"> <li>An increase in service and supplies due to the restoration of advertising and marketing services to support recruitment.</li> </ul>	0.00	359,500
<b>Learning and Development</b>		
<ul style="list-style-type: none"> <li>An increase in personnel services to convert one on-call HR Technician to a full-time unlimited HR Technician. This position was created after the finalization of the 2022 budget. This also adds budget for the position.</li> </ul>	1.00	81,800
<b>Talent Acquisition</b>		
<ul style="list-style-type: none"> <li>An increase in personnel services to convert four limited HR Technicians to four full-time, unlimited HR Technicians. These positions were created after the finalization of the 2022 budget. This also adds budget for these positions.</li> </ul>	4.00	318,700
<ul style="list-style-type: none"> <li>An increase in personnel services to convert two on-call HR Technicians to two full-time, unlimited HR Technicians. These positions were created after the finalization of the 2022 budget. This also adds budget for these positions.</li> </ul>	2.00	192,700
<ul style="list-style-type: none"> <li>An increase in personnel services to add an Associate Recruiter and a HR Technician due to increased hiring demand for city agencies.</li> </ul>	2.00	166,200

2023 Impact Description	FTEs	Dollars
<ul style="list-style-type: none"> <li>An increase in personnel services to add a Recruiting Manager to improve span of control and better support the recruitment team. This position budget is prorated to start April 2023.</li> </ul>	0.75	102,700
<ul style="list-style-type: none"> <li>An increase in personnel services to add an Associate Recruiter to improve campus relations. This position budget is prorated to start April 2023.</li> </ul>	0.75	63,300
<b>Benefits and Wellness</b>		
<ul style="list-style-type: none"> <li>A decrease in personnel services to correct a limited full-time HR Benefits Analyst to part-time.</li> </ul>	(0.20)	(20,000)
<b>Technology, Innovation and Employee Records</b>		
<ul style="list-style-type: none"> <li>An increase in personnel services to add an Applications Support Administrator to support employee management software. This position budget is prorated to start April 2023.</li> </ul>	0.75	73,900
<b>Classification and Compensation</b>		
<ul style="list-style-type: none"> <li>An increase in personnel services to support prevailing wage contract strategic planning.</li> </ul>	0.00	100,000
<ul style="list-style-type: none"> <li>An increase in services and supplies to conduct a total compensation study for civilian city employees in partnership with the Department of Finance.</li> </ul>	0.00	200,000
<b>Leave and Employee Relations</b>		
<ul style="list-style-type: none"> <li>An increase in personnel services to add two Leave Administrators to support the City's new paid leave program, called the Care Leave Bank program starting in 2023.</li> </ul>	2.00	173,400
<ul style="list-style-type: none"> <li>A decrease in personnel services to correct a double allocation error of a Benefits position.</li> </ul>	(1.00)	(78,500)
<ul style="list-style-type: none"> <li>An increase in services and supplies for professional services to support exit interview software and an increase in leave management software licenses associated with human resource support.</li> </ul>	0.00	150,000
<ul style="list-style-type: none"> <li>An increase in services and supplies for professional services to support the employee relations case management software.</li> </ul>	0.00	40,000
<b>Service Team</b>		
<ul style="list-style-type: none"> <li>An increase in personnel services to add a Senior Human Resource Business Partner to support the City Attorney's Office.</li> </ul>	1.00	106,700
<b>Special Revenue Funds</b>		
<ul style="list-style-type: none"> <li>An increase in the Education Refund Program Special Revenue Fund, restoring the program for employees in 2023.</li> </ul>	0.00	300,000
<ul style="list-style-type: none"> <li>A decrease in the Alternative Transportation Special Revenue Fund due to a reduction in the City's contract pricing with RTD for the employee EcoPass Program. There is sufficient funds to provide passes for employees.</li> </ul>	0.00	(160,000)
<ul style="list-style-type: none"> <li>A net increase in the Internal Reimbursements and Billings SRF due to an increase in human resource support personnel assigned to DEN and the Department of Human Services.</li> </ul>	3.00	313,300

The budgeted vacancy savings is \$630,166.



## Office of the Independent Monitor



### Mission

To promote accountability, effectiveness, and transparency in the Denver Police Department (DPD) and Denver Sheriff Department (DSD) disciplinary processes by: monitoring investigations into citizen complaints, internal complaints, and critical incidents involving sworn personnel; making recommendations on findings and discipline; publicly reporting on patterns of complaints, findings, and discipline; making recommendations regarding potential policy issues; conducting outreach to the Denver community and stakeholders in the disciplinary process; and promoting alternative and innovative means for resolving police complaints, such as mediation.

## Department Summary

The Office of the Independent Monitor (OIM) is charged with working to ensure accountability, effectiveness, and transparency in the DPD and DSD disciplinary processes. The OIM is responsible for ensuring complaint and commendation processes are accessible to the community; monitoring internal affairs investigations into community and internal complaints and critical incidents involving sworn personnel; making recommendations for improving DPD and DSD policies, practices, and training; and conducting outreach to the Denver community and stakeholders in the disciplinary process. The OIM aims to protect and enhance public safety by promoting the highest standards among the City's sworn personnel.

For more information, please visit the Office of the Independent Monitor website at <https://www.denvergov.org/oim>.

## Services

**Monitoring:** The OIM monitors investigations into allegations of misconduct by DPD and DSD sworn personnel to determine if the investigations are thorough, complete, impartial, and timely. The OIM also makes recommendations regarding findings and discipline.

**Policy Analysis:** The OIM evaluates DPD and DSD policies, practices, training methodologies, and issues public reports with recommendations for improvement. The OIM releases at least two public reports per year containing statistical data on trends in complaints and discipline.

**Outreach:** The OIM conducts regular outreach to community members and law enforcement through community forums, neighborhood meetings, and other events. The OIM also trains youth on their rights and responsibilities when interacting with the DPD and facilitates trust between police officers and youth through its award-winning Youth Outreach Program (YOP), Bridging the Gap: Kids and Cops.

## Strategies

Improve self-policing in the DPD and the DSD by actively monitoring internal affairs investigations and proposed disciplinary outcomes and making case-specific recommendations to ensure thoroughness and fairness for all parties.

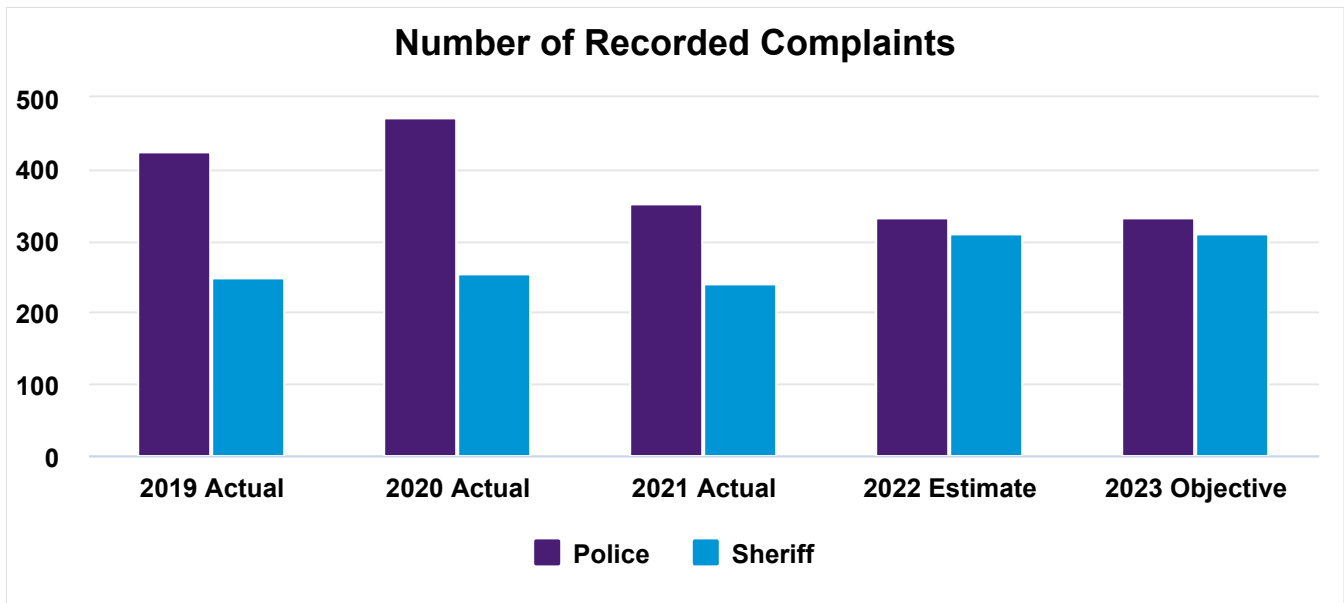
Improve policing and detention practices by publishing data-driven reports that proactively identify and propose solutions to policy, practice, or training issues based on research and best practices.

Maximize the benefits of the OIM's community/police mediation program to police officers, DSD staff, and community members.

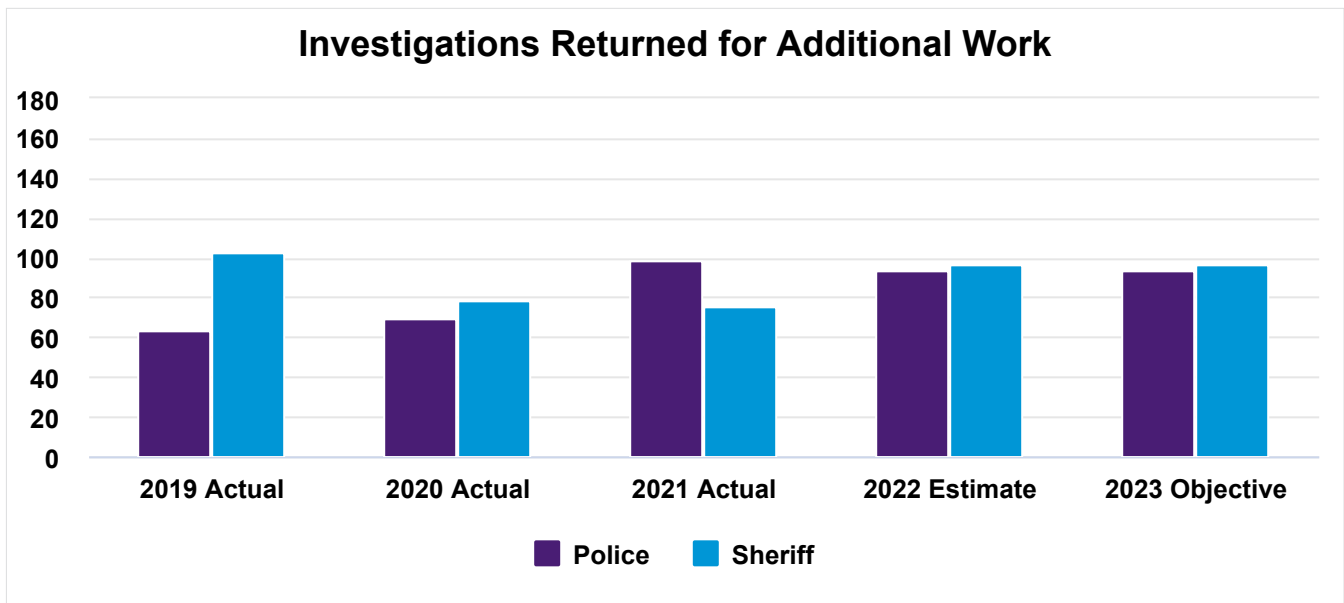
Increase citizen engagement and trust by continuing to hold community outreach meetings, including quarterly community forums in collaboration with the Citizen Oversight Board and developing innovative strategies to engage with youth and families.

## Performance and Program Highlights

**Number of Complaints** - In 2022 and 2023, the OIM expects the total number of complaints recorded against DPD officers and DSD deputies to decrease slightly. These projections are based on year-to-date 2022 totals and seasonal trends in complaints and do not include most scheduled discipline complaints or complaints received by the Department of Safety Administrative Investigations Unit (AIU) that were not opened into formal cases.



**Investigations Returned for Additional Work** - The OIM plays an important role in quality control of the DPD Internal Affairs Bureau (IAB) and Department of Safety AIU by reviewing investigations to determine if they are thorough and impartial and, if necessary, returning investigations for additional work. The total number of investigations returned in 2022 and 2023 is expected to fluctuate in proportion to the projected changes in the number of DPD and DSD complaints recorded in those years.



**Complainant Satisfaction Rate** - Mediation is an alternative to the traditional way of handling complaints through internal affairs investigations. The OIM Mediation Program is a collaborative effort with the DPD. The process provides complainants with the opportunity to meet with an officer in a neutral and confidential setting and the assistance of a professional mediator. In 2022 and 2023, the OIM’s goal is to resolve 10 percent of DPD community complaints through mediation and to attain an 80 percent community complainant satisfaction rate.

**Outreach Events** - The OIM generally conducts extensive outreach to both the Denver community and

law enforcement. The COVID-19 pandemic and associated public health orders reduced the OIM’s ability to do so in 2021, but OIM staff were able to hold or attend a total of 91 presentations or events. These included 65 in-person and virtual meetings with neighborhood associations, advocacy groups, and representatives of community organizations and 26 in-person and virtual events that included outreach to members of law enforcement. In 2022, the OIM will attend or hold approximately 75 outreach events with the goal to increase attendance to approximately 200 in 2023.

**Youth Outreach Project (YOP)** - Through the YOP, the OIM provides training and education to youth, police officers, and community facilitators. The YOP trains officers on adolescent development and de-escalation techniques geared toward youth and educates youth about their rights and responsibilities when in contact with law enforcement. In YOP forums, officers and youth are brought together while community facilitators assist them in sharing personal stories and developing guidelines to help de-escalate and improve future youth/officer contacts. In 2021, the COVID-19 pandemic impacted the YOP’s ability to conduct its important work. However, the YOP was able to hold a forum with 28 Denver youth, 100 percent of whom reported more trust in the DPD than they had prior to participating in the YOP. In 2022 the OIM projects that the YOP will hold forums for 300 youth and will increase participation to 450 youth in 2023.



<b>Program Performance Measures</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Estimate</b>	<b>2023 Objective</b>
Percentage of DPD Community Complaints Resolved Through Mediation	9%	4%	7%	10%	10%
Complainant Satisfied Rate with Mediation	80%	75%	63%	80%	80%
Number of Outreach Events (held or attended)	260	81	91	75	200
Number of Youth Served through the OIM Youth Outreach Program	344	52	28	300	450
Percentage of Youth Participants in the Youth Outreach Project Whose Trust in the DPD Increased	72%	85%	100%	75%	75%

**Budget Detail**

<b>Office of Independent Monitor (0157000)</b>	<b>2021 Actuals</b>	<b>2022 Appropriated</b>	<b>2023 Recommended</b>	<b>\$ Change</b>	<b>% Change</b>
<b>Expenditures by Type</b>					
Personnel Services	1,473,618	1,885,338	2,061,301	175,963	9.33%
Services and Supplies	89,243	204,225	178,465	(25,760)	(12.61%)
Capital Equipment	3,023	-	-	-	0.00%
Internal Services and Misc.	108	53,720	53,720	-	0.00%
<b>Expenditures by Type Total</b>	<b>1,565,991</b>	<b>2,143,283</b>	<b>2,293,486</b>	<b>150,203</b>	<b>7.01%</b>
<b>Expenditures by Activity</b>					
Administration	1,525,541	1,963,342	2,030,431	67,089	3.42%
Citizen Oversight Board	19,774	68,096	151,210	83,114	122.05%
Youth Outreach Project	20,676	111,845	111,845	-	0.00%
<b>Expenditures by Activity Total</b>	<b>1,565,991</b>	<b>2,143,283</b>	<b>2,293,486</b>	<b>150,203</b>	<b>7.01%</b>
<b>Total Program Expenditures</b>	<b>1,565,991</b>	<b>2,143,283</b>	<b>2,293,486</b>	<b>150,203</b>	<b>7.01%</b>
<b>Personnel Complement (Budgeted)</b>					
Administration	15.50	16.00	15.00	(1.00)	(6.25%)
Citizen Oversight Board	-	-	1.00	1.00	0.00%
<b>Total Personnel Complement</b>	<b>15.50</b>	<b>16.00</b>	<b>16.00</b>	<b>-</b>	<b>0.00%</b>
Vacancy Savings			(47,267)		

**Programmatic Changes**

<b>2023 Impact Description</b>	<b>FTEs</b>	<b>Dollars</b>
<b>Agencywide</b>		
• A decrease in services and supplies due to a one-time encumbrance roll to continue the recruitment contract for an Independent Monitor.	0.00	(17,300)
• A decrease in services and supplies due to a one-time administrative expense in 2022 for community outreach materials and marketing expenses.	0.00	(8,500)

The budgeted vacancy savings is \$47,267.

# Office of the Municipal Public Defender



## Mission

To provide skilled, zealous, and ethical representation to indigent defendants accused of crimes in Denver Courts pursuant to *Gideon v. Wainwright*, 83 S.Ct 792 (1963). The Office of the Municipal Public Defender (OMPD) exists to protect the lives and dignity of indigent folks. OMPD ensures that Denver is known as a City where there is equal access to justice for all.



## Agency Summary

In 2014, the City revised Chapter 14 of the Denver Revised Municipal Code (D.R.M.C.) to establish the Office of the Municipal Public Defender (OMPD, Article VII), as well as the Municipal Public Defender Commission (MPDC), which provides oversight of OMPD, including the Chief Municipal Public Defender. The OMPD is tasked with providing legal services in accordance with the Colorado Code of Professional Conduct and the American Bar Association Standards Relating to the Administration of Criminal Justice.

For more information visit the Office of the Municipal Public Defender website at <https://www.denvergov.org/content/denvergov/en/office-of-the-municipal-public-defender.html>.

## Services

The Chief Municipal Public Defender oversees the legal, administrative, and Client Support Team staff that provide legal counsel and resource referral to indigent defendants charged in the City and County of Denver. The OMPD's clients are Denver's most vulnerable citizens. An estimated 77 percent of the office's clients are homeless, at risk of homelessness, or in jail at the time of the representation. The OMPD provides representation in the areas of arraignments, appeals, and trials through litigation of ordinance violations, traffic violations, and Denver's specialty court dockets for substance abuse, mental illness, and homelessness.

The OMPD also assists clients with referrals to various services through the client support team (CST). The CST is a six person team consisting of a Program Manager, Behavioral Health Navigator, 3 Peer navigators, and an Outreach Case Coordinator. The CST connects OMPD defendants to referrals to enroll in benefits, community resources, housing, substance misuse reduction, and other services to reduce recidivism and find better criminal justice outcomes.

## Strategies

Provide effective legal counsel for individuals who cannot afford an attorney by employing ethical, compassionate, trained, prepared, and experienced public defenders and administrative staff who serve and assist clients both in and out of custody.

Ensure clients are aware of their rights and receive excellent customer service by providing competent and accessible staff to assist them while navigating the Denver court system.

Provide support to clients while in the criminal justice system and better long term outcomes by assisting them with resources to reduce further criminal justice involvement.

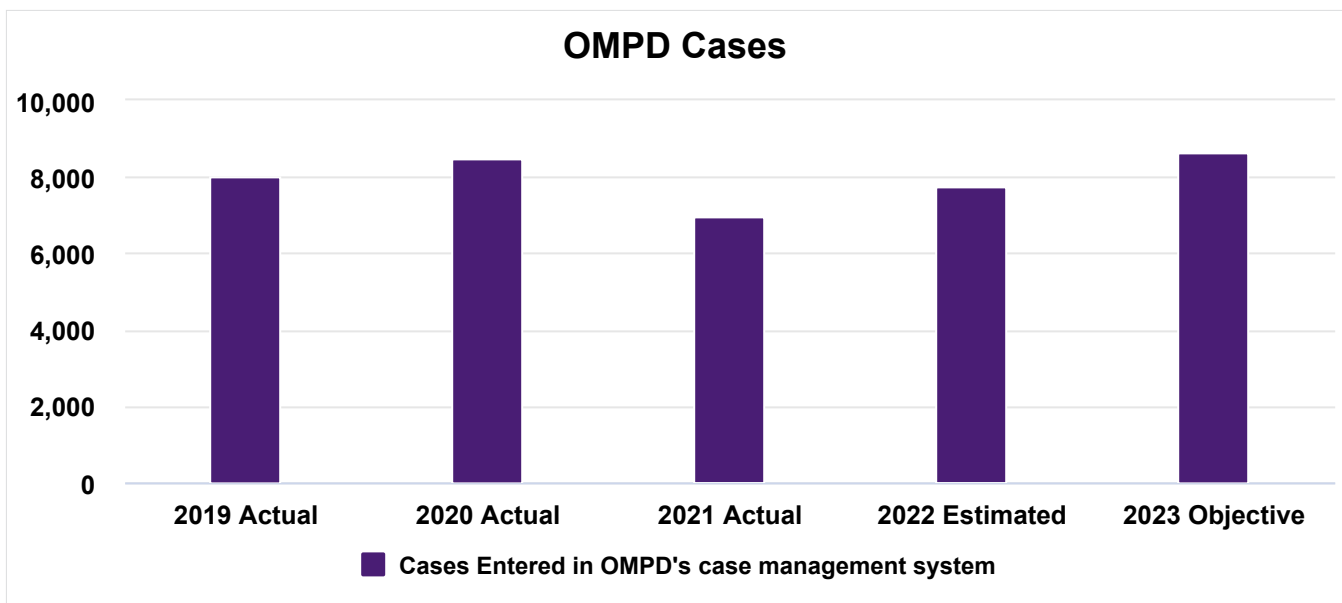
## Performance and Program Highlights

The Office of the Municipal Public Defender (OMPD) represents clients from their arraignment (first appearance) through trial, sentencing, and appeal in both city traffic and municipal cases. OMPD also represents walk-in clients at Outreach Court at various locations throughout the City. Outreach Court allows the underserved population in possession of a warrant to take care of their municipal case and receive sentencing that is designed to connect them with appropriate resources as opposed to punitive measures.

OMPD appears virtually anywhere and can access case files digitally through OMPD’s case management system (CMS). In 2022, there has been an increased number of cases held over from previous years because of the court closures from COVID. The number of cases filed in Municipal Courts, while decreased during COVID, are one of the few areas that are showing an increase in 2022 and overall showing pre-COVID filing numbers. When CMS is fully functional, OMPD looks forward to being able to provide the City of Denver with detailed metrics concerning case numbers, race, housing stability, and case outcomes. Current statistics from CMS and Denver County Court Case numbers are estimates.

In 2022, OMPD’s Client Support Team (CST) has grown to a total staff of six people. The CST is supported by a JAG grant in collaboration with Denver Human Services and an additional Caring for Denver grant. Upon referral, the CST follows and supports the client throughout the judicial process and for 90 days after the case is closed. The CST assists OMPD clients to connect with resources in the areas of substance misuse, mental health, enrolling in benefits, accessing community resources, housing assistance, and other services to reduce recidivism and for better case outcomes.

OMPD’s goal in 2022 is to embrace its role as a holistic criminal defense agency, continuing to provide zealous advocacy to the indigent accused in Denver Municipal Court, taking steps to reduce recidivism, and providing our clients with the tools to become stable and productive citizens of Denver.



**Budget Detail**

Office of Municipal Public Defender (0521000)	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Expenditures by Type</b>					
Personnel Services	1,943,813	3,344,195	3,936,999	592,804	17.73%
Services and Supplies	401,065	551,581	569,097	17,516	3.18%
Capital Equipment	-	13,856	6,000	(7,856)	(56.70%)
Internal Services and Misc.	4,752	8,749	8,749	-	0.00%
<b>Expenditures by Type Total</b>	<b>2,349,630</b>	<b>3,918,381</b>	<b>4,520,845</b>	<b>602,464</b>	<b>15.38%</b>
<b>Expenditures by Activity</b>					
Administration	2,349,630	3,918,381	4,520,845	602,464	15.38%
<b>Other Program Funding Sources</b>					
<b>Grants</b>					
Caring for Denver -Denver's Front Door to Procedural Justice	1,260	280,061	297,742	17,681	6.31%
Defense Counsel First Appearance	255,190	262,246	137,500	(124,746)	(47.57%)
State and Local Fiscal Recovery Funds	58,798	-	-	-	0.00%
<b>Grants Total</b>	<b>315,248</b>	<b>542,307</b>	<b>435,242</b>	<b>(107,065)</b>	<b>(19.74%)</b>
<b>Total Program Expenditures</b>	<b>2,664,878</b>	<b>4,460,688</b>	<b>4,956,087</b>	<b>495,399</b>	<b>11.11%</b>
<b>Personnel Complement (Budgeted)</b>					
Administration	17.75	29.25	32.75	3.50	11.97%
<b>Other Program Funds FTE</b>					
<b>Grants</b>					
Caring for Denver -Denver's Front Door to Procedural Justice	-	3.67	3.67	-	0.00%
<b>Total Personnel Complement</b>	<b>17.75</b>	<b>32.92</b>	<b>36.42</b>	<b>3.50</b>	<b>10.63%</b>
Vacancy Savings			(131,554)		

**Programmatic Changes**

2023 Impact Description	FTEs	Dollars
<b>Agencywide</b>		
<ul style="list-style-type: none"> <li>An increase in personnel services to add a Deputy Public Defender Supervisor to reduce the current span of control ratio. The position will provide better distribution of workload, personnel outcome, and better access to supervision.</li> </ul>	1.00	199,700
<ul style="list-style-type: none"> <li>An increase in personnel services to add an Associate Deputy Public Defender and a Staff Deputy Public Defender to assist with the increased number of cases. The positions will reduce the number of cases per attorney, allowing each attorney additional time to work with individual clients. These positions have been prorated to begin in July of 2023.</li> </ul>	1.00	128,600
<ul style="list-style-type: none"> <li>An increase in personnel services to add a Applications Support Administrator to build and customize a case management application. The position will ensure the OMPD has access to all current and historic cases and will allow attorneys to better understand client needs via the information logged into the case management system.</li> </ul>	1.00	106,700

2023 Impact Description	FTEs	Dollars
• An increase in personnel services to add a Business Operations Administrator to assist with scheduling, time-keeping, call-ins, and other administrative tasks. This position has been prorated to begin in July of 2023.	0.50	43,963
• An increase in services and supplies for equipment to support new positions starting in 2023.	0.00	8,300
• An increase in services and supplies for transcription services. The transcription services expenses previously were support by the Denver County Court.	0.00	5,000
• An increase in services and supplies for a budget amendment moving funds from services and supplies to capital equipment.	0.00	5,300
• A decrease in services and supplies due to a one-time request from 2022 for monitors to support new positions.	0.00	(1,100)
• An increase in capital equipment to support new positions in 2023.	0.00	6,000
• A decrease in capital equipment due to one-time requests from 2022 for technology to support new positions in 2022.	0.00	(13,900)

The budgeted vacancy savings is \$131,554.





# Parks and Recreation and Cultural Facilities

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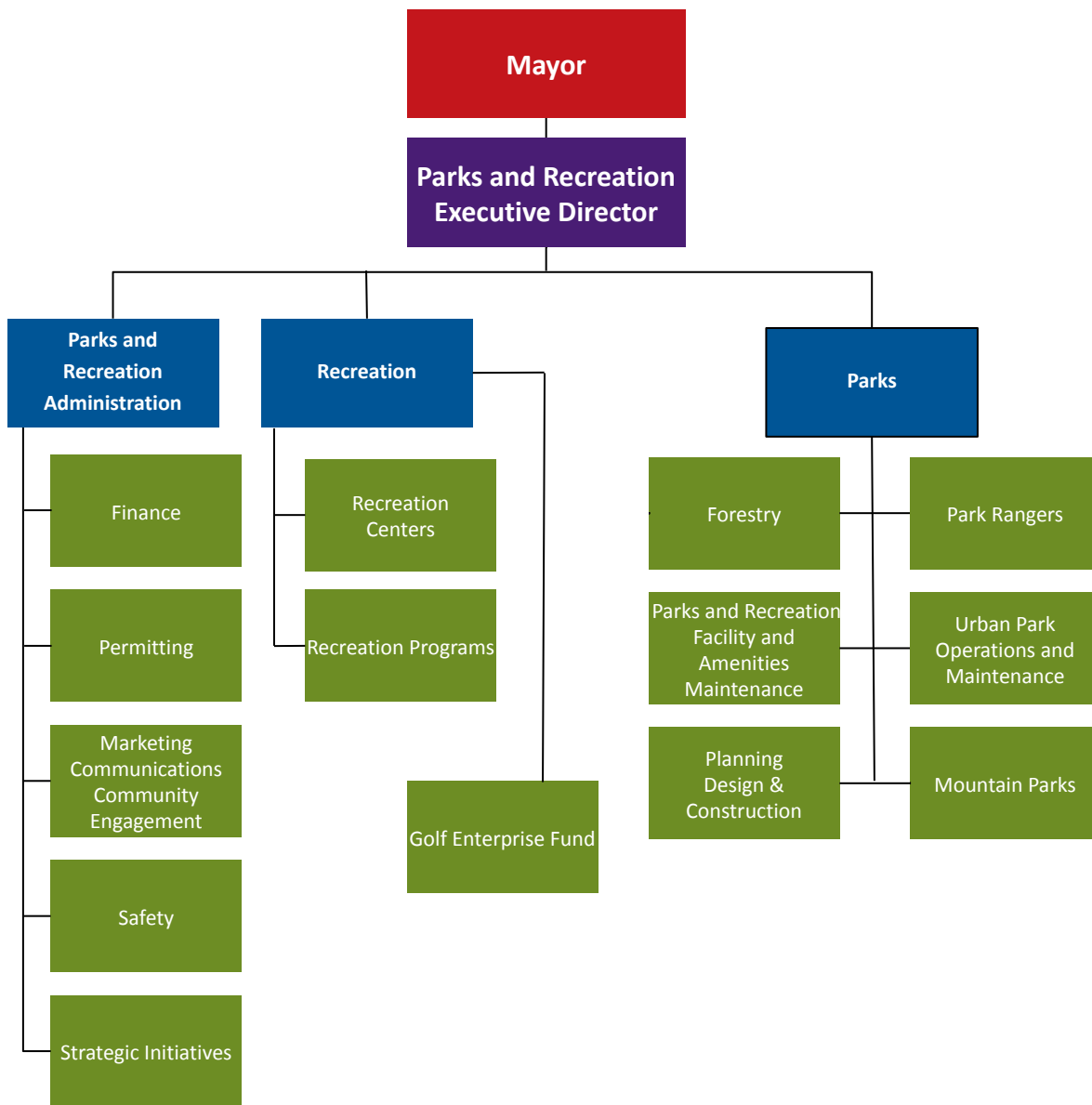
## Parks and Recreation and Cultural Facilities Budget Summary

	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Variance	% Variance
<b>General Fund Expenditures by Agency</b>					
Parks and Recreation Administration	4,447,575	4,887,189	6,333,025	1,445,836	29.58%
Parks and Planning	43,453,093	49,373,551	54,351,788	4,978,237	10.08%
Recreation	17,067,372	29,220,148	31,635,146	2,414,998	8.26%
Denver Public Library	45,568,300	54,659,581	59,084,464	4,424,883	8.10%
<b>Total General Fund</b>	<b>110,536,340</b>	<b>138,140,469</b>	<b>151,404,423</b>	<b>13,263,954</b>	<b>9.60%</b>
<b>General Fund Expenditures by Type</b>					
Personnel Services	84,291,665	109,888,987	122,014,670	12,125,683	11.03%
Services and Supplies	24,642,353	26,655,838	28,959,231	2,303,393	8.64%
Capital Equipment	1,257,295	1,243,685	66,563	(1,177,122)	(94.65%)
Internal Services and Misc.	345,028	351,959	363,959	12,000	3.41%
<b>Total General Fund</b>	<b>110,536,340</b>	<b>138,140,469</b>	<b>151,404,423</b>	<b>13,263,954</b>	<b>9.60%</b>
<b>Enterprise Fund Expenditures</b>					
<b>Enterprise Fund Expenditures by Agency</b>					
Golf	12,376,320	14,002,480	17,286,531	3,284,051	23.45%
<b>Total</b>	<b>12,376,320</b>	<b>14,002,480</b>	<b>17,286,531</b>	<b>3,284,051</b>	<b>23.45%</b>
<b>Enterprise Fund Expenditures by Type</b>					
Personnel Services	8,117,702	8,338,286	10,033,464	1,695,178	20.33%
Services and Supplies	3,431,318	4,648,234	5,969,817	1,321,583	28.43%
Capital Equipment	105,482	279,460	546,000	266,540	95.38%
Internal Services and Misc.	721,818	736,500	737,250	750	0.10%
<b>Total</b>	<b>12,376,320</b>	<b>14,002,480</b>	<b>17,286,531</b>	<b>3,284,051</b>	<b>23.45%</b>
<b>Transfers</b>					
Transfer to Culture and Recreation					
Special Revenue Fund	-	2,697	-	(2,697)	(100.00%)
Transfer to Grant/Other CIF	20,000,000	10,000,000	8,000,000	(2,000,000)	(20.00%)
Transfer to Parks Legacy Capital					
Improvement Funds	21,710,000	26,796,000	34,375,000	7,579,000	28.28%
<b>Total Enterprise Funds Transfers</b>	<b>41,710,000</b>	<b>36,798,697</b>	<b>42,375,000</b>	<b>5,576,303</b>	<b>15.15%</b>
<b>Total Enterprise Funds</b>	<b>54,086,320</b>	<b>50,801,177</b>	<b>59,661,531</b>	<b>8,860,354</b>	<b>17.44%</b>
<b>Other Program Funding Sources</b>					
<b>Special Revenue Funds Expenditures</b>					
General Government	172,025	-	-	-	0.00%
Culture and Recreation	60,974,533	148,213,280	120,456,056	(27,757,224)	(18.73%)
<b>Total Special Revenue Funds</b>	<b>61,146,558</b>	<b>148,213,280</b>	<b>120,456,056</b>	<b>(27,757,224)</b>	<b>(18.73%)</b>
<b>Grants</b>					
General Government	2,135,981	3,801,223	5,484,118	1,682,895	44.27%
Culture and Recreation	11,349,172	2,846,380	2,031,264	(815,116)	(28.64%)
Grant/Other Capital Funds	508,914	1,096,761	1,427,776	331,015	30.18%
<b>Total Grants</b>	<b>13,994,066</b>	<b>7,744,364</b>	<b>8,943,158</b>	<b>1,198,794</b>	<b>15.48%</b>
<b>Capital Improvements</b>					

## Parks and Recreation and Cultural Facilities Budget Summary

	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Variance	% Variance
Winter Park and Recreation Funds	3,695,143	5,560,000	4,970,000	(590,000)	(10.61%)
Capital Improvements	5,900,473	7,130,000	9,505,000	2,375,000	33.31%
State Conservation Trust Funds (Lottery)	6,107,348	14,285,000	9,155,000	(5,130,000)	(35.91%)
Parks Legacy Capital Improvement	12,471,611	26,061,000	34,940,000	8,879,000	34.07%
Bond Project Funds	(91,926)	-	2,260	2,260	0.00%
Grant/Other Capital Funds	1,418,257	6,721,000	14,332,326	7,611,326	113.25%
Entertainment and Cultural Capital Funds	6,647,980	6,450,854	8,711,381	2,260,527	35.04%
Golf	601,141	1,000,000	1,500,000	500,000	50.00%
<b>Total Capital Improvements</b>	<b>36,750,028</b>	<b>67,207,854</b>	<b>83,115,967</b>	<b>15,908,113</b>	<b>23.67%</b>
<b>Other Program Funding Sources Total</b>	<b>111,890,652</b>	<b>223,165,498</b>	<b>212,515,181</b>	<b>(10,650,317)</b>	<b>(4.77%)</b>
<b>Total Department Expenditures</b>	<b>276,513,311</b>	<b>412,107,144</b>	<b>423,581,135</b>	<b>11,473,991</b>	<b>2.78%</b>
<b>Personnel Complement</b>					
General Fund Operations	1,492.55	1,573.04	1,626.97	53.93	3.43%
General Government	34.35	19.27	4.00	(15.27)	(79.24%)
Culture and Recreation	168.90	183.63	209.63	26.00	14.16%
Golf	113.17	111.17	113.17	2.00	1.80%
<b>Total Personnel Complement</b>	<b>1,808.97</b>	<b>1,887.11</b>	<b>1,953.77</b>	<b>66.66</b>	<b>3.53%</b>
<b>General Fund Revenue</b>					
Licenses and Permits	48,012	353,000	400,000	47,000	13.31%
Fines and Forfeits	89,743	130,000	85,000	(45,000)	(34.62%)
Fees	83,638	71,250	126,750	55,500	77.89%
Charges for Services	392,189	311,000	463,300	152,300	48.97%
Use Charges	3,348,006	6,194,437	7,761,521	1,567,084	25.30%
Internal Service and Indirect Cost	811,711	697,032	697,640	608	0.09%
Miscellaneous Other	375,934	215,800	215,800	-	0.00%
<b>Total</b>	<b>5,149,233</b>	<b>7,972,519</b>	<b>9,750,011</b>	<b>1,777,492</b>	<b>22.30%</b>
<b>Enterprise Fund Revenue</b>					
Sale and Use	(3)	-	-	-	0.00%
Interest Income	111,854	65,000	65,000	-	0.00%
Use Charges	17,337,781	17,898,500	18,759,320	860,820	4.81%
Internal Service and Indirect Cost	432	-	-	-	0.00%
Investment Service	(22,940)	-	-	-	0.00%
Miscellaneous Other	(193,896)	-	-	-	0.00%
<b>Total Enterprise Funds Revenue</b>	<b>17,233,229</b>	<b>17,963,500</b>	<b>18,824,320</b>	<b>860,820</b>	<b>4.79%</b>

# Parks and Recreation



## Mission

As stewards of a legacy park system, Denver Parks and Recreation is dedicated to customer service and enhancing the health of residents and the environment through innovative programs and safe, beautiful, sustainable places.

## Department Summary

**Denver Parks and Recreation (DPR)** provides a broad range of programs, services, facilities, and park amenities within the City and County of Denver. The City's park system encompasses more than 250 urban parks, parkways, and natural areas, totaling over 6,000 acres. The Department boasts more than 14,000 acres of pristine mountain parks, eight golf courses, 24 lakes, more than 87,000 park trees, 187,000 right-of-way trees, over 90 miles of off-street trails, 14 off-leash dog parks, and over 300 athletic fields. The recreation system serves more than two and a half million visitors annually, pre-COVID-19. It includes 30 active recreation centers, 16 outdoor pools, and 16 current indoor pools with one under construction to open by early 2023. Recreation activities include arts and cultural classes and events, aquatics, sports and fitness opportunities, and youth programming. In addition, the Department offers programs focused on outdoor education, youth and adult sports leagues, and out of school programs offered in conjunction with Denver Public Schools. DPR comprises four divisions: Administration, Recreation, Parks and Planning, and the Golf Enterprise Fund.

For more information, visit the Parks and Recreation website available here: <https://www.denvergov.org/Government/Departments/Parks-Recreation>

## Services

The **Administration Division** provides overall strategic leadership for the Department, with a vision of sustainability, equity, and strong economics.

- **Administration** includes key activities such as policy development; establishment of agency goals and objectives; purchasing services to field staff; safety, technology/infrastructure, contract administration; partnership coordination and management; marketing and communications support, including public engagement, strategic marketing, and media relations; as well as financial management, including budgeting and accounting.
- **Parks Permitting** issues permits to individuals and organizations for picnic sites, athletic fields, tennis courts, assemblies, special events, and admission-based events, as well as revocable food and beverage vending permits. The Parks Permitting Office also manages facilities rentals for six venues.

The **Recreation Division** staffs and operates 30 recreation centers, 32 swimming pools (16 outdoor and 16 indoor) and offers programming in 10 areas ranging from Youth Sports to Aquatics.

- **Active Older Adults** provides quality programs designed to engage and encourage active older adults in wellness, exercise and leisure activities to promote and support healthy aging. In 2018, Mayor Hancock and DPR began providing residents aged 60+ with free access to all the City's recreation centers and pools.
- **Adaptive Recreation** provides recreational opportunities for youth, adults, and seniors with disabilities. Programs include a variety of sports and activities, such as arts and crafts, fitness, swimming, and Special Olympics.
- **Adult Sports** offers adult team sports opportunities citywide and throughout the year. Currently, eight different sports are offered including basketball, kickball, football, and tennis.
- **Aquatics** staffs, operates and provides water safety for 16 outdoor pools and 16 indoor pools. Key activities include aquatics programming such as American Red Cross swim lessons, competitive swim teams, aqua aerobic classes, parent-tot lessons, lap swimming, and special events such as birthday parties.
- **Arts and Culture** offers affordable, high-quality, creative programs for Denver's diverse communities. Activities include visual and performing arts, crafts, literature, and music.

- **Community Recreation** provides opportunities for youth of all ages to participate in a variety of physical and social activities throughout the year, such as after-school programs, Summer in the Parks and Summer Day Camp. These activities are designed to provide learning opportunities, skill development, literacy development, and recreational opportunities.
- **Fitness** coordinates and offers many different types of fitness classes throughout the recreation centers. Fitness classes range from Yoga and Zumba to Circuit Training and Kickboxing.
- **Outdoor Recreation** plans, coordinates, and implements outdoor activities for youth, adults, and seniors who may not otherwise have the resources to experience outdoor recreational opportunities in Colorado. Program objectives focus on teambuilding, leadership development, and environmental education by utilizing Colorado's natural resources, such as those at the Genesee Experiential Outdoor Center, which include the Genesee Challenge Ropes Course, educational hikes, camping, and rock climbing.
- **Social Enrichment** provides opportunities for youth of all ages to interact in positive, constructive social settings. Key activities include traveling youth zones, out of school time activities (holiday and theme camps), and various special events.
- The **Denver Employee Fitness Center** features a full complement of exercise classes, fitness equipment, and services for all employees for a fee. The center is open Monday to Friday, 7:00 am to 5:30 pm. Members of the Denver Employee Fitness Center have full access to all Denver Recreation Centers.

The **Parks Division** is responsible for the planning, daily operation, and management of the City's parks, trails, natural landscapes, urban forest, park buildings and structures, parkways, city greenhouse, golf courses, and other land and water assets. The City's park system encompasses more 6,000 urban park acres, 14,000 mountain park acres, and 90 miles of trails.

- **Forestry** manages Denver's urban forest, enforces Chapter 57 of the municipal code and enforces the tree preservation ordinance, plants new and replacement trees, manages and monitors City-owned trees, reviews development landscape plans, licenses tree care contractors, and provides outreach and education to the residents of Denver and to the park districts.
- **Mountain Parks** manages the Buffalo Bill Museum and Grave and the 22 accessible mountain parks and 24 conservation areas.
- **Parks and Recreation Facilities Maintenance** manages and maintains all of Denver Parks and Recreation's buildings, structures, park amenities, athletic fields, and trails.
- **Park Rangers** patrol parks to maximize public safety, protect park resources and provide service to visitors.
- **Planning Design and Construction** provides strategic planning, master planning for new and existing parks, management of design and construction of capital improvement projects, and development of the annual Parks and Recreation capital improvement funding program for all park buildings and facility assets.
- **Urban Park Maintenance** manages and maintains developed and naturalized parkland, water conservation, greenhouse, natural areas, and wildlife.

**Golf** operates and maintains the City's eight golf facilities, one 27-hole golf complex and two 9-hole, par-3 courses, 90 holes of miniature golf, five driving ranges, eight pro shops at eight golf locations, and supports the 2nd largest Junior Golf Program of its kind in the nation. The Golf Division operations are supported through course and other fees as an Enterprise Fund.

## Strategies

### Adapt to the Changing Climate

To support the environmental health of the city and adapt to a changing climate, DPR is committed to conservation and sustainable practices, specifically focused on water use, stormwater and waterway health, urban trees and mountain forests, and energy and resource use.

### Diversify Parks and Recreation Services

To help support the health of Denver residents, DPR will enhance engagement, outreach, and communications in order to diversify parks and recreation services.

### Grow the Park System and Recreation Access

Amid estimates that population growth will continue in the Denver region, DPR will continue to provide excellent service and enhanced access to more people by expanding the network of parks and recreational facilities and programming.

### Reinvest in Denver’s Parks and Recreation Resources and People

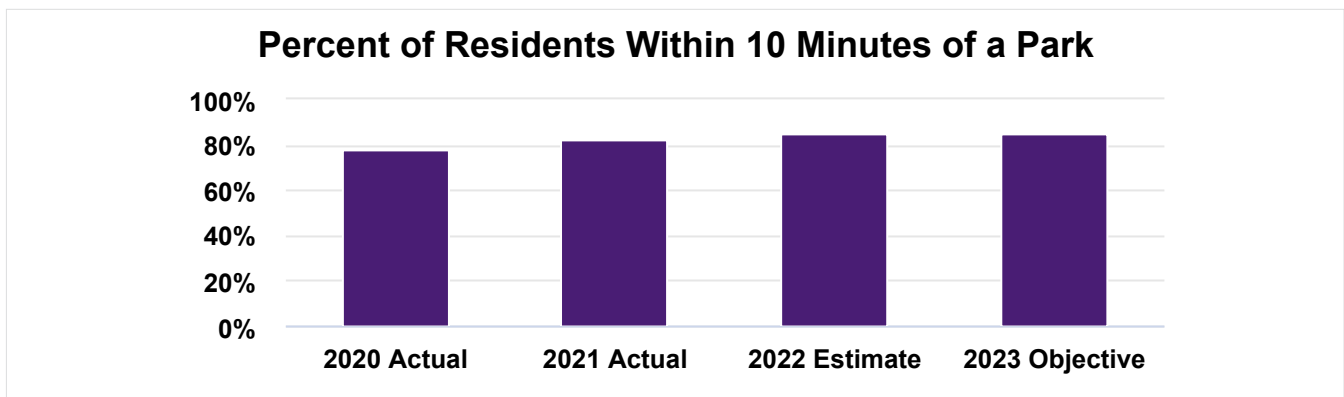
DPR will reinvest in Denver’s parks and recreation resources and people by focusing in the areas of equity; funding, operations, and staff; partnerships; and collaboration with the private sector.

### Connect to Denver’s Nature and Culture

DPR is committed to connecting residents to nature and culture by improving Denver’s parkways, tree-lined streets, and trails; arts, culture, and history; innovative parks and recreation; and nature and outdoor recreation.

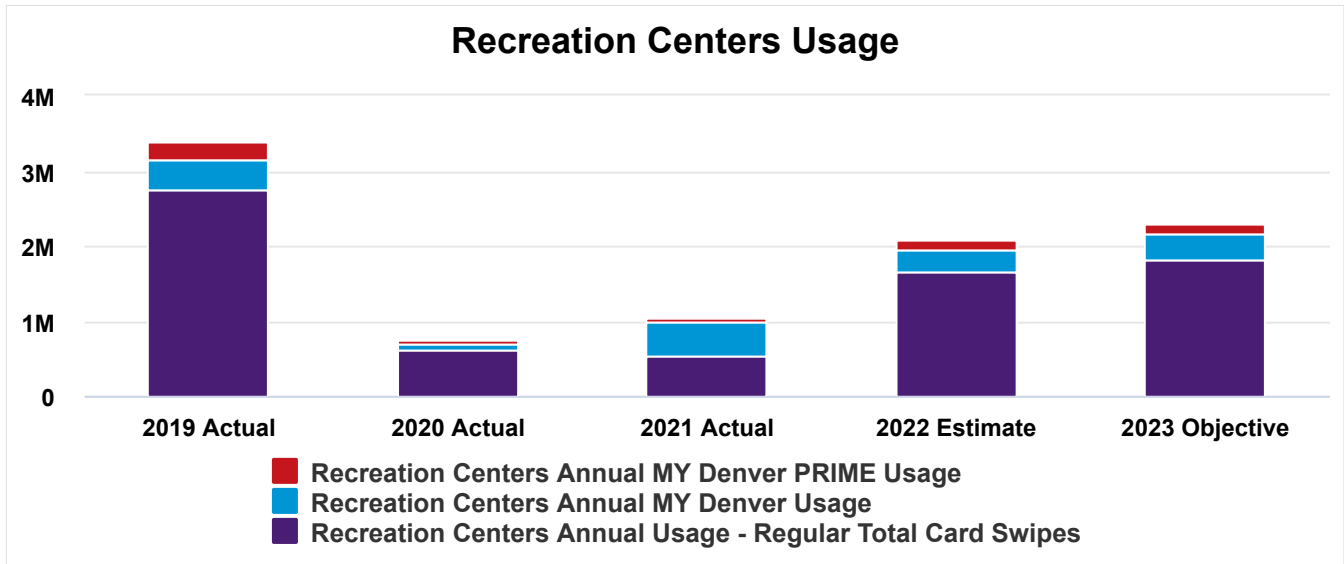
## Performance and Program Highlights

In 2019, the Game Plan for a Healthy City was approved. This citywide and long-range parks and recreation plan will help the Department respond to challenges including growth, limited water resources, and changes in the climate. The plan proclaims easy access to parks and open space as a basic right for all residents, and establishes Denver’s parks, facilities and recreational programs as essential for a healthy environment, healthy residents, and a high quality of life for everyone.

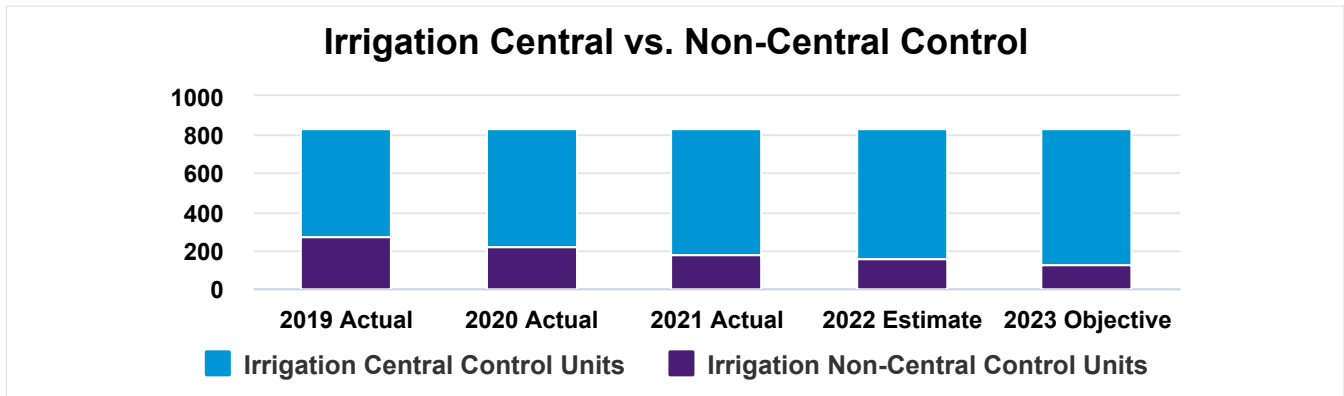


As a part of the Game Plan, the Department is focused on parkland acquisitions as a measure to help keep pace with Denver’s growth and densification. The Department measures the **percentage of residents living within a 10-minute walk/roll** (or within a 5-minute walk if downtown) to a quality park. From 2020 to 2023, it is anticipated that the percentage will increase from 78 percent up to 85 percent.





Recreation tracks **total annual usage for MY Denver PRIME, MY Denver, and regular total card swipes**. MY Denver PRIME provides Denver residents ages 60+ with free access to all the city’s recreation centers and pools. Similarly, MY Denver provides youth ages 5 to 18 free access to recreation centers and pools, in addition to the library and other cultural facilities and programs. After being closed for more than a year due to the pandemic, recreation center usage has steadily increased.



Parks will continue to focus on water conservation by tracking the number of **central control irrigation units**. Central Control is shown to reduce irrigation water consumption in parks by 20 percent. This creates a resilient parks system and protects a valuable natural resource.

	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Objective
<b>Acres of Turf Converted</b>	-	7.00	7.17	7.10	16.50

In addition, the Department will implement resiliency projects such as **conversions of acreage from turf**, a high water-use landscape, to native grass species that require less water and provide pollinator habitat for birds, bees, and butterflies. Turf is what people usually view as lawn grass, and is currently estimated to represent 60 percent of total park acreage. The Department has a goal of converting roughly 10 acres a year from turf, while also acknowledging that there will always be some level of turf in parks for certain recreational purposes.

	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Objective
Trees Treated	4,754	3,141	2,519	2,800	4,000
Trees Planted	3,822	2,707	3,196	3,000	3,000
Percentage of Park Assets in Poor or Worse Condition	11.0%	12.0%	7.8%	7.2%	7.1%
Golf Rounds	316,143	391,278	447,969	410,000	400,000
Golf Customer Service (% positive responses)	91.9%	86.6%	89.0%	83.0%	85.0%
Golf Water Consumption (Gallons in Millions)	396	555	444	475	475

As Denver’s urban forest continues to be under constant pressure from various threats, the Office of the City Forester will continue to protect the urban forest and track the **number of tree treatments and replacements**.

Another valuable metric within DPR is the **percentage of park assets in poor or worse condition**. All standardized park assets (i.e. playgrounds, courts) are reviewed by a third party to industry standards every five years. The last study was completed in 2018. In the intervening years, conditions are updated manually as assets are improved, replaced, or taken out of service. The percentage is determined by the replacement cost of the asset; if a park has \$5,000,000 in total assets and assets worth \$250,000 are in poor condition, then five percent are in poor condition.

DPR also tracks multiple performance metrics for Golf. One metric is **Golf rounds**, which is an indicator of usage. Another is the **percentage of positive responses** regarding Golf customer service. This is collected via online submissions from Golf customers. Lastly, Golf tracks their **water consumption**. This can be difficult to estimate depending on weather, so the estimates shown assume average weather patterns.

## Parks Legacy Fund (2018 Ballot Measure - 2A)

### Overview

In 2018, the citizens of Denver approved a 0.25 percent increase of Sales and Use tax to support Parks, Trails and Open Space, now called the Parks Legacy Fund. The sales tax is dedicated to the improvement and expansion of Denver’s parks and recreation system, accelerating the implementation of the Game Plan for a Healthy City, the Department’s 20-year strategic plan. This fund will create new opportunities to realize the Game Plan’s goals and enhance the legacy of green space and outdoor culture that Denver Parks and Recreation will leave future generations. Allowable uses for the fund are outlined in Sec. 39-224 of the Denver Revised Municipal Code. They are:

1. Acquiring additional land for parks, open spaces, and trails;
2. Developing, improving, and maintaining new and existing parks, including Denver’s mountain parks, open spaces, and trails;
3. Restoring and protecting waterways, rivers, canals and streams;
4. Purchasing, planting and caring of trees; and
5. Operating and maintaining any additional acquisitions and capital improvements to the city’s parks, mountain parks, and open space.

Detail on the plans mentioned above can be found at the links below:

Denver Parks and Recreation 2A Five Year Plan 2020-2024:

[https://www.denvergov.org/content/dam/denvergov/Portals/747/documents/planning/investment/2A\\_5-Year-Plan\\_DPR.pdf](https://www.denvergov.org/content/dam/denvergov/Portals/747/documents/planning/investment/2A_5-Year-Plan_DPR.pdf)

Game Plan 2020 Annual Report:

<https://storymaps.arcgis.com/stories/80ab64c86ab8450dba3be9a2a5317ef3>

\*Because the Parks Legacy fund is non-lapsing, the agency may spend budget in 2023 that was not spent in prior years.

## Department Budget

	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Variance	% Variance
<b>General Fund Expenditures by Agency</b>					
Parks and Recreation Administration	4,447,575	4,887,189	6,333,025	1,445,836	29.58%
Parks and Planning	43,453,093	49,373,551	54,351,788	4,978,237	10.08%
Recreation	17,067,372	29,220,148	31,635,146	2,414,998	8.26%
<b>Total General Fund</b>	<b>64,968,040</b>	<b>83,480,888</b>	<b>92,319,959</b>	<b>8,839,071</b>	<b>10.59%</b>
<b>General Fund Expenditures by Type</b>					
Personnel Services	48,171,936	64,880,231	73,258,817	8,378,586	12.91%
Services and Supplies	15,340,728	17,089,145	18,674,433	1,585,288	9.28%
Capital Equipment	1,110,348	1,159,553	22,750	(1,136,803)	(98.04%)
Internal Services and Misc.	345,028	351,959	363,959	12,000	3.41%
<b>Total General Fund</b>	<b>64,968,040</b>	<b>83,480,888</b>	<b>92,319,959</b>	<b>8,839,071</b>	<b>10.59%</b>
<b>Other Program Funding Sources</b>					
<b>Special Revenue Funds Expenditures**</b>					
General Government	172,025	-	-	-	0.00%
Culture and Recreation	8,799,071	53,270,900	18,314,791	(34,956,109)	(65.62%)
<b>Total Special Revenue Funds</b>	<b>8,971,096</b>	<b>53,270,900</b>	<b>18,314,791</b>	<b>(34,956,109)</b>	<b>(65.62%)</b>
<b>Grants</b>					
General Government	513,908	1,896,223	3,353,130	1,456,907	76.83%
Culture and Recreation	1,096,897	1,919,764	1,538,449	(381,315)	(19.86%)
Grant/Other Capital Funds	508,914	1,086,761	1,367,776	281,015	25.86%
<b>Total Grants</b>	<b>2,119,718</b>	<b>4,902,748</b>	<b>6,259,355</b>	<b>1,356,607</b>	<b>27.67%</b>
<b>Capital Improvements</b>					
Winter Park and Recreation Funds	3,695,143	5,560,000	4,970,000	(590,000)	(10.61%)
Capital Improvements	4,041,824	700,000	6,605,000	5,905,000	843.57%
State Conservation Trust Funds (Lottery)	6,107,348	14,285,000	9,155,000	(5,130,000)	(35.91%)
Parks Legacy Capital Improvement	12,471,611	26,061,000	34,940,000	8,879,000	34.07%
Grant/Other Capital Funds	1,390,128	541,000	82,326	(458,674)	(84.78%)
Entertainment and Cultural Capital Funds	603,990	-	-	-	0.00%
<b>Total Capital Improvements</b>	<b>28,310,044</b>	<b>47,147,000</b>	<b>55,752,326</b>	<b>8,605,326</b>	<b>18.25%</b>
<b>Other Program Funding Sources Total</b>	<b>39,400,858</b>	<b>105,320,648</b>	<b>80,326,472</b>	<b>(24,994,176)</b>	<b>(23.73%)</b>
<b>Total Department Expenditures</b>	<b>104,368,898</b>	<b>188,801,536</b>	<b>172,646,431</b>	<b>(16,155,105)</b>	<b>(8.56%)</b>
<b>Personnel Complement</b>					
General Fund Operations	951.05	976.04	1,027.97	51.93	5.32%
General Government	17.91	15.27	-	(15.27)	(100.00%)
Culture and Recreation	42.33	49.06	67.97	18.91	38.54%
<b>Total Personnel Complement</b>	<b>1,011.29</b>	<b>1,040.37</b>	<b>1,095.94</b>	<b>55.57</b>	<b>5.34%</b>
<b>General Fund Revenue</b>					
Licenses and Permits	48,012	353,000	400,000	47,000	13.31%
Fines and Forfeits	89,743	130,000	85,000	(45,000)	(34.62%)
Fees	83,638	71,250	126,750	55,500	77.89%
Charges for Services	392,189	311,000	463,300	152,300	48.97%
Use Charges	3,348,006	6,194,437	7,761,521	1,567,084	25.30%

	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Variance	% Variance
Internal Service and Indirect Cost	811,711	697,032	697,640	608	0.09%
Miscellaneous Other	374,860	215,800	215,800	-	0.00%
<b>Total</b>	<b>5,148,158</b>	<b>7,972,519</b>	<b>9,750,011</b>	<b>1,777,492</b>	<b>22.30%</b>

\*\*The SRF expenses exclude the transfer to capital, which are included in the Parks Legacy Fund numbers.

### Programmatic Changes

The City and County of Denver’s allocation of State and Local Fiscal Recovery Funds as a result of the American Rescue Plan Act (ARPA) allowed the City to restore some service reductions that were necessary to balance the budget in 2021 and to allocate funding to address operational backlogs. Many of these investments are ongoing and to avoid a financial ‘cliff’, the City has employed a ‘step down’ methodology that allows a portion of these investments to remain funded in the ARPA allocation in 2023, while some are transitioned to the General Fund. Additional ARPA funds also have been allocated to the Department of Parks and Recreation in 2023 to support one-time capital equipment needs in 2023, as well as for programs to support Denver’s recovery from the COVID-19 pandemic, which were informed by community input. These changes are described below, along with other significant programmatic changes for 2023.

2023 Impact Description	FTEs	Dollars
<b>Agencywide</b>		
• An increase in personnel services due to minimum wage increases in 2022 and 2023.	0.00	554,200
• An increase in personnel services to restore budget that was temporarily moved to services and supplies or capital equipment for one-time needs in 2022. This is offset by decreases in services and supplies and capital equipment.	0.00	234,000
• An increase in services and supplies to restore budget that was temporarily moved to capital equipment in 2022 for one-time purchases. This is offset by a decrease in capital equipment.	0.00	551,300
• An increase in services and supplies to support new positions across divisions with uniforms, supplies, and necessary training.	0.00	158,200
• A decrease in services and supplies due to a temporary budget move in 2022 from personnel to use vacancy savings to address one-time needs.	0.00	(200,000)
• A decrease in services and supplies due to a roll of budget from 2021 to 2022 for one-time purchases that were encumbered in 2021 but could not be spent before year-end. These items were purchased in 2022 and are not budgeted in 2023.	0.00	(100,900)
• An increase in capital equipment to support new staff across divisions.	0.00	22,800
• A decrease in capital equipment to reverse temporary budget moves from services and supplies and personnel services in 2022 to address one-time equipment needs. This is offset by increases in services and supplies and personnel services.	0.00	(585,300)
• A decrease in capital equipment due to a roll of budget from 2021 to 2022 for one-time purchases that were encumbered in 2021 but could not be spent before year-end. These items were purchased in 2022 and are not budgeted in 2023.	0.00	(461,800)
• An increase in internal services to support new staff across divisions.	0.00	12,000

### Parks and Recreation Administration

<b>2023 Impact Description</b>	<b>FTEs</b>	<b>Dollars</b>
<ul style="list-style-type: none"> <li>An increase in personnel services to restore on-calls to the General Fund that were reduced in the 2021 budget for savings and restored through DPR’s ARPA allocation.</li> </ul>	15.27	824,900
<ul style="list-style-type: none"> <li>An increase in personnel services due to reallocating two positions from Parks and Planning and one position from Recreation to best meet department needs.</li> </ul>	3.00	283,800
<ul style="list-style-type: none"> <li>A continuation in personnel services due to converting an Accounting Technician II from limited to unlimited to continue Forestry’s programs related to tree planting, maintenance, and inspections.</li> </ul>	0.00	0
<ul style="list-style-type: none"> <li>A decrease in personnel services to move a position to Recreation to best meet the department’s operational needs.</li> </ul>	(1.00)	(189,400)
<b>Parks and Planning</b>		
<ul style="list-style-type: none"> <li>An increase in personnel services due to the termination of the snow removal program partnership with DEN. Positions that were previously 50 percent funded by DEN are now fully funded by DPR. This includes six Utility Worker IIs, three Utility Worker Is, two Maintenance Technicians, two Irrigation Technicians, and two Park Horticulturists.</li> </ul>	7.50	511,400
<ul style="list-style-type: none"> <li>An increase in personnel services to create one Operational Supervisor I, one Park Horticulturist, three Utility Worker Is, one Park Ranger, and one Park Ranger Supervisor to staff and maintain new Parks acreage including the I-70 Cap Park as well as the Northeast and Northwest Parks Districts.</li> </ul>	7.00	506,200
<ul style="list-style-type: none"> <li>An increase in personnel services to create two Park Rangers, two Senior Park Rangers, and two Supervisor Park Rangers to increase safety, particularly around recreation centers that experience safety challenges. These positions are budgeted to start in April of 2023.</li> </ul>	4.50	364,300
<ul style="list-style-type: none"> <li>An increase in personnel services due to forgoing charging the Elevate Denver Bond program for the salary portion of positions in 2023 for time spent supporting the delivery of Elevate Denver GO Bond projects. There are no impacts to planned projects as a result of this financial action.</li> </ul>	0.00	273,800
<ul style="list-style-type: none"> <li>An increase in personnel services to annualize positions that were only partially funded in 2022. This includes a Forestry Inspector, a Program Administrator, a Maintenance Technician, a Manager, a Utility Worker II, and a Park Horticulturist.</li> </ul>	1.09	195,600
<ul style="list-style-type: none"> <li>An increase in personnel services to create one Plumber to support repair and maintenance for facilities and infrastructure across the parks system including recreation centers, pools, outdoor restrooms in parks, and drinking fountains.</li> </ul>	1.00	96,000
<ul style="list-style-type: none"> <li>An increase in personnel services to create one Aquatic Technician to support repair and maintenance for pool infrastructure and interactive splash pads.</li> </ul>	1.00	79,700
<ul style="list-style-type: none"> <li>An increase in personnel services to add a Senior Development Project Administrator to support large development review (LDR). This position is budgeted to start mid-2023.</li> </ul>	0.50	59,500
<ul style="list-style-type: none"> <li>A continuation in personnel services due to converting three Arborist Technician Is, three Forestry Inspectors, one Operations Supervisor, two Operations Assistants, and one Maintenance Technician from limited to unlimited to continue Forestry’s programs related to tree planting, maintenance, and inspections.</li> </ul>	0.00	0
<ul style="list-style-type: none"> <li>A decrease in personnel services to reallocate two positions to Administration and one position to Recreation to best meet department needs.</li> </ul>	(3.00)	(319,800)
<ul style="list-style-type: none"> <li>A decrease in personnel services due to moving an Underground Utility Investigator to the Wastewater Enterprise Fund to align the budget for Utility Locates with the function.</li> </ul>	(1.00)	(67,600)



<b>2023 Impact Description</b>	<b>FTEs</b>	<b>Dollars</b>
<ul style="list-style-type: none"> <li>An increase in services and supplies due to cost increases for park maintenance supplies, materials, and services due to inflation.</li> </ul>	0.00	586,300
<ul style="list-style-type: none"> <li>An increase in services and supplies to fund project management consulting that was previously funded in DPR's ARPA allocation.</li> </ul>	0.00	226,700
<ul style="list-style-type: none"> <li>An increase in services and supplies to restore Mountain Parks operating budget that was reduced in the 2021 budget for savings due to COVID-19.</li> </ul>	0.00	150,000
<ul style="list-style-type: none"> <li>A decrease in services and supplies due to moving budget for port-o-lets, handwashing stations, fencing, and barricades that support Safe Outdoor Spaces from the Parks and Recreation appropriation to the Department of Housing Stability to better align the budget with the program.</li> </ul>	0.00	(175,000)
<b>Recreation</b>		
<ul style="list-style-type: none"> <li>An increase in personnel services to fund two new Aquatic Coordinators and 20 on-calls for the new indoor pool at Green Valley Ranch, which is scheduled to open late 2022.</li> </ul>	15.06	601,000
<ul style="list-style-type: none"> <li>A net increase in personnel services due to reallocating one position from Administration and one from Parks and Planning to Recreation, offset by reallocating a position from Recreation to Administration. These positions were repurposed to best meet department needs.</li> </ul>	1.00	232,300
<ul style="list-style-type: none"> <li>An increase in services and supplies due to cost increases for janitorial contracts, transportation vendors, and recreation equipment due to inflation.</li> </ul>	0.00	392,700
<b>Revenue - General Fund</b>		
<ul style="list-style-type: none"> <li>An increase in revenue due to increased usage of Recreation facilities and programs.</li> </ul>	0.00	1,454,700
<ul style="list-style-type: none"> <li>An increase in revenue due to increased permitting revenues, development plan review, ticketing, and demolition fee collection.</li> </ul>	0.00	322,800
<b>Parks Legacy Special Revenue Fund</b>		
<ul style="list-style-type: none"> <li>An increase in personnel services to create one Marketing and Communications Associate, one Project Manager I Engineer, one Program Administrator, two Maintenance Technicians, two Managers, and on-call positions for outdoor recreation, bison management, and lake management.</li> </ul>	11.21	916,300
<ul style="list-style-type: none"> <li>An increase in personnel services to create a City Planning Manager and a Project Manager II to meet the demands of the South Platte River and Tributaries Program largely funded by the U.S. Army Corps of Engineers.</li> </ul>	2.00	291,000
<ul style="list-style-type: none"> <li>An increase in personnel services to create one Utility Worker and add on-calls in Mountain Parks to support wildland fire prevention, as well as address cleaning and maintenance needs which have grown due to increased usage.</li> </ul>	2.70	223,900
<ul style="list-style-type: none"> <li>An increase in personnel services to create a Financial Manager to better support Legacy work.</li> </ul>	1.00	105,600
<ul style="list-style-type: none"> <li>An increase in personnel services to create one Utility Worker to staff and maintain new Parks acreage.</li> </ul>	1.00	63,900
<ul style="list-style-type: none"> <li>A decrease in personnel services due to unspent budget that rolled from 2021 to 2022. Unspent budget from 2022 can continue to be spent in 2023.</li> </ul>	0.00	(1,575,100)
<ul style="list-style-type: none"> <li>An increase in services and supplies to align budget with operational needs and support new staff and expanded programs.</li> </ul>	0.00	2,233,300
<ul style="list-style-type: none"> <li>A decrease in services and supplies due to unspent budget that rolled from 2021 to 2022. Unspent budget from 2022 can continue to be spent in 2023.</li> </ul>	0.00	(7,616,700)
<ul style="list-style-type: none"> <li>A decrease in services and supplies to reallocate budget for personnel services.</li> </ul>	0.00	(936,700)

<b>2023 Impact Description</b>	<b>FTEs</b>	<b>Dollars</b>
• An increase in capital equipment to support new staff.	0.00	4,500
• A decrease in capital equipment due to unspent budget that rolled from 2021 to 2022, largely due to reserving budget for land acquisitions. Unspent budget from 2022 can continue to be spent in 2023.	0.00	(27,416,000)
• A net decrease in capital equipment, which reflects reallocating budget to support non-capital needs, offset by an increase to purchase five trucks, two vans, an excavator, other maintenance equipment, and six computers.	0.00	(3,415,900)
• An increase in internal services to restore a 2022 budget amendment that reallocated budget from internal services to make a cash transfer to the Capital Improvement Program for Parks Legacy capital projects.	0.00	1,346,000
• A decrease in internal services due to unspent budget that rolled from 2021 to 2022. Unspent budget from 2022 can continue to be spent in 2023.	0.00	(370,300)
• A net decrease in internal services to reallocate budget to support 2023 programs.	0.00	(310,300)
• An increase in revenue due to 2023 sales tax projections.	0.00	8,797,400
• An increase to the transfer from the Parks Legacy Operating SRF to the Parks Legacy Capital Improvement Funds to address capital maintenance, capital expansion, and land acquisition. This brings the total transfer to \$34,375,000. This increase is not reflected in the Parks Legacy SRF tables in this section but is included in the SRF section of the budget book. Parks Legacy capital project detail is described in Volume 3 of the budget book.	0.00	7,579,000
<b>Other Special Revenue Funds</b>		
• An increase in SRF expenditures in the Facility Rental Program SRF due to rental facilities re-opening after COVID-19.	0.00	430,600
• An increase in SRF expenditures in the Mountain Parks SRF due to an increased fee from Red Rocks ticket sales and the conversion of on-call dollars to create one full-time Senior Park Ranger.	1.00	363,800
• An increase in SRF expenditures in the Public Tree Canopy SRF due to an increase in on-calls.	0.00	178,700
<b>Grants</b>		
• An increase in grant expenditures due to an investment of State and Local Fiscal Recovery Funds for Video Surveillance Equipment to improve safety at recreation centers, particularly outdoor pools. The investment also funds three portable camera trailers for deployment in areas experiencing increases in crime.	0.00	1,400,000
• An increase in grant expenditures to fund one-time capital equipment in ARPA to support new staff and acreage, including thirteen utility trucks, three mowers, a snow plow, three plows, and eight bikes.	0.00	1,107,800
• A net decrease in grant expenditures, primarily due to the expiration of one-time grants in 2022, which is offset by increased expenditures for grants such as the Inspire Initiative, Heron Pond Natural Area, and Habitat Restoration.	0.00	(100,300)
• A decrease in grant expenditures to move on-calls that were initially restored in DPR's ARPA allocation back to the General Fund. The remaining budget that was restored in ARPA in 2021 continues to be funded in ARPA in 2023.	(15.27)	(800,900)

The budgeted vacancy savings is \$2,198,847.

**Golf (79000)**

2023 Impact Description	FTEs	Dollars
• An increase in personnel services to add on-call budget to accommodate additional hours needed to meet daily operations and address the impacts of minimum wage increases.	0.00	1,049,400
• An increase in personnel services to add an Assistant Superintendent to improve operations at the Kennedy Golf Course.	1.00	74,500
• An increase in personnel services due to the creation of a Maintenance Technician in mid-2022 to better meet system-wide maintenance needs.	1.00	51,900
• An increase in services and supplies due to cost increases for supplies and utilities due to inflation.	0.00	1,247,100
• An increase in capital equipment to replace turf maintenance equipment, mowers, utility carts, a truck, and a boat.	0.00	471,000
• An increase in capital equipment to re-appropriate budget for an electrician van that was already funded in 2019 but delayed due to supply chain issues.	0.00	75,000
• A decrease in capital equipment due to one-time purchases in 2022 to replace monitors.	0.00	(203,700)
• An increase in revenue due to increased usage of Golf facilities and programs.	0.00	860,800

The budgeted vacancy savings is \$0.

### Budget Detail

Parks and Recreation Administration (7010000)	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Expenditures by Type</b>					
Personnel Services	3,800,200	4,207,934	5,653,770	1,445,836	34.36%
Services and Supplies	569,898	630,182	672,439	42,257	6.71%
Capital Equipment	72,887	42,257	-	(42,257)	(100.00%)
Internal Services and Misc.	4,590	6,816	6,816	-	0.00%
<b>Expenditures by Type Total</b>	<b>4,447,575</b>	<b>4,887,189</b>	<b>6,333,025</b>	<b>1,445,836</b>	<b>29.58%</b>
<b>Expenditures by Activity</b>					
Accounting/Finance	1,864,970	2,265,546	3,141,447	875,901	38.66%
Marketing & Communications	821,430	798,512	835,488	36,976	4.63%
P & R - Manager	739,118	706,672	1,019,380	312,708	44.25%
Permitting	328,373	417,371	593,819	176,448	42.28%
Safety	693,683	699,088	742,891	43,803	6.27%
<b>Expenditures by Activity Total</b>	<b>4,447,575</b>	<b>4,887,189</b>	<b>6,333,025</b>	<b>1,445,836</b>	<b>29.58%</b>
<b>Other Program Funding Sources</b>					
<b>Grants</b>					
Bicycle Education	-	74,128	-	(74,128)	(100.00%)
Buffalo Bill Museum	45	63,317	-	(63,317)	(100.00%)
Buffalo Bill Museum/SCFD Support	27,427	-	-	-	0.00%
Coronavirus Relief Funds	63,487	-	-	-	0.00%
Inspire Initiative	1,172,542	1,299,398	1,527,982	228,584	17.59%
Lois Webster Fund, Lights Out Program	-	6,000	-	(6,000)	(100.00%)

<b>Parks and Recreation Administration (7010000)</b>	<b>2021 Actuals</b>	<b>2022 Appropriated</b>	<b>2023 Recommended</b>	<b>\$ Change</b>	<b>% Change</b>
N Turkey Creek Community Protection Project	49,994	-	10,006	10,006	0.00%
Northeast Xeriscape Garden	-	461	461	-	0.00%
Noxious Weeds	42,000	-	-	-	0.00%
Oehlmann Park Fuels Mitigation	-	111,504	-	(111,504)	(100.00%)
Resilient Communities Youth Program	208,641	238,472	-	(238,472)	(100.00%)
State and Local Fiscal Recovery Funds	450,421	1,896,223	3,353,130	1,456,907	76.83%
Wildfire Protection - Bell & Dedisse Park	40,750	126,484	-	(126,484)	(100.00%)
<b>Grants Total</b>	<b>2,055,308</b>	<b>3,815,987</b>	<b>4,891,579</b>	<b>1,075,592</b>	<b>28.19%</b>
<b>Capital Grants</b>					
Bicycle Track	-	300,000	-	(300,000)	(100.00%)
Habitat Restoration	-	125,000	625,000	500,000	400.00%
Heron Pond Natural Area	24,911	661,261	742,776	81,515	12.33%
Inspire Initiative	444,503	-	-	-	0.00%
Lily Lake Shoreline Restoration	39,500	500	-	(500)	(100.00%)
<b>Capital Grants Total</b>	<b>508,914</b>	<b>1,086,761</b>	<b>1,367,776</b>	<b>281,015</b>	<b>25.86%</b>
<b>Culture and Recreation SRF</b>					
Cableland Trust Expenditures	190,000	190,180	190,180	-	0.00%
Citywide Sports Program	655,958	956,122	764,387	(191,735)	-20.05%
Denver Employee Fitness Center SRF	83,047	127,357	179,097	51,740	40.63%
Event Facility	241,333	660,694	593,516	(67,178)	-10.17%
Facility Rental Program	29,360	32,694	463,334	430,640	1317.18%
Municipal Band	169,000	92,000	92,000	-	0.00%
Park/Rec Private Donations	528,722	213,000	327,645	114,645	53.82%
Parks/Rec Property Damage	-	10,000	50,000	40,000	400.00%
Public Tree Canopy	349,439	502,833	681,553	178,720	35.54%
Special Events	420	-	4,500	4,500	0.00%
<b>SRF Total</b>	<b>2,247,280</b>	<b>2,784,880</b>	<b>3,346,212</b>	<b>561,332</b>	<b>20.16%</b>
<b>General Government SRF</b>					
Planned Capital Equipment	172,025	-	-	-	0.00%
<b>Capital Projects Funds</b>					
Parks Debt Payments - 30015	49,703	425,000	425,000	-	0.00%
Playground Projects - 30030	59,005	-	-	-	0.00%
Trail Projects - 30035	94,885	-	-	-	0.00%
Mountain Parks Projects - 30040	349	-	-	-	0.00%
Parks Citywide Projects - 30045	1,656,220	3,635,000	2,795,000	(840,000)	(23.11%)
Park Improvement Projects	1,791,830	1,500,000	1,750,000	250,000	16.67%
Natural Areas Projects	436	-	-	-	0.00%
Parks Infrastructure Response - 30135	42,715	-	-	-	0.00%
Parks Debt Payments - 32015	21,742	-	-	-	0.00%
Parks Citywide Projects - 32045	758,621	-	-	-	0.00%
Parks Improvements Projects - 32050	1,800,691	-	6,255,000	6,255,000	0.00%
Regional Parks Projects	5,000	-	-	-	0.00%
Community Parks	4,807	-	-	-	0.00%

<b>Parks and Recreation Administration (7010000)</b>	<b>2021 Actuals</b>	<b>2022 Appropriated</b>	<b>2023 Recommended</b>	<b>\$ Change</b>	<b>% Change</b>
Parks Facilities Projects - 32130	139,009	-	-	-	0.00%
Parks Infrastructure Response - 32135	40,252	-	-	-	0.00%
Other Agency Capital Project	1,270,651	700,000	350,000	(350,000)	(50.00%)
Culturals Capital Maintenance	1,053	-	-	-	0.00%
Mountain Parks Projects - 35040	5,365	-	-	-	0.00%
Parks Citywide Projects - 35045	4,698,724	7,725,000	9,005,000	1,280,000	16.57%
Parks Improvements Projects - 35050	535,511	6,560,000	150,000	(6,410,000)	(97.71%)
Parks Cultural Projects	41,321	-	-	-	0.00%
Community Park Projects - 35110	35,168	-	-	-	0.00%
Parks Facilities Projects - 35130	292,795	-	-	-	0.00%
Parks Infrastructure Response Programs	498,463	-	-	-	0.00%
Parks Legacy Debt Payments	-	1,000,000	-	(1,000,000)	(100.00%)
Parks Legacy Citywide Projects	6,274,531	9,161,000	10,225,000	1,064,000	11.61%
Parks Legacy Improvement Projects	6,197,080	15,900,000	24,715,000	8,815,000	55.44%
Denver Water Irrigation Project	70,412	10,000	2,326	(7,674)	(76.74%)
Denver Water IGA	286,966	307,000	80,000	(227,000)	(73.94%)
Gateway Area Fee-in-lieu Fund Parks and Rec	209,172	224,000	-	(224,000)	(100.00%)
Parks and Recreation Capital Contributions	823,578	-	-	-	0.00%
Theatres & Arenas Capital Projects	603,990	-	-	-	0.00%
<b>Capital Projects Funds Total</b>	<b>28,310,044</b>	<b>47,147,000</b>	<b>55,752,326</b>	<b>8,605,326</b>	<b>18.25%</b>
<b>Other Program Funding Sources Total</b>	<b>33,293,570</b>	<b>54,834,628</b>	<b>65,357,893</b>	<b>10,523,265</b>	<b>19.19%</b>
<b>Total Program Expenditures</b>	<b>37,741,145</b>	<b>59,721,817</b>	<b>71,690,918</b>	<b>11,969,101</b>	<b>20.04%</b>
<b>Personnel Complement (Budgeted)</b>					
Accounting/Finance	17.61	18.86	34.13	15.27	80.97%
P & R - Manager	4.00	4.00	5.00	1.00	25.00%
Safety	5.00	5.00	5.00	-	0.00%
Marketing & Communications	5.00	5.00	5.00	-	0.00%
Permitting	5.04	5.04	6.04	1.00	19.84%
<b>Personnel Complement (Budgeted) Total</b>	<b>36.65</b>	<b>37.90</b>	<b>55.17</b>	<b>17.27</b>	<b>45.57%</b>
<b>Other Program Funds FTE</b>					
<b>Grants</b>					
Inspire Initiative	4.17	-	1.00	1.00	0.00%
Resilient Communities Youth Program	-	1.00	-	(1.00)	(100.00%)
State and Local Fiscal Recovery Funds	13.91	15.27	-	(15.27)	(100.00%)
<b>Total</b>	<b>18.08</b>	<b>16.27</b>	<b>1.00</b>	<b>(15.27)</b>	<b>(93.85%)</b>
<b>Culture and Recreation SRF</b>					
Citywide Sports Program	3.00	3.00	3.00	-	0.00%
Denver Employee Fitness Center SRF	0.95	0.95	0.95	-	0.00%
Event Facility	5.50	5.50	5.50	-	0.00%
Facility Rental Program	1.00	1.00	1.00	-	0.00%
Public Tree Canopy	1.00	1.00	1.00	-	0.00%

<b>Parks and Recreation Administration (7010000)</b>	<b>2021 Actuals</b>	<b>2022 Appropriated</b>	<b>2023 Recommended</b>	<b>\$ Change</b>	<b>% Change</b>
<b>Total</b>	<b>11.45</b>	<b>11.45</b>	<b>11.45</b>	<b>-</b>	<b>0.00%</b>
<b>Other Program Funds FTE Total</b>	<b>29.53</b>	<b>27.72</b>	<b>12.45</b>	<b>(15.27)</b>	<b>(55.09%)</b>
<b>Total Personnel Complement</b>	<b>66.18</b>	<b>65.62</b>	<b>67.62</b>	<b>2.00</b>	<b>3.05%</b>
<b>Revenue</b>					
Licenses and Permits	48,012	353,000	400,000	47,000	13.31%
Fines and Forfeits	15,268	-	-	-	0.00%
Fees	363	-	-	-	0.00%
Charges for Services	3,600	-	-	-	0.00%
Use Charges	1,329,429	1,199,848	1,312,848	113,000	9.42%
Internal Service and Indirect Cost	73,101	-	-	-	0.00%
Miscellaneous Other	41,103	800	800	-	0.00%
<b>Revenue Total</b>	<b>1,510,876</b>	<b>1,553,648</b>	<b>1,713,648</b>	<b>160,000</b>	<b>10.30%</b>
Vacancy Savings			(187,094)		
<b>Parks and Planning (7021000)</b>	<b>2021 Actuals</b>	<b>2022 Appropriated</b>	<b>2023 Recommended</b>	<b>\$ Change</b>	<b>% Change</b>
<b>Expenditures by Type</b>					
Personnel Services	30,974,252	36,700,443	41,109,377	4,408,934	12.01%
Services and Supplies	11,442,307	11,911,035	12,893,224	982,189	8.25%
Capital Equipment	710,851	445,386	20,500	(424,886)	(95.40%)
Internal Services and Misc.	325,683	316,687	328,687	12,000	3.79%
<b>Expenditures by Type Total</b>	<b>43,453,093</b>	<b>49,373,551</b>	<b>54,351,788</b>	<b>4,978,237</b>	<b>10.08%</b>
<b>Expenditures by Activity</b>					
Administration	1,185,954	1,761,228	3,320,776	1,559,548	88.55%
Buffalo Bill Museum	412,465	437,300	345,287	(92,013)	(21.04%)
Colorado State University	193,785	194,513	194,513	-	0.00%
District Operation	18,027,927	20,150,375	20,457,416	307,041	1.52%
Greenhouse	1,132,801	1,417,597	1,405,787	(11,810)	(0.83%)
Maintenance	5,346,206	5,623,715	6,418,908	795,193	14.14%
Mountain Parks	854,132	961,173	1,314,961	353,788	36.81%
Natural Resource Protection & Management	5,669,679	6,633,933	7,096,039	462,106	6.97%
Planning, Design and Construction	3,152,058	4,053,947	4,726,735	672,788	16.60%
Ranger Program	2,029,572	3,341,243	4,154,543	813,300	24.34%
Volunteer Programs	156,169	191,591	167,595	(23,996)	(12.52%)
Water Conservation	5,292,344	4,606,936	4,749,228	142,292	3.09%
<b>Expenditures by Activity Total</b>	<b>43,453,093</b>	<b>49,373,551</b>	<b>54,351,788</b>	<b>4,978,237</b>	<b>10.08%</b>
<b>Other Program Funding Sources</b>					
<b>Culture and Recreation SRF</b>					
Denver Mountain Parks	667,904	614,098	977,913	363,815	59.24%
Four Mile Historic Park	66,600	66,600	66,600	-	0.00%
<b>SRF Total</b>	<b>734,504</b>	<b>680,698</b>	<b>1,044,513</b>	<b>363,815</b>	<b>53.45%</b>
<b>General Government SRF</b>					



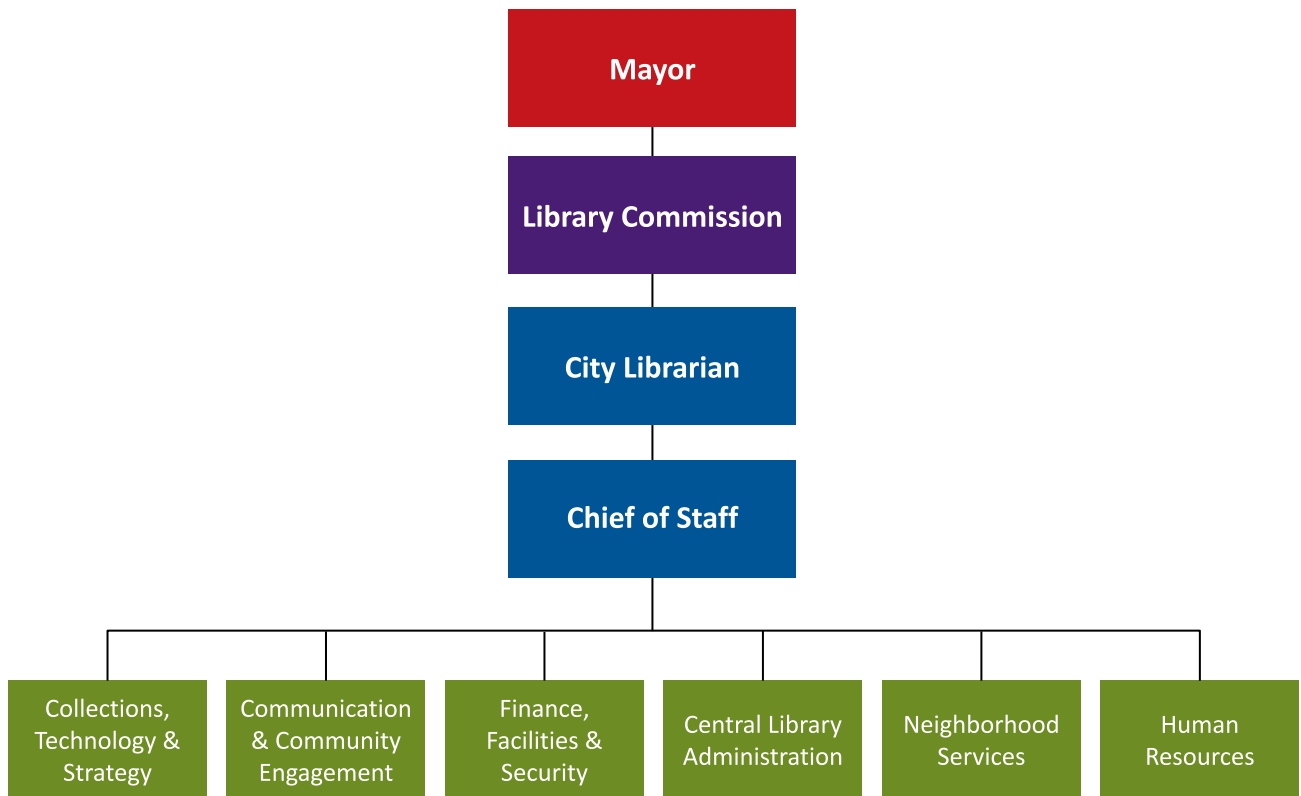
	2021	2022	2023	\$	%
<b>Parks and Planning (7021000)</b>	<b>Actuals</b>	<b>Appropriated</b>	<b>Recommended</b>	<b>Change</b>	<b>Change</b>
<b>Other Program Funding Sources Total</b>	<b>734,504</b>	<b>680,698</b>	<b>1,044,513</b>	<b>363,815</b>	<b>53.45%</b>
<b>Total Program Expenditures</b>	<b>44,187,597</b>	<b>50,054,249</b>	<b>55,396,301</b>	<b>5,342,052</b>	<b>10.67%</b>
<b>Personnel Complement (Budgeted)</b>					
Administration	6.38	6.87	17.87	11.00	160.12%
District Operation	264.10	275.74	273.91	(1.83)	(0.66%)
Natural Resource Protection & Management	47.67	52.92	50.67	(2.25)	(4.25%)
Water Conservation	6.00	5.50	7.00	1.50	27.27%
Greenhouse	9.56	10.72	9.72	(1.00)	(9.33%)
Volunteer Programs	1.60	1.60	1.60	-	0.00%
Ranger Program	25.37	39.26	45.76	6.50	16.56%
Maintenance	53.13	53.79	56.63	2.84	5.28%
Planning, Design and Construction	29.75	31.75	32.25	0.50	1.57%
Mountain Parks	8.40	9.23	11.40	2.17	23.51%
Buffalo Bill Museum	3.99	4.82	3.99	(0.83)	(17.22%)
<b>Personnel Complement (Budgeted) Total</b>	<b>455.95</b>	<b>492.20</b>	<b>510.80</b>	<b>18.60</b>	<b>3.78%</b>
<b>Other Program Funds FTE</b>					
<b>Culture and Recreation SRF</b>					
Administration	4.71	4.71	5.71	1.00	21.23%
<b>General Government SRF</b>					
Internal Billings and Reimbursements	4.00	-	-	-	0.00%
<b>Total Personnel Complement</b>	<b>464.66</b>	<b>496.91</b>	<b>516.51</b>	<b>19.60</b>	<b>3.94%</b>
<b>Revenue</b>					
Fines and Forfeits	74,475	130,000	85,000	(45,000)	(34.62%)
Fees	83,275	71,250	126,750	55,500	77.89%
Charges for Services	388,589	311,000	463,300	152,300	48.97%
Use Charges	200,303	226,233	226,233	-	0.00%
Internal Service and Indirect Cost	704,885	695,400	695,400	-	0.00%
Miscellaneous Other	119,354	-	-	-	0.00%
<b>Revenue Total</b>	<b>1,570,880</b>	<b>1,433,883</b>	<b>1,596,683</b>	<b>162,800</b>	<b>11.35%</b>
Vacancy Savings			(1,436,847)		
	2021	2022	2023	\$	%
<b>Recreation Operations (7030000)</b>	<b>Actuals</b>	<b>Appropriated</b>	<b>Recommended</b>	<b>Change</b>	<b>Change</b>
<b>Expenditures by Type</b>					
Personnel Services	13,397,485	23,971,854	26,495,670	2,523,816	10.53%
Services and Supplies	3,328,523	4,547,928	5,108,770	560,842	12.33%
Capital Equipment	326,610	671,910	2,250	(669,660)	(99.67%)
Internal Services and Misc.	14,754	28,456	28,456	-	0.00%
<b>Expenditures by Type Total</b>	<b>17,067,372</b>	<b>29,220,148</b>	<b>31,635,146</b>	<b>2,414,998</b>	<b>8.26%</b>
<b>Expenditures by Activity</b>					
Adaptive Recreation	496,439	676,249	511,537	(164,712)	(24.36%)
Administration	3,107,622	3,951,631	3,990,530	38,899	0.98%

	2021	2022	2023	\$	%
<b>Recreation Operations (7030000)</b>	<b>Actuals</b>	<b>Appropriated</b>	<b>Recommended</b>	<b>Change</b>	<b>Change</b>
Aquatics	1,621,008	4,174,934	4,401,469	226,535	5.43%
Arts and Culture	262,153	484,564	501,466	16,902	3.49%
City Wide Sports	416,732	772,685	731,071	(41,614)	(5.39%)
Fitness	258,991	1,091,287	1,080,187	(11,100)	(1.02%)
Outdoor Education	416,711	501,409	604,896	103,487	20.64%
Recreation Centers	8,546,429	13,173,583	15,449,113	2,275,530	17.27%
Youth Programs	1,941,286	4,393,806	4,364,877	(28,929)	(0.66%)
<b>Expenditures by Activity Total</b>	<b>17,067,372</b>	<b>29,220,148</b>	<b>31,635,146</b>	<b>2,414,998</b>	<b>8.26%</b>
<b>Total Program Expenditures</b>	<b>17,067,372</b>	<b>29,220,148</b>	<b>31,635,146</b>	<b>2,414,998</b>	<b>8.26%</b>
<b>Personnel Complement (Budgeted)</b>					
Administration	16.32	30.28	18.28	(12.00)	(39.63%)
Recreation Centers	174.41	179.17	212.23	33.06	18.45%
Youth Programs	92.33	63.66	60.66	(3.00)	(4.71%)
Adaptive Recreation	7.87	7.87	5.87	(2.00)	(25.41%)
Aquatics	120.13	118.13	118.13	-	0.00%
Arts and Culture	5.81	4.81	4.81	-	0.00%
Outdoor Education	5.12	5.40	6.40	1.00	18.52%
Fitness	19.01	19.01	19.01	-	0.00%
City Wide Sports	17.45	17.61	16.61	(1.00)	(5.68%)
<b>Personnel Complement (Budgeted) Total</b>	<b>458.45</b>	<b>445.94</b>	<b>462.00</b>	<b>16.06</b>	<b>3.60%</b>
<b>Total Personnel Complement</b>	<b>458.45</b>	<b>445.94</b>	<b>462.00</b>	<b>16.06</b>	<b>3.60%</b>
<b>Revenue</b>					
Use Charges	1,818,274	4,768,356	6,222,440	1,454,084	30.49%
Internal Service and Indirect Cost	33,725	1,632	2,240	608	37.25%
Miscellaneous Other	214,403	215,000	215,000	-	0.00%
<b>Revenue Total</b>	<b>2,066,402</b>	<b>4,984,988</b>	<b>6,439,680</b>	<b>1,454,692</b>	<b>29.18%</b>
Vacancy Savings			(574,906)		
	2021	2022	2023	\$	%
<b>Golf (79000-7029000)</b>	<b>Actuals</b>	<b>Appropriated</b>	<b>Recommended</b>	<b>Change</b>	<b>Change</b>
<b>Expenditures by Type</b>					
Personnel Services	8,117,702	8,338,286	10,033,464	1,695,178	20.33%
Services and Supplies	3,431,318	4,648,234	5,969,817	1,321,583	28.43%
Capital Equipment	105,482	279,460	546,000	266,540	95.38%
Internal Services and Misc.	721,818	736,500	737,250	750	0.10%
<b>Expenditures by Type Total</b>	<b>12,376,320</b>	<b>14,002,480</b>	<b>17,286,531</b>	<b>3,284,051</b>	<b>23.45%</b>
<b>Expenditures by Activity</b>					
Aqua Golf	365,804	402,877	516,563	113,686	28.22%
City Park	1,768,679	1,659,995	2,419,653	759,658	45.76%
Evergreen	974,481	1,071,990	1,388,605	316,615	29.54%
Golf Operation	1,941,843	2,640,883	3,350,297	709,414	26.86%
Harvard Gulch	341,120	346,448	490,999	144,551	41.72%

	2021	2022	2023	\$	%
<b>Golf (79000-7029000)</b>	<b>Actuals</b>	<b>Appropriated</b>	<b>Recommended</b>	<b>Change</b>	<b>Change</b>
Junior Golf	480,024	519,094	553,465	34,371	6.62%
Kennedy	2,051,635	2,364,746	2,755,805	391,059	16.54%
Overland	1,487,318	1,719,617	2,081,582	361,965	21.05%
Wellshire	1,478,839	1,549,469	1,766,018	216,549	13.98%
Willis Case	1,486,576	1,727,361	1,963,544	236,183	13.67%
<b>Expenditures by Activity Total</b>	<b>12,376,320</b>	<b>14,002,480</b>	<b>17,286,531</b>	<b>3,284,051</b>	<b>23.45%</b>
<b>Other Program Funding Sources</b>					
<b>Capital Projects Funds</b>					
Golf Enterprise Capital Improv	601,141	1,000,000	1,500,000	500,000	50.00%
<b>Total Program Expenditures</b>	<b>12,977,461</b>	<b>15,002,480</b>	<b>18,786,531</b>	<b>3,784,051</b>	<b>25.22%</b>
<b>Personnel Complement (Budgeted)</b>					
Aqua Golf	4.47	4.47	4.47	-	0.00%
City Park	13.32	13.32	15.32	2.00	15.02%
Evergreen	9.06	9.06	9.06	-	0.00%
Golf Operation	14.00	12.00	12.00	-	0.00%
Harvard Gulch	5.48	5.48	5.48	-	0.00%
Junior Golf	8.44	8.44	8.44	-	0.00%
Kennedy	18.90	18.90	18.90	-	0.00%
Overland	12.98	12.98	12.98	-	0.00%
Wellshire	13.96	13.96	13.96	-	0.00%
Willis Case	12.56	12.56	12.56	-	0.00%
<b>Personnel Complement (Budgeted)</b>					
<b>Total</b>	<b>113.17</b>	<b>111.17</b>	<b>113.17</b>	<b>2.00</b>	<b>1.80%</b>
<b>Total Personnel Complement</b>	<b>113.17</b>	<b>111.17</b>	<b>113.17</b>	<b>2.00</b>	<b>1.80%</b>
<b>Revenue</b>					
Sale and Use	(3)	-	-	-	0.00%
Interest Income	111,854	65,000	65,000	-	0.00%
Use Charges	17,337,781	17,898,500	18,759,320	860,820	4.81%
Internal Service and Indirect Cost	432	-	-	-	0.00%
Investment Service	(22,940)	-	-	-	0.00%
Miscellaneous Other	(193,896)	-	-	-	0.00%
<b>Revenue Total</b>	<b>17,233,229</b>	<b>17,963,500</b>	<b>18,824,320</b>	<b>860,820</b>	<b>4.79%</b>
<b>Parks Legacy (15828-7040000)</b>					
	2021	2022	2023	\$	%
<b>Expenditures by Type</b>	<b>Actuals</b>	<b>Appropriated</b>	<b>Recommended</b>	<b>Change</b>	<b>Change</b>
Personnel Services	1,922,762	4,677,906	5,155,560	477,654	10.21%
Services and Supplies	2,591,503	12,391,820	6,191,506	(6,200,314)	(50.04%)
Capital Equipment	1,279,465	33,401,393	2,574,000	(30,827,393)	(92.29%)
Internal Services and Misc.	23,558	(665,797)	3,000	668,797	(100.45%)
<b>Expenditures by Type Total</b>	<b>5,817,287</b>	<b>49,805,322</b>	<b>13,924,066</b>	<b>(35,881,256)</b>	<b>(72.04%)</b>
<b>Expenditures by Activity</b>					
Administration	635,265	2,714,664	822,142	(1,892,522)	(69.71%)
Forestry	1,910,425	3,876,126	1,209,789	(2,666,337)	(68.79%)

	2021	2022	2023	\$	%
<b>Parks Legacy (15828-7040000)</b>	<b>Actuals</b>	<b>Appropriated</b>	<b>Recommended</b>	<b>Change</b>	<b>Change</b>
Land Acquisition	560,111	30,519,442	1,700,000	(28,819,442)	(94.43%)
Mountain Parks	480,010	1,404,143	1,736,902	332,759	23.70%
Outdoor Recreation	313,258	802,724	866,519	63,795	7.95%
Park Operations	644,947	4,256,040	3,019,821	(1,236,219)	(29.05%)
Parks Maintenance	490,264	4,233,168	1,500,116	(2,733,052)	(64.56%)
Planning Construction and Design	783,007	1,999,015	3,068,777	1,069,762	53.51%
<b>Total Program Expenditures</b>	<b>5,817,287</b>	<b>49,805,322</b>	<b>13,924,066</b>	<b>(35,881,256)</b>	<b>(72.04%)</b>
<b>Personnel Complement (Budgeted)</b>					
Administration	22.00	4.00	5.00	1.00	25.00%
Forestry	-	-	1.00	1.00	0.00%
Mountain Parks	-	2.00	5.68	3.68	184.00%
Planning Construction and Design	-	9.00	14.00	5.00	55.56%
Parks Maintenance	-	8.50	8.50	-	0.00%
Park Operations	-	3.25	9.03	5.78	177.85%
Outdoor Recreation	-	5.15	6.60	1.45	28.16%
<b>Total Personnel Complement</b>	<b>22.00</b>	<b>31.90</b>	<b>49.81</b>	<b>17.91</b>	<b>56.14%</b>
<b>Revenue</b>					
Sale and Use	42,836,988	41,711,504	50,508,861	8,797,357	21.09%
Interest Income	682,672	-	-	-	0.00%
<b>Revenue Total</b>	<b>43,519,660</b>	<b>41,711,504</b>	<b>50,508,861</b>	<b>8,797,357</b>	<b>21.09%</b>

# Denver Public Library



## Mission

Together, we create welcoming spaces where all are free to explore and connect.

## Department Summary

The Denver Public Library (DPL) provides information, education, and cultural programs while managing a collection of more than two million books, e-books, periodicals, government publications, and audiovisual materials. DPL also provides professional reference and research services; maintains a computer network that allows the public to access the internet; and participates in interlibrary loan services with libraries worldwide. The library system includes the Central Library, 27 branch libraries, and three bookmobiles.

For more information please visit the Denver Public Library website at <https://denverlibrary.org>.



## Services

Denver Public Library activities are governed by the Denver Public Library Commission under the provisions of City Charter sections A14.6 through A14.11. The volunteer Library Commission consists of eight commissioners appointed by the Mayor. The Denver Public Library delivers services through the following functional areas:

**Administration** is composed of the Office of the City Librarian, which is focused on executive and strategic leadership, and the Office of the Chief of Staff provides operational oversight. This Division is also home to the library's Equity, Diversity and Inclusion team that leads organizational work to change inequitable practices, structures, and policies and improve the environment of inclusivity of the public library for customers and staff.

**Collections, Technology, and Strategy** selects, processes, and catalogs books, audiovisual materials, and online resources for the whole library system. It develops and maintains the library's online services, manages the online network in each of the 27 locations, administers servers providing library applications, and provides public access to computers and wireless in all locations, technology assistance, and computer classes. This division includes staff focused on digital inclusion, maker spaces, strategic planning, data infrastructure, and program evaluation.

**Communications and Community Engagement** educates and informs the public of library services, resources, and programs. It supports the work of the library by providing marketing, public relations, communications, publication design, promotions, grants management, and community outreach and engagement. The library currently operates three bookmobiles, providing weekly service to 30 Denver Public Schools and 30 senior centers. The department also works in conjunction with the Denver Public Library Friends Foundation to develop and implement the library's private fundraising efforts across the City.



**Finance, Facilities, and Security** provides fiscal and physical management of DPL's 27 locations. Strategic budgeting, accounting, procurement, and contract management are included in the financial focus of the department. The Facilities department provides custodial, delivery, and maintenance and improvement services for the Central Library and 26 branch libraries. This Division also includes the DPL Security Department, which manages all aspects of safety and wellbeing for customers and employees of the public library.

**Human Resources** supports staff and supervisors with all employment-related matters of the library, including employee engagement initiatives. The Human Resources Division facilitates the entire employee life cycle, including recruitment and hiring, benefits administration, learning and development, employee wellness, time and attendance, leaves of absence, workers' compensation, and employee relations.

**Central Library Administration** provides access to the Denver community's largest reference and research center including the world-renowned Special Collections & Digital Archives Department, a Community Technology Center, a robust Reference Center, the Children's Library, and a collection of books and audio-visual materials for check-out. Virtual reference service and a homework assistance program is available 24/7 through the Ask Us Chat service. This Division also includes the Community Resources Department, a team of social workers and peer navigators who support DPL customers experiencing life challenges and train DPL staff in trauma-informed customer service techniques.

**Neighborhood Services** is composed of DPL's 25 neighborhood branch libraries and the Blair-Caldwell African American Research Library. Each location provides the community with books and audiovisual materials for check-out, free wireless access, public computers, programs and classes for all ages, and spaces for reading, gathering, and learning. Branch staff provide outreach services and engage with residents and neighborhood groups to strengthen Denver's communities. This division also includes departments that design, coordinate and evaluate programming across the DPL system, including: Youth Services, Programming Services and Cultural Inclusivity Services.

## Strategies

The needs of Denverites are dynamic - DPL strives to foster community, reimagine spaces to reflect use, and ensures focus on the well-being of internal staff culture while remaining responsible stewards of public resources.

The library's Strategic Roadmap, which can be viewed at [https://drive.google.com/file/d/1bpp1t8Dznpj-CLSNc4C-iX2tqxFZbQ\\_KO/view?usp=sharing](https://drive.google.com/file/d/1bpp1t8Dznpj-CLSNc4C-iX2tqxFZbQ_KO/view?usp=sharing), is organized into Themes and Objectives that provide a shared vision for the library's work and a tool for operational and financial decision making. Each year the library creates an Action Plan, which can be viewed at <https://www.denverlibrary.org/sites/dplorg/files/2022/03/2022-action-plan.pdf>, that catalyzes progress on identified Objectives and aligns resources with specific Actions that will move the organization forward.

## Access and Enrichment

The Denver Public Library is responsive to the diverse needs of its community and reaches beyond its walls to offer library services to all.

- **Objective 1.1** Reimagine service delivery models and grow our commitment to meeting people where they are.
- **Objective 1.2** Expand our reach and boost public awareness of what the library has to offer.
- **Objective 1.3** Offer relevant and supportive resources, services and materials in Denver's key languages.

- **Objective 1.4** Inspire and encourage a sense of wonder by curating relevant, engaging, and diverse materials that reflect the interests of the community and promote literacy at all ages.
- **Objective 1.5** Harness the power of current and emerging technology to eliminate barriers and facilitate exploration.

## Space and Place

All Denver Public Library locations and services are welcoming, reflect and honor the unique needs of neighborhoods, and are placed in geographically diverse locations to ensure all have access.

- **Objective 2.1** Maintain and improve existing library infrastructure to enhance the customer experience, and explore opportunities to add new locations as we grow with the community.
- **Objective 2.2** Anchor the library's role as a connector within the larger social and economic fabric of the community.
- **Objective 2.3** Celebrate unique neighborhood characteristics through the design of culturally-representative spaces.
- **Objective 2.4** Develop a trauma-informed and culturally responsive customer service model that matches community needs, while also encouraging staff to maintain their own wellness.

## Culture and Organizational Health

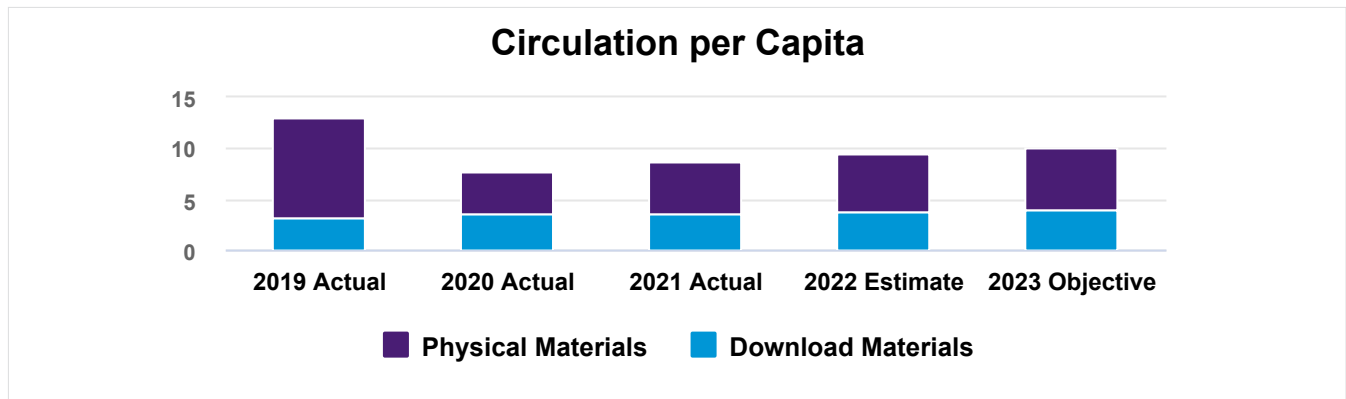
The Denver Public Library offers a strong internal culture for employees focused on equity. The library is a trusted community organization and responsible steward of taxpayer dollars.

- **Objective 3.1** Cultivate an inclusive organization focused on equitable outcomes and services for all, leading with race.
- **Objective 3.2** Provide responsive and inspired service through data-informed decision making.
- **Objective 3.3** Nurture the full employee lifecycle, build staff capacity to deliver on DPL's mission, and create opportunities for career exploration.
- **Objective 3.4** Align financial and operational resources with strategic priorities to ensure long-term sustainability.
- **Objective 3.5** Provide consistent, transparent, high-quality communication and prioritize meaningful opportunities for staff and community engagement.

## Performance and Program Highlights

DPL utilizes a set of community-level indicators to take the pulse of the collective impact of library programs and services. Indicators include what data DPL can measure, how the data is measured, and if the library is achieving results. All these indicators work together to tell the library's story of impact and contain internal and external measures.

The following is an overview of indicators within each Strategic Theme, including selected indicators for which the library has reliable historical data at this time. Please note, these indicators are dynamic, some are still in development and may evolve over time.



**Access and Enrichment**

**Circulation per Capita** measures the average number of loans made to each resident annually. Material circulation is one way to understand the curiosity of DPL’s card-holders as it sheds light on the variety of materials accessed and the volume of materials consumed by the Denver population. In 2021, DPL served 147,224 non-resident card holders who contributed to total circulation. It is likely this causes the average number of loans data to be inflated, though not significantly.

In 2021, DPL enhanced its commitment to increasing collection diversity and hired a Development Specialist to curate the World Languages to include Amharic, Arabic, Somali, and Tigrinya materials. This work built on earlier efforts to boost the library’s Spanish and Vietnamese collections. Additionally, the library conducted a series of Collection Diversity Audits to evaluate the current state of diverse representation in various library collections, including Adult Fiction, Children’s Picture Books and the historical archives. These efforts continue in 2022, with an audit of DPL’s Read Aloud collection, for which more information can be found at <https://kids.denverlibrary.org/readaloud>.

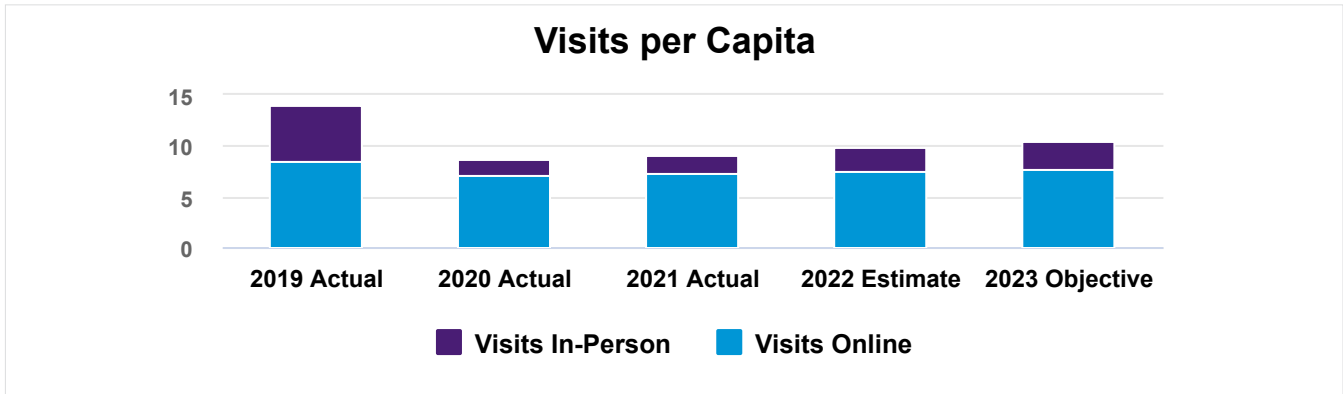
2022 circulation projections are based on year to date (YTD) actuals. There has been an observed uptick in digital downloads due to continued impacts of the pandemic and limited branch hours. It is anticipated that there will be an increase in access to the physical collection as locations continue to increase hours of operation and welcome back the community. 2023 projections are based on 70 percent of the pre-pandemic baseline.

	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Objective
<b>Percentage of New Library Cards that are Actively Utilized</b>	46.0%	21.3%	37.9%	38.8%	38.8%

**New Library Users** measures the percentage of new library cards issued that are actively utilized, which helps DPL understand whether new users are taking advantage of their access to the library’s collection, programs, and services.

While utilization is not something DPL can unilaterally control, this indicator helps the organization understand whether it is targeting new cardholders and expanding its connection to communities that most need access to the library. In 2021, DPL saw a 16.5 percent reduction in the percentage of new cardholders actively utilizing their library card for physical and/or digital circulation. However, it is important to note that the COVID-19 closure of DPL locations resulted in a significant reduction in new cards issued over pre-pandemic years.

The estimated new library users in 2022 and 2023 assume a return to previous trends, using a rolling average for projected performance and taking into consideration the reopenings of library spaces - including two new branch locations - and the Bookmobile presence in Denver neighborhoods.



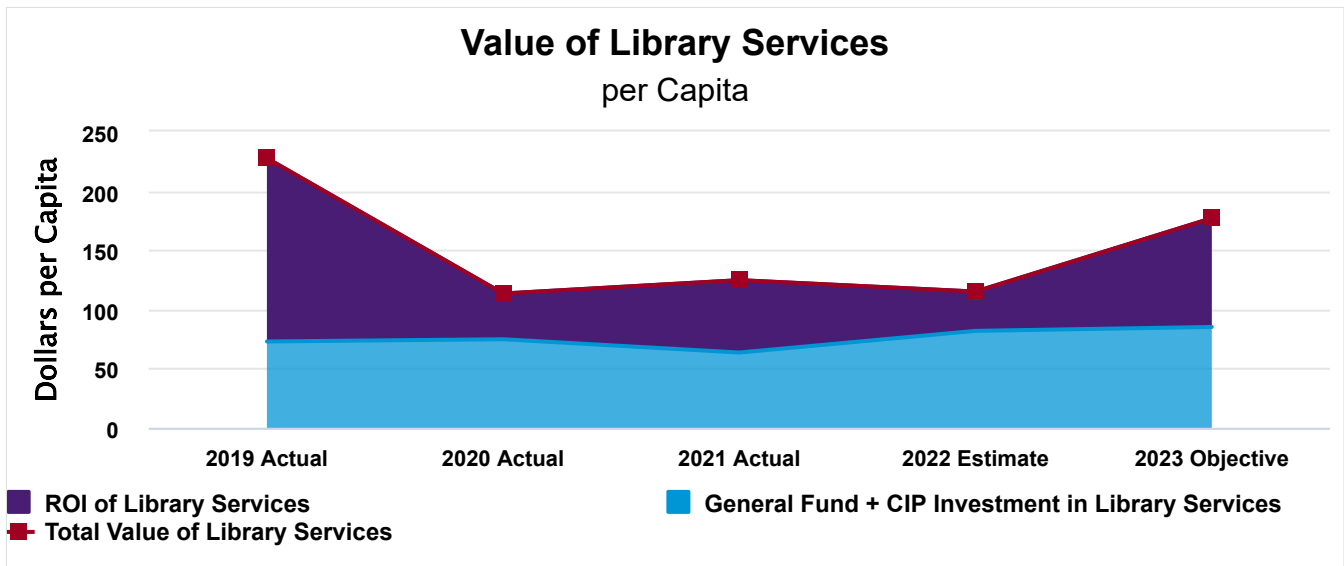
### Space and Place

**Visits per Capita** measures the average number of times a Denver resident visits a library location or the DPL website. Visit information helps the library understand how frequently residents are using DPL spaces - regardless of purpose for visiting.

DPL experienced a significant decrease in in-person visits during the COVID-19 pandemic. The decrease reflected in the chart may be overstated because it does not capture curbside and outdoor services, which launched in July 2020. These customer visits could not be captured as all visitation statistics are collected using infrared door counter technology that is not equipped for outdoor use. Neighborhood branch locations began welcoming the community back into library spaces in March 2021. The Central Library, which represents a large percentage of annual visitation, re-opened its first floor for scaled-down services in July 2021. The Central Library is undergoing a major renovation that will continue to impact visits in 2022 and 2023.

DPL’s online visitation remained strong throughout 2021, indicating that Denver residents continued to leverage library services and connect to resources throughout the pandemic. DPL’s average visits per resident - both in person and online - is at 8.9.

2022 visit projections are based on approximately 80 percent of pre-pandemic visits, and reflect anticipated changes due to the opening of the Bob Ragland Branch Library in RiNo Art Park and rolling branch closures for bond renovations. The number of virtual visits per capita is calculated using a rolling average of monthly web traffic.



**Honoring Public Trust**

**ROI (Return on Investment) of Library Services** is the estimated **Value of Library Services** minus the library’s **General Fund + Capital Improvement Program (CIP) Investment**. These figures are reflected per capita to help community members better understand the personalized monetary value of library services.

The first piece of the calculation is the value of library services, which is the estimated “out-of-pocket” cost for library services, such as materials, museum passes, technology access, meeting space, and programs. This is estimated using the Maine State Library Associations’ Library Use Value Calculator, which can be viewed at <https://www.maine.gov/msl/services/calculator.htm>. The second piece of the calculation is the General Fund + CIP investment in library services. This includes DPL’s funding from the General Fund as well as CIP for new capital projects, but does not include any grants, donations, CIP maintenance funds administered through other agencies, or general obligation bonds that were approved by Denver voters. Lastly, the annual investment is subtracted from the value of library services to arrive at the return on investment (ROI) of Library Services. This is considered the value community members receive from the library above and beyond the annual investment.

**Budget Detail**

	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>DPL Administration Budget (8110000)</b>					
<b>Expenditures by Type</b>					
Personnel Services	36,119,729	45,008,756	48,755,853	3,747,097	8.33%
Services and Supplies	9,301,625	9,566,693	10,284,798	718,105	7.51%
Capital Equipment	146,947	84,132	43,813	(40,319)	(47.92%)
<b>Expenditures by Type Total</b>	<b>45,568,300</b>	<b>54,659,581</b>	<b>59,084,464</b>	<b>4,424,883</b>	<b>8.10%</b>
<b>Expenditures by Activity</b>					
DPL Administration Budget	2,073,386	5,803,205	2,328,205	(3,475,000)	(59.88%)

	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>DPL Administration Budget (8110000)</b>					
DPL Central Library Administration Budget Control	7,028,680	8,039,900	9,360,166	1,320,266	16.42%
DPL Collections, Technology & Strategy Budget Control	11,603,897	11,915,865	13,490,413	1,574,548	13.21%
DPL Collections, Technology and Strategy Budget	825	-	-	-	0.00%
DPL Communication & Community Engagement Budget Control	1,431,046	1,656,292	2,229,804	573,512	34.63%
DPL Finance, Facilities & Security Budget Control	5,546,016	7,360,756	8,530,044	1,169,288	15.89%
DPL Human Resources Budget Control	1,018,948	1,155,460	1,068,974	(86,486)	(7.48%)
DPL Neighborhood Services Administration Budget Control	16,865,502	18,728,103	22,076,858	3,348,755	17.88%
<b>Expenditures by Activity Total</b>	<b>45,568,300</b>	<b>54,659,581</b>	<b>59,084,464</b>	<b>4,424,883</b>	<b>8.10%</b>
<b>Other Program Funding Sources</b>					
<b>Grants</b>					
Bridging the Gap: Apprenticeships for Underrepresented Populations	-	64,368	134,120	69,752	108.36%
Building an Inclusive Organizational Culture in Libraries	15,108	102,777	100,563	(2,214)	(2.15%)
Coronavirus Relief Funds	24,996	-	-	-	0.00%
Denver Healthy Food Access	-	-	-	-	0.00%
Preserving Black Western Legacies	71,809	73,992	78,132	4,140	5.60%
Read Aloud	9,533	-	-	-	0.00%
State and Local Fiscal Recovery Funds	322,365	980,000	980,988	988	0.10%
State Grants for Libraries	155,325	185,479	180,000	(5,479)	(2.95%)
<b>Total</b>	<b>599,136</b>	<b>1,406,616</b>	<b>1,473,803</b>	<b>67,187</b>	<b>4.78%</b>
<b>Culture and Recreation SRF</b>					
Library - Special Trust Fund	1,195,183	1,869,104	1,337,273	(531,831)	(28.45%)
<b>Capital Projects Funds</b>					
Facility CIP Projects	1,916	5,000,000	2,000,000	(3,000,000)	(60.00%)
<b>Other Program Funding Sources Total</b>	<b>1,796,235</b>	<b>8,275,720</b>	<b>4,811,076</b>	<b>(3,464,644)</b>	<b>(41.87%)</b>
<b>Total Program Expenditures</b>	<b>47,366,451</b>	<b>67,935,301</b>	<b>65,895,540</b>	<b>(2,039,761)</b>	<b>(3.00%)</b>
<b>Personnel Complement</b>					
DPL Administration Budget	11.00	67.25	11.00	(56.25)	(83.64%)
DPL Central Library Administration Budget Control	106.25	106.75	110.00	3.25	3.04%
DPL Collections, Technology & Strategy Budget Control	46.75	47.75	60.00	12.25	25.65%
DPL Communication & Community Engagement Budget Control	13.50	16.00	21.50	5.50	34.38%
DPL Finance, Facilities & Security Budget Control	92.75	90.75	105.25	14.50	15.98%



	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>DPL Administration Budget (8110000)</b>					
DPL Human Resources Budget Control	10.00	11.00	10.00	(1.00)	(9.09%)
DPL Neighborhood Services Administration Budget Control	261.25	257.50	281.25	23.75	9.22%
<b>Personnel Complement Total</b>	<b>541.50</b>	<b>597.00</b>	<b>599.00</b>	<b>2.00</b>	<b>0.34%</b>
<b>Other Program Funds FTE</b>					
<b>Grants</b>					
Bridging the Gap: Apprenticeships for Underrepresented Populations	-	1.00	2.00	1.00	100.00%
Building an Inclusive Organizational Culture in Libraries	-	1.00	1.00	-	0.00%
Preserving Black Western Legacies	-	1.00	1.00	-	0.00%
State and Local Fiscal Recovery Funds	16.44	4.00	4.00	-	0.00%
<b>Total</b>	<b>16.44</b>	<b>7.00</b>	<b>8.00</b>	<b>1.00</b>	<b>14.29%</b>
Library - Special Trust Fund	3.00	8.00	5.09	(2.91)	(36.38%)
<b>Other Program Funds FTE Total</b>	<b>19.44</b>	<b>15.00</b>	<b>13.09</b>	<b>(1.91)</b>	<b>(12.73%)</b>
<b>Total Personnel Complement</b>	<b>560.94</b>	<b>612.00</b>	<b>612.09</b>	<b>0.09</b>	<b>0.01%</b>
<b>Revenue</b>					
Miscellaneous Other	1,074	-	-	-	0.00%
<b>Revenue Total</b>	<b>1,074</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
Vacancy Savings			(1,803,921)		

### Programmatic Changes

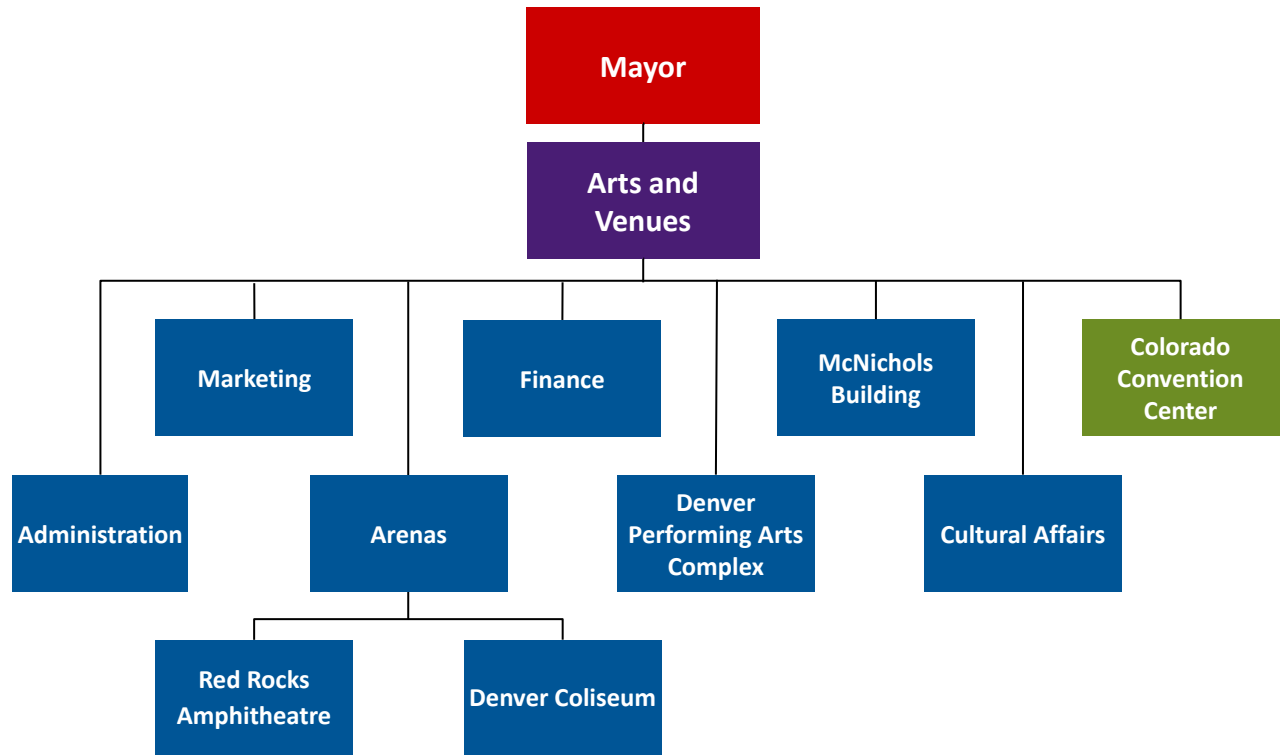
The City and County of Denver’s allocation of State and Local Fiscal Recovery Funds as a result of the American Rescue Plan Act (ARPA) allowed the City to restore some service reductions that were necessary to balance the budget in 2021 and to allocate funding to address operational backlogs. Many of these investments are ongoing and to avoid a financial ‘cliff’, the City has employed a ‘step down’ methodology that allows a portion of these investments to remain funded in the ARPA allocation in 2023, while some are transitioned to the General Fund. Additional ARPA funds also have been allocated to the Denver Public Library in 2023 for programs to support Denver’s recovery from the COVID-19 pandemic, which were informed by community input. These changes are described below, along with other significant programmatic changes for 2023.

2023 Impact Description	FTEs	Dollars
<b>Agencywide</b>		
<ul style="list-style-type: none"> <li>An increase in personnel services to add 18.5 positions and on-calls starting in July and October to operate the new Westwood Branch, which is scheduled to open in the fall of 2023. This includes four Program Administrators, three Administrative Support Assistant IIs, two Library Program Assistants, one Administrative Support Assistant IV, one Custodian, one Facility Maintenance Technician, one IT Technician II, one Librarian, one Senior Librarian, a half-time Library Aide, one Operations Assistant, one Operations Supervisor, one Utility Worker I, and \$30,000 for on-calls.</li> </ul>	8.50	648,400
<ul style="list-style-type: none"> <li>An increase in personnel services due to the passage of ordinances that increased the minimum wage in 2022 and 2023.</li> </ul>	0.00	148,200

<b>2023 Impact Description</b>	<b>FTEs</b>	<b>Dollars</b>
<ul style="list-style-type: none"> <li>An increase in personnel services to create two limited Operations Assistants to expand the Digital Navigator program piloted with State and Local Fiscal Recovery funding in 2022. These positions expire in December of 2024.</li> </ul>	2.00	140,800
<ul style="list-style-type: none"> <li>A net increase in personnel services, with a corresponding net decrease in FTE, due to mid-year adjustments to better align position classifications and hours with service needs and programs. Several position upgrades resulted in a reduced number of total budgeted positions.</li> </ul>	(8.00)	48,200
<ul style="list-style-type: none"> <li>A decrease in personnel services to correct an administrative error.</li> </ul>	(0.50)	(19,000)
<ul style="list-style-type: none"> <li>An increase in services and supplies for the new Westwood Branch including startup furniture, circulating technology, and collections.</li> </ul>	0.00	458,900
<ul style="list-style-type: none"> <li>An increase in services and supplies to support new staff and purchase circulating technology for the Digital Navigator program piloted with ARPA funding in 2022.</li> </ul>	0.00	229,400
<ul style="list-style-type: none"> <li>A decrease in capital equipment due to one-time purchases in 2022.</li> </ul>	0.00	(40,300)
<b>Special Revenue Funds</b>		
<ul style="list-style-type: none"> <li>A net decrease in the Library Special Trust Fund expenditures to align spending with donor-supported projects in 2023. The net FTE decrease reflects closing positions that are no longer needed.</li> </ul>	(2.91)	(531,800)
<b>Grants</b>		
<ul style="list-style-type: none"> <li>A continuation of grant expenditures due to an investment of State and Local Fiscal Recovery Funds to provide individualized or small group assistance to community members in underserved neighborhoods who need affordable home internet service, affordable internet-capable devices, and/or coaching in introductory digital skills to become effective technology users.</li> </ul>	0.00	0.00
<ul style="list-style-type: none"> <li>A net increase in grant expenditures and FTE primarily due to additional funding for the grant Bridging the Gap: Apprenticeships for Underrepresented Populations.</li> </ul>	1.00	67,200
<ul style="list-style-type: none"> <li>A continuation of grant expenditures in the Library’s ARPA allocation for services first restored in ARPA in the 2021 budget.</li> </ul>	0.00	0.00

The budgeted vacancy savings is \$1,803,921.

## Denver Arts and Venues



### Mission

Arts & Venues enriches and advances Denver’s quality of life and economic vitality through the advancement of arts, cultural, and entertainment opportunities for all.

## Department Summary

Denver Arts and Venues (DAV) manages, maintains, and programs the City's public events venues, provides cultural programs and grant opportunities for Denver's cultural community, and manages Denver's one percent public art program. The agency's portfolio of venues includes iconic and high-profile facilities that are well-known regionally, nationally, and internationally. They include:

- Colorado Convention Center
- Denver Coliseum
- Denver Performing Arts Complex
- McNichols Civic Center Building
- Red Rocks Amphitheatre

DAV facilities host various public and private events, including conventions, trade shows, sporting events, concerts, theatre productions (local and national touring companies), and cultural activities such as films, lectures, symphony, ballet, and opera performances. For more detailed information, visit <http://artsandvenuesdenver.com/>.

## Services

**Administration** includes mission-critical activities such as policy development and direction, establishing agency goals and objectives, purchasing, contract management, financial management (including budgeting and accounting), and planning and coordination of capital projects and improvements. Additionally, DAV's administrative management team oversees the Colorado Convention Center through the administration and oversight of the City's management agreement with a third-party private company assigned with the day-to-day operations of the center.

The **Marketing** department is responsible for growing revenue, sustaining a favorable reputation for the agency and its facilities, promoting and protecting the agency's venue and programmatic brands, and ensuring a positive, memorable experience for patrons and clients. The department accomplishes this through its management of a third-party contract with the agency's exclusive ticketing provider, selling and servicing corporate sponsorships, ensuring an active and impactful social media presence, creating, disseminating, and managing creative content and materials through a variety of methods and channels.

The **Colorado Convention Center (CCC)** is one of the country's most successful convention, trade show, and business meeting facilities. The facility has a significant impact on the region's economy and generates substantial lodgers' tax, sales and use tax, and employment opportunities in the private sector. A private company manages the day-to-day operations of the facility. The CCC is under expansion with an 80,000 square foot ballroom overlooking Denver's mountain views. The expansion is slated for completion in December 2023.

DAV **Arenas** includes the Denver Coliseum and the Red Rocks Amphitheatre, Trading Post, and Visitor Center. The historic Denver Coliseum hosts sporting events, family entertainment shows, concerts, and the National Western Stock Show and Rodeo. Red Rocks Amphitheatre is an acoustically perfect, critically-acclaimed natural open-air concert venue. The Trading Post serves as a retail outlet and includes a museum for the Colorado Music Hall of Fame, and the Visitor Center serves as an amenity for visitors to the Amphitheatre and the Park. Management includes booking, patron/client services, event oversight, facilities maintenance, and food and beverage contracts.

The **Denver Performing Arts Complex (DPAC)** is a world-renowned performing arts center covering 12 acres in downtown Denver, including the Ellie Caulkins Opera House, Boettcher Concert Hall, Temple Hoyne Buell Theatre, Sculpture Park, Helen Bonfils Theatre Complex, retail, and parking amenities.

Services include booking, patron/client services, event oversight, facilities maintenance, food and beverage contracts, and oversight for retail spaces in the Arts Complex garage.

The **Cultural Affairs** division includes Denver’s one percent Public Art program, the Create Denver economic development initiative, the Scientific and Cultural Facilities District (SCFD) Tier III granting process and other cultural investments, Five Points Jazz Festival, Mayor’s Awards for Excellence in Arts & Culture, and other programs and partnerships that directly serve Denver’s cultural community and Denver residents.

**McNichols Civic Center Building** is a contemporary hub for arts and culture. Services include facilities maintenance and operations, booking, event oversight, and patron/client services.

## Strategies

### Equity

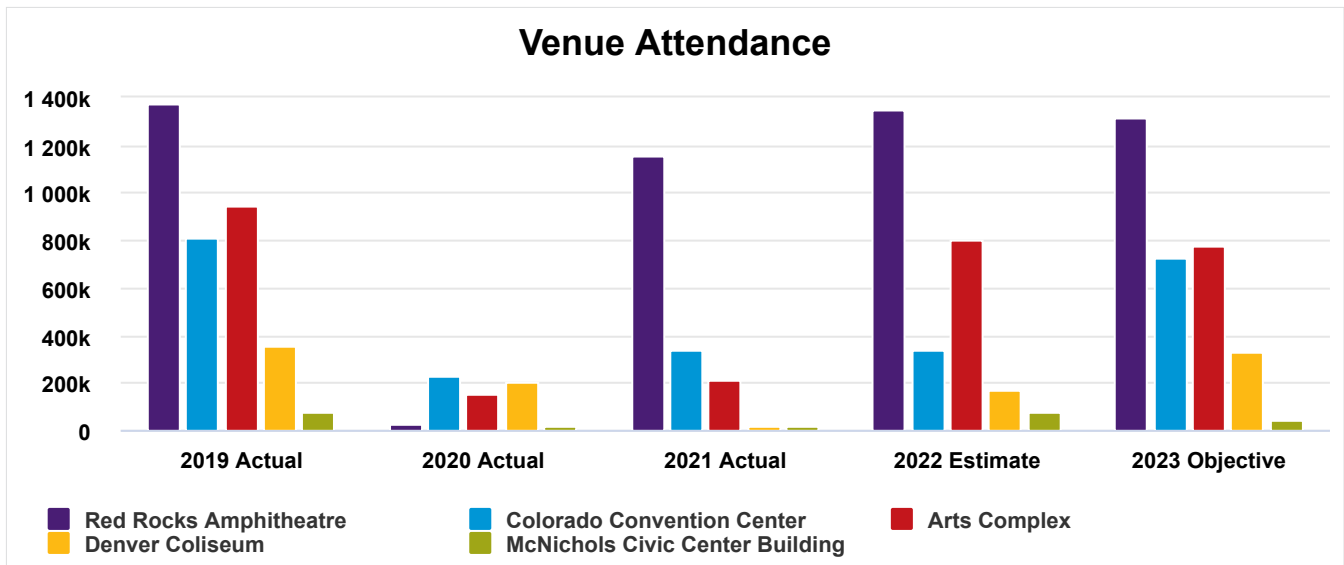
Denver Arts and Venues is committed to diversity, equity, and inclusion in all of its programs, initiatives, and decision-making processes. Discretionary spending prioritizes communities and organizations that house and serve historically marginalized communities. Denver Arts and Venues is dedicated to reaching all Denver residents, because Denver is a city where everyone matters, and everyone matters in the arts.

### Maintain and Sustain

Pre-pandemic, DAV enjoyed a steady climb to its highest-ever number of events and attendance, which translated into historic annual revenues. Following pandemic-era restrictions, the agency enjoyed a relatively quick financial recovery, but other aspects of business were not as elastic. In 2023, the agency will focus on maintaining the 2021-2022 rebound under the shadow of factors that are beyond its control, including workforce and labor shortages, historically high inflation, and visible financial demands from needed investments in facilities.

In 2021, Denver voters approved a bond package that included money to fund the renovation of the historic May Bonfils Theatre on the Loretto Heights campus. An agreement with the developer will transfer ownership of this building to the City and will add another venue to DAV’s already notable and robust portfolio of entertainment and event facilities. The bond will fund \$30 million in needed repairs and improvements, including ADA accommodations. DAV is working to identify additional funding required to complete the project.

## Performance and Program Highlights



Attendance by Venue is the annual number of people recorded in the public event spaces. This metric reflects the activity level of the space and correlates to agency revenue generation and expenditures. COVID-19 and significant inflation impact the estimate of 2023 attendance and events.

## Budget Detail

Denver Arts and Venues (15815-3050000)	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Expenditures by Type</b>					
Personnel Services	7,247,271	9,684,918	11,872,939	2,188,021	22.59%
Services and Supplies	16,327,163	40,257,083	43,255,294	2,998,211	7.45%
Capital Equipment	305,000	1,137,000	2,063,540	926,540	81.49%
Internal Services and Misc.	607,952	401,340	298,288	(103,052)	(25.68%)
<b>Expenditures by Type Total</b>	<b>24,487,386</b>	<b>51,480,341</b>	<b>57,490,061</b>	<b>6,009,720</b>	<b>11.67%</b>
<b>Expenditures by Activity</b>					
Administration	2,225,759	2,619,011	2,991,748	372,737	14.23%
Arenas	10,098,185	20,962,382	26,631,513	5,669,131	27.04%
Arts and Venues - Programming and Activation	-	650,000	1,364,500	714,500	109.92%
Cultural Affairs	2,501,304	2,915,705	3,061,079	145,374	4.99%
Denver Convention Complex	676	-	-	-	0.00%
Denver Performing Arts Complex	7,576,195	22,069,654	19,964,933	(2,104,721)	(9.54%)
Marketing	2,085,268	2,263,589	3,476,288	1,212,699	53.57%
<b>Expenditures by Activity Total</b>	<b>24,487,386</b>	<b>51,480,341</b>	<b>57,490,061</b>	<b>6,009,720</b>	<b>11.67%</b>
<b>Other Program Funding Sources</b>					
<b>Grants</b>					
Artist and Venue Assistance	-	500,000	-	(500,000)	(100.00%)
Coronavirus Relief Funds	1,274,712	-	-	-	0.00%
Cultural Support and Advancement	-	25,000	-	(25,000)	(100.00%)



Denver Arts and Venues (15815-3050000)	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
Public Art	-	10,000	60,000	50,000	500.00%
Shuttered Venue Operators (SVOG)	10,000,500	-	-	-	0.00%
State and Local Fiscal Recovery Funds	-	900,000	1,150,000	250,000	27.78%
<b>Total</b>	<b>11,275,212</b>	<b>1,435,000</b>	<b>1,210,000</b>	<b>(225,000)</b>	<b>(15.68%)</b>
Convention Center Special Revenue Fund	20,556,286	34,086,751	37,100,000	3,013,249	8.84%
Preserve the Rock	48	5,000	5,000	-	0.00%
<b>Total</b>	<b>20,556,334</b>	<b>34,091,751</b>	<b>37,105,000</b>	<b>3,013,249</b>	<b>8.84%</b>
<b>Capital Projects Funds</b>					
MOACF Capital Projects	225,140	-	-	-	0.00%
DOF Real Estate	3,700	-	-	-	0.00%
Other Agency Capital Project	19,426	730,000	200,000	(530,000)	(72.60%)
Culturals Capital Maintenance	460,424	-	-	-	0.00%
07 Bond -Refurb Cultural Fac	4,688	-	2,260	2,260	0.00%
07 Bond-Expansion Cult Facilit	750	-	-	-	0.00%
Elevate Denver General Obligation Bond Fund	8,000	-	-	-	0.00%
Elevate Denver GO Bond 2019C	(107,656)	-	-	-	0.00%
Culture&Recreation SRF	-	5,000,000	13,500,000	8,500,000	170.00%
Public Art Contributions	28,129	1,180,000	750,000	(430,000)	(36.44%)
Theatres & Arenas Capital Projects	6,043,990	6,450,854	8,711,381	2,260,527	35.04%
<b>Total</b>	<b>6,686,592</b>	<b>13,360,854</b>	<b>23,163,641</b>	<b>9,802,787</b>	<b>73.37%</b>
<b>Other Program Funding Sources Total</b>	<b>38,518,138</b>	<b>48,887,605</b>	<b>61,478,641</b>	<b>12,591,036</b>	<b>25.76%</b>
<b>Total Program Expenditures</b>	<b>63,005,524</b>	<b>100,367,946</b>	<b>118,968,702</b>	<b>18,600,756</b>	<b>18.53%</b>
<b>Personnel Complement (Budgeted)</b>					
Administration	17.00	15.00	17.00	2.00	13.33%
Marketing	7.00	11.00	15.00	4.00	36.36%
Cultural Affairs	13.00	11.00	13.00	2.00	18.18%
Arenas	11.00	11.00	15.00	4.00	36.36%
Denver Performing Arts Complex	58.57	58.57	58.57	-	0.00%
<b>Personnel Complement (Budgeted)</b>					
<b>Total</b>	<b>106.57</b>	<b>106.57</b>	<b>118.57</b>	<b>12.00</b>	<b>11.26%</b>
<b>Total Personnel Complement</b>	<b>106.57</b>	<b>106.57</b>	<b>118.57</b>	<b>12.00</b>	<b>11.26%</b>
<b>Revenue</b>					
Fines and Forfeits	311	-	-	-	0.00%
Fees	3,423,162	-	-	-	0.00%
Charges for Services	2,917,411	5,933,000	6,266,430	333,430	5.62%
Use Charges	46,340,132	63,373,195	54,311,700	(9,061,495)	(14.30%)
Internal Service and Indirect Cost	10,709	-	-	-	0.00%
Miscellaneous Other	1,913,931	819,000	4,139,830	3,320,830	405.47%
<b>Revenue Total</b>	<b>54,605,656</b>	<b>70,125,195</b>	<b>64,717,960</b>	<b>(5,407,235)</b>	<b>(7.71%)</b>

### Programmatic Changes

The City and County of Denver’s allocation of State and Local Fiscal Recovery Funds as a result of the American Rescue Plan Act (ARPA) allowed the City to restore some service reductions that were necessary to balance the budget in 2021 and to allocate funding to address operational backlogs.

Additional ARPA funds also have been allocated to Denver Arts & Venues in 2023 for programs to support Denver’s recovery from the COVID-19 pandemic, which were informed by community input. These changes are described below, along with other significant programmatic changes for 2023.

2023 Impact Description	FTEs	Dollars
<b>Agencywide</b>		
• An increase in personnel services to create a Director of Capital Planning and Sustainability to identify and prioritize capital investments to achieve long-term objectives.	1.00	141,700
• An increase in personnel services to create a Revenue Development Partner Specialist to support event ticketing operations due to increased events and attendance.	1.00	122,800
• An increase in personnel services to create an Administrator II to develop and implement an agencywide sustainability strategy.	1.00	122,800
• An increase in personnel services to create a Building Engineer II to support the facility manager at Red Rocks and the Denver Coliseum due to increased event attendance.	1.00	99,900
• An increase in personnel services to create an Administrator I to support procurement and contract compliance within DAV.	1.00	99,500
• An increase in personnel services due to the mid-2022 addition of a Revenue Development Partner Manager to address ticketing needs.	1.00	92,000
• An increase in personnel services to create a Business Operations Administrator to support event management at Red Rocks and the Denver Coliseum.	1.00	86,700
• An increase in personnel services to create a Business Operations Administrator to support garage operations, emergency management, and safety training.	1.00	86,700
• An increase in personnel services to create a Program Administrator to focus on public art maintenance. This work was previously completed by a contractor but the work is ongoing and appropriate for a full-time position.	1.00	86,700
• An increase in personnel services due to the mid-year 2022 conversion of an on-call position to a full-time Events Coordinator.	1.00	72,000
• An increase in personnel services due to the mid-year 2022 addition of a Marketing and Communications Associate to bring social media management in-house.	1.00	71,900
• An increase in personnel services due to the mid-year 2022 addition of a Booking Coordinator to address booking and operating needs.	1.00	68,100
• A continuation in personnel services to convert a Staff Assistant from limited to unlimited due to the ongoing workload.	0.00	0.00
• A net increase in services and supplies to support DAV’s operations in 2023, predominantly driven by professional services needs at the Red Rocks amphitheater. These costs are supported by revenue.	0.00	2,998,300
• An increase in capital equipment to replace furniture, radios, and equipment for concessions, groundskeeping, housekeeping, and production at Red Rocks Amphitheater.	0.00	690,000
• An increase in capital equipment to replace a vehicle and equipment for A/V, concessions, housekeeping, and production at the Denver Coliseum.	0.00	310,000
• An increase in capital equipment to replace lighting, cleaning, and motor equipment at the Denver Performing Arts Complex.	0.00	265,000
• An increase in capital equipment to replace lighting, a multimedia system, and furniture at Ellie Caulkins.	0.00	155,000
• An increase in capital equipment to replace theatrical lighting at the Buell Theater.	0.00	150,000

<b>2023 Impact Description</b>	<b>FTEs</b>	<b>Dollars</b>
• An increase in capital equipment to install theatrical lighting and sound equipment at McNichols.	0.00	150,000
• An increase in capital equipment to purchase security equipment for Red Rocks.	0.00	100,000
• An increase in capital equipment to purchase security equipment for the Denver Coliseum.	0.00	100,000
• An increase in capital equipment to purchase stage monitor video feeds for Boettcher.	0.00	65,000
• An increase in capital equipment to purchase patio furniture for the Galleria.	0.00	30,000
• An increase in capital equipment to purchase an inventory management system locker for the Denver Performing Arts Center.	0.00	25,000
• An increase in capital equipment to purchase a key management system for the Denver Performing Arts Center.	0.00	10,000
• An increase in capital equipment to support new staff.	0.00	8,500
• A decrease in capital equipment due to the purchase of one-time items in 2022 and a one-time reallocation of base budget to support services and supplies.	0.00	(1,132,000)
<b>Special Revenue Funds</b>		
• An increase in SRF expenditures due to an increase to the General Fund transfer to the Convention Center SRF to support price increases such as utilities and workers' compensation.	0.00	4,500,000
• A net decrease in SRF expenditures, primarily due to uncertainty around revenues, including event attendance and ticket sales, for the Convention Center in 2023.	0.00	(1,486,800)
<b>Grants</b>		
• An increase in grant expenditures due to an investment of State and Local Fiscal Recovery Funds to support arts and cultural non-profit organizations by defraying the costs of producing events at City of Denver-owned and operated venues. This is a continuation from an existing program funded through a previous ARPA allocation.	0.00	1,000,000
• A decrease in grant expenditures due to spending the majority of the initial \$1 million allocation of State and Local Fiscal Recovery Funds for support to arts and cultural non-profits.	0.00	(700,000)
• A net decrease in grant expenditures due to the expiration of one-time cultural support and artist and venue assistance grants in 2022, as well as an increase in public art grants in 2023.	0.00	(475,000)
• A decrease in grant expenditures due to fully spending the investment of State and Local Fiscal Recovery Funds for the neighborhood activation grant used to support the Five Points Jazz Festival in 2022.	0.00	(50,000)
<b>Revenue</b>		
• A decrease in revenue due to uncertainty regarding ticket sales and event attendance in 2023.	0.00	(5,407,200)

## Other Cultural Facilities Support

Art Museum 15802-1200000	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Special Revenue Fund (Estimated)</b>					
Denver Art Museum	1,487,311	1,487,764	1,513,753	25,989	1.75%

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 Art Museum. The Art Museum provides accessible and diverse cultural experiences to the residents of Denver. The Denver Art Museum receives operational support from the General Fund for maintenance of galleries and buildings and to maintain adequate operations. In 2023, the Art Museum SRF will receive a two percent increase, \$29,681, to its General Fund transfer. This increase will support cost increases for items such as utilities. The year-over-year change shown in the table above is less than the transfer increase because unspent 2021 funds roll to 2022 and increase the 2022 budget, while the 2023 budget only reflects the new transfer amount without the impact of unspent budget from prior years.

For more information visit the Denver Art Museum website at <http://denverartmuseum.org/>.

Denver Botanic Gardens 15803-7027000	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Special Revenue Fund (Estimated)</b>					
Denver Botanical Gardens	1,013,110	1,250,617	1,145,078	(105,539)	(8.44%)

The **Denver Botanic Gardens** is considered one of the top botanical gardens in the United States and a pioneer in water conservation. Accredited by the American Association of Museums, the Gardens' living collections encompass specimens from the tropics to the tundra, showcasing a plant palette chosen to thrive in Colorado's semi-arid climate. The Gardens' dynamic, 24-acre urban oasis offers unforgettable opportunities to flourish with unique garden experiences for the whole family, as well as world-class education and plant conservation research programs. The Botanic Gardens receives some operational support from the General Fund for an adequate supply of water, operational costs and all other utilities needed to maintain the Facility. In 2023, the Botanic Gardens SRF will receive a two percent increase, \$22,453, to its General Fund transfer. This increase will support cost increases for items such as utilities. The year-over-year change shown in the table reflects a decrease because unspent 2021 funds roll to 2022 and increase the 2022 budget. The 2023 budget only reflects the new transfer amount without the impact of unspent budget from prior years and therefore appears to decrease from 2022.

For more information visit the Botanic Gardens website at <https://www.botanicgardens.org/>.

Museum of Nature and Science 15804-1000000	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Special Revenue Fund (Estimated)</b>					
Denver Museum of Nature and Science	1,151,006	1,151,016	1,174,026	23,010	2.00%

## Other Cultural Facilities Support

The **Denver Museum of Nature and Science** is the Rocky Mountain region’s leading resource for informal science education through a variety of exhibitions, programs, and activities that inspire curiosity and excite minds of all ages. Though the Museum is an independent non-profit, the City and County of Denver owns the buildings in which it operates and provides partial funding for capital and facility maintenance through a General Fund transfer. In 2023, the Denver Museum of Nature and Science SRF will receive a two percent increase, \$23,020, to its General Fund transfer. This increase will support cost increases for items such as utilities. The year-over-year change shown in the table above is less than the transfer increase because unspent 2021 funds roll to 2022 and increase the 2022 budget, while the 2023 budget only reflects the new transfer amount without the impact of unspent budget from prior years.

For more information visit the Denver Museum of Nature and Science website at <http://www.dmns.org/>.

Denver Zoo 15806-7026000	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Special Revenue Fund (Estimated)</b>					
Denver Zoological Foundation	2,285,132	3,611,787	2,376,074	(1,235,713)	(34.21%)
<b>Personnel Complement</b>					
Denver Zoological Foundation	17.00	17.00	14.00	(3)	(17.65%)

The **Denver Zoo** provides a modern zoological park for the residents of Denver and the surrounding region and features recreation, education, conservation, and research programs. Denver Zoo inspires a lifelong passion for discovery and exploration in every generation through an array of interactive experiences, connections, and memories, and is home to nearly 3,800 animals representing over 550 species. The Denver Zoo is accredited by the Association of Zoos and Aquariums (AZA), which assures the highest standards of animal care. The Denver Zoo receives some operational support from the General Fund for an adequate supply of water and all other utilities needed to maintain the Facility. Operational costs include payroll for full-time city employees that are paid through the Denver Zoo Special Revenue Fund. In 2023, the Denver Zoo SRF will receive a two percent increase, \$45,537, to its General Fund transfer. This increase will support cost increases for items such as utilities and worker’s comp. The year-over-year change shown in the table reflects a decrease because unspent 2021 funds roll to 2022 and increase the 2022 budget. The 2023 budget only reflects the new transfer amount without the impact of unspent budget from prior years and therefore appears to decrease from 2022.

In addition, the Zoo had three City employees leave their positions in 2022. As City positions are vacated, they are converted to Zoo positions. Therefore, the Zoo has three fewer City FTE in 2023.

For more information visit the Denver Zoo website at <http://www.denverzoo.org/>.

Denver Municipal Band 15813-7011000	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Special Revenue Fund (Estimated)</b>					
Municipal Band	169,000	92,000	92,000	-	0.00%

The **Denver Municipal Band (DMB)** was first established in the 1860s and is the oldest continuous professional concert band in the United States. The staple of DMB activity remains the “century plus” tradition of summer concerts. Presented in accessible park settings, these performances encourage family gatherings and are performed by the area’s leading professional players. In addition to the full

forty-piece concert band, the DMB family of ensembles includes a 17-piece jazz band, jazz combo, brass band, plus woodwind and brass quintets. These smaller groups regularly present concerts in schools and community centers. The General Fund provides a cash transfer for the purchase of supplies, materials, repairs, utilities, security, and stage rental associated with the performances by the band. In 2023, the Denver Municipal Band SRF will receive the same transfer amount as it did in 2022.

For more information visit the Denver Municipal Band website at <http://denvermunicipalband.org/>.



A photograph of a city street decorated for a festival. Large flags with a red sun on a yellow circle, set against a white and blue background, are strung across the street. String lights with small yellow bulbs are also strung across the street. In the background, there are brick buildings and a clock tower.

# Public Safety

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## Public Safety

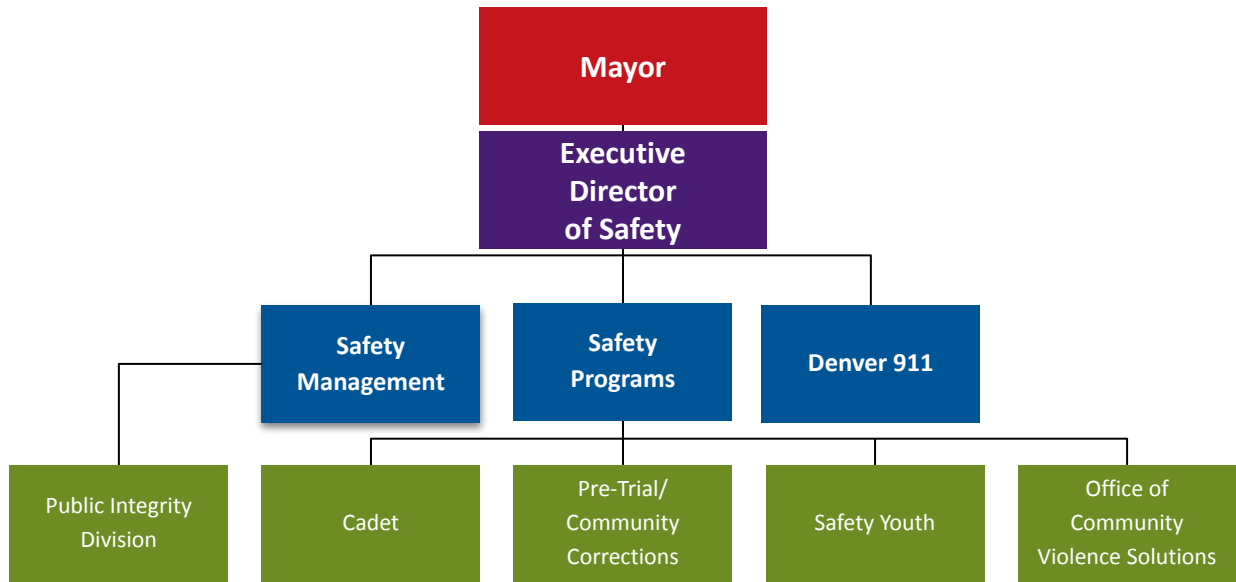
	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Variance	% Variance
<b>General Fund Expenditures by Agency</b>					
Safety Management	10,547,272	12,667,144	14,171,892	1,504,748	11.88%
Safety Programs	9,117,611	11,376,641	14,380,780	3,004,139	26.41%
Crime Prevention and Control Commission	-	-	1,092,552	1,092,552	0.00%
Police Administration Division	31,581,831	35,466,376	38,014,488	2,548,112	7.18%
Police Investigations Division	71,742,478	79,965,513	83,310,505	3,344,992	4.18%
Police Patrol Districts Division	119,415,477	130,502,898	135,831,127	5,328,229	4.08%
Fire Department Administration	25,729,040	30,704,523	36,229,039	5,524,516	17.99%
Fire Department Operations	65,120,086	98,777,979	106,119,881	7,341,902	7.43%
Sheriff Administration	22,503,332	25,159,030	37,234,122	12,075,092	48.00%
Sheriff Jail Operations	81,562,567	96,371,732	94,946,738	(1,424,994)	(1.48%)
Sheriff Specialized Operations and Analysis	32,032,339	32,602,304	35,190,876	2,588,572	7.94%
Sheriff Mental Health and Programs Division	5,278,801	3,616,167	2,118,686	(1,497,481)	(41.41%)
911 Emergency Communications	6,766,211	10,460,887	12,051,349	1,590,462	15.20%
<b>Total General Fund</b>	<b>481,397,044</b>	<b>567,671,194</b>	<b>610,692,035</b>	<b>43,020,841</b>	<b>7.58%</b>
<b>General Fund Expenditures by Type</b>					
Personnel Services	433,256,384	509,871,858	542,882,822	33,010,964	6.47%
Services and Supplies	47,884,819	57,091,831	66,817,137	9,725,306	17.03%
Capital Equipment	159,469	532,527	815,302	282,775	53.10%
Internal Services and Misc.	96,371	174,978	176,774	1,796	1.03%
<b>Total General Fund</b>	<b>481,397,044</b>	<b>567,671,194</b>	<b>610,692,035</b>	<b>43,020,841</b>	<b>7.58%</b>
<b>Other Program Funding Sources</b>					
<b>Special Revenue Funds Expenditures*</b>					
General Government	36,301,565	37,994,571	41,215,193	3,220,622	8.48%
Public Safety	78,624,695	90,437,403	92,494,351	2,056,948	2.27%
<b>Total Special Revenue Funds</b>	<b>114,926,259</b>	<b>128,431,974</b>	<b>133,709,544</b>	<b>5,277,570</b>	<b>4.11%</b>
<b>Grants</b>					
General Government	8,025,979	10,483,578	13,386,366	2,902,788	27.69%
Public Safety	6,449,874	7,406,564	7,040,861	(365,703)	(4.94%)
<b>Total Grants</b>	<b>14,475,852</b>	<b>17,890,142</b>	<b>20,427,227</b>	<b>2,537,085</b>	<b>14.18%</b>
<b>Other Program Funding Sources Total</b>	<b>129,402,112</b>	<b>146,322,116</b>	<b>154,136,771</b>	<b>7,814,655</b>	<b>5.34%</b>
<b>Total Safety Expenditures</b>	<b>610,799,156</b>	<b>713,993,310</b>	<b>764,828,806</b>	<b>50,835,496</b>	<b>7.12%</b>
<b>Personnel Complement</b>					
General Fund Operations - Civilian	861.73	938.73	992.36	53.63	5.71%
General Fund Operations - Uniform	3,249.53	3,253.53	3,319.53	66.00	2.03%
<b>Total</b>	<b>4,111.26</b>	<b>4,192.26</b>	<b>4,311.89</b>	<b>119.63</b>	<b>2.85%</b>



	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Variance	% Variance
<b>Special Revenue Funds FTE*</b>					
General Government	278.22	268.00	266.00	(2.00)	(0.75%)
Public Safety	157.29	163.46	175.96	12.50	7.65%
<b>Total</b>	<b>435.51</b>	<b>431.46</b>	<b>441.96</b>	<b>10.50</b>	<b>2.43%</b>
<b>Total Personnel Complement</b>	<b>4,546.77</b>	<b>4,623.72</b>	<b>4,753.85</b>	<b>130.13</b>	<b>2.81%</b>
<b>General Fund Revenue</b>					
Licenses and Permits	3,019,374	2,962,400	3,037,400	75,000	2.53%
Fines and Forfeits	5,530,623	5,540,000	6,440,000	900,000	16.25%
Fees	6,691,288	5,459,500	5,884,500	425,000	7.78%
Charges for Services	13,530,077	14,621,903	14,896,187	274,284	1.88%
Use Charges	212,583	291,992	291,992	-	0.00%
Internal Service and Indirect Cost	3,107,520	4,523,903	4,523,903	-	0.00%
Miscellaneous Other	367,333	1,661,627	1,661,627	-	0.00%
<b>Total</b>	<b>32,458,799</b>	<b>35,061,325</b>	<b>36,735,609</b>	<b>1,674,284</b>	<b>4.78%</b>

\*Please note that the budget and position allocation for Police Officers and Fire Fighters that provide direct services to the Denver Airport have been transferred to a new fund in the General Government Special Revenue Fund Series. There are no changes in services or in the number of uniformed officers and firefighters as a result of this change.

## Executive Director of Safety



### Mission

To deliver a full spectrum of high-quality public safety services to the individuals who live, work, and visit the City and County of Denver.

## Department Summary

The Department of Public Safety is composed of agencies and administrative support functions unified under the Executive Director of Safety. The Executive Director strives to improve department wide collaboration, efficiency, customer service, accountability, transparency, and innovation through independent civilian oversight. Collectively, the Department of Public Safety delivers a spectrum of public safety services and focuses on three core values that contribute to public safety: Integrity, Equity, and Accountability.

For more information please visit the Public Safety website at: <https://www.denvergov.org/content/denvergov/en/department-of-safety.html>

## Services

**Safety Management** provides management, discipline, human resources, administrative support, and policy direction for the Police, Fire, and Sheriff Departments, and the 911 Emergency Communications Center. Safety Management also provides administrative support for Youth Programs, Community Corrections, Electronic Monitoring Programs, the Office of Community Violence Solutions, and the Denver Public Safety Cadet Program. Primary activities include policy development and direction, establishment of agency goals, objectives and guidance, purchasing, and financial management. This division also houses the Public Integrity Division and the Street Enforcement Team (SET).

- The **Public Integrity Division (PID)** is charged with investigating misconduct complaints against sworn members of the Denver Sheriff Department and high-ranking sworn members of the Denver Police Department. This division was established in 2020 to enhance investigatory abilities, reduce the time frame of investigations, and be available to investigate any administrative complaint of mayoral appointees, if necessary.

**Safety Programs** serves the community through the Office of Community Violence Solutions, the Denver Public Safety Cadet Program, Community Corrections, Electronic Monitoring, Pretrial Services Program, and the Denver Public Safety Youth Program. Under the direction of the Executive Director's Office, these agencies partner with other criminal justice organizations to promote safety in the community.

- The **Office of Community Violence Solutions** established Denver's gang violence reduction framework which, through system and community partnerships, is a comprehensive collective model to address gang violence through enforcement, intervention, and prevention strategies. The gang violence reduction model consists of 24 strategies within the current Gang Reduction Initiative of Denver (GRID) Network and includes more than 400 community-based and government agencies and organizations.
- The **Denver Public Safety Cadet** program creates part-time employment opportunities for top-performing high school graduates to work in public safety while providing financial assistance for their college education. The program serves the community by developing educated, well-trained, and diverse candidates for public safety employment.
- The **Community Corrections, Electronic Monitoring, and Pretrial Services** program provides alternative sentencing for inmates through residential programs, substance abuse treatment services, electronic monitoring equipment and supervision as a sentencing alternative, and pre-trial services including risk assessment, bond recommendations, and supervision alternatives to pretrial incarceration.
- The **Denver Public Safety Youth Program (DPSYP)** serves as the youth prevention/intervention division of the department and is responsible for oversight of programs and initiatives aimed at

reducing rates of youth crime and violence. The DPSYP includes the Juvenile Services Center (JSC), which is a partnership between city, state, and community-based agencies that improves public safety and youth accountability through screening, assessment, intervention, and referral and coordination of services for youth and families for arrested and at-risk youth.

The **Denver 911 Emergency Communications Center** is the public safety answering point for 911 telephone calls and texts for the City and County of Denver. The 911 Operations program goal is to answer and process 911 emergency telephone calls and non-emergency telephone calls and texts for the City. Employees obtain and enter critical information into the computer-aided dispatch (CAD) system and dispatch the most appropriate first responder in the least amount of time possible.

- **Non-Emergency Communications Technicians** answer non-emergency and administrative lines coming into the Denver public safety answering point, triage caller needs, and refer callers to the appropriate resources.
- **911 Call Intake** answers incoming telephone calls and determines the nature of incoming requests for help, provides life-saving emergency medical dispatch instructions, electronically routes information to Law Enforcement Dispatchers, Denver Health Paramedic Dispatchers, and Denver Fire Department Dispatch.
- **Law Enforcement Dispatch** receives calls electronically from 911 Call Intake Operations and manages the response of the most appropriate law enforcement emergency personnel to the incident scene.
- **911 Support** provides administration, analysis, and training for the Emergency Communications Center.
- **911 National Crime Information Center (NCIC) Division** provides support services for warrant entry and cancellation, electronic monitoring, social agency passes, booking and release clearances, sex offender registration, missing persons, and critical circumstances. The division also assists with pre-employment background checks, Criminal Justice Information Services (CJIS) compliance services, and is the liaison between the Department of Public Safety and Colorado Bureau of Investigations.

The **Crime Prevention and Control Commission (CPCC)** special revenue fund provides funding for strategies and programs that reduce crime and recidivism, facilitate coordination among justice system agencies, and support the development of a data-driven criminal justice system. The primary source of revenue is a transfer from the General Fund. Grants, donations, project incomes, interest earned, and private receipts may also contribute to funding this effort. The General Fund also provides administrative support for strategies and programs funded through the SRF. In 2023, the Crime Prevention and Control SRF, along with General Fund positions supporting the CPCC, will move from the Department of Health and Environment to the Executive Director of Safety's office. This transition will not result in a decrease in services or programs provided by the CPCC.

## Strategies

- Use data, evidence-based best practices, and research to identify and address public safety concerns with particular focus on the Department's core values: Integrity, Equity and Accountability.
- Understand how services provided by Safety Departments can improve upon the quality of the core values, while developing strategic alignment and tactics for outreach efforts by partnering with the community.
- Improve 911 call answering performance by optimizing work schedules, using staff multipliers in the form of performance metrics for availability and call processing, refining work expectations,



improving training and research, and utilizing available technology, in accordance with national standards, when applicable.

- Continue to refine the Street Enforcement Team (SET), which is composed of civilians that respond to low-level enforcement calls in the city and will have authority to write tickets for ordinance violations such as destruction of property, trespassing, scooter infractions, and unauthorized camping on public or private property.
- Align cultural and operational policies across the Department of Public Safety to build trust between community and public safety, strategically implement transformative and equitable alternatives to traditional public safety service delivery, and expand reliance on theory, data, and evidence to formally evaluate outcomes.
- Develop recruitment and retention strategies to optimize staffing levels.

## Performance and Program Highlights

The Executive Director of Safety is focusing on strategies to improve service delivery and maximize public safety. The department will measure success based on **public perception of public safety** regarding service delivery and how Denver's safety services measure up to comparable communities. The Department utilizes the Denver annual Community Survey to obtain feedback about how community members feel about prevention, response, enforcement, and correction. The results below reflect 2018 - 2019 and 2021 - 2022. There was no Community Survey conducted in 2020 or 2021 and it is anticipated a survey will be distributed mid-year 2022. The Department of Safety continues to work with community partners to better understand the public's current perception of Safety services in Denver.

Youth Program outcomes are centered on one-year post completion recidivism rates for participants. **Recidivism rates** are calculated by an independent evaluator, who pulls a statistically significant sample size to calculate the metric after a participant has been out of the program for a period of one full year. Youth who successfully complete diversion have a significantly lower rate of recidivism than those who do not successfully complete diversion.

Youth Diversion serves as an alternative to the traditional court process and **successful program completion** results in case dismissal without a guilty plea. The programs focus on at-risk youth to reduce their chances of re-offending.

**Juvenile Services Center (JSC) community referrals** is a measure of the JSC strategy to provide information/services that enable youth and their families to seek assistance before becoming involved in the criminal justice system.

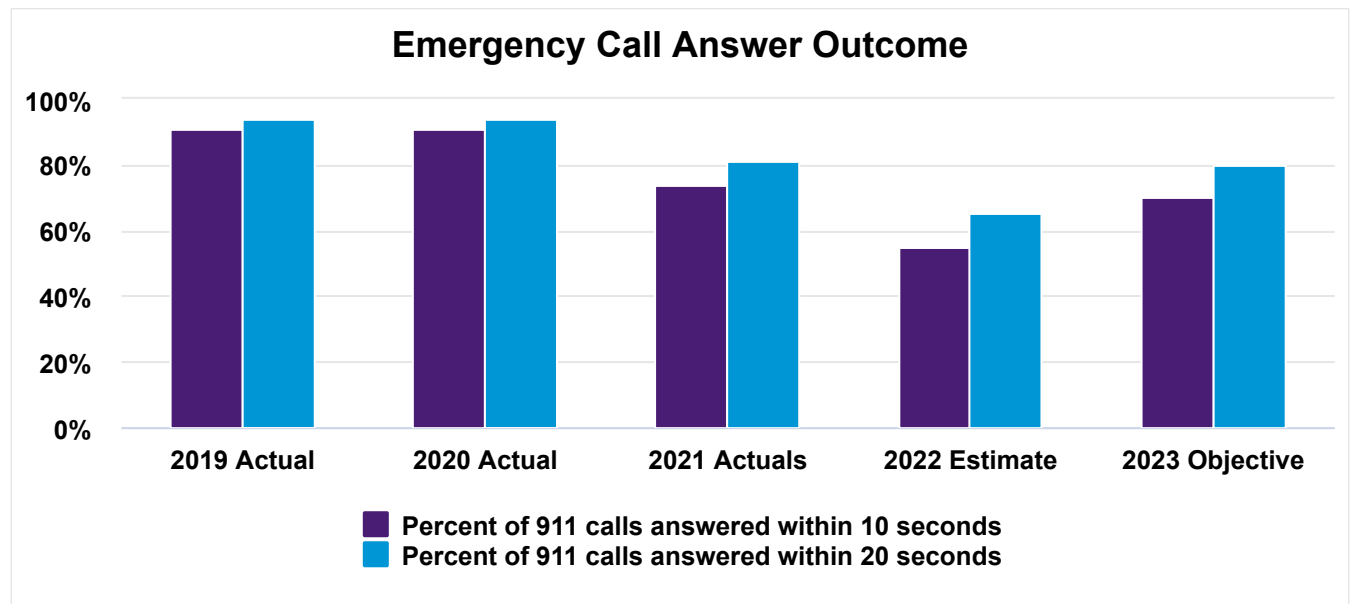
The **number of cadets placed in public safety academies** represents the number of cadets who went on to enroll in Police, Fire or Sheriff academies. The goal of the Denver Public Safety Cadet Program is to develop well-trained and diverse candidates for public safety employment. The program requires that each cadet attain a four-year degree to successfully complete the cadet program. This approach yields well-rounded and well-qualified candidates for the safety agencies but has resulted in fluctuations for the number of cadets placed in academies.

**The pre-trial success rate** is the number of closed cases in which the defendant was released from custody, supervised by pre-trial, and successfully transitioned from supervision. Pre-trial focuses on supervising high-risk individuals, many of whom were charged with drug-related crimes.

The standard for **answering 911 calls** established by the National Emergency Number Association is ninety percent (90%) of all 911 calls arriving at the Public Safety Answering Point (PSAP) shall be

answered within ten (10) seconds during the busy hour. Ninety-five (95%) of all 911 calls should be answered within twenty (20) seconds.

	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Objective
Perception of Public Safety as 'good' or 'excellent'	N/A	N/A	64%	64%	64%
<b>Youth Programs</b>					
Recidivism rates after program completion	10%	6%	8%	8%	8%
Successful program completion	92%	91%	90%	90%	90%
Juvenile Services Center community referrals	325	385	350	350	350
<b>Cadet Programs</b>					
Number of cadets placed in public safety academies	4	7	7	7	7
Number of cadets graduated from public safety academies	4	7	7	7	7
<b>Pre-Trial Services</b>					
Pre-Trial Success Rate - Youth	90%	90%	90%	90%	90%
Pre-Trial Success Rate - Adult	57%	59%	60%	62%	62%



## Department Budget

	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Variance	% Variance
<b>General Fund Expenditures by Agency</b>					
Safety Management	10,547,272	12,667,144	14,171,892	1,504,748	11.88%
Safety Programs	9,117,611	11,376,641	14,380,780	3,004,139	26.41%
Crime Prevention and Control Commission	-	-	1,092,552	1,092,552	0.00%
911 Emergency Communications	6,766,211	10,460,887	12,051,349	1,590,462	15.20%
<b>Total General Fund</b>	<b>26,431,093</b>	<b>34,504,672</b>	<b>41,696,573</b>	<b>7,191,901</b>	<b>20.84%</b>
<b>General Fund Expenditures by Type</b>					
Personnel Services	22,141,679	28,337,549	33,730,826	5,393,277	19.03%
Services and Supplies	4,267,515	6,092,197	7,917,605	1,825,408	29.96%
Capital Equipment	10,236	31,720	3,640	(28,080)	(88.52%)
Internal Services and Misc.	11,664	43,206	44,502	1,296	3.00%
<b>Total General Fund</b>	<b>26,431,093</b>	<b>34,504,672</b>	<b>41,696,573</b>	<b>7,191,901</b>	<b>20.84%</b>
<b>Other Program Funding Sources</b>					
<b>Special Revenue Funds Expenditures</b>					
Public Safety	19,245,146	28,042,445	25,368,867	(2,673,578)	(9.53%)
<b>Total Special Revenue Funds</b>	<b>19,245,146</b>	<b>28,042,445</b>	<b>25,368,867</b>	<b>(2,673,578)</b>	<b>(9.53%)</b>
<b>Grants</b>					
General Government	85,818	-	3,289,969	3,289,969	0.00%
Public Safety	1,738,604	1,612,969	1,658,727	45,758	2.84%
<b>Total Grants</b>	<b>1,824,422</b>	<b>1,612,969</b>	<b>4,948,696</b>	<b>3,335,727</b>	<b>206.81%</b>
<b>Other Program Funding Sources Total</b>	<b>21,069,567</b>	<b>29,655,414</b>	<b>30,317,563</b>	<b>662,149</b>	<b>2.23%</b>
<b>Total Department Expenditures</b>	<b>47,500,661</b>	<b>64,160,086</b>	<b>72,014,136</b>	<b>7,854,050</b>	<b>12.24%</b>
<b>Personnel Complement</b>					
General Fund Operations	290.96	313.46	347.96	34.50	11.01%
<b>Total</b>	<b>290.96</b>	<b>313.46</b>	<b>347.96</b>	<b>34.50</b>	<b>11.01%</b>
<b>Special Revenue Funds</b>					
General Government	2.64	-	-	-	0.00%
Public Safety	115.74	127.74	137.24	9.50	7.44%
<b>Total</b>	<b>118.38</b>	<b>127.74</b>	<b>137.24</b>	<b>9.50</b>	<b>7.44%</b>
<b>Total Personnel Complement</b>	<b>409.34</b>	<b>441.20</b>	<b>485.20</b>	<b>44.00</b>	<b>9.97%</b>
<b>General Fund Revenue</b>					
Licenses and Permits	1,675	12,400	12,400	-	0.00%
Fees	275,995	308,000	308,000	-	0.00%
Miscellaneous Other	(919)	935,000	935,000	-	0.00%
<b>Total</b>	<b>276,751</b>	<b>1,255,400</b>	<b>1,255,400</b>	<b>-</b>	<b>0.00%</b>

## Programmatic Changes

The City and County of Denver’s allocation of State and Local Fiscal Recovery Funds as a result of the American Rescue Plan Act (ARPA) allowed the City to restore some service reductions that were necessary to balance the budget in 2021 and to allocate funding to address operational backlogs. Many of these investments are ongoing and to avoid a financial ‘cliff’, the City has employed a ‘step down’ methodology that allows a portion of these investments to remain funded in the ARPA allocation in 2023, while some are transitioned to the General Fund. Additional ARPA funds also have been allocated to the Director of Safety in 2023 to support one-time capital equipment needs in 2023 as well as programs to support Denver’s recovery from the COVID-19 pandemic, which were informed by community input. These changes are described below, along with other significant programmatic changes for 2023.

2023 Impact Description	FTEs	Dollars
<b>Agencywide</b>		
• An increase in services and supplies to support safety equipment, and other needs for new positions starting in 2023.	0.00	17,300
• An increase in capital equipment to purchase computers and other equipment for new positions starting in 2023.	0.00	3,600
<b>Safety Management</b>		
• An increase in personnel services to transfer five accountant positions to the Executive Director of Safety to centralize financial services for all four safety departments. The positions include a Staff Accountant, two Associate Accountants, one Senior Accountant, and an Accounting Supervisor.	5.00	467,400
• An increase in personnel services to create three therapist positions in support of a Public Health Hot Spot Team. The Public Health Hot Spot Team will provide a proactive, multi-agency approach to addressing mental, health and social issues in designated areas around the city.	3.00	255,700
• An increase in personnel services due to creation of five positions created mid-year 2022 and annualized for 2023. These positions include a HR Recruiter, a HR Technician, a Program Manager, an Outreach Case Coordinator, and a Therapist.	2.50	216,200
• An increase in personnel services due to moving an Environmental Public Health Manager from DDPHE to EDOS to assist the Executive Director of Safety on citywide safety programs.	1.00	165,500
• An increase in personnel services due to the creation of a Community Outreach Manager dedicated to public communication and to support the department in relationship-building with Denver communities.	1.00	136,900
• An increase in personnel services due to the creation of a Leave Administrator to support leave requests as a result of the new Denver paid family-leave plan also called the Cares Bank.	1.00	86,700
• A decrease in personnel services due to freezing a Project Manager II position.	(1.00)	(172,600)
• An increase in services and supplies to support Project Elevate at Tooley Hall. This program will serve as an alternative to incarceration for women experiencing mental health or substance abuse disorders and will provide fully integrated, trauma informed, gender responsive care.	0.00	694,000
• An increase in services and supplies for merit and market increases for Denver Health and Hospital Authority (DHHA) staff providing A-2 and B-8 services.	0.00	46,400
• A decrease in services and supplies for one-time expenses for new positions created in 2022.	0.00	(77,200)

<b>2023 Impact Description</b>	<b>FTEs</b>	<b>Dollars</b>
<ul style="list-style-type: none"> <li>• A decrease in capital equipment due to one-time expenses for new positions created in 2022.</li> </ul>	0.00	(7,300)
<ul style="list-style-type: none"> <li>• An increase in internal services related to phones due to expenses related to 2023 change requests.</li> </ul>	0.00	1,300
<b>Safety Programs</b>		
<ul style="list-style-type: none"> <li>• An increase in personnel services to cover the personnel shortfall between state revenue and projected programmatic expenditures for the EMBARC program at Building 19. The program serves as an alternative to incarceration providing re-entry services for men, many whom have a mental health and/or substance use disorder.</li> </ul>	0.00	369,300
<ul style="list-style-type: none"> <li>• An increase in personnel services due to reallocating four Pretrial Services Officers from the Crime Prevention and Control Fund (CPCF) to Safety's General Fund operating budget. These positions will continue to support the community corrections program implemented by the CPCF. This transfer will not result in any changes to programs or service levels.</li> </ul>	4.00	332,700
<ul style="list-style-type: none"> <li>• An increase in personnel services due to the creation of two Pre-Trial Services Officer positions to monitor individuals who have previously failed pre-trial supervision. One Pre-trial Services Officer will begin in January of 2023 and the second Pre-trial Services Officer will begin in July of 2023.</li> </ul>	1.50	133,500
<ul style="list-style-type: none"> <li>• An increase in personnel services due to moving two positions from expiring grants to the General Fund. The Outreach Case Coordinator and Diversion and Criminal Justice Officer will focus on violence interruption techniques.</li> </ul>	2.00	130,000
<ul style="list-style-type: none"> <li>• An increase in personnel services due to the creation of three Outreach Case Coordinator positions. Outreach Case Coordinators provide individual and family mentoring and advocacy to high-risk gang members and families, promoting gang disengagement and ensuring greater comprehension of and cooperation with such services being provided. These positions will begin July of 2023.</li> </ul>	1.50	116,700
<ul style="list-style-type: none"> <li>• An increase in personnel services due to the creation of a Pre-Trial Officer position to support the 48-hour bond advisement requirement created in HB21-1280.</li> </ul>	1.00	86,700
<ul style="list-style-type: none"> <li>• A decrease in personnel services due to one-time Tooley Hall Start-Up expenses in 2022.</li> </ul>	0.00	(269,100)
<ul style="list-style-type: none"> <li>• An increase in services and supplies to cover the nonpersonnel expenditures shortfall between state revenue and projected programmatic expenditures for the EMBARC program at Building 19. The program serves as an alternative to incarceration providing re-entry services for men, many whom have a mental health and/or substance use disorder.</li> </ul>	0.00	355,000
<ul style="list-style-type: none"> <li>• An increase in services and supplies due to reallocating the Electronic Monitoring Contract from the CPCF to Safety's General Fund operating budget. This transfer will not result in any changes to programs or service levels.</li> </ul>	0.00	180,000
<ul style="list-style-type: none"> <li>• An increase in services and supplies to offset grant funding loss for the Safe City program which will now be funded out of the General Fund to continue violence prevention and interruption through a public health approach.</li> </ul>	0.00	173,500
<ul style="list-style-type: none"> <li>• An increase in services and supplies due to the reallocation of the RANT Database Contract from the CPCF Special Revenue Fund. This transfer will not result in any changes to programs or service levels.</li> </ul>	0.00	20,000

<b>2023 Impact Description</b>	<b>FTEs</b>	<b>Dollars</b>
<ul style="list-style-type: none"> <li>A decrease in services and supplies for one-time costs related to the 2022 start up of the Tooley Hall, including the support of nonprofit positions not covered by grant funding.</li> </ul>	0.00	(250,000)
<b>CPCC</b>		
<ul style="list-style-type: none"> <li>An increase in personnel services due to moving a Management Analyst, an Environmental Public Health Analyst Associate, and a Program Administrator from DDPHE to EDOS. These positions support CPCC programs.</li> </ul>	3.00	366,100
<ul style="list-style-type: none"> <li>An increase in personnel services due to the creation of a Fiscal Administrator position to help track and manage CPCC programs.</li> </ul>	1.00	117,700
<ul style="list-style-type: none"> <li>An increase in services and supplies due to moving the Drug Diversion program from the Denver Department of Public Health and Environment to the Department of Safety.</li> </ul>	0.00	642,000
<b>911 Emergency Communications</b>		
<ul style="list-style-type: none"> <li>An increase in personnel services due to a mid-year addition of 10 Non-Emergency Technicians (NECT) to support non-emergency calls. These NECTs will respond to lower acuity calls allowing Emergency Technicians to respond to higher acuity calls.</li> </ul>	10.00	641,400
<ul style="list-style-type: none"> <li>A decrease in personnel services due to moving a 911 Supervisor and a 911 Police Dispatcher from the General Fund to the 911 Trust Fund. This move will allow for creation of two non-emergency support positions in the General Fund.</li> </ul>	(2.00)	(195,800)
<b>Special Revenue Funds</b>		
<ul style="list-style-type: none"> <li>An increase in SRF due to the General Fund Transfer for the Crime Prevention and Control Fund moving from the Denver Department of Public Health and Environment to the Executive Director of Safety. This reallocation will not impact current level of services and programming.</li> </ul>	22.50	3,592,600
<ul style="list-style-type: none"> <li>An increase in the Crime Prevention and Control Fund transfer from the General Fund to the SRF. The increase will support new programming and activities including Housing, Employment, Mental Health, Incarceration Reduction, and Education.</li> </ul>	0.00	1,000,000
<ul style="list-style-type: none"> <li>A decrease in SRF for personnel services due to transfer of two positions to Safety (Pretrial Services Officer) and District Attorney (Legal Secretary). These are not offset by a decrease in the General Fund transfer to the CPCC SRF and will be absorbed by the GF.</li> </ul>	(2.00)	(170,500)
<ul style="list-style-type: none"> <li>A decrease in SRF expenditures for the Crime Prevention and Control Fund as part of the transfer of professional services expenditures to respective agencies. This includes a transfer of a co-responder contract to Police of \$700,000, an electronic monitoring contract to Safety for \$180,000, and a RANT database contract to Safety of \$20,000.</li> </ul>	0.00	(900,000)
<ul style="list-style-type: none"> <li>An increase in personnel services to the 911 Trust Fund due to moving a 911 Supervisor and a 911 Police Dispatcher from the General Fund to the 911 Trust Fund. This move will allow for the creation of non-emergency positions in the General Fund.</li> </ul>	2.00	195,800
<ul style="list-style-type: none"> <li>An increase in SRF expenditures for Community Corrections to budget a Program Manager position. This position was added after the 2022 budget was finalized.</li> </ul>	1.00	113,200
<ul style="list-style-type: none"> <li>An increase in personnel services to the 911 Trust Fund due to moving a 911 Supervisor and a 911 Police Dispatcher from the General Fund to the 911 Trust Fund. This move will allow for the creation of non-emergency positions in the General Fund.</li> </ul>	2.00	195,800
<ul style="list-style-type: none"> <li>An increase in SRF expenditures for Community Corrections to budget a Program Manager position. This position was added after the 2022 budget was finalized.</li> </ul>	1.00	113,200



2023 Impact Description	FTEs	Dollars
<ul style="list-style-type: none"> <li>A decrease in personnel services for the Crime Prevention and Control Fund (CPCF) as part of the CPCF transfer of positions from the SRF to respective agencies. Four positions moved to County Court, one position moved to the City Attorney, six positions moved to the District Attorney, one position to the Sheriff Department, and three positions moved to Safety. These positions will continue to support original programming at current levels.</li> </ul>	(15.00)	(1,641,600)
<ul style="list-style-type: none"> <li>A decrease in SRF for Community Corrections due to a reduction in revenue related to reduced bed capacity as the result of the termination of contracts with vendors that provided re-entry services for the City. Due to the reduction in the number of beds, revenue from the State of Colorado will be reduced in 2023. Additionally, COVID-19 protocols contributed to less revenue as Community Corrections programs operated at reduced capacity to meet congregate care distancing requirements.</li> </ul>	0.00	(5,602,300)

**Grants**

<ul style="list-style-type: none"> <li>An increase in grant expenditures for ARPA amounts in 2022 and 2023. The investment of State and Local Fiscal Recovery Funds to implement recommendations from crime prevention through environmental design analyses. Funding consists of new or enhanced lighting, fencing, windows and security cameras. This is a continuation of an existing program funded through a previous ARPA allocation.</li> </ul>	0.00	3,000,000
<ul style="list-style-type: none"> <li>An increase in grant expenditures for ARPA to support the DHHA purchase of an Emergency Services Patrol Van to support CARES program.</li> </ul>	0.00	250,000
<ul style="list-style-type: none"> <li>An increase in grant FTE due to the allocation of a Diversion and Criminal Justice Officer for the Youth Detention Continuum grant.</li> </ul>	1.00	87,800
<ul style="list-style-type: none"> <li>An increase in grant expenditures for ARPA for the purchase of a passenger van for the EMBARC program at Building 19. The van will assist in transporting clients to various appointments.</li> </ul>	0.00	40,000

**Revenue**

<ul style="list-style-type: none"> <li>A revenue increase to the Safety CPCF SRF due to the General Fund transfer to CPCF being reallocated to Safety as part of CPCF transfer.</li> </ul>		3,592,600
<ul style="list-style-type: none"> <li>A revenue increase to the CPCF SRF due to the increase of the General Fund transfer to the SRF to support initiatives and programming.</li> </ul>		1,000,000
<ul style="list-style-type: none"> <li>A revenue decrease which will be offset by the positions and contracts reallocated to the General Fund operating budgets of the respective agencies. These positions and contracts will continue to support programs previously implemented by the CPCF.</li> </ul>		(2,541,600)

The budgeted vacancy savings is \$979,248.

**Budget Detail**

	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Safety Management (3501000)</b>					
<b>Expenditures by Type</b>					
Personnel Services	8,465,631	10,162,297	10,997,139	834,842	8.22%
Services and Supplies	2,075,751	2,441,373	3,139,263	697,890	28.59%
Capital Equipment	3,298	31,720	2,440	(29,280)	(92.31%)
Internal Services and Misc.	2,592	31,754	33,050	1,296	4.08%



	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Safety Management (3501000)</b>					
<b>Expenditures by Type Total</b>	<b>10,547,272</b>	<b>12,667,144</b>	<b>14,171,892</b>	<b>1,504,748</b>	<b>11.88%</b>
<b>Expenditures by Activity</b>					
Administration	5,901,651	7,918,971	6,683,549	(1,235,422)	(15.60%)
Collective Bargaining Administration	4,228	-	-	-	0.00%
DOS Finance	-	-	1,468,172	1,468,172	0.00%
DOS Wellness/PTs	-	-	641,404	641,404	0.00%
Human Resources	2,748,736	2,651,701	3,235,246	583,545	22.01%
Public Integrity Division (PID)	1,892,656	2,096,472	2,143,521	47,049	2.24%
<b>Expenditures by Activity Total</b>	<b>10,547,272</b>	<b>12,667,144</b>	<b>14,171,892</b>	<b>1,504,748</b>	<b>11.88%</b>
<b>Other Program Funding Sources</b>					
<b>Grants</b>					
Community Corrections	643,349	-	-	-	0.00%
State and Local Fiscal Recovery Funds	85,818	-	3,289,969	3,289,969	0.00%
Youth Detention Continuum	1,095,255	1,612,969	1,658,727	45,758	2.84%
<b>Total</b>	<b>1,824,422</b>	<b>1,612,969</b>	<b>4,948,696</b>	<b>3,335,727</b>	<b>206.81%</b>
<b>Public Safety SRF</b>					
911 Emergency Communications Trust Fund	11,006,097	12,152,000	12,808,906	656,906	5.41%
Community Correction	8,220,025	14,659,362	9,170,228	(5,489,134)	(37.44%)
Fire Regional Service	8,102	20,302	20,302	-	0.00%
Police Regional Service	10,921	50,000	50,000	-	0.00%
	-	-	-	-	0.00%
<b>Total</b>	<b>19,245,146</b>	<b>26,881,664</b>	<b>22,049,436</b>	<b>(4,832,228)</b>	<b>(17.98%)</b>
<b>Other Program Funding Sources Total</b>	<b>21,069,567</b>	<b>28,494,633</b>	<b>26,998,132</b>	<b>(1,496,501)</b>	<b>(5.25%)</b>
<b>Total Program Expenditures</b>	<b>31,616,839</b>	<b>41,161,777</b>	<b>41,170,024</b>	<b>8,247</b>	<b>0.02%</b>
<b>Personnel Complement (Budgeted)</b>					
Administration	24.20	45.70	24.00	(21.70)	(47.48%)
Public Integrity Division (PID)	19.00	20.00	19.00	(1.00)	(5.00%)
DOS Finance	-	-	12.20	12.20	0.00%
Human Resources	24.00	24.00	27.00	3.00	12.50%
DOS Wellness/PTs	-	-	5.00	5.00	0.00%
<b>Personnel Complement Total</b>	<b>67.20</b>	<b>89.70</b>	<b>87.20</b>	<b>(2.50)</b>	<b>(2.79%)</b>
<b>Other Program Funds FTE</b>					
<b>Grants</b>					
State and Local Fiscal Recovery Funds	2.64	-	-	-	0.00%
Youth Detention Continuum	17.00	15.00	16.00	1.00	6.67%
<b>Total</b>	<b>19.64</b>	<b>15.00</b>	<b>16.00</b>	<b>1.00</b>	<b>6.67%</b>
<b>Public Safety SRF</b>					
911 Emergency Communications Trust Fund	80.34	80.34	82.34	2.00	2.49%
Community Correction	18.40	18.90	19.90	1.00	5.29%
<b>Total</b>	<b>98.74</b>	<b>99.24</b>	<b>102.24</b>	<b>3.00</b>	<b>3.02%</b>
<b>Other Program Funds FTE Total</b>	<b>118.38</b>	<b>114.24</b>	<b>118.24</b>	<b>4.00</b>	<b>3.50%</b>

	2021	2022	2023	\$	%
<b>Safety Management (3501000)</b>	<b>Actuals</b>	<b>Appropriated</b>	<b>Recommended</b>	<b>Change</b>	<b>Change</b>
<b>Total Personnel Complement</b>	<b>185.58</b>	<b>203.94</b>	<b>205.44</b>	<b>1.50</b>	<b>0.74%</b>
<b>Revenue</b>					
Licenses and Permits	1,675	12,400	12,400	-	0.00%
Fees	5,882	8,000	8,000	-	0.00%
Miscellaneous Other	500	900,000	900,000	-	0.00%
<b>Revenue Total</b>	<b>8,057</b>	<b>920,400</b>	<b>920,400</b>	<b>-</b>	<b>0.00%</b>
Vacancy Savings			(451,256)		
	2021	2022	2023	\$	%
<b>Safety Programs (3504000)</b>	<b>Actuals</b>	<b>Appropriated</b>	<b>Recommended</b>	<b>Change</b>	<b>Change</b>
<b>Expenditures by Type</b>					
Personnel Services	6,917,314	7,777,065	10,294,486	2,517,421	32.37%
Services and Supplies	2,189,525	3,593,124	4,078,642	485,518	13.51%
Capital Equipment	6,938	-	1,200	1,200	0.00%
Internal Services and Misc.	3,834	6,452	6,452	-	0.00%
<b>Expenditures by Type Total</b>	<b>9,117,611</b>	<b>11,376,641</b>	<b>14,380,780</b>	<b>3,004,139</b>	<b>26.41%</b>
<b>Expenditures by Activity</b>					
AID Center	-	-	268,118	268,118	0.00%
Cadet Program	1,596,818	1,643,355	1,721,864	78,509	4.78%
Gang Reduction Initiative of Denver	1,083,493	1,223,315	1,260,828	37,513	3.07%
Juvenile Service Center	360,611	680,049	693,774	13,725	2.02%
Pre-Trial / Electronic Monitoring	4,782,011	6,338,108	7,517,857	1,179,749	18.61%
Safety Youth Programs	1,294,678	1,491,814	1,973,135	481,321	32.26%
Street Enforcement Team (SET)	-	-	945,204	945,204	0.00%
<b>Expenditures by Activity Total</b>	<b>9,117,611</b>	<b>11,376,641</b>	<b>14,380,780</b>	<b>3,004,139</b>	<b>26.41%</b>
<b>Other Program Funding Sources</b>					
<b>Public Safety SRF</b>					
Community Correction	-	1,157,781	1,265,431	107,650	9.30%
Safety Private Donations Fund	-	3,000	3,000	-	0.00%
<b>Other Program Funding Sources Total</b>	<b>-</b>	<b>1,160,781.00</b>	<b>1,268,431.00</b>	<b>107,650.00</b>	<b>9.27%</b>
<b>Total Program Expenditures</b>	<b>9,117,611</b>	<b>12,537,422</b>	<b>15,649,211</b>	<b>3,111,789</b>	<b>24.82%</b>
<b>Personnel Complement (Budgeted)</b>					
Gang Reduction Initiative of Denver	7.00	7.00	7.00	-	0.00%
Cadet Program	34.50	34.50	34.50	-	0.00%
Pre-Trial / Electronic Monitoring	44.60	44.60	51.10	6.50	14.57%
Juvenile Service Center	7.00	7.00	7.00	-	0.00%
Safety Youth Programs	12.00	12.00	15.50	3.50	29.17%
Street Enforcement Team (SET)	-	-	12.00	12.00	0.00%
AID Center	-	-	3.00	3.00	0.00%
<b>Personnel Complement Total</b>	<b>105.10</b>	<b>105.10</b>	<b>130.10</b>	<b>25.00</b>	<b>23.79%</b>
<b>Other Program Funding Sources</b>					
Community Correction	-	13.50	13.50	-	0.00%

	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Safety Programs (3504000)</b>					
<b>Total Personnel Complement</b>	105.10	118.60	143.60	25.00	21.08%
<b>Revenue</b>					
Fees	270,113	300,000	300,000	-	0.00%
Miscellaneous Other	(111)	-	-	-	0.00%
<b>Revenue Total</b>	<b>270,001</b>	<b>300,000</b>	<b>300,000</b>	-	<b>0.00%</b>
Vacancy Savings			(351,419)		

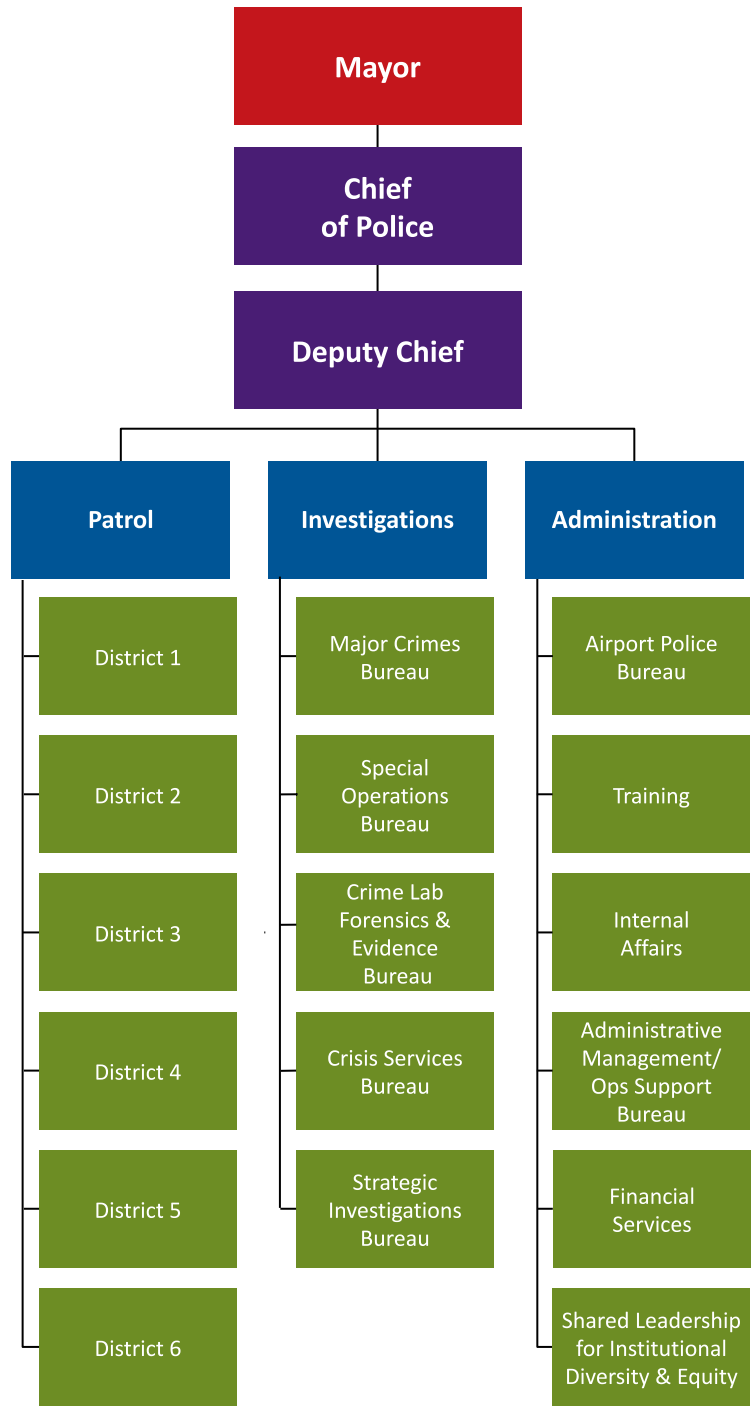
	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Crime Prevention and Control Commission (3505000)</b>					
<b>Expenditures by Type</b>					
Personnel Services	-	-	450,552	450,552	0.00%
Services and Supplies	-	-	642,000	642,000	0.00%
<b>Expenditures by Type Total</b>	-	-	<b>1,092,552</b>	<b>1,092,552</b>	<b>0.00%</b>
<b>Expenditures by Activity</b>					
CPCC Administration	-	-	1,092,552	1,092,552	0.00%
<b>Expenditures by Activity Total</b>	-	-	<b>1,092,552</b>	<b>1,092,552</b>	<b>0.00%</b>
<b>Other Program Funding Sources</b>					
<b>Public Safety SRF</b>					
Crime Prevention/Control Fund	-	-	2,051,000	2,051,000	0.00%
<b>Other Program Funding Sources Total</b>	-	-	<b>2,051,000.00</b>	<b>2,051,000.00</b>	<b>0.00%</b>
<b>Total Program Expenditures</b>	-	-	<b>3,143,552</b>	<b>3,143,552</b>	<b>0.00%</b>
<b>Personnel Complement (Budgeted)</b>					
CPCC Administration	-	-	4.00	4.00	0.00%
<b>Personnel Complement Total</b>	-	-	<b>4.00</b>	<b>4.00</b>	<b>0.00%</b>
<b>Other Program Funding Sources</b>					
Crime Prevention/Control Fund	-	-	5.50	5.50	0.00%
<b>Total Personnel Complement</b>	-	-	<b>9.50</b>	<b>9.50</b>	<b>0.00%</b>

<b>Revenue</b>					
Vacancy Savings			(17,452)		

	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>911 Emergency Communications (3541000)</b>					
<b>Expenditures by Type</b>					
Personnel Services	6,758,734	10,398,187	11,988,649	1,590,462	15.30%
Services and Supplies	2,238	57,700	57,700	-	0.00%
Internal Services and Misc.	5,238	5,000	5,000	-	0.00%
<b>Expenditures by Type Total</b>	<b>6,766,211</b>	<b>10,460,887</b>	<b>12,051,349</b>	<b>1,590,462</b>	<b>15.20%</b>
<b>Expenditures by Activity</b>					

<b>911 Emergency Communications (3541000)</b>	<b>2021 Actuals</b>	<b>2022 Appropriated</b>	<b>2023 Recommended</b>	<b>\$ Change</b>	<b>% Change</b>
911 Call Intake Operations	83,267	2,006,550	2,039,317	32,767	1.63%
911 Support	4,901,860	2,344,215	3,487,066	1,142,851	48.75%
Law Enforcement Dispatch Center	1,174,741	4,249,750	4,435,380	185,630	4.37%
National Crime Information Center	606,343	1,860,372	2,089,586	229,214	12.32%
<b>Expenditures by Activity Total</b>	<b>6,766,211</b>	<b>10,460,887</b>	<b>12,051,349</b>	<b>1,590,462</b>	<b>15.20%</b>
<b>Total Program Expenditures</b>	<b>6,766,211</b>	<b>10,460,887</b>	<b>12,051,349</b>	<b>1,590,462</b>	<b>15.20%</b>
<b>Personnel Complement (Budgeted)</b>					
911 Support	20.66	20.66	32.66	12.00	58.08%
911 Call Intake Operations	28.00	28.00	24.00	(4.00)	(14.29%)
Law Enforcement Dispatch Center	45.00	45.00	45.00	-	0.00%
National Crime Information Center	25.00	25.00	25.00	-	0.00%
<b>Personnel Complement Total</b>	<b>118.66</b>	<b>118.66</b>	<b>126.66</b>	<b>8.00</b>	<b>6.74%</b>
<b>Total Personnel Complement</b>	<b>118.66</b>	<b>118.66</b>	<b>126.66</b>	<b>8.00</b>	<b>6.74%</b>
<b>Revenue</b>					
Miscellaneous Other	(1,308)	35,000	35,000	-	0.00%
<b>Revenue Total</b>	<b>(1,308)</b>	<b>35,000</b>	<b>35,000</b>	<b>-</b>	<b>0.00%</b>
Vacancy Savings			(176,573)		

# Police Department



## Mission

We will operate a police agency with a focus on preventing crime in a respectful manner demonstrating that everyone matters.

## Department Summary

The Denver Police Department (DPD), in partnership with the community, endeavors to keep the public safe by implementing crime prevention and reduction strategies; structuring the organization to promote professional, well-trained, ethical, and accountable employees; partnering with all who call Denver home to improve policing; and utilizing the most modern and effective practices and methods. In addition, the agency makes recommendations regarding law enforcement activities to the Mayor, City Council, the Executive Director of Safety, other city agencies, and neighborhood groups. DPD is comprised of three divisions: Administration, which oversees training and officer development, financial services, administrative management, diversity and equity, public affairs, airport security, and internal affairs; Investigations, which oversees major crimes, special operations, strategic investigations, the collection and analysis of forensic evidence, and crisis services; and Patrol, which oversees the six police districts.

For more information please visit the Police Department website at <https://www.denvergov.org/police>.

## Services

The Denver Police Department is comprised of the following:

The **Office of the Chief of Police** provides oversight of the Conduct Review Bureau; provides media information through the Public Information Office; guidance for legislative and city ordinance issues; Resiliency & Wellness, Peer Support Unit; and the Strategic Initiatives Bureau that provides analytical research and policy support through the Planning, Research, and Support Section, Grants Administration Unit, and Volunteers in Police Services.

The **Patrol Districts** protect life and property through crime prevention and community engagement. The six patrol districts throughout the City are staffed by uniform police officers as well as specialized officers and detectives.

The **Major Crimes Bureau** assists in the apprehension of criminals through investigation of criminal acts, while providing assistance and customer service to victims of crime and their families. This bureau includes the following sections: Robbery/Homicide, Sex Crimes/Missing and Exploited Persons, Domestic Violence/Fraud, and Fugitive Investigations.

The **Special Operations Bureau** promotes public safety through traffic enforcement, traffic investigations, photo enforcement programs, and other specialized units within the Police Department such as the Special Weapons and Tactics (SWAT), Bomb, and Air Support units. Additionally, this bureau assists in the prevention and suppression of crime through investigations and with the Special Operations Response Team.

The **Crime Lab Forensics and Evidence Bureau** works to aid victims of crime through excellence in criminal investigations by identifying evidence and ensuring its integrity, providing analysis and interpretation of exhibits, and demonstrating the quality and reliability of its work through an ongoing quality assurance program.

The **Crisis Services Bureau** provides support services to victims of crimes and persons experiencing mental health crises. This bureau includes the Victim Assistance Unit, Pre-Trial Victim Services Unit, and the Crisis Intervention Response Unit.

The **Airport Police Bureau** provides sworn staffing at Denver International Airport in support of airport operations. Note this unit is funded in a special revenue fund and is fully reimbursed by airport revenue.

The **Training Section** oversees the Police Academy and Firearms Unit.

The **Internal Affairs Bureau** investigates public and internal complaints of police officer misconduct and coordinates with the Office of the Independent Monitor.

The **Operations Support Section** provides oversight of the Records and Identification Section, Fleet Services, the Property Management Section, Information Management Unit, oversight of the Juvenile Intake Section, Uniform/Stationery Supply, and Data Analysis Units.

The **Financial Services Section** provides financial management services, including accounting, budgeting, purchasing, contract management, and grant administration and management.

The **Shared Leadership for Institutional Diversity and Equity (SLIDE) Bureau** works in collaboration with community members and employees to identify and eliminate barriers to diversity, equity, and inclusivity. Additionally, this bureau oversees Recruitment.

The **Strategic Investigations Bureau** increases communication and cooperation between the Denver Police Department, City agencies, and the State's Colorado Information Analysis Center (CIAC). The Bureau works collaboratively across the police department and with stakeholders to proactively identify and prevent acts of terrorism, organized crime, and school violence. Additionally, this bureau oversees VICE/Narcotics, Intelligence, and the Real Time Crime Information Center.

## Strategies

Develop and improve the use of precision policing strategies to systematically and proactively address social harms in the community. This includes the Collaborative Crime Prevention Initiative efforts through community and city partnerships to address and prevent crimes.

Continued focus on one-on-one interactions between police officers and community members, specifically young people; using social media to promote alternative methods to engage a variety of public audiences, allowing for direct communication resulting in greater accountability and transparency.

Continue efforts to meet the departmental goal of 35 percent proactive time per officer, allowing for appropriate crime prevention and proactive activities. This is accomplished through both uniform and professional staff resources to meet the demands of an increasing number of resident-initiated calls for service, anticipated attrition, and authorized strength (the number of uniformed positions approved in the annual budget).

## Performance and Program Highlights

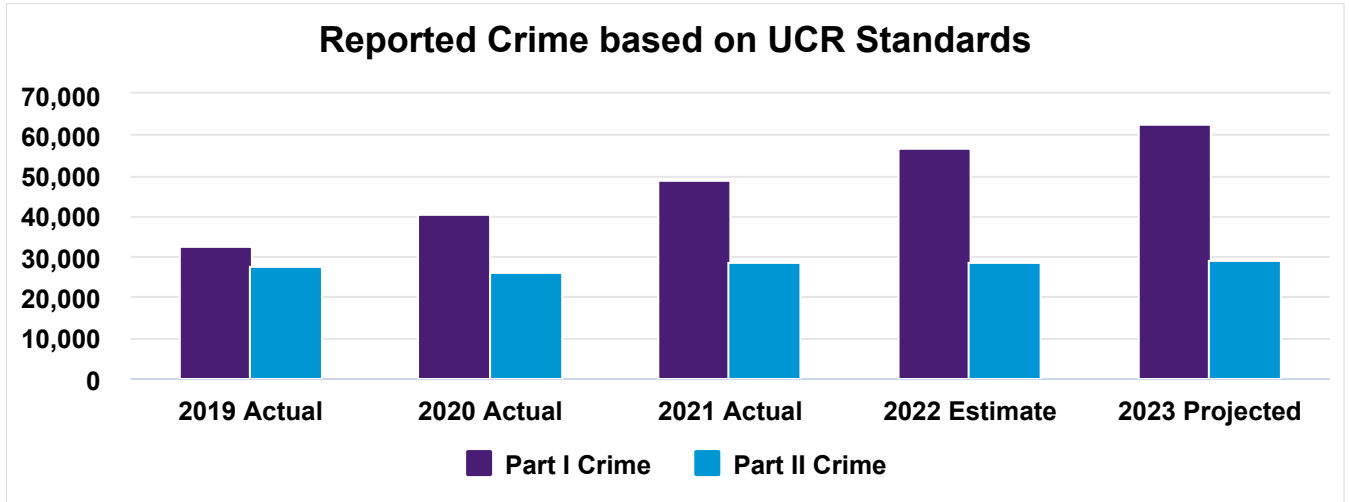
**Part I crimes** are the number of serious crimes that occur with regularity in all areas of the United States and are likely to be reported to the police. Part I crimes include homicide, sexual assault, robbery, aggravated assault, arson, larceny, burglary, and auto theft. The Department is identifying root causes for violent crime such as mental health and substance abuse and focusing on high-level offenses which have a downstream impact on all crime to effectively reduce Part I crimes. Collected data provides useful information for analyzing the rates of different types of crime in different communities. In Denver, crime data is collected using National Incident Based Reporting Standards (NIBRS). However, the Federal Bureau of Investigation converts the data to Uniform Crime Reporting standards (UCR) for comparison purposes over time and with other jurisdictions. NIBRS data includes all crimes within an incident and all victims of personal crimes. UCR data includes only the highest crime within an incident.

**Part II crimes** have a significant impact on communities. The Police Department has categorized these offenses into groups, and they report related crime data at the category level, which includes other crimes against persons, public disorder crimes, drug and alcohol offenses, white collar crimes, and

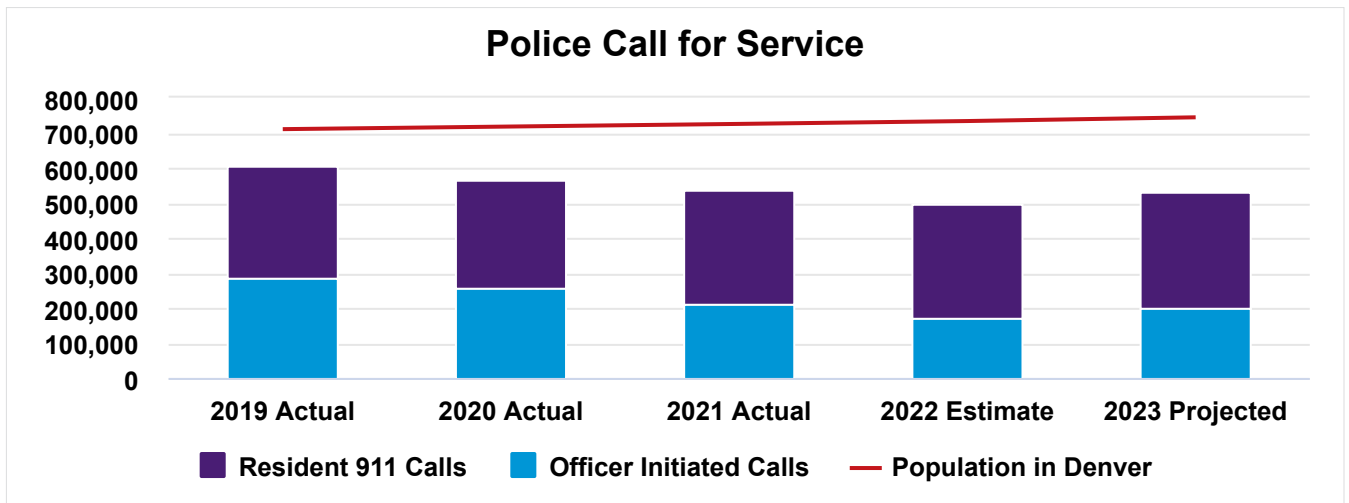


all other crimes. Part II crimes are reflective of proactive contacts made by patrol officers to address community concerns. The Department works collaboratively with city and community partners to provide wrap-around services to address many of these issues instead of having an enforcement-based approach. This has contributed to Part II crimes being relatively flat since 2016.

Crime data is dynamic and allows for additions, deletions, and modifications resulting in more complete and accurate records in the databases. Due to continuous data entry after reports are compiled, numbers may vary from previous reports.

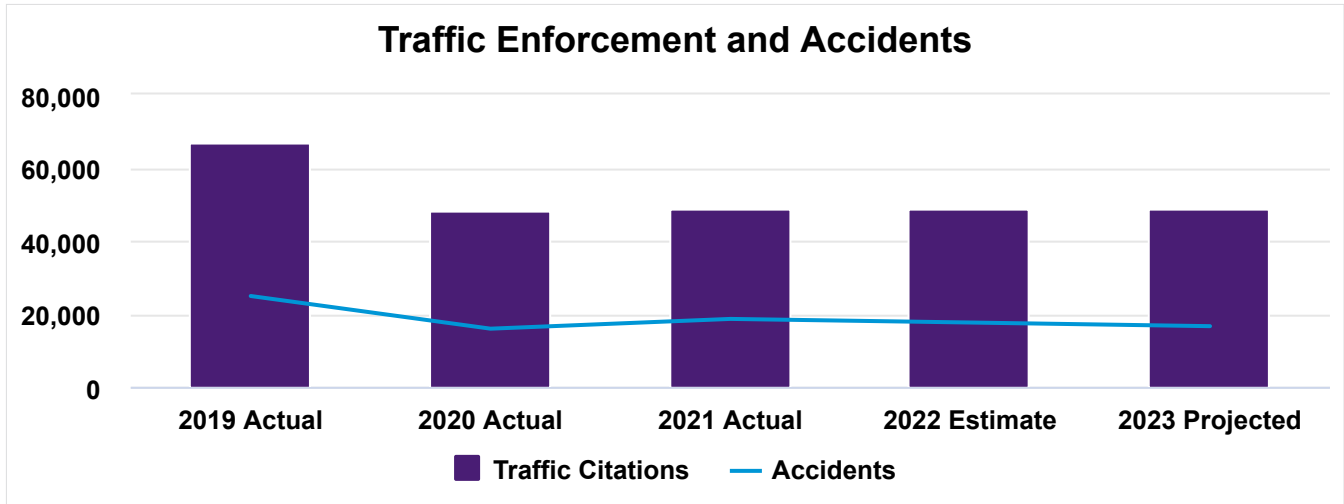


**Resident Initiated and Officer Initiated Calls** for service are measures used to determine officer productivity. **Resident Initiated Calls (911 calls)** determine the workload required of the patrol officer. **Officer Initiated Calls** are actions initiated by the officer to a situation they observe as opposed to responding to a resident calling for assistance. As more officers are available to answer calls, officer productivity will increase. Additionally, as population increases, there is an increase in 911 calls, which decreases available time for directed patrol.

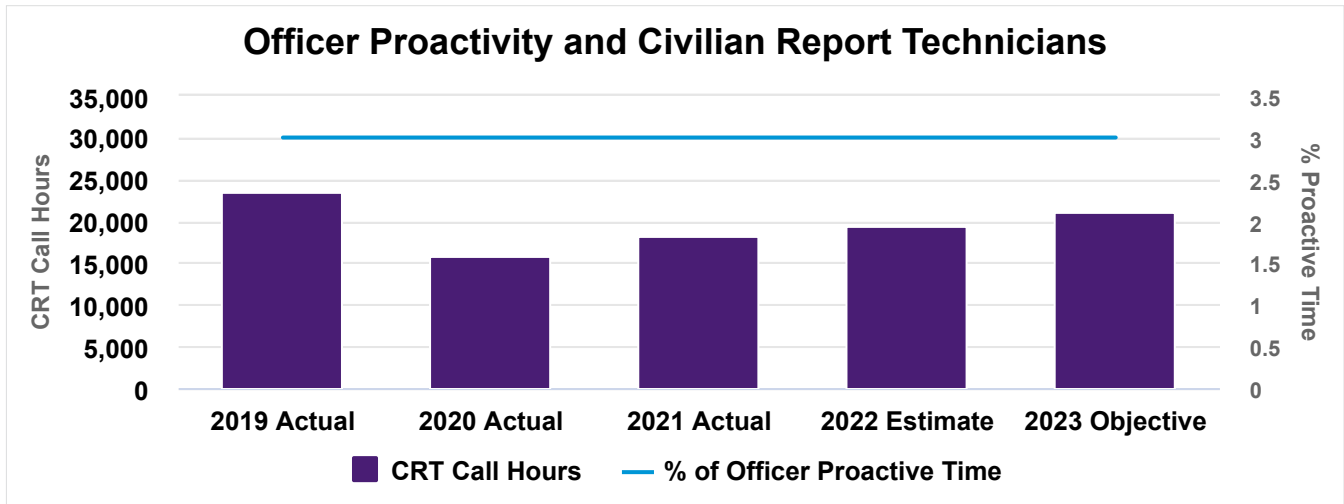


**Traffic Citations and Crashes** are directly correlated. When more enforcement activity is conducted, there are fewer crashes. Officers assigned to Traffic Operations perform the greatest amount of enforcement. Part of the downward trend is due to the Department operating below authorized strength at the same time the city was confronted with pressing safety concerns outside traffic enforcement. Additional officers transferred to the Traffic Section have helped support traffic

enforcement across the City. Filling vacant positions will allow the department to continue to build up resources in this critical area to reduce crashes.



**Civilian Report Technicians (CRTs)** are utilized to investigate and document both property crimes and surface street vehicle crashes. These Technicians are a force multiplier for patrol officers by allowing officers additional time to respond to calls that require an officer’s specialized skillset and higher priority calls. An increase in the call hours handled by the CRTs will increase the availability of patrol officers.



An academy class generally lasts six months and as a result, classes beginning in the latter part of any given year will have recruits which graduate and become sworn officers in the following year. The increase in recruits is to align with the attrition ensuring authorized strength is met. Authorized strength is the total number of uniformed positions approved and budgeted in the annual budget.

	2019	2020	2021*	2022**	2023
<b>Number of budgeted recruits</b>	130	50	105	184	188

\*In 2021, an additional recruit class was restored through federal funding to try to address higher than normal attrition.

\*\*In 2022, 144 recruits were budgeted, while an additional 40 recruits were not budgeted and paid through vacancy savings.

## Department Budget

	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Variance	% Variance
<b>General Fund Expenditures by Agency</b>					
Police Administration Division	31,581,831	35,466,376	38,014,488	2,548,112	7.18%
Police Investigations Division	71,742,478	79,965,513	83,310,505	3,344,992	4.18%
Police Patrol Districts Division	119,415,477	130,502,898	135,831,127	5,328,229	4.08%
<b>Total General Fund</b>	<b>222,739,786</b>	<b>245,934,787</b>	<b>257,156,120</b>	<b>11,221,333</b>	<b>4.56%</b>
<b>General Fund Expenditures by Type</b>					
Personnel Services	211,440,260	232,047,512	239,325,419	7,277,907	3.14%
Services and Supplies	11,268,031	13,751,337	17,786,521	4,035,184	29.34%
Capital Equipment	28,344	103,690	11,432	(92,258)	(88.97%)
Internal Services and Misc.	3,150	32,248	32,748	500	1.55%
<b>Total General Fund</b>	<b>222,739,786</b>	<b>245,934,787</b>	<b>257,156,120</b>	<b>11,221,333</b>	<b>4.56%</b>
<b>Other Program Funding Sources</b>					
<b>Special Revenue Funds Expenditures</b>					
General Government	18,583,137	19,029,725	19,136,855	107,130	0.56%
Public Safety	22,563,289	24,481,428	27,504,355	3,022,927	12.35%
<b>Total Special Revenue Funds</b>	<b>41,146,426</b>	<b>43,511,153</b>	<b>46,641,210</b>	<b>3,130,057</b>	<b>7.19%</b>
<b>Grants</b>					
General Government	1,435,497	3,252,800	-	(3,252,800)	(100.00%)
Public Safety	3,641,203	4,640,279	4,468,526	(171,753)	(3.70%)
<b>Total Grants</b>	<b>5,076,701</b>	<b>7,893,079</b>	<b>4,468,526</b>	<b>(3,424,553)</b>	<b>(43.39%)</b>
<b>Other Program Funding Sources Total</b>	<b>46,223,126</b>	<b>51,404,232</b>	<b>51,109,736</b>	<b>(294,496)</b>	<b>(0.57%)</b>
<b>Total Department Expenditures</b>	<b>268,962,912</b>	<b>297,339,019</b>	<b>308,265,856</b>	<b>10,926,837</b>	<b>3.67%</b>
<b>Personnel Complement</b>					
General Fund Operations - Civilian	315.02	335.77	345.91	10.14	3.02%
General Fund Operations - Uniform	1,464.00	1,464.00	1,507.00	43.00	2.94%
<b>Total</b>	<b>1,779.02</b>	<b>1,799.77</b>	<b>1,852.91</b>	<b>53.14</b>	<b>2.95%</b>
<b>Special Revenue Funds</b>					
General Government	137.28	132.00	132.00	-	0.00%
Public Safety	9.75	2.92	1.67	(1.25)	(42.81%)
<b>Total</b>	<b>147.03</b>	<b>134.92</b>	<b>133.67</b>	<b>(1.25)</b>	<b>(0.93%)</b>
<b>Total Personnel Complement</b>	<b>1,926.05</b>	<b>1,934.69</b>	<b>1,986.58</b>	<b>51.89</b>	<b>2.68%</b>
<b>General Fund Revenue</b>					
Licenses and Permits	366,774	225,000	225,000	-	0.00%
Fines and Forfeits	5,529,657	5,540,000	6,440,000	900,000	16.25%
Fees	594,056	751,500	751,500	-	0.00%
Charges for Services	29,615	35,000	35,000	-	0.00%
Use Charges	43,070	83,000	83,000	-	0.00%
Internal Service and Indirect Cost	2,510,016	3,862,403	3,862,403	-	0.00%
Miscellaneous Other	82,198	690,685	690,685	-	0.00%
<b>Total</b>	<b>9,155,386</b>	<b>11,187,588</b>	<b>12,087,588</b>	<b>900,000</b>	<b>8.04%</b>

**Programmatic Changes**

The City and County of Denver’s allocation of State and Local Fiscal Recovery Funds as a result of the American Rescue Plan Act (ARPA) allowed the City to restore some service reductions that were necessary to balance the budget in 2021 and to allocate funding to address operational backlogs. Many of these investments are ongoing and to avoid a financial ‘cliff’, the City has employed a ‘step down’ methodology that allows a portion of these investments to remain funded in the ARPA allocation in 2023, while some are transitioned to the General Fund. Additional ARPA funds also have been allocated to the Police Department in 2023 to support one-time capital equipment needs in 2023. These changes are described below, along with other significant programmatic changes for 2023.

<b>2023 Impact Description</b>	<b>FTEs</b>	<b>Dollars</b>
<b>Agencywide</b>		
• An increase in services and supplies to support space, safety supplies, and other needs for new positions and recruits agencywide.	0.00	1,318,700
• An increase in capital equipment to purchase computers and other equipment for new positions throughout the department.	0.00	11,400
• A decrease in capital equipment due to one-time equipment purchases in 2022 that are not budgeted in 2023.	0.00	(46,200)
<b>Police Administration</b>		
• An increase in personnel services to expand annual officer in-service training from 68 to 80 hours per officer with the intent to improve interactions and increase trust in the community. The total cost is for the overtime hours necessary to cover shifts while officers are in training.	0.00	1,550,000
• An increase in personnel services due to the annualization of two Forensic Staff positions that were converted to the General Fund from the Forensic DNA Laboratory Efficiency Improvement and Capacity Enhancement Grant Program in July of 2022.	1.00	100,600
• An increase in personnel services to restore a limited Property and Evidence Technician position to the 2023 budget.	1.00	70,900
• A decrease in personnel services to transfer five accountant positions to the Executive Director of Safety to centralize financial services for all four safety departments. The positions include a Financial Manager, a Staff Accountant, two Associate Accountants, and a Senior Accountant.	(5.00)	(494,800)
• A decrease in personnel services to transfer an IT ERP Systems Analyst Senior to Technology Services per Executive Order No. 18.	(1.00)	(187,700)
<b>Police Investigations</b>		
• An increase in personnel services due to the addition of four Criminalist IIIs in July of 2023 to the Crime Scene Unit. These positions will allow the Unit to respond to calls for service to collect evidence at crime scenes.	2.00	230,900
• An increase in personnel services to expand the photo speed enforcement program by adding a Photo Enforcement Agent II and restoring two Photo Enforcement Agent Is.	3.00	221,300
• An increase in personnel services to expand the Forensic Chemistry Unit by adding a Forensic Scientist Associate and continue a Forensic Scientist Staff position that was originally funded through a grant and now will be funded in the General Fund. These positions will reduce backlogs in fentanyl testing.	2.00	214,800
• An increase in personnel services to add an Operational Supervisor I and a Property and Evidence Technician to create the Digital Evidence Unit. These positions will ensure timely and accurate processing of digital evidence, discovery, and conduct review.	2.00	164,300

2023 Impact Description	FTEs	Dollars
<ul style="list-style-type: none"> <li>An increase in personnel services to add a Forensic Scientist Associate to the DNA Unit to support gun crime testing. This position will allow the DNA Unit to meet quick turnaround times for testing crime guns and provide timely investigative leads.</li> </ul>	1.00	118,900
<ul style="list-style-type: none"> <li>An increase in personnel services to add a Forensic Laboratory Technician to the Firearm and Toolmark Unit to address the Unit's backlog from the increase in gun crime.</li> </ul>	1.00	81,800
<ul style="list-style-type: none"> <li>A decrease in personnel services to convert 22 Crash Report Technicians from part time to 14 full time positions. The Technicians are civilian non-sworn employees that are not armed and are authorized to issue non-criminal traffic citations related to traffic crashes. This conversion will assist with retention efforts as well as free up time for District Officers to handle criminal incidents or provide other crime prevention services.</li> </ul>	0.25	(29,300)
<ul style="list-style-type: none"> <li>An increase in services and supplies due to reallocating a contract for the co-responder program from the Crime Prevention and Control Fund (CPCF) to the Police Department's General Fund operating budget.</li> </ul>	0.00	700,000
<ul style="list-style-type: none"> <li>A decrease in services and supplies due to a one-time 2022 investment for equipment maintenance that will not be needed in 2023.</li> </ul>	0.00	(36,000)
<b>Police Patrol Districts Division</b>		
<ul style="list-style-type: none"> <li>An increase in personnel services to expand authorized strength by 43 in December of 2023. The additional positions are to address the growth in Denver's population and calls for service, emerging crime trends, and will increase officer proactive time.</li> </ul>	43.00	431,200
<ul style="list-style-type: none"> <li>An increase in personnel services for three Program Managers to support the Collaborative Crime Prevention Initiative. These positions will work with other city agencies, residents, non-profits, businesses, and faith-based organizations to address systemic issues in persistently violent locations in Denver.</li> </ul>	3.00	332,800
<ul style="list-style-type: none"> <li>An increase in personnel services due to budget an Executive Assistant I position that was restored from a reduction after the 2022 budget was approved. This also adds budget for the position.</li> </ul>	1.00	82,800
<ul style="list-style-type: none"> <li>A decrease in personnel services to correct a position that was erroneously budgeted as a double allocation in 2022.</li> </ul>	(1.00)	(93,300)
<ul style="list-style-type: none"> <li>An increase in services and supplies due to a contract increase for towing services.</li> </ul>	0.00	2,295,000
<b>Grants</b>		
<ul style="list-style-type: none"> <li>An increase in grant expenditures due to the continued funding of an Outreach Case Coordinator by the Caring for Denver co-responder program. This position was unbudgeted in 2022 and will expire in August of 2023.</li> </ul>	0.67	47,700
<ul style="list-style-type: none"> <li>A decrease in American Rescue Plan Act expenditures due 2022 one-time investments including an additional recruit class of 40 in October of 2021 and the restoration of sworn vacancy savings used to offset increased overtime expenditures.</li> </ul>	0.00	(3,252,800)
<ul style="list-style-type: none"> <li>A decrease in personnel services for two Forensic Staff positions that were converted to the General Fund in July of 2022.</li> </ul>	(1.00)	(100,400)
<ul style="list-style-type: none"> <li>A decrease in personnel services due to the expiration of a limited Administrative Support Assistant III and a limited Forensic Laboratory Technician in 2022.</li> </ul>	(0.92)	(57,600)
<b>SRFs</b>		
<ul style="list-style-type: none"> <li>An increase in the Special Revenue Funds driven by uniform pension expenditures in the Police/Fire Pension fund and expenditures to serve DEN that are reimbursed in the Internal Billings and Reimbursements Fund.</li> </ul>	0.00	3,130,100

## Police Department

2023 Impact Description	FTEs	Dollars
<b>Revenue</b>		
• An increase in revenue due to expanding photo enforcement by three new positions.	0.00	900,000

The budgeted vacancy savings is \$1,301,874.

### Budget Detail

	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Police Administration (3511000)</b>					
<b>Expenditures by Type</b>					
Personnel Services	28,715,739	32,310,009	34,861,741	2,551,732	7.90%
Services and Supplies	2,836,668	3,112,629	3,124,099	11,470	0.37%
Capital Equipment	28,344	15,090	-	(15,090)	(100.00%)
Internal Services and Misc.	1,080	28,648	28,648	-	0.00%
<b>Expenditures by Type Total</b>	<b>31,581,831</b>	<b>35,466,376</b>	<b>38,014,488</b>	<b>2,548,112</b>	<b>7.18%</b>
<b>Expenditures by Activity</b>					
Administrative Management	11,579,650	13,224,706	12,755,061	(469,645)	(3.55%)
Chief of Police	4,694,133	4,361,110	4,925,961	564,851	12.95%
Community Relations and Public Affairs	2,266,851	2,378,664	2,879,803	501,139	21.07%
Financial Services	1,034,990	1,645,955	1,370,110	(275,845)	(16.76%)
Fleet Services	2,694,510	3,387,560	3,888,354	500,794	14.78%
Internal Affairs	2,141,687	2,400,747	2,342,966	(57,781)	(2.41%)
Planning, Research and Support	295,669	474,467	395,695	(78,772)	(16.60%)
Property Management	2,468,510	2,527,461	2,475,257	(52,204)	(2.07%)
Training	4,405,832	5,065,706	6,981,281	1,915,575	37.81%
<b>Expenditures by Activity Total</b>	<b>31,581,831</b>	<b>35,466,376</b>	<b>38,014,488</b>	<b>2,548,112</b>	<b>7.18%</b>
<b>Other Program Funding Sources</b>					
<b>Grants</b>					
Caring for Denver Co-Responder Program	864,191	991,971	1,039,642	47,671	4.81%
CDOT: Distracted Driving Enforcement	38,463	-	-	-	0.00%
CDOT: Pedestrian Safety	266,277	378,927	378,927	-	0.00%
Click It or Ticket	4,788	9,843	9,843	-	0.00%
Community Based Crime Reduction Program	177,807	306,861	306,861	-	0.00%
Coverdell Forensic - State	48,585	30,836	30,836	-	0.00%
DNA Backlog Reduction	208,604	44,386	31,673	(12,713)	(28.64%)
DPD Harm Reduction Case Manager	34,229	10,092	10,092	-	0.00%
Forensic DNA Laboratory Efficiency Improvement and Capacity Enhancement Program	249,274	134,490	34,099	(100,391)	(74.65%)
Gray and Black Market Marijuana Enforcement	426,174	489,688	489,688	-	0.00%
H.I.D.T.A.	582,905	866,938	805,538	(61,400)	(7.08%)
Justice Assistance Grant	391,303	376,115	331,195	(44,920)	(11.94%)



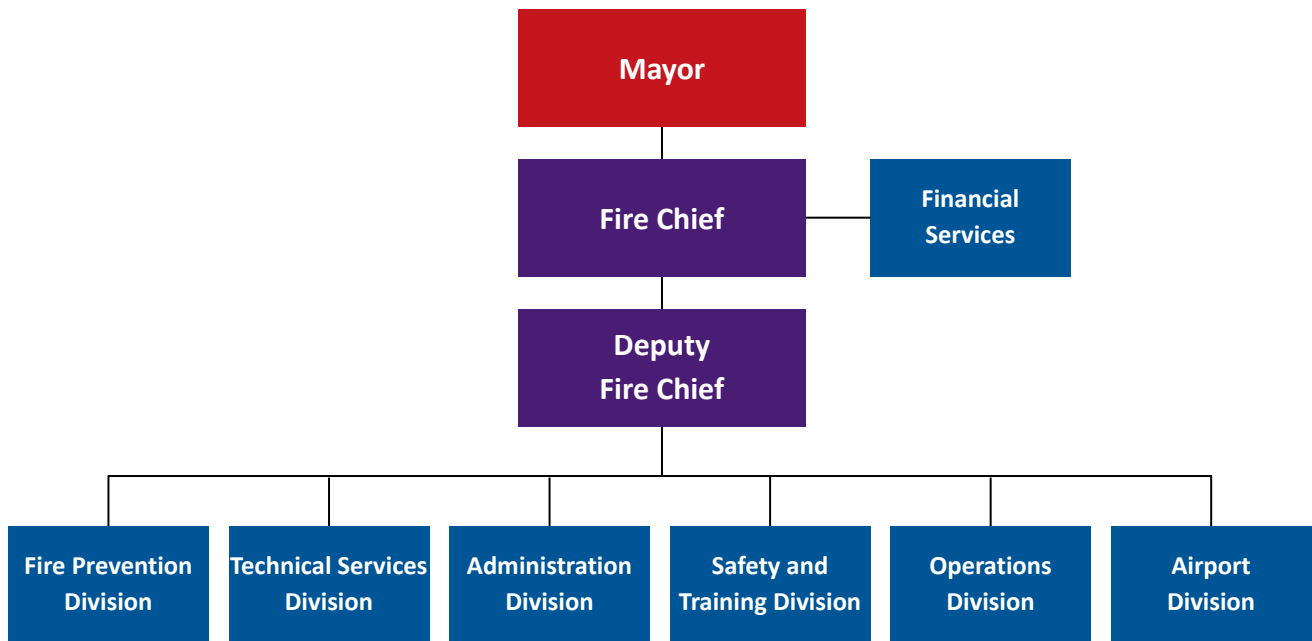
	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Police Administration (3511000)</b>					
Law Enforcement Assisted Diversion Pilot Program	59,592	59,175	59,175	-	0.00%
Prosecuting Cold Cases	62,630	20,000	20,000	-	0.00%
Solving Cold Cases with DNA	57,265	224,102	224,102	-	0.00%
State and Local Fiscal Recovery Funds Supplemental Coronavirus Emergency Relief	1,435,497	3,252,800	-	(3,252,800)	(100.00%)
Support Team Assisted Response (STAR) Pilot Program	116,908	679,510	679,510	-	0.00%
	52,207	17,345	17,345	-	0.00%
<b>Total</b>	<b>5,076,701</b>	<b>7,893,079</b>	<b>4,468,526</b>	<b>(3,424,553)</b>	<b>(43.39%)</b>
<b>General Government SRF</b>					
<b>Public Safety SRF</b>					
Police/Fire Pension	21,814,225	24,472,314	26,764,660	2,292,346	9.37%
<b>Other Program Funding Sources Total</b>	<b>26,890,925</b>	<b>32,365,393</b>	<b>31,233,186</b>	<b>(1,132,207)</b>	<b>(3.50%)</b>
<b>Total Program Expenditures</b>	<b>58,472,756</b>	<b>67,831,769</b>	<b>69,247,674</b>	<b>1,415,905</b>	<b>2.09%</b>
<b>Personnel Complement (Budgeted)</b>					
Chief of Police	31.50	29.50	31.50	2.00	6.78%
Financial Services	5.00	5.00	2.00	(3.00)	(60.00%)
Administrative Management	104.00	107.00	104.00	(3.00)	(2.80%)
Fleet Services	32.00	37.00	37.00	-	0.00%
Property Management	22.00	25.00	25.00	-	0.00%
Planning, Research and Support	3.00	4.00	3.00	(1.00)	(25.00%)
Community Relations and Public Affairs	6.75	19.75	22.75	3.00	15.19%
Internal Affairs	17.00	17.00	16.00	(1.00)	(5.88%)
Training	36.00	33.00	35.00	2.00	6.06%
<b>Personnel Complement (Budgeted) Total</b>	<b>257.25</b>	<b>277.25</b>	<b>276.25</b>	<b>(1.00)</b>	<b>(0.36%)</b>
<b>Other Program Funds FTE</b>					
<b>Grants</b>					
Caring for Denver Co-Responder Program	-	-	0.67	0.67	0.00%
Community Based Crime Reduction Program	1.75	-	-	-	0.00%
DNA Backlog Reduction	1.50	0.17	-	(0.17)	(100.00%)
Forensic DNA Laboratory Efficiency Improvement and Capacity Enhancement Program	3.00	1.00	-	(1.00)	(100.00%)
H.I.D.T.A.	1.00	1.00	1.00	-	0.00%
Justice Assistance Grant	1.50	0.75	-	(0.75)	(100.00%)
State and Local Fiscal Recovery Funds	5.28	-	-	-	0.00%
<b>Total</b>	<b>14.03</b>	<b>2.92</b>	<b>1.67</b>	<b>(1.25)</b>	<b>(42.81%)</b>
<b>Public Safety SRF</b>	0				
Police/Fire Pension	1.00	-	-	-	0.00%
<b>Total Personnel Complement</b>	<b>272.28</b>	<b>280.17</b>	<b>277.92</b>	<b>(2.25)</b>	<b>(0.80%)</b>

## Police Department

	2021	2022	2023	\$	%
<b>Police Administration (3511000)</b>	<b>Actuals</b>	<b>Appropriated</b>	<b>Recommended</b>	<b>Change</b>	<b>Change</b>
<b>Revenue</b>					
Licenses and Permits	366,774	225,000	225,000	-	0.00%
Fines and Forfeits	3,220	-	-	-	0.00%
Fees	592,637	750,000	750,000	-	0.00%
Charges for Services	12,150	-	-	-	0.00%
Use Charges	43,070	83,000	83,000	-	0.00%
Internal Service and Indirect Cost	838	-	-	-	0.00%
Miscellaneous Other	80,201	110,500	110,500	-	0.00%
<b>Revenue Total</b>	<b>1,098,890</b>	<b>1,168,500</b>	<b>1,168,500</b>	<b>-</b>	<b>0.00%</b>
Vacancy Savings			(611,422)		
<b>Police Investigations (3512000)</b>					
	2021	2022	2023	\$	%
	Actuals	Appropriated	Recommended	Change	Change
<b>Expenditures by Type</b>					
Personnel Services	65,634,320	71,366,405	72,827,061	1,460,656	2.05%
Services and Supplies	6,106,088	8,529,908	10,471,572	1,941,664	22.76%
Capital Equipment	-	65,600	7,772	(57,828)	(88.15%)
Internal Services and Misc.	2,070	3,600	4,100	500	13.89%
<b>Expenditures by Type Total</b>	<b>71,742,478</b>	<b>79,965,513</b>	<b>83,310,505</b>	<b>3,344,992</b>	<b>4.18%</b>
<b>Expenditures by Activity</b>					
Airport	10,852	-	-	-	0.00%
Crisis Services	992,973	1,548,864	2,337,781	788,917	50.94%
Forensics and Evidence	7,304,025	8,344,985	8,314,794	(30,191)	(0.36%)
Investigative Services	18,519,881	19,613,540	19,435,806	(177,734)	(0.91%)
Major Crimes	16,425,332	17,317,722	17,643,615	325,893	1.88%
Patrol Districts	360	-	559,474	559,474	0.00%
Photo Traffic Enforcement	2,340,716	3,159,331	3,512,028	352,697	11.16%
Police Airport Operations	3,281,617	-	-	-	0.00%
Police Recruits	2,600,927	7,286,593	8,352,611	1,066,018	14.63%
Special Operations	20,265,796	22,694,478	23,154,396	459,918	2.03%
<b>Expenditures by Activity Total</b>	<b>71,742,478</b>	<b>79,965,513</b>	<b>83,310,505</b>	<b>3,344,992</b>	<b>4.18%</b>
<b>Other Program Funding Sources</b>					
<b>Public Safety SRF</b>					
<b>General Government SRF</b>					
Internal Billings and Reimbursements	18,583,137	19,029,725	19,136,855	107,130	0.56%
Police/Fire Pension	741,730	-	730,581	730,581	0.00%
<b>Other Program Funding Sources Total</b>	<b>19,324,867</b>	<b>19,029,725</b>	<b>19,867,436</b>	<b>837,711</b>	<b>4.40%</b>
<b>Total Program Expenditures</b>	<b>91,067,345</b>	<b>98,995,238</b>	<b>103,177,941</b>	<b>4,182,703</b>	<b>4.23%</b>
<b>Personnel Complement (Budgeted)</b>					
Patrol Districts	-	-	5.00	5.00	0.00%
Special Operations	148.64	153.64	155.78	2.14	1.39%
Major Crimes	118.00	119.00	119.00	-	0.00%
Photo Traffic Enforcement	19.50	17.50	20.50	3.00	17.14%

	2021	2022	2023	\$	%
<b>Police Investigations (3512000)</b>	<b>Actuals</b>	<b>Appropriated</b>	<b>Recommended</b>	<b>Change</b>	<b>Change</b>
Investigative Services	148.50	130.00	127.00	(3.00)	(2.31%)
Crisis Services	14.00	18.00	18.00	-	0.00%
Forensics and Evidence	63.50	56.75	53.75	(3.00)	(5.29%)
<b>Personnel Complement Total</b>	<b>512.14</b>	<b>494.89</b>	<b>499.03</b>	<b>4.14</b>	<b>0.84%</b>
<b>Other Program Funds FTE</b>					
<b>General Government SRF</b>					
Police Airport Operations	132.00	132.00	132.00	-	0.00%
<b>Total Personnel Complement</b>	<b>644.14</b>	<b>626.89</b>	<b>631.03</b>	<b>4.14</b>	<b>0.66%</b>
<b>Revenue</b>					
Fines and Forfeits	5,526,437	5,540,000	6,440,000	900,000	16.25%
Fees	1,419	-	-	-	0.00%
Charges for Services	17,465	35,000	35,000	-	0.00%
Internal Service and Indirect Cost	1,670,342	1,882,700	1,882,700	-	0.00%
Miscellaneous Other	2,631	580,185	580,185	-	0.00%
<b>Revenue Total</b>	<b>7,218,294</b>	<b>8,037,885</b>	<b>8,937,885</b>	<b>900,000</b>	<b>11.20%</b>
Vacancy Savings			(583,112)		
	2021	2022	2023	\$	%
<b>Police Patrol Districts (3513000)</b>	<b>Actuals</b>	<b>Appropriated</b>	<b>Recommended</b>	<b>Change</b>	<b>Change</b>
<b>Expenditures by Type</b>					
Personnel Services	117,090,201	128,371,098	131,636,617	3,265,519	2.54%
Services and Supplies	2,325,275	2,108,800	4,190,850	2,082,050	98.73%
Capital Equipment	-	23,000	3,660	(19,340)	(84.09%)
<b>Expenditures by Type Total</b>	<b>119,415,477</b>	<b>130,502,898</b>	<b>135,831,127</b>	<b>5,328,229</b>	<b>4.08%</b>
<b>Expenditures by Activity</b>					
Police Patrol Districts	119,415,477	130,502,898	135,831,127	5,328,229	4.08%
<b>Expenditures by Activity Total</b>	<b>119,415,477</b>	<b>130,502,898</b>	<b>135,831,127</b>	<b>5,328,229</b>	<b>4.08%</b>
<b>Other Program Funding Sources</b>					
<b>Public Safety SRF</b>					
Police Donations	2,291	4,583	4,583	-	0.00%
Police Equestrian Patrol	-	2,488	2,488	-	0.00%
Police K-9 Unit	5,044	2,043	2,043	-	0.00%
<b>Total</b>	<b>7,334</b>	<b>9,114</b>	<b>9,114</b>	<b>-</b>	<b>0.00%</b>
<b>Total Program Expenditures</b>	<b>119,422,811</b>	<b>130,512,012</b>	<b>135,840,241</b>	<b>5,328,229</b>	<b>4.08%</b>
<b>Personnel Complement (Budgeted)</b>					
Police Patrol Districts	1,009.63	1,027.63	1,077.63	50.00	4.87%
<b>Total Personnel Complement</b>	<b>1,009.63</b>	<b>1,027.63</b>	<b>1,077.63</b>	<b>50.00</b>	<b>4.87%</b>
<b>Revenue</b>					
Fees	-	1,500	1,500	-	0.00%
Internal Service and Indirect Cost	838,835	1,979,703	1,979,703	-	0.00%
Miscellaneous Other	(633)	-	-	-	0.00%
<b>Revenue Total</b>	<b>838,202</b>	<b>1,981,203</b>	<b>1,981,203</b>	<b>-</b>	<b>0.00%</b>
Vacancy Savings			(107,340)		

## Fire Department



### Mission

The Denver Fire Department is dedicated to: providing quality, timely, and professional emergency services to those who live in, work in, and visit the City and County of Denver; respecting each other through trust, pride, diversity, integrity, and training; and working together to achieve the highest levels of preparedness, prevention, and community involvement with a dedication to purpose.

## Department Summary

Established in 1866, the Denver Fire Department (DFD) provides services to the citizens who live, work, and visit the City and County of Denver providing fire suppression, emergency medical services, technical rescue, hazardous materials response, water and high angle rescue. The department currently has over 1,000 paid firefighters supporting daily fire/rescue and medical operations. There are 39 fully staffed firehouses supporting fire and emergency calls within the City and supporting fire and emergency calls to the City of Glendale, City of Sheridan, City of Englewood, and the Skyline Fire District. The Department also has five fully staffed firehouses located at Denver International Airport.

For more information please visit the Denver Fire Department website at <https://www.denvergov.org/content/denvergov/en/fire-department-home.html>.

## Services

The **Fire Prevention Division** provides for fire and building code enforcement, public safety, and research and testing of new materials and technology. Recently, the division has become more extensively involved with enforcement of hazardous materials ordinances and codes.

The **Technical Services Division** contains five groups encompassing Fire Dispatch/Communications; Fleet Management; Facility Maintenance, Warehouse Operations, and the Line Shop. The Dispatch group, which acts as an integral part of the 911 call system, dispatches, tracks, and monitors all communications for more than 100,000 emergency service calls annually and operates the emergency warning systems. Fleet Management is a full-service facility, responsible for all repair and maintenance of all fire equipment and vehicles from inception, design, and construction. The Facility Maintenance group is responsible for ongoing service and maintenance of hundreds of thousands of square feet of property and building space. The group also oversees the acquisition, design, and construction of new facilities for the department. Warehouse Operations manages the inventory and distribution of firefighter uniforms and protective gear, specialized fire fighting equipment, medical supplies, and other necessary items required for fire emergency response. The Line Shop maintains the electrical needs for the department and provides specialized support for the electrical systems at the 911 Combined Communications Center and the 72-siren emergency warning system.

The **Administration Services Division** supports all department employees in the areas of peer support, benefits and payroll, personnel management, risk management, records, and internal investigations. This division also manages the Fire Arson Investigation unit, which is charged with investigating and determining the cause of fires. In addition, this division oversees recruitment and the Youth Fire Stop Prevention and Intervention program, which aims to prevent misuse of fire by youth in our community.

The **Safety and Training Division** prepares and equips all members of the department, including new recruits, with the knowledge, skills, and abilities to perform their duties safely and effectively. The Rocky Mountain Fire Academy, founded in 1986, serves as a hub for the Training Division and features a five-story drill tower and live burn building where realistic fire scenarios and evolutions are practiced. The division oversees research and development and is continually ensuring that the department has cutting-edge equipment. Additionally, it maintains and manages the department's wellness program that helps the City's firefighters stay healthy and fit.

The **Suppression Operations Division** is responsible for the day-to-day provision of emergency services to citizens. Members assigned to the Operations Division respond to all calls for emergency medical assistance, auto crashes, suppression of structure fires, and major disasters within the City and County of Denver, while providing mutual aid to surrounding communities. The members of the Operations

Division act as an all-hazards response agency responding to citizen calls for assistance, regardless of the nature, providing a safety blanket that allows the City to maintain high standards and quality of life.

**Airport Rescue Fire Fighting (ARFF) Division** provides emergency services for the Denver International Airport (DEN) and the surrounding area. These duties include aircraft accident mitigation, evacuation and rescue, fire suppression, emergency medical services (EMS), hazardous materials response, fire prevention and inspections, and training related to Federal Aviation Administration Regulations Part 139 and Denver Fire Department requirements.

### Strategies

Continue to evaluate turnout and response times through active management and oversight to identify possible improvements of instances when turnout times were greater than 60 seconds and response times were greater than four minutes. In addition, leverage global positioning system (GPS) technology to identify the exact location of an emergency which will assist in maintaining response times to under four minutes.

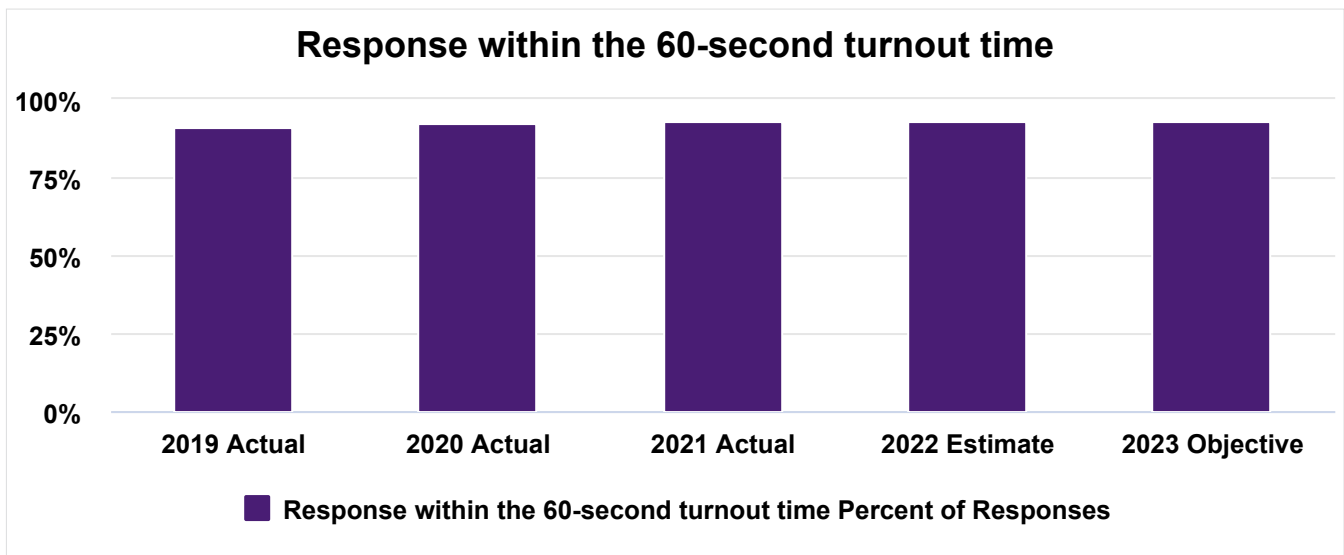
Provide efficient and timely annual inspections through dedicated fire personnel to ensure that buildings comply with standards that affect life safety and protection of buildings from fire.

Provide continuing education and training to meet industry standards and ensure firefighters continue to perform at the highest, safest, and most professional level while protecting the residents and business community.

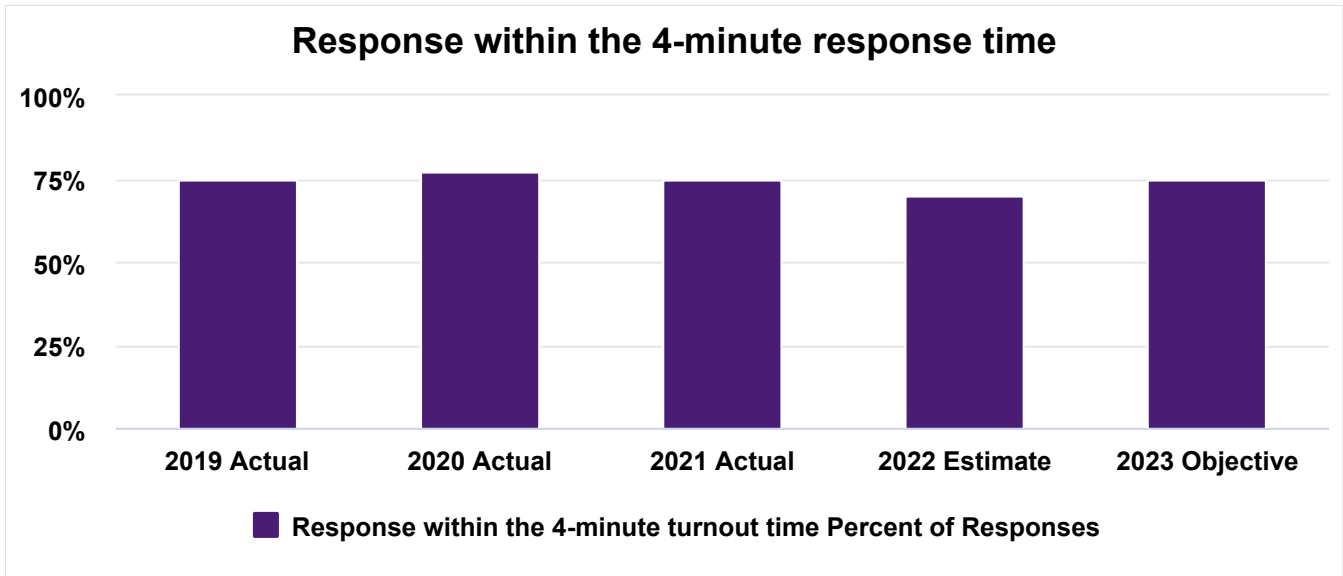
Continuous review of department hiring and scheduling practices to ensure the appropriate complement of full-time equivalents (FTE) are maintained to efficiently operate fire stations, properly backfill anticipated attrition, and reduce overtime expenditures.

### Performance and Program Highlights

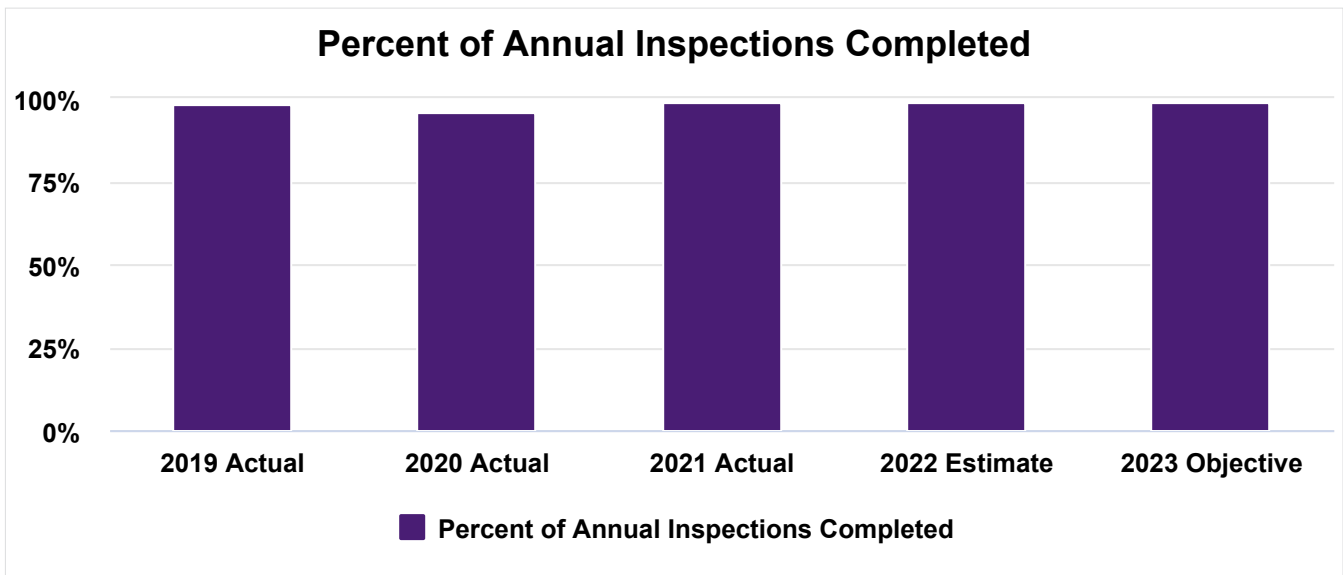
**Turnout and Response Times** – includes all emergency response calls received by the DFD. **Turnout time** is the time from when a crew is assigned to the time a crew is en route. The **response time** includes the time from when the apparatus is en route until the apparatus has arrived on scene. A 60-second turnout time for emergency medical incidents and 80-second turnout time for fire incidents as well as a 4-minute response time is the industry standard. Increased population growth, traffic congestion, and road closures due to construction have impacted response times in recent years.







**Percent of Annual Inspections Completed** – The DFD examines building plans to ensure fire safety standards are met before construction is completed, re-inspects buildings that are currently out of compliance, and issues occupancy permits. Since 2018, the number of annual fire safety inspections have remained flat and one hundred percent of annual inspections cannot be completed due to fluctuating staffing levels, unoccupied structures, and unreported occupancies.



**Plan reviews** are performed by Fire Prevention personnel to ensure that buildings comply with standards that affect life safety and protection of a building from fire. The figures shown represent the total **number of plan reviews** logged within the specified year. The plan review target time is dependent on the difficulty of review based on size and complexity of the plan to address customer satisfaction related to turnaround times. This provides a tiered approach to addressing all plan reviews looking to achieve a high percentage of reviews in all tiers.

The **Insurance Services Office (ISO)** collects information from fire protection municipalities to evaluate its capability to respond to structure fires within its community or jurisdiction. The information collected is analyzed and assigned a Public Protection Classification (PPC) from 1 to 10, with 1

representing the highest quality of public protection service. Insurance companies utilize the PPC rating to determine premiums for fire insurance, which can offer lower premiums to jurisdictions with higher quality fire protection services. In 2018, ISO committee members returned to Denver to survey the Department’s fire suppression delivery system and awarded the City a Class 1 rating, effective August 1, 2018.

DFD in collaboration with Denver’s 911 Communication Center enhanced the pre-screening process by 911 call takers while maintaining flexibility to cancel or reassign more appropriate emergency response resources as additional information is developed during the call. This enhanced screening process increases service level efficiencies in the deployment of fire apparatus to fire and medical incidents, bomb threats, etc. In 2021, DFD projected a three percent increase in **total number of responses** due to the rapid growth of residential and commercial properties within the metro area and in 2023, it is projected the total number of responses will return to pre-COVID-19 numbers.

The **emergency medical** services program of the Denver Fire Department (DFD) provides pre-hospital critical patient care services to the citizens of the City and County of Denver and other communities served. Prior to 2023, the program was in partnership with Denver Health and Hospital Authority (DHHA), which provided fire personnel with medical service training and certification required to provide basic emergency life support services until paramedics can arrive on-scene and is commonly referred to as Basic Life Support (BLS) response. Starting in 2023, medical service training will no longer be performed by DHHA, but rather by Denver Fire Department staff. For more information regarding this change, please see the Significant Budget Changes section of the DFD narrative. A steady increase in the number of medical responses prompted a redesign of DFD’s training curriculum in 2017. The curriculum ensured fire personnel can assist with more acute and critical medical services and provide the highest level of customer service to those served. In addition, DFD operates three medical units primarily in the downtown area to increase efficiency of resources during peak service times while providing the ability to easily maneuver through the condensed streets in or near downtown Denver.

An academy class generally takes 6 months; therefore, classes beginning in the latter part of any given year will have **recruits** which graduate and become sworn firefighters in the following year. Authorized strength is the total number of uniformed positions approved in the annual budget.

	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Objective
<b>Fire Prevention</b>					
Number of Plan Reviews	11,565	11,429	11,676	11,828	12,100
Percent of Plan Reviews Completed Within Target Timeframe	56%	45%	47%	38%	65%
Insurance Services Office (ISO) Rating	1	1	1	1	1
<b>Fire Operations Support</b>					
Total Number of Responses	123,428	111,242	114,196	111,500	116,313
Total Number of Flame/Smoke Responses	3,371	4,670	5,736	5,730	5,400
Total Number of Medical Responses	79,227	73,460	81,712	82,732	81,200
Number of Budgeted Recruits in a Given Year	69	39	24	48	60

## Department Budget

	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Variance	% Variance
<b>General Fund Expenditures by Agency</b>					
Fire Department Administration	25,729,040	30,704,523	36,229,039	5,524,516	17.99%
Fire Department Operations	65,120,086	98,777,979	106,119,881	7,341,902	7.43%
<b>Total General Fund</b>	<b>90,849,126</b>	<b>129,482,502</b>	<b>142,348,920</b>	<b>12,866,418</b>	<b>9.94%</b>
<b>General Fund Expenditures by Type</b>					
Personnel Services	86,909,604	124,430,380	137,396,414	12,966,034	10.42%
Services and Supplies	3,939,456	5,043,778	4,947,006	(96,772)	(1.92%)
Capital Equipment	-	2,844	-	(2,844)	(100.00%)
Internal Services and Misc.	65	5,500	5,500	-	0.00%
<b>Total General Fund</b>	<b>90,849,126</b>	<b>129,482,502</b>	<b>142,348,920</b>	<b>12,866,418</b>	<b>9.94%</b>
<b>Other Program Funding Sources</b>					
<b>Special Revenue Funds Expenditures</b>					
General Government	17,718,428	18,964,846	22,078,338	3,113,492	16.42%
Public Safety	32,750,865	34,121,947	35,471,930	1,349,983	3.96%
<b>Total Special Revenue Funds</b>	<b>50,469,293</b>	<b>53,086,793</b>	<b>57,550,268</b>	<b>4,463,475</b>	<b>8.41%</b>
<b>Grants</b>					
General Government	5,929,742	7,230,778	8,726,849	1,496,071	20.69%
Public Safety	744,970	1,088,391	668,115	(420,276)	(38.61%)
<b>Total Grants</b>	<b>6,674,712</b>	<b>8,319,169</b>	<b>9,394,964</b>	<b>1,075,795</b>	<b>12.93%</b>
<b>Other Program Funding Sources Total</b>	<b>57,144,005</b>	<b>61,405,962</b>	<b>66,945,232</b>	<b>5,539,270</b>	<b>9.02%</b>
<b>Total Department Expenditures</b>	<b>147,993,130</b>	<b>190,888,464</b>	<b>209,294,152</b>	<b>18,405,688</b>	<b>9.64%</b>
<b>Personnel Complement</b>					
General Fund Operations - Civilian	43.00	48.75	55.00	6.25	12.82%
General Fund Operations - Uniform	926.00	929.00	967.00	38.00	4.09%
<b>Total</b>	<b>969.00</b>	<b>977.75</b>	<b>1,022.00</b>	<b>44.25</b>	<b>4.53%</b>
<b>Special Revenue Funds</b>					
General Government	134.67	136.00	134.00	(2.00)	(1.47%)
Public Safety	12.00	13.00	13.00	-	0.00%
<b>Total</b>	<b>146.67</b>	<b>149.00</b>	<b>147.00</b>	<b>(2.00)</b>	<b>(1.34%)</b>
<b>Total Personnel Complement</b>	<b>1,115.67</b>	<b>1,126.75</b>	<b>1,169.00</b>	<b>42.25</b>	<b>3.75%</b>
<b>General Fund Revenue</b>					
Licenses and Permits	2,650,925	2,725,000	2,800,000	75,000	2.75%
Fees	5,463,395	3,950,000	4,375,000	425,000	10.76%
Charges for Services	11,787,537	12,555,759	12,830,043	274,284	2.18%
Use Charges	142,161	158,992	158,992	-	0.00%
Internal Service and Indirect Cost	594,191	626,500	626,500	-	0.00%
Miscellaneous Other	4,707	35,942	35,942	-	0.00%
<b>Total</b>	<b>20,642,915</b>	<b>20,052,193</b>	<b>20,826,477</b>	<b>774,284</b>	<b>3.86%</b>

### Programmatic Changes

The City and County of Denver’s allocation of State and Local Fiscal Recovery Funds as a result of the American Rescue Plan Act (ARPA) allowed the City to restore some service reductions that were necessary to balance the budget in 2021 and to allocate funding to address operational backlogs. Many of these investments are ongoing and to avoid a financial ‘cliff’, the City has employed a ‘step down’ methodology that allows a portion of these investments to remain funded in the ARPA allocation in 2023, while some are transitioned to the General Fund. Additional ARPA funds also have been allocated to the Community Planning and Development in 2023 to support Denver’s recovery from the COVID-19 pandemic, which were informed by community input. These changes are described below, along with other significant programmatic changes for 2023.

2023 Impact Description	FTEs	Dollars
<b>Agencywide</b>		
• An increase in personnel services due to the restoration of overtime and leave payout budget that was originally reduced in 2021.	0.00	2,500,000
• An increase in personnel services to shift a Senior Accountant, two Assistant Chiefs, a Shift Commander, and a Captain from the Wildland SRF back to the Fire Department’s General Fund operating budget. These positions were temporarily funded by the Wildland SRF during 2021 budget reductions.	0.00	778,400
• An increase in services and supplies to support space, safety supplies, and other needs for new positions and recruits agencywide.	0.00	252,800
• A decrease in services and supplies due to one-time equipment purchases in 2022 that are not budgeted in 2023.	0.00	(75,500)
<b>Fire Administration</b>		
• An increase in personnel services to move two Technicians from the American Rescue Plan Act to the General Fund.	2.00	271,700
• An increase in personnel services to add two Technicians to administer fire code compliance by inspecting sprinkler systems in new and existing buildings. The cost of the two positions will be offset by inspection revenue.	2.00	253,500
• An increase in personnel services to add one Lieutenant and two Technicians starting in July of 2023 to support community outreach, safety, and fire code compliance for encampments.	3.00	195,800
• An increase in personnel services to add a Technician to provide inspections and permit reviews for conveyance fire code compliance. This cost of the position will be offset by inspection and permit revenue.	1.00	126,700
• An increase in personnel services to budget the move of a Staff Assistant from the Training Academy SRF to the General Fund.	1.00	93,200
• An increase in personnel services to add a Staff Assistant to support fire prevention revenue programs. This position will meet the clerical needs of the Fire Safety Inspection and Permit programs and respond to community CORA requests. This cost of the position will be offset by receiving previously uncollected revenue.	1.00	81,800
• An increase in personnel services due to the annualization of a Fire Protection Engineer that started in April of 2022.	0.25	35,200
• An increase in services and supplies due to a land lease payment for the new Fire Station 40 capital real estate project.	0.00	200,000

<b>2023 Impact Description</b>	<b>FTEs</b>	<b>Dollars</b>
<ul style="list-style-type: none"> <li>A decrease in capital equipment due to a one-time 2022 investment.</li> </ul>	0.00	(1,500)
<b>Fire Operations</b>		
<ul style="list-style-type: none"> <li>An increase in personnel services due to the addition of an Administrator I, a Lieutenant, and three Agency Trainers to support the Emergency Medical Technician training program that will now be facilitated by the DFD staff instead of Denver Health staff. This increase in personnel services is offset by a decrease in services and supplies removing the contract with Denver Health.</li> </ul>	5.00	518,900
<ul style="list-style-type: none"> <li>An increase in personnel services to add one Captain, three Engineers, 10 Firefighters, and two Lieutenants in October of 2023 for an additional engine company in the North East Denver corridor. The new company will improve response times in the growing area and will be relocated to Fire Station 40 when it opens in 2024.</li> </ul>	16.00	515,800
<ul style="list-style-type: none"> <li>An increase in personnel services to add three Firefighter 1st Grades and three Lieutenants in October to reduce backfill overtime.</li> </ul>	6.00	194,300
<ul style="list-style-type: none"> <li>An increase in personnel services to add five Emergency Medical Technicians in July for a new Emergency Medical Technician (EMT) unit stationed in Downtown Denver.</li> </ul>	5.00	180,400
<ul style="list-style-type: none"> <li>An increase in personnel services to add two Emergency Medical Technicians to support public health hot spots. The Public Health Hot Spot Team will provide a proactive, multi-agency approach to addressing mental, health and social issues in designated areas around the City.</li> </ul>	2.00	142,100
<ul style="list-style-type: none"> <li>A decrease in personnel services due to a one-time commitment to pay for a Captain, two Lieutenants, three Engineers, and nine Technicians through the General Fund for half of 2022 until the positions moved to the Internal Billings and Reimbursements Special Revenue Fund to support airport operations.</li> </ul>	0.00	(934,800)
<ul style="list-style-type: none"> <li>An increase and services and supplies to support space and equipment needs for the new Emergency Medical Technician training program team.</li> </ul>	0.00	40,000
<ul style="list-style-type: none"> <li>A decrease in services and supplies due to replacing the Denver Health contract for the Emergency Medical Technician training program with in-house staff.</li> </ul>	0.00	(570,300)
<b>SRFs</b>		
<ul style="list-style-type: none"> <li>An increase in the Special Revenue Funds driven by uniform pension expenditures in the Police/Fire Pension fund and expenditures to serve DEN that are reimbursed in the Internal Billings and Reimbursements Fund.</li> </ul>	0.00	4,364,900
<ul style="list-style-type: none"> <li>An increase in expenditures in the Wildland Fund due to restoring an Accounting Supervisor position.</li> </ul>	1.00	127,400
<ul style="list-style-type: none"> <li>A decrease in the Training Academy SRF due to moving a Staff Assistant to the General Fund.</li> </ul>	(1.00)	(93,200)
<b>Grants</b>		
<ul style="list-style-type: none"> <li>A net increase in American Rescue Plan Act (ARPA) funding for the purchase of capital equipment including self-contained breathing apparatus systems for firefighter safety and vehicles associated with new positions. This increase is offset by the move of two Technicians from ARPA to the General Fund.</li> </ul>	(2.00)	1,622,100
<ul style="list-style-type: none"> <li>A decrease in grant expenditures due to a reduction in available funding for the FEMA Assistance to Firefighters grant.</li> </ul>	0.00	(407,000)
<ul style="list-style-type: none"> <li>A decrease in grant expenditures due to the expiration of the Firefighter Safety and Disease Prevention grant.</li> </ul>	0.00	(14,000)
<b>Revenue</b>		

2023 Impact Description	FTEs	Dollars
• An increase in revenue due to additional inspections and permit reviews coordinated by the new Technician for conveyance fire code compliance.	0.00	300,000
• An increase in revenue due to an anticipated increase in permitting and inspections as well as annual contract and intergovernmental agreement increases.	0.00	274,300
• An increase in revenue due to additional inspections and permit reviews completed with the support of the new Staff Assistant for fire prevention revenue programs.	0.00	200,000

The budgeted vacancy savings is \$233,295.

### Budget Detail

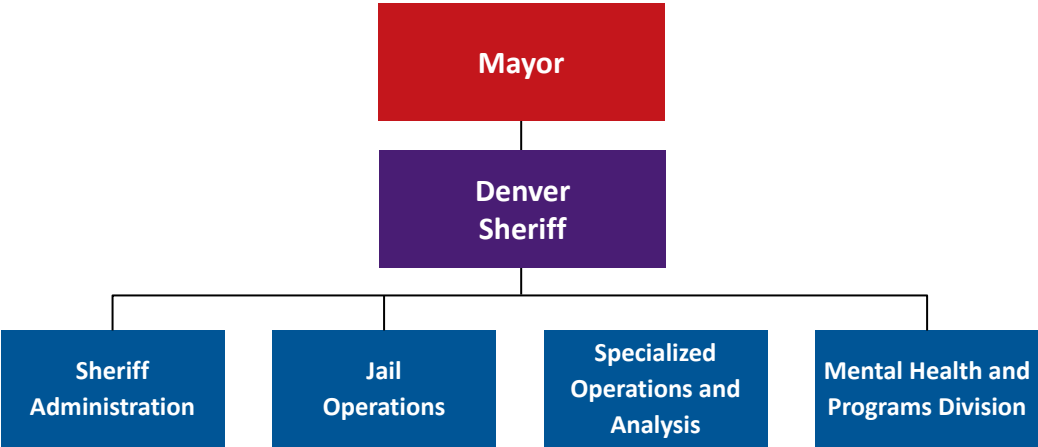
Fire Department Administration (3521000)	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Expenditures by Type</b>					
Personnel Services	23,774,834	27,844,853	33,151,706	5,306,853	19.06%
Services and Supplies	1,954,141	2,852,694	3,071,833	219,139	7.68%
Capital Equipment	-	1,476	-	(1,476)	(100.00%)
Internal Services and Misc.	65	5,500	5,500	-	0.00%
<b>Expenditures by Type Total</b>	<b>25,729,040</b>	<b>30,704,523</b>	<b>36,229,039</b>	<b>5,524,516</b>	<b>17.99%</b>
<b>Expenditures by Activity</b>					
Administration Services	3,350,559	4,174,915	6,462,971	2,288,056	54.80%
Arson	1,480,490	2,070,771	2,241,853	171,082	8.26%
Fire Prevention	9,829,370	10,863,159	12,719,000	1,855,841	17.08%
Fleet Management	2,347,712	2,528,116	2,658,007	129,891	5.14%
Safety and Training	2,113,184	5,053,912	5,428,546	374,634	7.41%
Technical Services	6,607,724	6,013,650	6,718,662	705,012	11.72%
<b>Expenditures by Activity Total</b>	<b>25,729,040</b>	<b>30,704,523</b>	<b>36,229,039</b>	<b>5,524,516</b>	<b>17.99%</b>
<b>Other Program Funding Sources</b>					
<b>Grants</b>					
FEMA Assistance to Firefighters	720,725	1,074,375	668,115	(406,260)	(37.81%)
Firefighter Safety & Disease Prevention	-	14,016	-	(14,016)	(100.00%)
Paramedic Training Program	24,245	-	-	-	0.00%
State and Local Fiscal Recovery Funds	5,929,742	7,230,778	8,726,849	1,496,071	20.69%
<b>Total</b>	<b>6,674,712</b>	<b>8,319,169</b>	<b>9,394,964</b>	<b>1,075,795</b>	<b>12.93%</b>
<b>Public Safety SRF</b>					
Fire Prevention/Investigation Donations	75,654	18,915	18,915	-	0.00%
Planned Capital Equipment	74,163	-	-	-	0.00%
Police/Fire Pension	24,664,787	27,334,523	28,585,924	1,251,401	4.58%
Rocky Mountain Fire Academy	143,166	163,619	75,000	(88,619)	(54.16%)
Wildland Fire Reimb Fee Program	6,609	104,890	105,606	716	0.68%
<b>Total</b>	<b>24,964,378</b>	<b>27,621,947</b>	<b>28,785,445</b>	<b>1,163,498</b>	<b>4.21%</b>
<b>Other Program Funding Sources Total</b>	<b>31,639,090</b>	<b>35,941,116</b>	<b>38,180,409</b>	<b>2,239,293</b>	<b>6.23%</b>
<b>Total Program Expenditures</b>	<b>57,368,130</b>	<b>66,645,639</b>	<b>74,409,448</b>	<b>7,763,809</b>	<b>11.65%</b>

Fire Department Administration (3521000)	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Personnel Complement (Budgeted)</b>					
Fire Prevention	73.00	77.75	85.00	7.25	9.32%
Technical Services	40.00	40.00	40.00	-	0.00%
Administration Services	20.00	20.00	40.00	20.00	100.00%
Safety and Training	12.00	12.00	14.00	2.00	16.67%
Arson	17.00	17.00	17.00	-	0.00%
Fleet Management	18.00	19.00	19.00	-	0.00%
<b>Personnel Complement (Budgeted) Total</b>	<b>180.00</b>	<b>185.75</b>	<b>215.00</b>	<b>29.25</b>	<b>15.75%</b>
<b>Other Program Funds FTE</b>					
<b>Grants</b>					
State and Local Fiscal Recovery Funds	0.67	2.00	-	(2.00)	(100.00%)
<b>Public Safety SRF</b>					
Rocky Mountain Fire Academy	1.00	1.00	-	(1.00)	(100.00%)
Wildland Fire Reimb Fee Program	1.00	1.00	1.00	-	0.00%
<b>Other Program Funds FTE Total</b>	<b>2.67</b>	<b>4.00</b>	<b>1.00</b>	<b>(3.00)</b>	<b>(75.00%)</b>
<b>Total Personnel Complement</b>	<b>182.67</b>	<b>189.75</b>	<b>216.00</b>	<b>26.25</b>	<b>13.83%</b>
<b>Revenue</b>					
Licenses and Permits	2,650,925	2,725,000	2,800,000	75,000	2.75%
Fees	5,463,395	3,950,000	4,375,000	425,000	10.76%
Charges for Services	11,787,537	12,555,759	12,830,043	274,284	2.18%
Use Charges	142,161	158,992	158,992	-	0.00%
Internal Service and Indirect Cost	561,617	626,500	626,500	-	0.00%
Miscellaneous Other	3,838	-	-	-	0.00%
<b>Revenue Total</b>	<b>20,609,473</b>	<b>20,016,251</b>	<b>20,790,535</b>	<b>774,284</b>	<b>3.87%</b>
Vacancy Savings			(204,746)		
Fire Department Operations (3522000)	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Expenditures by Type</b>					
Personnel Services	63,134,771	96,585,527	104,244,708	7,659,181	7.93%
Services and Supplies	1,985,315	2,191,084	1,875,173	(315,911)	(14.42%)
Capital Equipment	-	1,368	-	(1,368)	(100.00%)
<b>Expenditures by Type Total</b>	<b>65,120,086</b>	<b>98,777,979</b>	<b>106,119,881</b>	<b>7,341,902</b>	<b>7.43%</b>
<b>Expenditures by Activity</b>					
Airport	10,064	-	-	-	0.00%
Recruits	9,561	-	-	-	0.00%
Suppression	65,100,460	98,777,979	106,119,881	7,341,902	7.43%
<b>Expenditures by Activity Total</b>	<b>65,120,086</b>	<b>98,777,979</b>	<b>106,119,881</b>	<b>7,341,902</b>	<b>7.43%</b>
<b>Other Program Funding Sources</b>					
<b>General Government SRF</b>					
Internal Billings and Reimbursements	17,644,265	18,964,846	22,078,338	3,113,492	16.42%
<b>Public Safety SRF</b>					
Fire Regional Service	20,358	-	-	-	0.00%



	2021	2022	2023	\$	%
<b>Fire Department Operations (3522000)</b>	<b>Actuals</b>	<b>Appropriated</b>	<b>Recommended</b>	<b>Change</b>	<b>Change</b>
Police/Fire Pension	707,993	-	-	-	0.00%
Wildland Fire Reimb Fee Program	7,132,299	6,500,000	6,686,485	186,485	2.87%
<b>Other Program Funding Sources Total</b>	<b>25,504,915</b>	<b>25,464,846</b>	<b>28,764,823</b>	<b>3,299,977</b>	<b>12.96%</b>
<b>Total Program Expenditures</b>	<b>90,625,000</b>	<b>124,242,825</b>	<b>134,884,704</b>	<b>10,641,879</b>	<b>8.57%</b>
<b>Personnel Complement (Budgeted)</b>					
Suppression	789.00	792.00	807.00	15.00	1.89%
<b>Personnel Complement (Budgeted)</b>					
<b>Total</b>	<b>789.00</b>	<b>792.00</b>	<b>807.00</b>	<b>15.00</b>	<b>1.89%</b>
<b>Other Program Funds FTE</b>					
<b>General Government SRF</b>					
Airport	134.00	134.00	134.00	-	0.00%
<b>Public Safety SRF</b>					
Wildland Fire Reimb Fee Program	10.00	11.00	12.00	1.00	9.09%
<b>Total Personnel Complement</b>	<b>933.00</b>	<b>937.00</b>	<b>953.00</b>	<b>16.00</b>	<b>1.71%</b>
<b>Revenue</b>					
Internal Service and Indirect Cost	32,574	-	-	-	0.00%
Miscellaneous Other	868	35,942	35,942	-	0.00%
<b>Revenue Total</b>	<b>33,442</b>	<b>35,942</b>	<b>35,942</b>	<b>-</b>	<b>0.00%</b>
Vacancy Savings			(28,549)		

# Sheriff Department



## Mission

To provide safe and secure custody for those placed in our care and to perform all of our duties in a manner that is responsive to the needs of our diverse community.

## Department Summary

The Denver Sheriff Department (DSD) is the largest Sheriff Department in the State of Colorado and is responsible for many law enforcement and detention-related functions for the City and County of Denver. The Denver Sheriff Department is comprised of over 1,100 uniformed and non-uniformed staff overseeing many diverse divisions and operations including two jail facilities, security for the district and county court systems, state inmate transportation, extradition duties, fugitive and K-9 units, a vehicle impound facility, and security at Denver Health & Medical Center.

The Denver Sheriff Department is Triple Crown certified, accredited by the American Correctional Association (ACA), National Commission on Correctional Health Care (NCCHC), and Commission on Accreditation for Law Enforcement (CALEA).

For more information, please visit the Denver Sheriff Department at [Denvergov.org/content/denvergov/en/sheriff-department.html](https://denvergov.org/content/denvergov/en/sheriff-department.html)

## Services

The Denver Sheriff Department is comprised of the following areas:

- The Sheriff is the Chief Executive Officer of the DSD and oversees the administration of department-wide initiatives, including community engagement and communications.
- **Sheriff Administration** provides executive leadership for the Denver Sheriff Department (DSD) including oversight of the **Denver Health Contract**. This agreement provides a central mechanism for planning and analyzing expenses associated with medical and behavioral health care provided to inmates by Denver Health Medical Center (DHMC). In addition to providing on-site medical care (including mental health services) at both Denver jails, inmates also receive care at DHMC in a specialized locked unit, the **Correctional Care Medical Facility**. This area provides quality healthcare services to detainees in a secure environment at Denver Health Medical Center.

**The Operations Division** directs and maintains a safe and secure environment for inmates and staff at the Denver County Jail and the Downtown Detention Center (DDC) including Intake, Classification, Release, Records, Maintenance and Food Services. Both facilities also provide quality medical services through contract services with Denver Health and Hospital Authority.

**Operations** provides oversight and support to the following:

- The **Downtown Detention Center** (DDC) is the intake detention facility for all individuals arrested in Denver. Arrestees are booked, identified, and arraigned, then either released on bond or processed for custody. The DDC is also the detention facility for people in custody awaiting trial on felony, misdemeanor, and city ordinance violations and is often used to temporarily house individuals in custody for other law enforcement jurisdictions.
- The **Denver County Jail** (COJL) primarily holds all sentenced men and all pre-sentenced and sentenced women in custody for misdemeanor and city ordinance violations. Individuals sentenced for felony convictions are generally transported to the State Department of Corrections.
- **Jail Support** manages intake and release processes, records, and housing classification to ensure everyone in custody is housed safely and appropriately.
- **Court Services** provides a safe and secure environment within courtroom settings for the public, inmates and staff. This program transports incarcerated defendants between courtroom and detention facilities, transports inmates to and from institutions designated by the courts and extradites offenders from other jurisdictions.

- The **Civil Unit** in Court Services is responsible for conducting a multitude of tasks including eviction noticing and safety oversight, processing and delivering services which include temporary and “fixed term” restraining orders, mental health pickups, child pickups, and judicial foreclosures.

**Specialized Operations and Analysis** manages specialized services and programs including training and recruitment, the Vehicle Impound Facility, data and technology management, as well as professional standards. Special Operations and Analysis provides oversight and support to the following:

- **Training and Recruitment** manages training for new recruits and existing staff including the development and inclusion of curriculum in alignment with best practices and accreditation standards.
- **Vehicle Impound Facility** provides a secure location for abandoned and confiscated vehicles and for vehicles impounded by law enforcement and other supporting agencies through the intake, storage, security, release and disposal of confiscated or abandoned property.
- The **Technology Management Unit**, which includes the Data Science Unit, provides administration and oversight of technical systems, data development, and maintenance throughout the department.
- **Professional Standards** manages the accreditation and internal assessment functions of the department to proactively identify opportunities for improvement and ensure compliance with accreditation standards and applicable legal requirements.

**Mental Health and Programs Division** manages Behavioral Health Services, the Crisis Response Team and Programs Team offered to people in custody in both facilities. This division abides by best practices consistent with community mental health standards and assists in the success of each individual as he or she reenters society. Both facilities provide quality mental health services through contract services with Denver Health and Hospital Authority.

- **Behavioral Health Services**, which includes psychiatric nurses, nurse practitioners, physician assistants, psychologists, social workers, and therapeutic case managers, provide screening, assessment, diagnosis and treatment for any mental health concerns within both facilities.
- The **Crisis Response Team** is a team of Denver Sheriff Department mental health professionals, who work alongside the sworn staff to respond to all crises within both facilities involving individuals with mental illness. They are trained to use de-escalation, crisis intervention, and therapeutic skills to resolve crises in a humane manner.
- The **Programs Team** strives to improve the success of community reentry by providing direct service programs and resources to people in custody that address a wide spectrum of needs through a case management approach, including behavioral health services and classes, as well as working in partnership with community organizations that support people in custody with programs and resources that meet individualized needs and aid in building a successful transition back into the community.

## Strategies

Provide safety and security for staff and inmates placed in DSD care by employing best practices in inmate management and rehabilitation that support trust, transparency, and accountability.

Support employees by providing staff with the resources and tools necessary to be successful and engaged.

Improve safety, respect, and rehabilitation practices for inmates by using data analytics to strengthen evidence-based programs.

Build strong partnerships with the community by developing techniques to effectively engage them and incorporate their input.

## Performance and Program Highlights

### Chief Mental Health Services Position

The Chief of Mental Health Services for the Denver Sheriff Department (DSD) was created in January 2021. This position drives the strategy and performance of all mental health services for individuals in custody. This position has created and implemented DSD's Crisis Response Team, Mental Health Step-Down Unit, the Restoration and Transition Unit, the Harm Reduction Release Bag Program and the new Medication Assisted Treatment (MAT) Unit.

### Crisis Response Team (CRT)

The CRT is a team of mental health professionals working alongside DSD deputies to prevent and de-escalate crises involving individuals with serious mental illness who are in the custody of the DSD. The CRT will ensure compliance with the requirements set forth in House Bill 21-1211 – Restrictive Housing for Individuals with Serious Mental Illness in Jails.

### Mental Health Step-Down Unit

The Mental Health Step-Down Unit follows correctional treatment best practices, which entails seeking out alternatives to housing individuals with serious mental illness (SMI). Individuals with SMI who are diverted from restrictive housing should be placed in a clinically appropriate alternative form of housing, such as a secure mental health unit or other residential psychology treatment program. The Mental Health Step-Down Unit serves as a transitional mental health unit for individuals with SMI, utilizing incentives and behavior management to assist in the socialization and progression of individuals with serious mental illness.

### Restoration and Transition Unit (RTU)

The RTU Pilot Program utilizes 12 beds in the Men's Mental Health Transition Unit at the County Jail (COJL). Those who participate in this program are ordered by the court to receive an evaluation of their competency to stand trial and receive restoration services while in custody at the Downtown Detention Center (DDC) or COJL. The goal of this pilot program is to decrease the amount of time an individual is in jail awaiting competency restoration services while also ensuring individuals who are restored to competency remain restored until their court proceedings.

### Medical Assisted Treatment (MAT) Unit

The DSD and Denver Sheriff Health Services provide the ongoing Medication Assisted Treatment (MAT) program. This program is available for patients with substance use disorders. MAT offers a combination of medication, counseling, and behavioral therapies; research shows that combining medication and therapy can successfully treat substance use disorders and, for some struggling with addiction, MAT can also help sustain recovery.

### Harm Reduction Release Bag program - Efforts to combat the fentanyl crisis

The DSD offers Harm Reduction Release Bags to individuals being released to the community from the Downtown Detention Center (DDC) and the Denver County Jail (COJL). The bags include one dose of Narcan, five Fentanyl test strips, inpatient and outpatient Medication Assisted Treatment resources in the Denver area, and a contact number for Narcan replacement. Training videos are played in all housing units and intake at both facilities to inform individuals in the department's custody of the program and how to use both the Narcan and Fentanyl test strips.

**Criminal Investigation Unit (formerly Criminal Charges Filing Team)**

The goal of the Criminal Investigation Unit (CIU) is to take full responsibility for the process that transpires after a criminal offense occurs in an area under DSD control. This unit is responsible for investigating all criminal activity within Sheriff Department facilities and areas of responsibility. Documenting criminal investigations requires, among other things, an area to properly retain evidence. In conjunction with the creation of the CIU, the DSD is establishing a process for the lawful collection and storage of criminal evidence.

	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Estimate</b>	<b>2023 Objective</b>
Recidivism	38%	33%	38%	32%	32%
Percent of staff completing in-service training	97%	88%	95%	95%	95%
Number of officers completing crisis intervention training	120	40	60	60	60
Number of budgeted recruits in given year	95	60	60	80	80
Recruit graduation rate	75%	78%	80%	90%	90%
Percent of enrolled inmates graduating from GED	8%	7%	8%	8%	8%
Number of participants in GED classes	381	271	336	340	340
Number of inmates involved in Job Readiness Program	208	110	150	200	200
Percent of enrolled inmates graduating from RISE program	65%	63%	63%	65%	65%
Number of vehicles impounded	13,034	12,018	13,000	15,000	15,000
Percentage of vehicles released to owners or auctioned	95%	91%	94%	95%	95%

## **Recidivism**

Recidivism is defined as a new DSD booking within one year of the inmate's last DSD incarceration release.

## **In-service training**

Refreshes DSD employees regarding departmental policies and legal requirements related to daily job duties. All deputies complete 40 hours of in-service training while leadership completes 34 hours, which was increased in 2019 from 24 hours. Civilians with inmate contact receive 40 hours of annual in-service training, while civilians with no inmate contact receive 16 hours of annual in-service training. It is anticipated that 95 percent will complete the training in 2022 and 2023.

## **Crisis Intervention Training (CIT)**

Training designed to give staff the necessary skills to identify and de-escalate situations where verbal de-escalation skills are a better alternative to physical force. CIT is provided to all new recruits within one year of graduation and current employees are required to complete an annual refresher course. The number completing the full training in a given year is influenced by the number of expected recruits in the previous year.

## **Budgeted Recruits**

An academy class generally lasts four months followed by a field training program lasting five weeks. Therefore, classes beginning the latter part of any given year will have recruits who graduate and become sworn deputies in the following year. The decreased numbers of budgeted recruits reflect the actual recruits DSD is able to recruit in a year. The Sheriff academy's recruit graduation rate is dependent upon class size. Historically, DSD's goal is 120 recruits, and the difference between the budgeted number and the goal has been funded through vacancy savings.

## **Percent of Enrolled Inmates Graduating from GED**

The DSD has one of the few GED State Certified testing programs within a jail facility. The percent of enrolled inmates graduating from GED classes and the number of participants enrolled is driven by the department's concerted effort to stabilize the GED class availability for all inmates.

## **Job Readiness Program**

The number of inmates involved in the Job Readiness Program includes inmates that are released from the County Jail who attend Job Readiness classes, flagger training classes, and justice-friendly employer mini job-fairs. The program includes resume classes, job readiness skills and felon-friendly employers. Jail population has a direct impact on the participation in these programs.

## **RISE Program**

The Recovery in a Secure Environment (RISE) programs are alcohol and addictions housing units offering counseling and classes to program participants. DSD expects participation to remain relatively flat and continues to work with contract partners to improve data collection and program success measures, which is expected to provide actionable information to better deploy resources.

## **Number of Vehicles Impounded and Released**

The Vehicle Impound Facility (VIF) serves as the primary receiving point for vehicles impounded by the City and County of Denver. The number of vehicles impounded represents the total volume of vehicles delivered and received by the abandoned vehicle unit. The percentage of vehicles released to owners or auctioned indicates the proportion of the number of vehicles impounded that are ultimately reclaimed by their owner or sold at auction.



## Department Budget

	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Variance	% Variance
<b>General Fund Expenditures by Agency</b>					
Sheriff Administration	22,503,332	25,159,030	37,234,122	12,075,092	48.00%
Sheriff Jail Operations	81,562,567	96,371,732	94,946,738	(1,424,994)	(1.48%)
Sheriff Specialized Operations and Analysis	32,032,339	32,602,304	35,190,876	2,588,572	7.94%
Sheriff Mental Health and Programs Division	5,278,801	3,616,167	2,118,686	(1,497,481)	(41.41%)
<b>Total General Fund</b>	<b>141,377,039</b>	<b>157,749,233</b>	<b>169,490,422</b>	<b>11,741,189</b>	<b>7.44%</b>
<b>General Fund Expenditures by Type</b>					
Personnel Services	112,764,841	125,056,417	132,430,163	7,373,746	5.90%
Services and Supplies	28,409,817	32,204,519	36,166,005	3,961,486	12.30%
Capital Equipment	120,889	394,273	800,230	405,957	102.96%
Internal Services and Misc.	81,492	94,024	94,024	-	0.00%
<b>Total General Fund</b>	<b>141,377,039</b>	<b>157,749,233</b>	<b>169,490,422</b>	<b>11,741,189</b>	<b>7.44%</b>
<b>Other Program Funding Sources</b>					
<b>Special Revenue Funds Expenditures</b>					
Public Safety	4,065,395	3,791,583	4,149,199	357,616	9.43%
<b>Total Special Revenue Funds</b>	<b>4,065,395</b>	<b>3,791,583</b>	<b>4,149,199</b>	<b>357,616</b>	<b>9.43%</b>
<b>Grants</b>					
Public Safety	325,097	64,925	245,493	180,568	278.12%
General Government	574,921	-	1,369,548	1,369,548	0.00%
<b>Total Grants</b>	<b>900,018</b>	<b>64,925</b>	<b>1,615,041</b>	<b>1,550,116</b>	<b>2387.55%</b>
<b>Other Program Funding Sources Total</b>	<b>4,965,413</b>	<b>3,856,508</b>	<b>5,764,240</b>	<b>1,907,732</b>	<b>49.47%</b>
<b>Total Department Expenditures</b>	<b>146,342,452</b>	<b>161,605,741</b>	<b>175,254,662</b>	<b>13,648,921</b>	<b>8.45%</b>
<b>Personnel Complement</b>					
General Fund Operations - Civilian	212.75	240.75	243.49	2.74	1.14%
General Fund Operations - Uniform	859.53	860.53	845.53	(15.00)	(1.74%)
<b>Total</b>	<b>1,072.28</b>	<b>1,101.28</b>	<b>1,089.02</b>	<b>(12.26)</b>	<b>(1.11%)</b>
<b>Special Revenue Funds</b>					
Public Safety	19.80	19.80	24.05	4.25	21.46%
General Government	3.63	-	-	-	0.00%
<b>Total</b>	<b>23.43</b>	<b>19.80</b>	<b>24.05</b>	<b>4.25</b>	<b>21.46%</b>
<b>Total Personnel Complement</b>	<b>1,095.71</b>	<b>1,121.08</b>	<b>1,113.07</b>	<b>(8.01)</b>	<b>(0.71%)</b>
<b>General Fund Revenue</b>					
Fines and Forfeits	965	-	-	-	0.00%
Fees	357,843	450,000	450,000	-	0.00%
Charges for Services	1,712,925	2,031,144	2,031,144	-	0.00%
Use Charges	27,353	50,000	50,000	-	0.00%
Internal Service and Indirect Cost	3,313	35,000	35,000	-	0.00%
Miscellaneous Other	281,348	-	-	-	0.00%
<b>Total</b>	<b>2,383,747</b>	<b>2,566,144</b>	<b>2,566,144</b>	<b>-</b>	<b>0.00%</b>

### Programmatic Changes

The City and County of Denver’s allocation of State and Local Fiscal Recovery Funds as a result of the American Rescue Plan Act (ARPA) allowed the City to restore some service reductions that were necessary to balance the budget in 2021 and to allocate funding to address operational backlogs. Many of these investments are ongoing and to avoid a financial ‘cliff’, the City has employed a ‘step down’ methodology that allows a portion of these investments to remain funded in the ARPA allocation in 2023, while some are transitioned to the General Fund. Additional ARPA funds also have been allocated to the Sheriff Department in 2023 to support one-time capital equipment needs in 2023. These changes are described below, along with other significant programmatic changes for 2023.

2023 Impact Description	FTEs	Dollars
<b>Agencywide</b>		
• An increase in services and supplies to support safety supplies, and other needs for new positions agencywide.	0.00	2,100
• An increase in capital equipment to purchase computers and other equipment for new positions throughout the department.	0.00	17,100
<b>Administration</b>		
• An increase in services and supplies for the Denver Health and Hospital Authority (DHHA) operating agreement/contract to fund two Medical Assistants who will provide COVID and influenza vaccination services to those in custody.	0.00	1,255,600
• An increase in services and supplies for merit and market increases to DHHA staff providing medical services in Sheriff facilities for the A-3 and B-3 sections in the operating agreement/contract between the City and DHHA as well as a Nurse Manager Upgrade.	0.00	869,000
• An increase in services and supplies for DHHA to increase access for Substance Use Disorder (SUD) treatment for patients in DSD custody and the transition to continued treatment in the community after release.	0.00	425,000
• An increase in services and supplies for DHHA to fund an X-Ray Technician. This position will reduce the number of patients that need to be removed from the jail to take x-rays at the Denver Health ER and other hospitals.	0.00	89,600
• An increase in services and supplies for DHHA to provide annual Tuberculosis (TB) testing through the Center for Occupational Safety and Health (COSH) for uniform and civilian staff in Sheriff facilities.	0.00	63,000
• A decrease in services and supplies due to a one-time investment from 2022 for a body camera contract.	0.00	(184,600)
• An increase in capital equipment due to the purchase of radios for DSD staff. The radios will increase inmate and staff safety by allowing communication among DSD staff.	0.00	783,200
<b>Jail Operations</b>		
• An increase in personnel services due to adding a Program Administrator, a Program Coordinator, and a Diversion and Criminal Justice Officer to the Programs Team. The three positions will support case management with the goal of reducing recidivism in the inmate population. All three positions are budgeted to begin in June of 2023.	1.75	153,100
• An increase in personnel services due to reallocating a Deputy Sheriff position from the Crime Prevention and Control Fund (CPCF) to the Sheriff’s General Fund operating budget. This position will continue to support the Drug Court.	1.00	96,700

<b>2023 Impact Description</b>	<b>FTEs</b>	<b>Dollars</b>
<ul style="list-style-type: none"> <li>A net increase in personnel services due to reallocating a Uniform Deputy Sheriff for a CSA Program Manager / Wellness Coordinator to support the Sheriff Department’s wellness programs. This change will not impact FTE count but will increase personnel expenditures.</li> </ul>	0.00	12,000
<ul style="list-style-type: none"> <li>A decrease in personnel services due reallocating seven vacant and budgeted Institution Food Steward positions from Jail Operations to support a Mental Health Intake Team in the Mental Health and Programs division. The new position classifications include three Licensed Therapists, three Unlicensed Therapists, and one Therapist Supervisor. Food Service has transitioned to a third party vendor.</li> </ul>	(7.00)	(613,600)
<ul style="list-style-type: none"> <li>A decrease in personnel services due to reducing authorized strength by 15 Deputy Sheriffs who supported the Work Release Program to accomodate 10 Community Correction civilian positions for the EMBARC program. The EMBARC program supports transitional housing at Tooley Hall. A commensurate increase is reflected in the Executive Director of Safety’s budget.</li> </ul>	(15.00)	(1,418,000)
<ul style="list-style-type: none"> <li>An increase in services and supplies due to the removal and replacement of window bars in Building 24 to create a more comfortable, therapeutic environment for female inmates.</li> </ul>	0.00	760,000
<ul style="list-style-type: none"> <li>An increase in services and supplies due to a contract increase for Body Cameras.</li> </ul>	0.00	233,500
<ul style="list-style-type: none"> <li>An increase in services and supplies due to the addition of privacy partitions in the Downtown Detention Center. The partitions are required under the Prison Rape Elimination Act.</li> </ul>	0.00	210,000
<ul style="list-style-type: none"> <li>A decrease in capital equipment due to a one-time purchase of security cameras in 2022.</li> </ul>	0.00	(154,000)
<b>Specialized Operations and Analysis</b>		
<ul style="list-style-type: none"> <li>An increase in services and supplies due to a land lease for a new overflow impound storage location for the Vehicle Impound Facility to accommodate vehicle overflow.</li> </ul>	0.00	300,000
<b>Mental Health and Programs</b>		
<ul style="list-style-type: none"> <li>An increase personnel services to support a Mental Health Intake Team in the Mental Health and Programs division after reallocating seven vacant and budgeted Institution Food Steward positions from Jail Operations. The new position classifications include three Licensed Therapists, three Unlicensed Therapists, and one Therapist Supervisor. Food Service has transitioned to a third party vendor.</li> </ul>	7.00	593,700
<ul style="list-style-type: none"> <li>A decrease in services and supplies due to one-time costs related to creating the Crisis Response Team in 2022.</li> </ul>	0.00	(4,300)
<ul style="list-style-type: none"> <li>A decrease in capital equipment due to one-time costs related to creating the Crisis Response Team in 2022.</li> </ul>	0.00	(10,000)
<b>Grants</b>		
<ul style="list-style-type: none"> <li>An increase in grant expenditures and FTE to allocate positions to a Caring for Denver Grant.</li> </ul>	2.25	180,600
<ul style="list-style-type: none"> <li>An increase in grant expenditures in ARPA to replace cameras and video equipment in Sheriff facilities.</li> </ul>	0.00	1,079,400
<ul style="list-style-type: none"> <li>An increase in grant expenditures in ARPA for Sheriff recruit class equipment.</li> </ul>	0.00	216,000
<ul style="list-style-type: none"> <li>An increase in grant expenditures in ARPA for the purchase of radios for Sheriff staff communication.</li> </ul>	0.00	74,100
<b>Special Revenue Funds</b>		

**2023 Impact Description**

- An increase in personnel services to add one Diversion and Criminal Justice Officer to the Sheriff Regional Service Special Revenue Fund and two Diversion and Criminal Justice Officers to the Inmate Processing Fees Special Revenue Fund. The two Criminal Justice Officers will be ending in June 2023.

**FTEs** 2.00  
**Dollars** 716,600

The budgeted vacancy savings is \$788,370.

	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Sheriff Administration (3533000)</b>					
<b>Expenditures by Type</b>					
Personnel Services	2,482,025	2,818,154	10,928,623	8,110,469	287.79%
Services and Supplies	19,939,815	22,239,002	25,512,325	3,273,323	14.72%
Capital Equipment	-	7,850	783,150	775,300	9876.43%
Internal Services and Misc.	81,492	94,024	10,024	(84,000)	(89.34%)
<b>Expenditures by Type Total</b>	<b>22,503,332</b>	<b>25,159,030</b>	<b>37,234,122</b>	<b>12,075,092</b>	<b>48.00%</b>
<b>Expenditures by Activity</b>					
Conduct Review Office	315,708	-	-	-	0.00%
Correctional Care Medical Facility (CCMF)	-	-	4,418,538	4,418,538	0.00%
Denver Health Contracts	19,760,650	21,220,061	23,922,259	2,702,198	12.73%
DSD Administration	1,495	-	-	-	0.00%
Inmate Programs	400,684	619,154	-	(619,154)	(100.00%)
Sheriff	2,024,796	3,319,815	3,735,435	415,620	12.52%
Support Services	-	-	5,157,890	5,157,890	0.00%
<b>Expenditures by Activity Total</b>	<b>22,503,332</b>	<b>25,159,030</b>	<b>37,234,122</b>	<b>12,075,092</b>	<b>48.00%</b>
<b>Other Program Funding Sources</b>					
Caring for Denver - Alternative to Jails Program	39,109	-	180,568	180,568	0.00%
Coronavirus Emergency Supplemental Funding Program	79,951	-	-	-	0.00%
Coronavirus Relief Funds	532,500	-	-	-	0.00%
CTB Release Assistance On Demand	158,928	-	-	-	0.00%
Edward Byrne Memorial Justice Assistance Grant Program	5,450	64,925	64,925	-	0.00%
Offender Re-entry Video Program	41,660	-	-	-	0.00%
State and Local Fiscal Recovery Funds	42,421	-	1,369,548	1,369,548	0.00%
<b>Total</b>	<b>900,018</b>	<b>64,925</b>	<b>1,615,041</b>	<b>1,550,116</b>	<b>2387.55%</b>
<b>Public Safety SRF</b>					
Inmate Processing Fees	75,358	128,500	220,899	92,399	71.91%
Sheriff Inmate Welfare and Recreation Fund	1,686,869	1,569,235	1,599,198	29,963	1.91%
Sheriff Regional Service	2,303,168	2,093,848	2,329,102	235,254	11.24%
<b>Total</b>	<b>4,065,395</b>	<b>3,791,583</b>	<b>4,149,199</b>	<b>357,616</b>	<b>9.43%</b>
<b>Other Program Funding Sources Total</b>	<b>4,965,413</b>	<b>3,856,508</b>	<b>5,764,240</b>	<b>1,907,732</b>	<b>49.47%</b>
<b>Total Program Expenditures</b>	<b>27,468,745</b>	<b>29,015,538</b>	<b>42,998,362</b>	<b>13,982,824</b>	<b>48.19%</b>
<b>Personnel Complement (Budgeted)</b>					

	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Sheriff Administration (3533000)</b>					
Sheriff	15.00	15.00	13.00	(2.00)	(13.33%)
Inmate Programs	3.75	4.75	-	(4.75)	(100.00%)
Correctional Care Medical Facility (CCMF)	-	-	36.00	36.00	0.00%
Support Services	-	-	39.00	39.00	0.00%
<b>Personnel Complement Total</b>	<b>18.75</b>	<b>19.75</b>	<b>88.00</b>	<b>68.25</b>	<b>345.57%</b>
<b>Other Program Funds FTE</b>					
Caring for Denver - Alternative to Jails Program	-	-	2.25	2.25	0.00%
State and Local Fiscal Recovery Funds	3.63	-	-	-	0.00%
<b>Public Safety SRF</b>					
Inmate Processing Fees	-	-	1.00	1.00	0.00%
Sheriff Inmate Welfare and Recreation Fund	1.80	1.80	1.80	-	0.00%
Sheriff Regional Service	18.00	18.00	19.00	1.00	5.56%
<b>Total</b>	<b>19.80</b>	<b>19.80</b>	<b>21.80</b>	<b>2.00</b>	<b>10.10%</b>
<b>Total Personnel Complement</b>	<b>42.18</b>	<b>39.55</b>	<b>112.05</b>	<b>72.50</b>	<b>183.31%</b>
<b>Revenue</b>					
Charges for Services	357,231	-	-	-	0.00%
Miscellaneous Other	68	-	-	-	0.00%
<b>Revenue Total</b>	<b>357,298</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
Vacancy Savings			(64,621)		
	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Sheriff Jail Operations (3534000)</b>					
<b>Expenditures by Type</b>					
Personnel Services	75,481,870	89,259,474	86,706,390	(2,553,084)	(2.86%)
Services and Supplies	6,016,701	6,781,285	8,162,808	1,381,523	20.37%
Capital Equipment	63,996	330,973	8,540	(322,433)	(97.42%)
Internal Services and Misc.	-	-	69,000	69,000	0.00%
<b>Expenditures by Type Total</b>	<b>81,562,567</b>	<b>96,371,732</b>	<b>94,946,738</b>	<b>(1,424,994)</b>	<b>(1.48%)</b>
<b>Expenditures by Activity</b>					
Community Corrections Security	2,123,503	1,630,151	1,682,244	52,093	3.20%
County Jail	27,438,613	37,557,568	27,323,449	(10,234,119)	(27.25%)
Downtown Detention Center	38,917,618	33,909,383	50,437,025	16,527,642	48.74%
Jail Operations	4,485,427	5,944,576	6,104,448	159,872	2.69%
Jail Support	8,597,407	17,330,054	9,399,572	(7,930,482)	(45.76%)
<b>Expenditures by Activity Total</b>	<b>81,562,567</b>	<b>96,371,732</b>	<b>94,946,738</b>	<b>(1,424,994)</b>	<b>(1.48%)</b>
<b>Total Program Expenditures</b>	<b>81,562,567</b>	<b>96,371,732</b>	<b>94,946,738</b>	<b>(1,424,994)</b>	<b>(1.48%)</b>
<b>Personnel Complement (Budgeted)</b>					
Jail Operations	3.00	3.00	3.00	-	0.00%
County Jail	268.92	329.11	192.42	(136.69)	(41.53%)
Jail Support	187.42	173.42	84.74	(88.68)	(51.14%)
Downtown Detention Center	335.85	306.00	442.11	136.11	44.48%
Community Corrections Security	15.00	15.00	14.00	(1.00)	(6.67%)

	2021	2022	2023	\$	%
Sheriff Jail Operations (3534000)	Actuals	Appropriated	Recommended	Change	Change
Personnel Complement Total	810.19	826.53	736.27	(90.26)	(10.92%)
Total Personnel Complement	810.19	826.53	736.27	(90.26)	(10.92%)
<b>Revenue</b>					
Charges for Services	-	360,000	360,000	-	0.00%
Use Charges	27,353	50,000	50,000	-	0.00%
Miscellaneous Other	(308)	-	-	-	0.00%
Revenue Total	27,045	410,000	410,000	-	0.00%
Vacancy Savings			(398,773)		
<b>Sheriff Specialized Operations and Analysis (3535000)</b>					
	2021	2022	2023	\$	%
Sheriff Specialized Operations and Analysis (3535000)	Actuals	Appropriated	Recommended	Change	Change
<b>Expenditures by Type</b>					
Personnel Services	30,450,478	30,240,107	32,819,084	2,578,977	8.53%
Services and Supplies	1,524,968	2,322,747	2,356,792	34,045	1.47%
Capital Equipment	56,893	39,450	-	(39,450)	(100.00%)
Internal Services and Misc.	-	-	15,000	15,000	0.00%
Expenditures by Type Total	32,032,339	32,602,304	35,190,876	2,588,572	7.94%
<b>Expenditures by Activity</b>					
Administration	1,233,517	938,139	3,041,306	2,103,167	224.19%
Correctional Care Medical Facility (CCMF)	5,095,168	4,827,181	-	(4,827,181)	(100.00%)
Court Services and Civil	9,763,581	10,277,077	10,488,679	211,602	2.06%
Internal Affairs	935,076	113,511	-	(113,511)	(100.00%)
Professional Standards	1,180,182	1,545,595	1,664,434	118,839	7.69%
Technology Management Unit	1,630,717	1,400,079	2,242,936	842,857	60.20%
Training and Recruitment	9,158,412	10,111,891	13,894,584	3,782,693	37.41%
Vehicle Impound Facility	3,035,686	3,388,831	3,858,937	470,106	13.87%
Expenditures by Activity Total	32,032,339	32,602,304	35,190,876	2,588,572	7.94%
Total Program Expenditures	32,032,339	32,602,304	35,190,876	2,588,572	7.94%
<b>Personnel Complement (Budgeted)</b>					
Administration	5.00	5.00	17.00	12.00	240.00%
Training and Recruitment	21.00	43.00	81.00	38.00	88.37%
Internal Affairs	-	1.00	-	(1.00)	(100.00%)
Vehicle Impound Facility	31.00	36.00	36.00	-	0.00%
Court Services and Civil	98.34	80.00	78.00	(2.00)	(2.50%)
Correctional Care Medical Facility (CCMF)	55.00	42.00	-	(42.00)	(100.00%)
Technology Management Unit	8.00	9.00	15.00	6.00	66.67%
Professional Standards	12.00	14.00	14.00	-	0.00%
Personnel Complement Total	230.34	230.00	241.00	11.00	4.78%
Total Personnel Complement	230.34	230.00	241.00	11.00	4.78%
<b>Revenue</b>					
Fines and Forfeits	965	-	-	-	0.00%
Fees	357,843	450,000	450,000	-	0.00%
Charges for Services	1,355,694	1,671,144	1,671,144	-	0.00%

<b>Sheriff Specialized Operations and Analysis (3535000)</b>	<b>2021 Actuals</b>	<b>2022 Appropriated</b>	<b>2023 Recommended</b>	<b>\$ Change</b>	<b>% Change</b>
Internal Service and Indirect Cost	3,313	35,000	35,000	-	0.00%
Miscellaneous Other	281,363	-	-	-	0.00%
<b>Revenue Total</b>	<b>1,999,178</b>	<b>2,156,144</b>	<b>2,156,144</b>	<b>-</b>	<b>0.00%</b>
Vacancy Savings			(247,986)		
<b>Mental Health and Programs Division (3536000)</b>	<b>2021 Actuals</b>	<b>2022 Appropriated</b>	<b>2023 Recommended</b>	<b>\$ Change</b>	<b>% Change</b>
<b>Expenditures by Type</b>					
Personnel Services	4,350,468	2,738,682	1,976,066	(762,616)	(27.85%)
Services and Supplies	928,333	861,485	134,080	(727,405)	(84.44%)
Capital Equipment	-	16,000	8,540	(7,460)	(46.63%)
<b>Expenditures by Type Total</b>	<b>5,278,801</b>	<b>3,616,167</b>	<b>2,118,686</b>	<b>(1,497,481)</b>	<b>(41.41%)</b>
<b>Expenditures by Activity</b>					
Crisis Response Team	-	-	1,004,425	1,004,425	0.00%
Programs Team	-	-	1,114,261	1,114,261	0.00%
Support Services	5,278,801	3,616,167	-	(3,616,167)	(100.00%)
<b>Total Program Expenditures</b>	<b>5,278,801</b>	<b>3,616,167</b>	<b>2,118,686</b>	<b>(1,497,481)</b>	<b>(41.41%)</b>
<b>Personnel Complement (Budgeted)</b>					
Support Services	13.00	25.00	-	(25.00)	(100.00%)
Crisis Response Team	-	-	12.00	12.00	0.00%
Programs Team	-	-	11.75	11.75	0.00%
<b>Total Personnel Complement</b>	<b>13.00</b>	<b>25.00</b>	<b>23.75</b>	<b>(1.25)</b>	<b>(5.00%)</b>
Vacancy Savings			(76,990)		

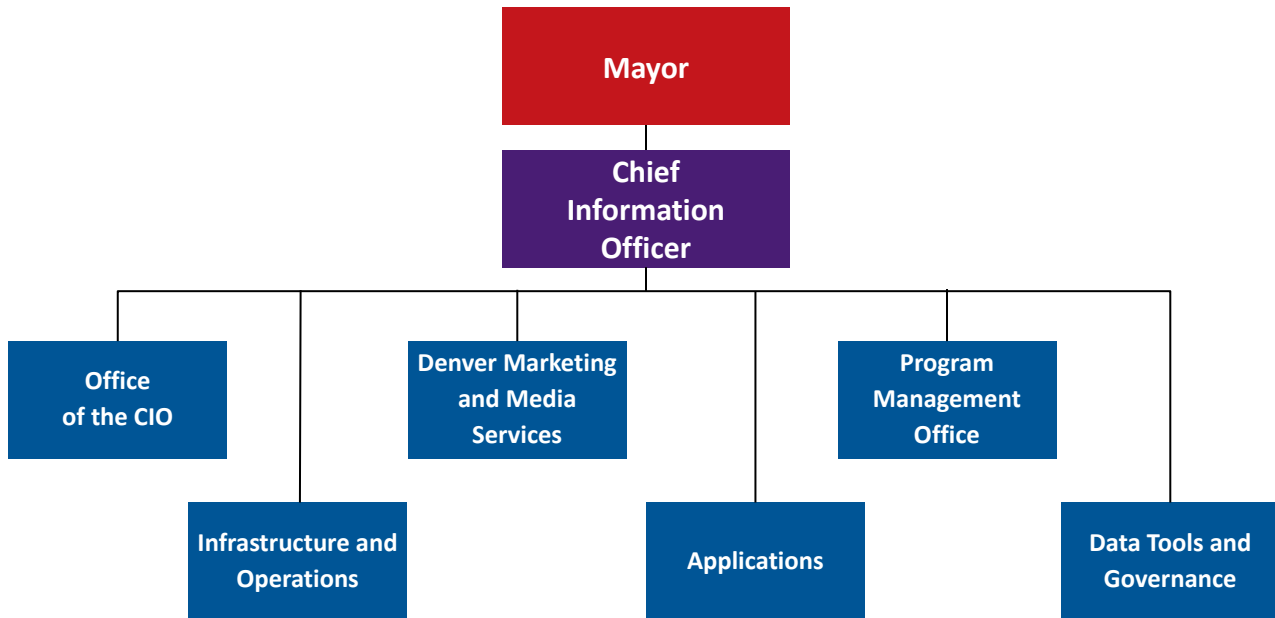




# Technology Services

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# Technology Services



## Mission

To improve city performance.



## Department Summary

**Technology Services (TS)** is the central information technology department for the City and County of Denver. The agency provides technology infrastructure, development, support, and solutions to all city departments; management of 911 system communications and Denver’s 311 non-emergency contact center; public, educational, and government television operations; and oversees digital transformation.

For more information, visit the Technology Services website at <https://www.denvergov.org/technologyservices>

## Divisions

The **Office of the Chief Information Officer (CIO)** is responsible for the overall strategy, policy direction, and management of Technology Services.

The **Infrastructure and Operations Division** oversees engineering and maintenance of city technology infrastructure, data storage, and networks. The Division provides voice system and end-user device support, Computer Aided Dispatch (CAD) support to Denver 911, and communication and voice radio systems management for first responders and other city agencies.

The **Marketing Services Division** oversees 311, Denvergov.org., public, educational, and government television operations, and the administration of the City’s cable franchise agreements. The Division is responsible for transforming digital communications with residents through email, SMS, social media and online experiences.

The **Applications Division** provides software solutions that increase efficiency, automate processes, improve customer service, and achieve city objectives. From citywide platforms to business-specific tools, the Applications Division oversees the procurement, development, implementation, integration, quality assurance/testing, maintenance, and support for more than 300 applications, including their underlying systems and databases.

The **Program Management Office (PMO)** oversees project support and establishes policies, procedures, financial tracking, and standardized methodologies for the efficient and successful delivery of approved technology projects.

The **Data Tools and Governance Division** connects both internal and external customers to information and services by providing the access, framework, tools, and expertise required to fully leverage the City’s data and information assets. This Division is also responsible for the City’s cyber security posture, including controls, defenses and governance needed to respond to cyber threats and vulnerabilities.

## Strategies

**Reliability: Technology works as expected.** TS will ensure technology works as expected by investing in hardware and software; establish an appropriate mix of internal talent and external resources to manage the City’s large technology footprint and allow for continued investment in current platforms.

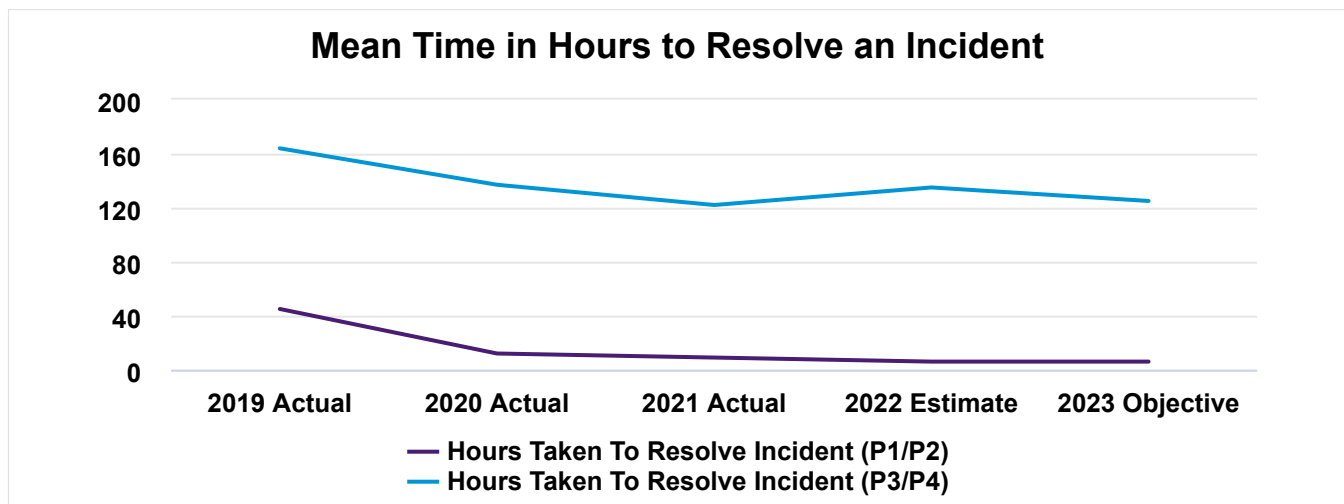
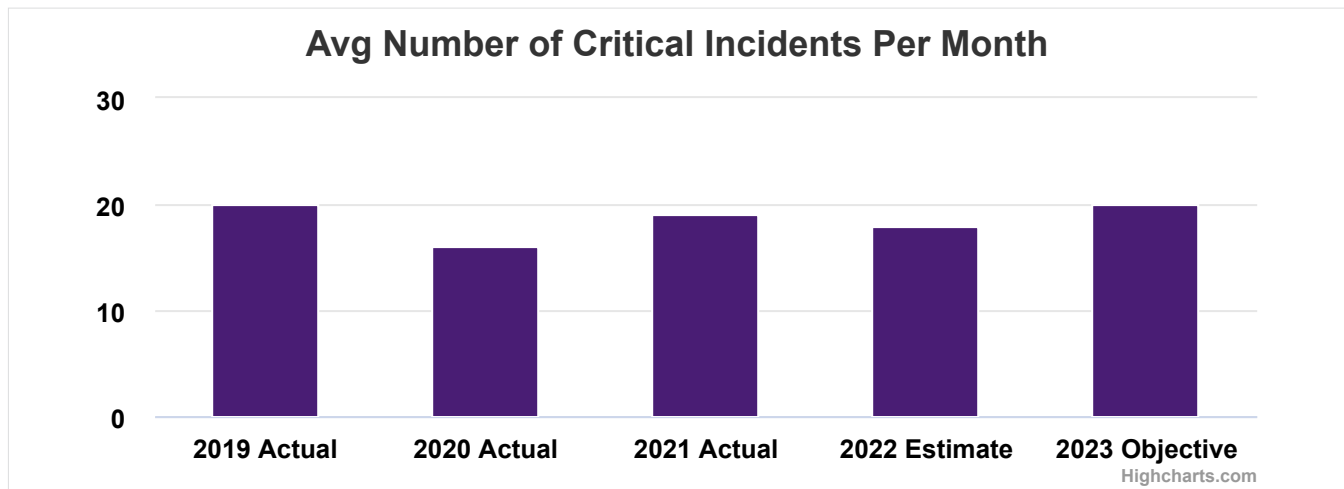
**Innovation: Technology improves operational performance.** TS will improve city performance by investing in technologies that automate services, revolutionize employee efficiency, and improve how residents and customers interact with their local government.

**Access: Technology connects customers to information and services.** TS will improve resident and business interactions with the City by moving more services online and improving the digital experience to provide better community engagement.

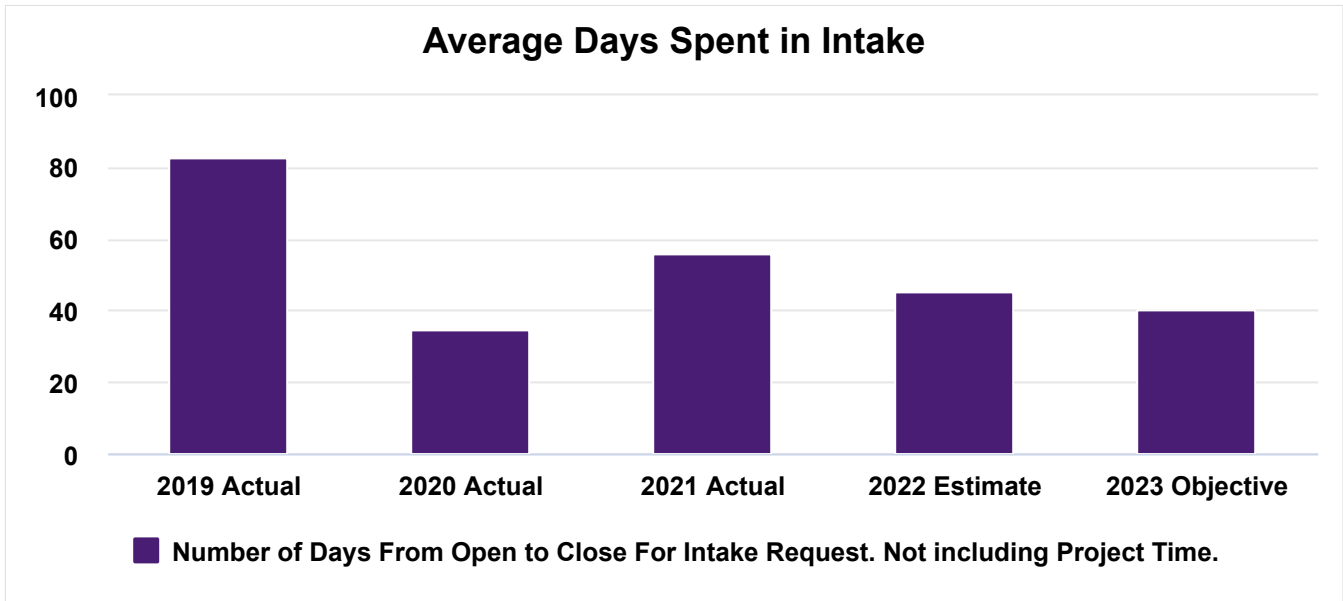
**Partnership: Forward-thinking collaboration with customers.** TS will enhance Technology Services’ role as a partner to city agencies through the business relationship management program, project delivery, and meeting customer needs as they evolve by understanding their operations.

### Performance and Program Highlights

As part of the Reliability Pillar, TS measures **Number of Critical Incidents Per Month** and the **Mean Time in Hours to Resolve an Incident**. Technology Services classifies an incident as an IT system or application not working correctly for a few people (minor incident) to a large group (major incident). Since 2018, TS has cut the amount of time it takes to resolve a major incident by 85 percent and the number of major incidents by 75 percent. The objective for 2023 is to continue to have less than 30 incidents per month.



As part of the Partnership Pillar, TS tracks the number of days a project request spends in the TS intake process (**Average Days Spent in Intake**). The more quickly a request moves through the intake process, the faster TS can implement a technology solution for the agency. Additionally, TS tracks the number of data visualization and business intelligence requests the TS Data Team receives from city agencies, which includes requests for PowerBI consultations and GIS services.



As part of the Access Pillar, TS measures the percentage of 311 callers who hang up after waiting on hold for one minute (**Abandonment Rate After 60 Seconds**) and the time the caller must remain on hold before connecting with a person (**Average Speed of Answer**).

As part of the Innovation Pillar, TS tracks the savings from reusing existing technology, which is measured by the number of intake requests where the solution is an existing service or product (Savings from Existing Technology). Additionally, TS captures the Realized Savings from Peak A3 Forms, which is the actualized savings from innovations completed by TS employees.

311 Performance Measures	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Objective
311 Average Speed of Answer	0:27	1:10	2:34	3:30	3:00
311 Abandonment Rate After 60 Seconds (%)	3.7%	6.7%	9.3%	3.5%	3.0%
Realized Savings from Peak A3 Forms	1,197,140	123,648	74,355	150,000	200,000

## Department Budget

	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Variance	% Variance
<b>General Fund Expenditures by Agency</b>					
Denver Marketing and Media Services	5,539,035	7,169,590	8,164,385	994,795	13.88%
Office of the Chief Information Officer	2,086,674	3,461,495	3,925,271	463,776	13.40%
Operations	30,609,185	35,762,241	39,406,906	3,644,665	10.19%
Applications Development	27,115,508	29,359,649	31,186,483	1,826,834	6.22%
Program and Project Management	3,008,828	3,286,895	3,587,163	300,268	9.14%
Data Tools and Governance	6,110,066	8,236,097	12,445,730	4,209,633	51.11%
<b>Total General Fund</b>	<b>74,469,297</b>	<b>87,275,967</b>	<b>98,715,938</b>	<b>11,439,971</b>	<b>13.11%</b>
<b>General Fund Expenditures by Type</b>					
Personnel Services	37,564,407	43,306,921	48,318,255	5,011,334	11.57%
Services and Supplies	36,636,093	43,667,343	50,280,120	6,612,777	15.14%
Capital Equipment	176,954	213,500	29,360	(184,140)	(86.25%)
Internal Services and Misc.	91,842	88,203	88,203	-	0.00%
<b>Total General Fund</b>	<b>74,469,297</b>	<b>87,275,967</b>	<b>98,715,938</b>	<b>11,439,971</b>	<b>13.11%</b>
<b>Other Program Funding Sources</b>					
<b>Special Revenue Funds Expenditures</b>					
General Government	1,338,380	2,100,000	2,110,816	10,816	0.52%
<b>Total Special Revenue Funds</b>	<b>1,338,380</b>	<b>2,100,000</b>	<b>2,110,816</b>	<b>10,816</b>	<b>0.52%</b>
<b>Grants</b>					
General Government	7,532,189	1,198,231	-	(1,198,231)	(100.00%)
<b>Total Grants</b>	<b>7,532,189</b>	<b>1,198,231</b>	<b>-</b>	<b>(1,198,231)</b>	<b>(100.00%)</b>
<b>Capital Improvements</b>					
Capital Improvements	11,233,114	14,938,413	17,102,685	2,164,272	14.49%
<b>Total Capital Improvements</b>	<b>11,233,114</b>	<b>14,938,413</b>	<b>17,102,685</b>	<b>2,164,272</b>	<b>14.49%</b>
<b>Other Program Funding Sources Total</b>	<b>20,103,683</b>	<b>18,236,644</b>	<b>19,213,501</b>	<b>976,857</b>	<b>5.36%</b>
<b>Total Department Expenditures</b>	<b>94,572,979</b>	<b>105,512,611</b>	<b>117,929,439</b>	<b>12,416,828</b>	<b>11.77%</b>
<b>Personnel Complement</b>					
General Fund Operations	298.64	328.64	349.37	20.73	6.31%
General Government	6.28	1.00	1.00	-	0.00%
<b>Total</b>	<b>304.92</b>	<b>329.64</b>	<b>350.37</b>	<b>20.73</b>	<b>6.29%</b>
<b>Total Personnel Complement</b>	<b>304.92</b>	<b>329.64</b>	<b>350.37</b>	<b>20.73</b>	<b>6.29%</b>
<b>General Fund Revenue</b>					
Cable Franchise	6,593,949	6,159,903	6,159,903	-	0.00%
Fees	(1,067)	-	-	-	0.00%
Charges for Services	4,270	67,000	67,000	-	0.00%
Use Charges	347,107	360,000	360,000	-	0.00%
Internal Service and Indirect Cost	326,417	777,593	827,593	50,000	6.43%
Miscellaneous Other	406,723	371,306	371,306	-	0.00%
<b>Total</b>	<b>7,677,398</b>	<b>7,735,802</b>	<b>7,785,802</b>	<b>50,000</b>	<b>0.65%</b>



## Programmatic Changes

The City and County of Denver's allocation of State and Local Fiscal Recovery Funds as a result of the American Rescue Plan Act (ARPA) allowed the City to restore some service reductions that were necessary to balance the budget in 2021 and to allocate funding in 2022 to address operational backlogs. Many of these investments are ongoing and to avoid a financial 'cliff', the City has employed a 'step down' methodology that allows a portion of these investments to remain funded in the ARPA allocation in 2023, while some are transitioned to the General Fund. Additional ARPA funds also have been allocated to the Technology Services in 2023 to support one-time capital equipment needs in 2023 as well as programs to support Denver's recovery from the COVID-19 pandemic, which were informed by community input. These changes are described below, along with other significant programmatic changes for 2023.

2023 Impact Description	FTEs	Dollars
<b>Agencywide</b>		
<ul style="list-style-type: none"> <li>An increase in personnel services to consolidate key technology roles into Technology Services from other city departments in alignment with XO-18. Corresponding decreases are reflected in agencies where the positions were previously funded.</li> </ul>	7.00	993,400
<ul style="list-style-type: none"> <li>An increase in personnel services to implement proper lifecycle management practices, modernize the City's technology portfolio, and lower cyber risk and liability. Positions will have a delayed start in 2023 and include two IT systems Administrator Seniors, an IT Web Administrator Senior, an IT Quality Assurance Analyst Associate, an IT Security Specialist, and an IT Data Architect Senior.</li> </ul>	5.00	647,300
<ul style="list-style-type: none"> <li>An increase in services and supplies due to an increase in technology contract costs for software and other services that support agencies citywide.</li> </ul>	0.00	5,688,600
<b>Denver Marketing and Media Services and 311</b>		
<ul style="list-style-type: none"> <li>An increase in personnel services to invest in the Denver Community Media and increase programming for the public.</li> </ul>	1.50	178,400
<ul style="list-style-type: none"> <li>An increase in services and supplies for the purchase of supplies for new employees and reallocation of budget from other divisions to better align budget with the needs of this division.</li> </ul>	0.00	118,100
<ul style="list-style-type: none"> <li>An increase in services and supplies to expand resources needed to support Red Rocks productions. This cost is offset by an increase to revenue by Arts and Venues.</li> </ul>	0.00	50,000
<ul style="list-style-type: none"> <li>A net decrease for one time capital equipment offset by new equipment for personnel.</li> </ul>	0.00	(17,500)
<b>Office of the Chief Information Officer</b>		
<ul style="list-style-type: none"> <li>An increase in services and supplies due to the restoration of expenditures to the General Fund that had been funded through the State and Local Fiscal Recovery Funds.</li> </ul>	0.00	425,600
<ul style="list-style-type: none"> <li>An increase in internal services to reallocate budget from the Data Tools and Governance Division to the Office of the CIO.</li> </ul>	0.00	7,000
<b>Operations</b>		
<ul style="list-style-type: none"> <li>An increase in personnel services for a Senior Cable Engineer to increase capacity for wiring equipment in city facilities. This increase assumes a Q2 start.</li> </ul>	0.75	115,100
<ul style="list-style-type: none"> <li>An increase in personnel services to add a Senior Automation Engineer to increase automating processes and free up technology staff for more complex projects and problem solving. This increase assumes a Q2 start.</li> </ul>	0.75	93,100
<b>Applications</b>		
<ul style="list-style-type: none"> <li>An increase in personnel services for two IT Administrator I's to provide safety services and billing and payment services. This increase assumes a Q2 start.</li> </ul>	1.50	220,500

## Technology Services

2023 Impact Description	FTEs	Dollars
<ul style="list-style-type: none"> <li>An increase in personnel services to add an IT Quality Assurance Analyst Senior and an IT Systems Analyst Senior to provide support for the continued expanded implementation and use of Salesforce. This increase assumes a Q2 start.</li> </ul>	1.50	186,100
<ul style="list-style-type: none"> <li>An increase in personnel services due to adding an IT Systems Analyst Senior and an IT Quality Assurance Analyst Senior to provide support for new projects, including improved project assessment before projects are approved. This increase assumes a Q2 start.</li> </ul>	1.50	186,100
<ul style="list-style-type: none"> <li>An increase in personnel services do add an IT Systems Administrator Associate and an IT Systems Analyst Senior to increase support for business applications including Salesforce and enterprise cashiering systems. This increase assumes a Q2 start.</li> </ul>	1.50	174,000
<ul style="list-style-type: none"> <li>A decrease in personnel services to reallocate an IT Systems Admin Associate to the Operations Division and an IT Systems Analyst Associate to the Program and Project Management Division.</li> </ul>	(2.00)	(227,900)
<ul style="list-style-type: none"> <li>An increase in services and supplies to support new personnel and to increase professional services contracts to ensure the City acquires the specialized resources required to meet business needs.</li> </ul>	0.00	350,200
<ul style="list-style-type: none"> <li>A decrease in services and supplies due to reallocating budget to the Data Tools and Governance Division and the Denver Marketing and Media Services and 311 Division.</li> </ul>	0.00	(1,168,700)
<ul style="list-style-type: none"> <li>An increase in capital equipment to purchase laptops for new personnel.</li> </ul>	0.00	9,800
<b>Program and Project Management</b>		
<ul style="list-style-type: none"> <li>An increase in personnel services for a Project Manager I to support moving forward the large portfolio of citywide technology projects. This increase assumes a Q2 start.</li> </ul>	0.75	86,800
<b>Data Tools and Governance</b>		
<ul style="list-style-type: none"> <li>An increase in services and supplies to reallocate budget from the Applications Division.</li> </ul>	0.00	1,128,200
<ul style="list-style-type: none"> <li>A decrease in internal services to reallocate budget to the Office of the CIO.</li> </ul>	0.00	(7,000)
<b>Revenue</b>		
<ul style="list-style-type: none"> <li>An increase in revenue from Red Rocks due to more events that require Denver Media and Marketing support.</li> </ul>	0.00	50,000
<b>Grants</b>		
<ul style="list-style-type: none"> <li>A decrease in State and Local Fiscal Recovery Funds due to moving expenditures off the grant and onto the General Fund as part of the ARPA step down process.</li> </ul>	0.00	(1,198,200)
<b>SRF</b>		
<ul style="list-style-type: none"> <li>An increase in the Public Access TV Fund based on historical performance.</li> </ul>	0.00	10,800

The budgeted vacancy savings is \$1,812,278.

## Budget Detail

Denver Marketing and Media Services (3041000)	2021 Actual	2022 Appropriate	2023 Recommended	\$ Change	% Change
<b>Expenditures by Type</b>					
Personnel Services	4,830,360	6,357,527	7,201,782	844,255	13.28%
Services and Supplies	685,923	781,528	949,628	168,100	21.51%
Capital Equipment	14,489	22,500	4,940	(17,560)	(78.04%)
Internal Services and Misc.	8,262	8,035	8,035	-	0.00%
<b>Expenditures by Type Total</b>	<b>5,539,035</b>	<b>7,169,590</b>	<b>8,164,385</b>	<b>994,795</b>	<b>13.88%</b>
<b>Expenditures by Activity</b>					
Cable Franchising	-	-	231,432	231,432	0.00%
TS 311 City Services Center	2,266,455	2,962,363	3,240,805	278,442	9.40%
TS Marketing Services	1,193,649	1,285,022	1,684,235	399,213	31.07%
TS Media Services	2,078,931	2,922,205	3,007,913	85,708	2.93%
<b>Expenditures by Activity Total</b>	<b>5,539,035</b>	<b>7,169,590</b>	<b>8,164,385</b>	<b>994,795</b>	<b>13.88%</b>
<b>Other Program Funding Sources</b>					
<b>General Government SRF</b>					
Public Access TV Support	1,337,571	2,000,000	2,010,816	10,816	0.54%
Technology Services Fund	809	100,000	100,000	-	0.00%
<b>Total</b>	<b>1,338,380</b>	<b>2,100,000</b>	<b>2,110,816</b>	<b>10,816</b>	<b>0.52%</b>
<b>Total Program Expenditures</b>	<b>6,877,415</b>	<b>9,269,590</b>	<b>10,275,201</b>	<b>1,005,611</b>	<b>10.85%</b>
<b>Personnel Complement (Budgeted)</b>					
TS Marketing Services	9.00	8.00	9.83	1.83	22.88%
TS Media Services	19.54	24.54	23.54	(1.00)	(4.07%)
Cable Franchising	-	-	1.50	1.50	0.00%
TS 311 City Services Center	33.10	41.10	41.10	-	0.00%
<b>Personnel Complement (Budgeted) Total</b>	<b>61.64</b>	<b>73.64</b>	<b>75.97</b>	<b>2.33</b>	<b>3.16%</b>
<b>Other Program Funds FTE</b>					
<b>General Government SRF</b>					
Cable Franchising	1.00	1.00	1.00	-	0.00%
<b>Total Personnel Complement</b>	<b>62.64</b>	<b>74.64</b>	<b>76.97</b>	<b>2.33</b>	<b>3.12%</b>
<b>Revenue</b>					
Cable Franchise	6,593,949	6,159,903	6,159,903	-	0.00%
Internal Service and Indirect Cost	317,180	489,093	539,093	50,000	10.22%
<b>Revenue Total</b>	<b>6,911,130</b>	<b>6,648,996</b>	<b>6,698,996</b>	<b>50,000</b>	<b>0.75%</b>
Vacancy Savings			(242,411)		
<b>Office of the CIO (3070100)</b>					
	<b>2021 Actual</b>	<b>2022 Appropriate</b>	<b>2023 Recommended</b>	<b>\$ Change</b>	<b>% Change</b>
<b>Expenditures by Type</b>					
Personnel Services	646,502	692,707	723,883	31,176	4.50%
Services and Supplies	1,434,073	2,763,432	3,189,032	425,600	15.40%
Capital Equipment	4,209	-	-	-	0.00%

**Technology Services** **3070000**

	2021 Actual	2022 Appropriate	2023 Recommended	\$ Change	% Change
<b>Office of the CIO (3070100)</b>					
Internal Services and Misc.	1,890	5,356	12,356	7,000	130.69%
<b>Expenditures by Type Total</b>	<b>2,086,674</b>	<b>3,461,495</b>	<b>3,925,271</b>	<b>463,776</b>	<b>13.40%</b>
<b>Expenditures by Activity</b>					
Security	38,414	-	-	-	0.00%
TS Technology Services	2,048,261	3,461,495	3,925,271	463,776	13.40%
<b>Expenditures by Activity Total</b>	<b>2,086,674</b>	<b>3,461,495</b>	<b>3,925,271</b>	<b>463,776</b>	<b>13.40%</b>
<b>Other Program Funding Sources \</b>					
<b>Capital Projects Funds</b>					
<b>Grants</b>					
Coronavirus Relief Funds	6,881,262	-	-	-	0.00%
State and Local Fiscal Recovery Funds	650,927	1,198,231	-	(1,198,231)	(100.00%)
<b>Total</b>	<b>7,532,189</b>	<b>1,198,231</b>	<b>-</b>	<b>(1,198,231)</b>	<b>(100.00%)</b>
<b>Capital Projects Funds</b>					
Other Agency Capital Project	11,233,114	14,938,413	17,102,685	2,164,272	14.49%
<b>Other Program Funding Sources Total</b>	<b>18,765,302</b>	<b>16,136,644</b>	<b>17,102,685</b>	<b>966,041</b>	<b>5.99%</b>
<b>Total Program Expenditures</b>	<b>20,851,977</b>	<b>19,598,139</b>	<b>21,027,956</b>	<b>1,429,817</b>	<b>7.30%</b>
<b>Personnel Complement (Budgeted)</b>					
TS Technology Services	3.00	4.00	4.00	-	0.00%
<b>Other Program Funds FTE</b>					
<b>Grants</b>					
State and Local Fiscal Recovery Funds	5.28	-	-	-	0.00%
<b>Total Personnel Complement</b>	<b>8.28</b>	<b>4.00</b>	<b>4.00</b>	<b>-</b>	<b>0.00%</b>
<b>Revenue</b>					
Miscellaneous Other	357,306	357,306	357,306	-	0.00%
<b>Revenue Total</b>	<b>357,306</b>	<b>357,306</b>	<b>357,306</b>	<b>-</b>	<b>0.00%</b>
Vacancy Savings			(27,964)		
	2021 Actual	2022 Appropriate	2023 Recommended	\$ Change	% Change
<b>Operations (3071000)</b>					
<b>Expenditures by Type</b>					
Personnel Services	12,872,970	14,093,319	15,608,737	1,515,418	10.75%
Services and Supplies	17,545,953	21,449,896	23,756,703	2,306,807	10.75%
Capital Equipment	156,620	180,000	2,440	(177,560)	(98.64%)
Internal Services and Misc.	33,642	39,026	39,026	-	0.00%
<b>Expenditures by Type Total</b>	<b>30,609,185</b>	<b>35,762,241</b>	<b>39,406,906</b>	<b>3,644,665</b>	<b>10.19%</b>
Service Delivery - Compute	6,217	-	-	-	0.00%
Service Ops - Compute	51,151	-	-	-	0.00%
TS Agency Services	2,834,378	3,090,801	3,056,200	(34,601)	(1.12%)
TS Client Services	13,659,565	15,986,557	17,159,358	1,172,801	7.34%
TS Infra & Operations Mgmt	1,678,152	1,855,169	2,493,273	638,104	34.40%
TS Service Engineering	9,074,891	11,303,322	12,898,136	1,594,814	14.11%
TS Services Operations	3,304,831	3,526,392	3,799,939	273,547	7.76%
<b>Expenditures by Activity Total</b>	<b>30,609,185</b>	<b>35,762,241</b>	<b>39,406,906</b>	<b>3,644,665</b>	<b>10.19%</b>

	2021 Actual	2022 Appropriate	2023 Recommended	\$ Change	% Change
<b>Operations (3071000)</b>					
<b>Total Program Expenditures</b>	<b>30,609,185</b>	<b>35,762,241</b>	<b>39,406,906</b>	<b>3,644,665</b>	<b>10.19%</b>
<b>Personnel Complement (Budgeted)</b>					
TS Infra & Operations Mgmt	3.00	4.00	8.00	4.00	100.00%
TS Services Operations	24.00	23.00	22.00	(1.00)	(4.35%)
TS Client Services	38.00	39.00	40.00	1.00	2.56%
TS Agency Services	15.00	15.00	15.00	-	0.00%
TS Service Engineering	22.00	24.00	24.50	0.50	2.08%
<b>Total Personnel Complement</b>	<b>102.00</b>	<b>105.00</b>	<b>109.50</b>	<b>4.50</b>	<b>4.29%</b>
<b>Revenue</b>					
Fees	(1,067)	-	-	-	0.00%
Charges for Services	4,270	67,000	67,000	-	0.00%
Use Charges	347,107	360,000	360,000	-	0.00%
Internal Service and Indirect Cost	9,236	288,500	288,500	-	0.00%
Miscellaneous Other	49,219	14,000	14,000	-	0.00%
<b>Revenue Total</b>	<b>408,765</b>	<b>729,500</b>	<b>729,500</b>	<b>-</b>	<b>0.00%</b>
Vacancy Savings			(591,724)		

	2021 Actual	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Applications (3074000)</b>					
<b>Expenditures by Type</b>					
Personnel Services	12,455,272	13,873,441	15,684,313	1,810,872	13.05%
Services and Supplies	14,627,200	15,464,148	15,470,350	6,202	0.04%
Capital Equipment	1,635	5,000	14,760	9,760	195.20%
Internal Services and Misc.	31,401	17,060	17,060	-	0.00%
<b>Expenditures by Type Total</b>	<b>27,115,508</b>	<b>29,359,649</b>	<b>31,186,483</b>	<b>1,826,834</b>	<b>6.22%</b>
<b>Expenditures by Activity</b>					
Applications Build Connect	5,246	-	-	-	0.00%
Applications Build Inc Dev	139,482	-	-	-	0.00%
Information Security	118,214	-	-	-	0.00%
TS Application Development	6,188,200	7,970,073	10,076,721	2,106,648	26.43%
TS Application Management	6,064,157	6,467,607	5,931,051	(536,556)	(8.30%)
TS Application Planning	13,833,943	12,427,055	6,848,991	(5,578,064)	(44.89%)
TS Application Services	709,508	2,494,914	3,352,444	857,530	34.37%
TS Application Services Support	56,760	-	4,977,276	4,977,276	0.00%
<b>Expenditures by Activity Total</b>	<b>27,115,508</b>	<b>29,359,649</b>	<b>31,186,483</b>	<b>1,826,834</b>	<b>6.22%</b>
<b>Total Program Expenditures</b>	<b>27,115,508</b>	<b>29,359,649</b>	<b>31,186,483</b>	<b>1,826,834</b>	<b>6.22%</b>
<b>Personnel Complement (Budgeted)</b>					
TS Application Services	2.00	3.00	1.00	(2.00)	(66.67%)
TS Application Planning	28.00	27.00	26.66	(0.34)	(1.26%)
TS Application Development	31.00	31.00	25.50	(5.50)	(17.74%)
TS Application Management	33.00	32.00	27.00	(5.00)	(15.63%)
TS Application Services Support	-	-	23.33	23.33	0.00%

	2021 Actual	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Applications (3074000)</b>					
<b>Personnel Complement (Budgeted)</b>					
Total	94.00	93.00	103.49	10.49	11.28%
<b>Total Personnel Complement</b>	94.00	93.00	103.49	10.49	11.28%
<b>Revenue</b>					
Vacancy Savings			(596,363)		
<b>Program and Project Management (3075000)</b>					
	2021 Actual	2022 Appropriate	2023 Recommended	\$ Change	% Change
<b>Expenditures by Type</b>					
Personnel Services	2,999,496	3,270,595	3,569,343	298,748	9.13%
Services and Supplies	2,150	8,500	8,800	300	3.53%
Capital Equipment	-	-	1,220	1,220	0.00%
Internal Services and Misc.	7,182	7,800	7,800	-	0.00%
<b>Expenditures by Type Total</b>	<b>3,008,828</b>	<b>3,286,895</b>	<b>3,587,163</b>	<b>300,268</b>	<b>9.14%</b>
<b>Expenditures by Activity</b>					
TS Program & Project Management	3,008,828	3,286,895	3,587,163	300,268	9.14%
<b>Total Program Expenditures</b>	<b>3,008,828</b>	<b>3,286,895</b>	<b>3,587,163</b>	<b>300,268</b>	<b>9.14%</b>
<b>Personnel Complement (Budgeted)</b>					
TS Program & Project Management	17.00	19.00	20.75	1.75	9.21%
<b>Total Personnel Complement</b>	<b>17.00</b>	<b>19.00</b>	<b>20.75</b>	<b>1.75</b>	<b>9.21%</b>
<b>Revenue</b>					
Miscellaneous Other	198	-	-	-	0.00%
<b>Total Revenue</b>	<b>198</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
Vacancy Savings			(138,750)		
<b>Data Tools and Governance (3076000)</b>					
	2021 Actual	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Expenditures by Type</b>					
Personnel Services	3,759,807	5,019,332	5,530,197	510,865	10.18%
Services and Supplies	2,340,794	3,199,839	6,905,607	3,705,768	115.81%
Capital Equipment	-	6,000	6,000	-	0.00%
Internal Services and Misc.	9,465	10,926	3,926	(7,000)	(64.07%)
<b>Expenditures by Type Total</b>	<b>6,110,066</b>	<b>8,236,097</b>	<b>12,445,730</b>	<b>4,209,633</b>	<b>51.11%</b>
<b>Expenditures by Activity</b>					
TS Data & Analytic Services	-	-	3,577,687	3,577,687	0.00%
TS Data Tools and Governance	6,110,066	8,236,097	3,794,538	(4,441,559)	(53.93%)
TS Information Security	-	-	5,073,505	5,073,505	0.00%
<b>Total Program Expenditures</b>	<b>6,110,066</b>	<b>8,236,097</b>	<b>12,445,730</b>	<b>4,209,633</b>	<b>51.11%</b>
<b>Personnel Complement (Budgeted)</b>					
TS Data Tools and Governance	21.00	34.00	4.00	(30.00)	(88.24%)
TS Information Security	-	-	15.83	15.83	0.00%
TS Data & Analytic Services	-	-	15.83	15.83	0.00%
<b>Total Personnel Complement</b>	<b>21.00</b>	<b>34.00</b>	<b>35.66</b>	<b>1.66</b>	<b>4.88%</b>



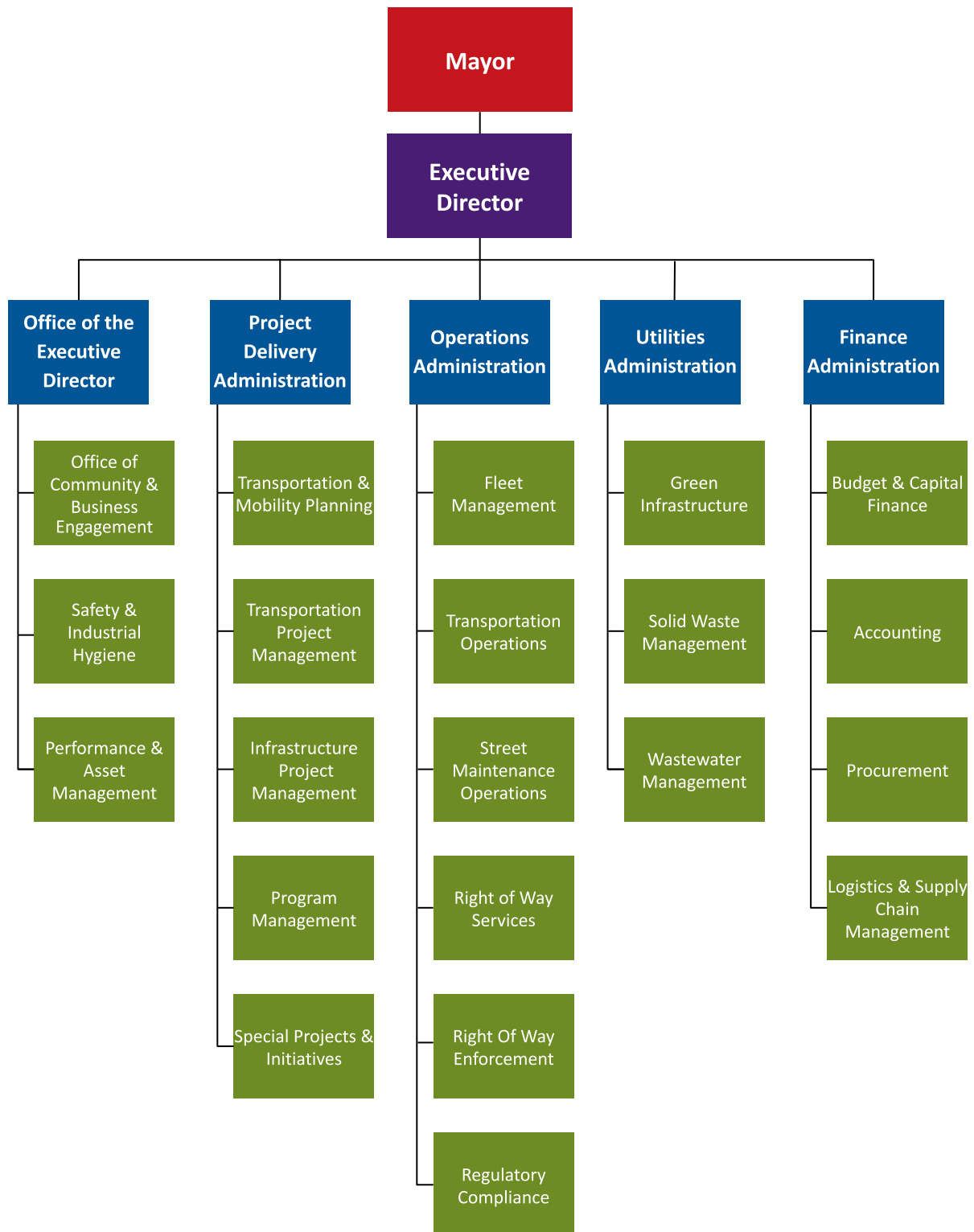
	2021 Actual	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Data Tools and Governance (3076000)</b>					
Vacancy Savings			(215,066)		



# Department of Transportation and Infrastructure

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# Transportation and Infrastructure Department





## Mission

The Department of Transportation and Infrastructure (DOTI), through its employees, enhances the quality of life in Denver by safely and efficiently delivering effective, high quality, sustainable and equitable public infrastructure and services.

## Department Summary

The Department of Transportation and Infrastructure (DOTI) staff are guided by the Department's vision of being the ideal transportation and infrastructure department in the country.

DOTI is responsible for planning, designing, and building the City's infrastructure. In addition, DOTI also operates, maintains, and regulates infrastructure elements within the public right of way. Infrastructure is grouped into two core functions: utilities and mobility. Utilities provides the City's water, waste, and green infrastructure services. Mobility delivers transportation infrastructure, services, and initiatives for all travelers, which includes pedestrians, bicyclists, transit riders, commercial vehicles, and drivers. DOTI is responsible for most things transportation related within the public right of way, which includes all public space between private property lines.

Additional department information can be found at:

<https://www.denvergov.org/Government/Agencies-Departments-Offices/Agencies-Departments-Offices-Directory/Department-of-Transportation-and-Infrastructure>.

## Services

To effectively plan, design, build, deliver, operate, maintain, regulate, and enforce transportation services, DOTI is organized into one executive office and four distinctive administrations with responsibility for the following core functions:

- The **Office of the Executive Director** provides department leadership, oversight, coordination, policy development, traffic engineering and facilities management for City and County of Denver facilities.
- The **Project Delivery Administration (PDA)** is responsible for planning, design, and construction activities for DOTI's capital projects and programs citywide. PDA also develops long-range transportation and infrastructure plans for the local and regional movement of people and goods in partnership with local and regional stakeholders. Current transportation planning initiatives under this division include pedestrian, bicycle, transit, freight, shared mobility, and the Smart Cities and Vision Zero efforts. For more information on Vision Zero, please visit the website: [www.denvergov.org/visionzero](http://www.denvergov.org/visionzero).
- The **Operations Administration** is responsible for the day-to-day maintenance and operations activities in the City's Right of Way, ensuring that all assets are in a state of good repair for Denver residents.
- The **Utilities Administration** is responsible for sewer, stormwater, green infrastructure, and solid waste operations and includes three divisions: Wastewater Management, Solid Waste Management, and Green Infrastructure. It is supported by the Office of Analytics.
- The **Finance Administration** is responsible for budgeting, capital finance, accounting, procurement and supply chain management activities through an analytical framework and environment that ensures strong internal controls.

## Strategies

### Focus Areas

DOTI has four strategic focus areas that are critical to ensuring efficient delivery of capital projects and services, while also ensuring the Department is constantly adapting and improving how it meets the needs of the residents and businesses in the City and County of Denver:

- Investing in Our People
- Operating with Discipline
- Using Data to Drive Decisions
- Deliver Results

### Goals

DOTI established operational goals to achieve its vision of being the ideal transportation and infrastructure department in the country:

- **Employee Safety:** Reduce the number of employee injuries and vehicular incidents by 20 percent
- **Project Delivery:** Achieve a 90 percent completion rate for all projects within schedule and budget
- **Customer Service:** Respond to public inquiries effectively
  - First Call Resolution: 40 percent
  - Days to Close: 3 days
  - Cases over 90 days old: <200
- **Sustainability:** Improve employee wellness through increased wellness participation and reduce DOTI's environmental footprint by reducing commuting and idling.
  - Increase wellness program participation by 10 percent
  - Avoid 30,000+ commuter miles per month
  - Reduce vehicle idling events by 10 percent

## Performance and Program Highlights

### Mobility Action Plan

In July 2017, Mayor Hancock released Denver's Mobility Action Plan, which calls for investing \$2 billion in mobility projects and programming between 2018-2030, and calls for more than 40 specific tactical actions to:

- Reduce single-occupant vehicle commuters to 50 percent and increase the percentage of bike/pedestrian commuters to 15 percent.
- Increase the percentage of transit commuters to 15 percent.
- Reduce to zero the annual number of traffic fatalities, serious injuries, and major crashes by fully implementing the Vision Zero program.
- Protect the climate, improve public health, and increase Denver's ability to reduce greenhouse gas emissions 80 percent by 2050.
- Eliminate barriers and increase access to smart technologies and mobility services for everyone, including low-income residents, underserved neighborhoods, and people with disabilities.
- Improve and streamline funding, project implementation, the City's organizational structure, and public involvement in decision-making.



The full plan is available online at: <https://www.denvergov.org/Government/Agencies-Departments-Offices/Agencies-Departments-Offices-Directory/Mayors-Office/Programs-and-Initiatives/Mobility-Action-Plan>

### Denver Moves Everyone 2050

Denver Moves Everyone 2050 (DME) is a citywide, visionary transportation plan that will prioritize equitable and safe solutions for Denverites to improve the movement of goods and services, ensuring everyone has access to what they need.

To accomplish this vision, the plan will focus on improving all the ways residents and visitors travel throughout Denver - whether rolling, walking, bicycling, taking transit or driving - and all the ways the City manages traffic and freight.

The plan has entered the third phase of engagement, where public input is being gathered to understand preferences about how to spend transportation dollars and balance needs to advance Denver's transportation vision and goals.

To learn more about the planning process, about how transportation has changed in Denver, and what travel looks like today, read the Denver Moves Everyone State of the System Report, which is available here: <https://www.denvergov.org/files/assets/public/doti/documents/programsservices/denver-moves-everyone/dme-2022-state-of-the-system.pdf>

Additional information about Denver Moves Everyone 2050 is available here: <https://www.denvergov.org/Government/Agencies-Departments-Offices/Agencies-Departments-Offices-Directory/Department-of-Transportation-and-Infrastructure/Programs-Services/Everyone>

### Transportation and Mobility Special Revenue Fund/Capital Projects

The City created the Transportation and Mobility Fund in 2022. This Fund provides dedicated support for transportation and mobility programs and projects related to bicycles, sidewalks, safety, and transit improvements. It is funded by a General Fund transfer made possible by an increase in parking meter fees implemented in January of 2022, as well as new revenue generated by changes to parking citation fines made in early 2022. In 2023, \$14.6 million of the \$16.7 million in revenue to this Fund will be transferred to the Capital Improvement Program to support transportation and mobility projects. The 2023 budget includes the following programming for these funds:

- Denver Moves Transit Implementation- Funding to support the implementation of transit improvements, including design and construction of high frequency networks and transit amenities (approximately \$3 million)
- Bike Program - Funding to expand the successful bike paving program in close coordination with the annual paving program and other transportation and mobility projects to ensure a bike project pipeline for 2023 and beyond (approximately \$3.4 million)
- Sidewalk Repair Program - Funding for the construction and/or repair of sidewalks throughout the city with a focus near public facilities, educational facilities, transit, and other critical areas (approximately \$3 million)
- Vision Zero Implementation- Funding for the implementation of the Vision Zero Action Plan including improvements at high-crash intersections, road crossing safety treatments, and signal modification (approximately \$2.2 million)
- New Warranted Signals - Funding for new traffic signals to multiple intersections to address mobility/safety issues (approximately \$1.2 million)

- Safe Routes to School - Funding to implement improvements identified through the Safe Routes to School program, including flashing beacons and pedestrian infrastructure (approximately \$1.2 million)
- 6 FTE – Funding for three Project Inspectors, a Project Manager, and two Traffic Signal Technicians. (\$550,000)

See the Capital Improvements Fund Projects Descriptions sections for more details.

### **Volume-Based Trash Pricing Program**

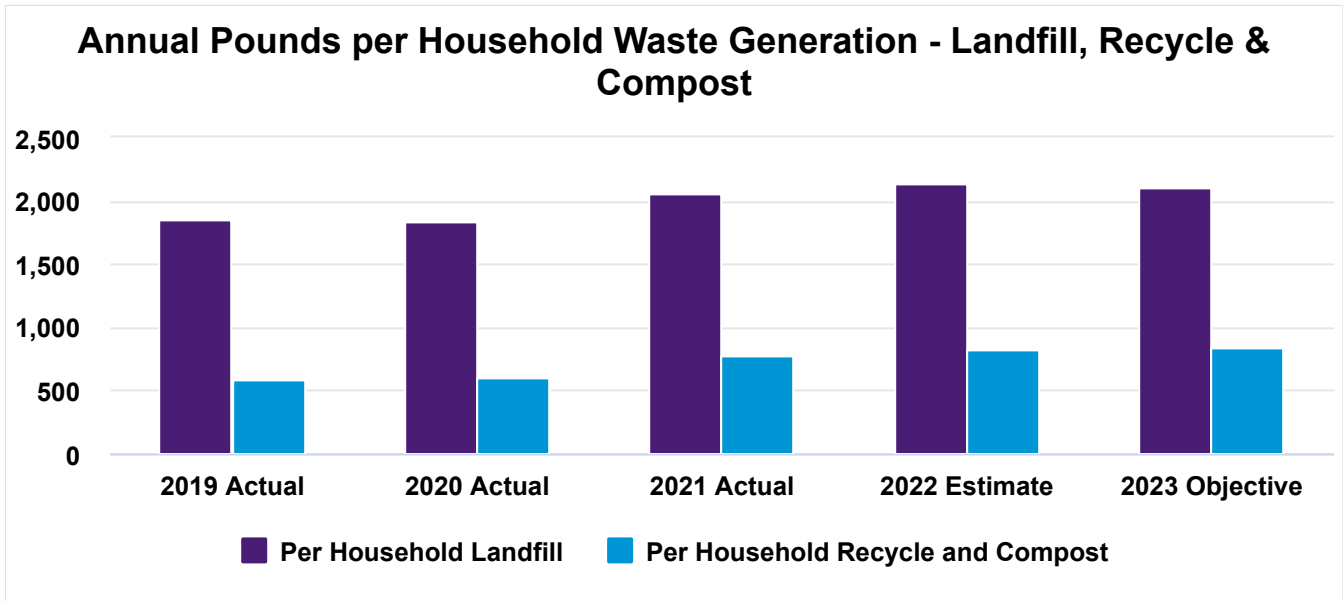
Denver is working to reduce the amount of waste that goes to the landfill by increasing recycling and composting rates among its 181,000 customers. In 2022, City Council passed an ordinance amending Chapter 48 of the Denver Revised Municipal Code to repeal the fee on composting and implement a volume-based pricing system for trash starting in 2023, including recycling and composting services at no extra charge. The goal is to facilitate improved waste diversion and its related environmental benefits.

With the program's launch in 2023, Solid Waste Management's operating expenses will transition from the General Fund to the Volume-Based Trash Pricing Program Special Revenue Fund, which will receive the new trash fee revenue and administer program operations. The General Fund will support a new Affordability program, to be administered by Denver Human Services, that provides instant fee rebates to eligible households. Additionally, the General Fund will continue to support the Keep Denver Beautiful and Graffiti programs.

Revenue generated from the new trash collection fees will be used primarily for:

1. Expanded trash, recycling, and composting collection services.
2. Periodic overhaul and/or replacement of solid waste management vehicles to help maintain the fleet in a state of good repair.
3. Administrative and process improvement activities that provide program oversight and continual improvement of the program to further meet the needs of residents.

DOTI began its implementation strategy after the City Council authorized the program in June of 2022. This includes the development of an extensive public education and outreach program to help educate the public on upcoming changes starting in January 2023.



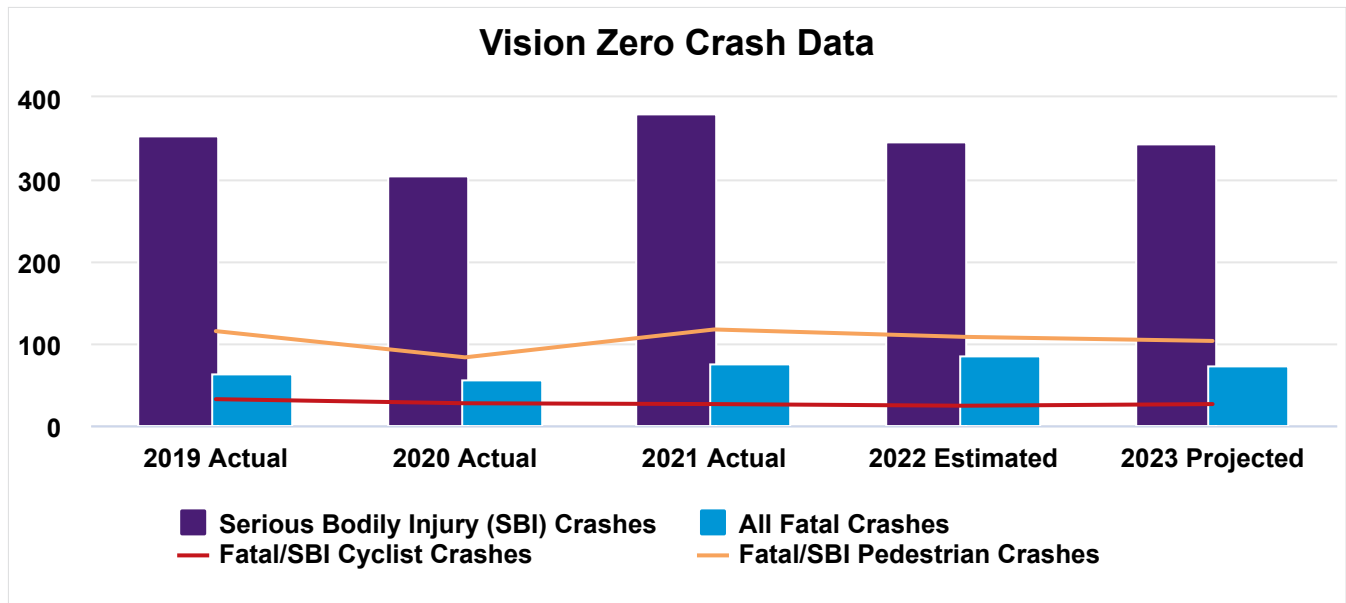
**Vision Zero**

In 2021, more than 45 people were killed in traffic crashes in Denver and hundreds more were severely injured. With the right actions and commitment, traffic deaths and serious injuries can be prevented. Everyone has the right to travel safely on Denver’s streets no matter where they are going and how they travel. With the implementation of Vision Zero, Denver has committed to eliminating traffic deaths and serious injuries by 2030.

DOTI is committed to prioritizing safety in all programs and projects and will make annual investments to implement actions from the 2017 Vision Zero Action Plan. Appropriately trained and dedicated staff are essential in planning, designing, and building infrastructure that can minimize crashes and protect vulnerable road users.

The Fundamental Principles of a Meaningful Vision Zero Commitment are core to DOTI’s successful Vision Zero efforts. These principles are:

- Traffic deaths and severe injuries are acknowledged to be preventable.
- Human life and health are prioritized within all aspects of the transportation system.
- Acknowledgement that human error is inevitable, and transportation systems should be forgiving.
- Safety work should focus on systems-level changes above influencing individual behavior.
- Mitigation of speed is recognized and prioritized as the fundamental factor in crash severity.



**Average Pothole Request Response Time**

Pothole repairs occur year-round in Denver, Monday through Friday, weather permitting, and sometimes on weekends, with DOTI filling approximately 60,000 to 100,000 potholes each year. In recent years, crews have filled fewer potholes primarily due to COVID-19 Stay at Home Orders, which led to fewer people traveling local roadways and reporting potholes, and due to a reduction in potholes overall as a result of additional funding dedicated to street paving operations, which has improved street network conditions in the past few years.

The majority of potholes filled each year are done by crews on proactive patrol. Potholes reported to 311 and Pocket.gov are prioritized, and every attempt is made to repair these reported potholes within a three day timeframe.

	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Objective
Average days to respond to reported potholes	N/A	1.9	1.4	2.5	2.5
Pavement Condition Index - Local	74.8	74.4	74.1	74.1	74.0
Pavement Condition Index - Arterial/Collectors	71	74.9	73.3	73.3	73.2
Pavement Condition Index - Network Average Citywide	73.5	74.6	73.8	73.8	73.7
Equipment Availability	94%	96%	96%	95%	95%

**Pavement Condition Index (PCI)**

DOTI’s paving program utilizes best practices and a mix of techniques to preserve city roadways that are in good condition and rehabilitate those in a greater state of disrepair, applying appropriate treatments at appropriate times to maximize the life of city streets in the most cost-effective manner possible.

Denver measures the condition of its roadways using a Pavement Condition Index, or PCI, that ranges from 0 to 100. A new street would have a PCI of 100 and that number would decrease over time as a

street deteriorates, based on traffic volumes and types, soil conditions, weather, utility work, and other factors.

Funding from Measure 2A approved by voters in 2012, which is dedicated to paving residential streets, helped significantly raise the PCI of Denver’s local street network. More recently, additional Elevate Denver Bond funding has been helping to raise the PCI of the city’s arterial and collector streets.

Denver’s goal is to maintain a network-wide PCI average in the upper 70s to provide the traveling public with a quality street network. Reaching this goal requires annual funding to improve about 450 lane miles of roadway annually. With a network value above 75 considered good, Denver’s network PCI is currently holding steady at around 73.8.

**Equipment Availability** is the equipment available to users during a specified time. A generally accepted industry benchmark is an availability rate of 95 percent or better across the entire fleet. A high availability rate ensures vehicles and equipment can be used for operations and delivery of services.

Equipment availability is tracked for the Solid Waste and Street Maintenance divisions with the goal of maintaining at or near the industry benchmark.

**The South Platte River and Tributaries Program**

The South Platte River and Tributaries Program is a transformative series of projects along the South Platte River, Weir Gulch, and Harvard Gulch that will restore a 6.5-mile portion of the South Platte River between 6th and 58th Avenues and reduce flood risks along the Weir Gulch and East Harvard Gulch tributaries. The Program will also restore and reconnect important river habitats and provide flood protection for homes and structures near the waterways.

In addition to the City’s federal partner, the U.S. Army Corps of Engineers, the project has several local partners including the Mile High Flood District, Colorado Water Conservation Board, The Greenway Foundation, and broad support from more than 30 additional partners that have signed a Memorandum of Understanding (MOU) in support of the project. The project is considered by the federal government to be a dual-purpose project and includes both ecosystem restoration and flood risk reduction. In Spring 2022, the Biden Administration announced that this program will be awarded \$350 million in federal funding as part of the Infrastructure Investment and Jobs Act (IIJA). The project became eligible for funding through inclusion in the 2020 Water Resources Development Act (WRDA).

The project completed its investigation phase in 2019, which resulted in design concepts that are documented in the Final Environmental Impact Statement (FEIS). The project is now in the implementation planning phase. To view the FEIS in its entirety and for the most up-to-date information as the project timelines are developed, please review the project webpage at: <https://denvergov.org/Government/Agencies-Departments-Offices/Agencies-Departments-Offices-Directory/Department-of-Transportation-and-Infrastructure/Programs-Services/Projects/Urban-Waterways>

**Project Goals**

- **Ecosystem restoration along the South Platte River** - Restore approximately 160 acres of critical riparian corridor and wetland habitat, along with restoring nearly 100 acres of aquatic habitat
- **Flood Risk Mitigation (FRM) along the South Platte River** - Remove the floodplain designation for approximately 100 structures

- **FRM Plan along the Weir Gulch** - Implement channel and culvert widening, provide improvements on adjacent properties, and remove the floodplain designation for more than 300 structures
- **FRM Plan along the Harvard Gulch** - Provide improvements on adjacent properties and remove the floodplain designation for more than 150 structures

The proposed improvements will directly benefit the community in some of Denver’s most vulnerable and under-resourced neighborhoods and were informed by Denver’s current land use, transportation, and open space plans and projects such as the National Western, Platte to Park Hill, Heron Pond, and Sun Valley redevelopment. In addition to the benefits described in the Final Environmental Impact Statement, the Project will advance Denver’s goals for enhanced mobility, resiliency, sustainability (including climate resiliency and stream temperature reduction), equity, and One Water philosophy.

## Mayor’s Office of the National Western Center

The National Western Center (NWCO) represents a nearly \$1 billion public investment in the future of agriculture in the Denver-metro region. The transformation of the National Western campus will include significant public and private investment to physically update the site and facilities. At an estimated 250-acres at full build-out, the NWCO will support Denver’s global standing as an innovative hub for solving global food production and security issues. The planning, design and implementation effort will bolster a variety of opportunities through the involvement of partners including the Western Stock Show Association, Colorado State University, the Denver Museum of Nature and Science, and History Colorado.

The Mayor’s Office of the National Western Center oversees the City’s role in the transformation of this site into a year-round destination and regional asset. While NWCO is budgeted within DOTI, the Mayor has assigned responsibility for the design, planning and construction of NWCO to the Mayor’s Office of the National Western Center per Executive Order 141. More information can be found at: <http://www.nationalwesterncenter.com>.

For detailed information on NWCO’s budget, please review the Budget Details section in the Transportation and Infrastructure Department.

## NWCO Capital Construction Program

Since construction began in 2018, significant progress continues to be made on horizontal infrastructure and vertical construction for Phases 1 and 2 of the National Western Center campus. Construction is nearing completion on critical, enabling infrastructure such as water, sewer, gas lines, electrical conduit, fiber for cable and internet, site grading, and stabilization.

Two new multi-modal roadways, National Western Drive and Bettie Cram Drive, are complete and open to the public. Construction is underway on 51st Avenue Bridge, the first of two bridges that will connect the Center to the adjacent Globeville neighborhood. Construction also continues on the Riverfront Open Space, six acres of grassy open space for recreation, relaxation and small community events.

The new 20-acre Stockyards and Stockyards Event Center are open and hosting a variety of public events such as Universal Studios and Amblin Entertainment’s Jurassic World exhibit, which has been a huge success and revenue generator. The next building under construction will be the Livestock Center, a flexible multifunctional space that will support the annual Stock Show and year-round events like livestock sales and shows, indoor festivals, sporting events, conventions, trade and equipment shows. CSU Spur has officially opened their first buildings, Vida (health) and Terra (food). Hydro (water) will open in early 2023. CSU Spur is a free educational destination in Denver open year-round to the public for visitors, field trips, and community to get a glimpse inside research, science, and careers. The District Energy System is also complete and connected to the CSU Spur buildings and the Stockyards Event



Center. As the largest sewer-heat recovery system in North America, the campus is sourcing nearly 90 percent of its heating and cooling from the underground sewer pipeline known as the Delgany. Using this local source of recycled energy instead of emitting CO2 by burning fossil fuels is the emissions equivalent of eliminating 6.6 million passenger vehicle passenger miles every year.

The Mayor’s Office of the National Western Center continues to execute the following strategies to complete phases one and two:

- Delivering the capital build program within the defined budget and on schedule while maintaining fiscal transparency and respecting funders’ investments.
- Designing the campus and its facilities to reflect the desired characteristics including accessibility, functionality, security, historic preservation, and sustainability.
- Ensuring that capital activities consider and integrate with ongoing Stock Show operations and events.
- Meaningfully engaging the community to improve quality of life and to integrate the adjacent communities into the campus and vice versa.
- Fostering innovation, entrepreneurship, and ingenuity across the program.



**Future Phases**

The NWCO Master Plan established a long-range vision, guiding principles, and goals for the redevelopment of the National Western campus. The plan contemplates future phases beyond the current construction program and while future phases are unfunded, the campus partners, in accordance with the 2017 National Western Center Framework Agreement, are committed to explore design, construction, and financing options for the full build-out of the campus.

The program continues to monitor impacts to supply chains, material and labor availability, and associated cost escalations and will adjust accordingly, prioritizing capital investments that support the short- and long-term economic stability of the NWC campus and support City and State recovery efforts.

The Master Plan is available online here: <http://nationalwesterncenter.com/wp-content/uploads/2017/10/NWC-Master-Plan-2015.pdf>

## Department Budget

	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Variance	% Variance
<b>General Fund Expenditures by Agency</b>					
Office of the Executive Director	35,650,453	38,460,287	46,578,767	8,118,480	21.11%
National Western Center Office	1,370,425	2,270,786	2,186,686	(84,100)	(3.70%)
Utilities/Solid Waste	24,344,722	24,526,876	569,713	(23,957,163)	(97.68%)
Department of Transportation Project Delivery	17,634,034	21,529,571	25,690,409	4,160,838	19.33%
Department of Transportation Operations	48,059,186	53,035,643	57,042,262	4,006,619	7.55%
<b>Total General Fund</b>	<b>127,058,820</b>	<b>139,823,163</b>	<b>132,067,837</b>	<b>(7,755,326)</b>	<b>(5.55%)</b>
<b>General Fund Expenditures by Type</b>					
Personnel Services	83,968,358	97,406,073	94,054,135	(3,351,938)	(3.44%)
Services and Supplies	41,135,497	42,014,266	37,790,431	(4,223,835)	(10.05%)
Capital Equipment	392,728	243,972	53,537	(190,435)	(78.06%)
Internal Services and Misc.	1,562,238	158,852	169,734	10,882	6.85%
<b>Total General Fund</b>	<b>127,058,820</b>	<b>139,823,163</b>	<b>132,067,837</b>	<b>(7,755,326)</b>	<b>(5.55%)</b>
<b>Other Program Funding Sources</b>					
<b>Internal Service Funds Expenditures by Agency</b>					
Asphalt Plant	10,068,337	10,787,010	9,319,003	(1,468,007)	(13.61%)
<b>Total Internal Service Funds</b>	<b>10,068,337</b>	<b>10,787,010</b>	<b>9,319,003</b>	<b>(1,468,007)</b>	<b>(13.61%)</b>
<b>Internal Service Funds Expenditures by Type</b>					
Personnel Services	636,728	800,748	832,741	31,993	4.00%
Services and Supplies	9,354,822	9,897,114	8,319,514	(1,577,600)	(15.94%)
Capital Equipment	44,410	-	-	-	0.00%
Capital Equipment	32,377	89,148	166,748	77,600	87.05%
<b>Total Internal Service Funds</b>	<b>10,068,337</b>	<b>10,787,010</b>	<b>9,319,003</b>	<b>(1,468,007)</b>	<b>(13.61%)</b>
<b>Enterprise Fund Expenditures by Agency</b>					
Wastewater Administration	100,323,341	105,289,130	107,890,183	2,601,053	2.47%
Wastewater Operations	15,459,692	19,591,548	22,764,045	3,172,497	16.19%
Right-of-Way Services	7,314,901	9,089,302	10,516,195	1,426,893	15.70%
Capital Projects Management	7,461,447	9,393,175	10,559,333	1,166,158	12.41%
<b>Total Enterprise Funds</b>	<b>130,559,381</b>	<b>143,363,155</b>	<b>151,729,756</b>	<b>8,366,601</b>	<b>5.84%</b>
<b>Enterprise Fund Expenditures by Type</b>					
Personnel Services	30,926,106	36,064,260	43,440,530	7,376,270	20.45%
Services and Supplies	72,047,945	76,666,184	77,856,159	1,189,975	1.55%
Capital Equipment	2,339,932	2,885,721	2,675,861	(209,860)	(7.27%)
Internal Services and Misc.	25,245,398	27,746,990	27,757,206	10,216	0.04%
<b>Total Enterprise Funds</b>	<b>130,559,381</b>	<b>143,363,155</b>	<b>151,729,756</b>	<b>8,366,601</b>	<b>5.84%</b>

	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Variance	% Variance
<b>Special Revenue Funds Expenditures</b>					
General Government	5,783,979	25,663,969	50,008,977	24,345,008	94.86%
<b>Total Special Revenue Funds</b>	<b>5,783,979</b>	<b>25,663,969</b>	<b>50,008,977</b>	<b>24,345,008</b>	<b>94.86%</b>
<b>Grants</b>					
General Government	1,837,119	3,684,714	1,367,331	(2,317,383)	(62.89%)
Grant/Other Capital Funds	22,547,224	29,291,241	50,605,023	21,313,782	72.77%
<b>Total Grants</b>	<b>24,384,343</b>	<b>32,975,955</b>	<b>51,972,354</b>	<b>18,996,399</b>	<b>57.61%</b>
<b>Capital Improvements</b>					
Winter Park and Recreation Funds	(9,196)	-	-	-	0.00%
Capital Improvements	88,011,839	123,004,116	112,625,053	(10,379,063)	(8.44%)
Bond Project Funds	161,074,333	198,526,920	307,859,253	109,332,333	55.07%
Grant/Other Capital Funds	101,986,181	69,693,696	67,451,623	(2,242,073)	(3.22%)
Entertainment and Cultural Capital Funds	4,599	-	123,000	123,000	0.00%
Wastewater Management	39,515,441	65,498,539	82,183,892	16,685,353	25.47%
<b>Total Capital Improvements</b>	<b>390,583,196</b>	<b>456,723,271</b>	<b>570,242,821</b>	<b>113,519,550</b>	<b>24.86%</b>
<b>Other Program Funding Sources Total</b>	<b>561,379,236</b>	<b>669,513,360</b>	<b>833,272,911</b>	<b>163,759,551</b>	<b>24.46%</b>
<b>Total Department Expenditures</b>	<b>688,438,056</b>	<b>809,336,523</b>	<b>965,340,748</b>	<b>156,004,225</b>	<b>19.28%</b>
<b>Personnel Complement</b>					
General Fund Operations	1,013.19	1,052.03	878.80	(173.23)	(16.47%)
General Government	24.61	32.49	251.85	219.36	675.16%
Grant/Other Capital Funds	3.00	3.00	3.00	-	0.00%
Asphalt Plant	8.00	8.00	8.00	-	0.00%
Wastewater Management	324.05	329.80	367.05	37.25	11.29%
<b>Total</b>	<b>1,372.85</b>	<b>1,425.32</b>	<b>1,508.70</b>	<b>83.38</b>	<b>5.85%</b>
<b>Total Personnel Complement</b>	<b>1,372.85</b>	<b>1,425.32</b>	<b>1,508.70</b>	<b>83.38</b>	<b>5.85%</b>
<b>General Fund Revenue</b>					
Highway Users	19,045,010	18,030,884	19,666,874	1,635,990	9.07%
Licenses and Permits	23,571,034	24,129,605	21,683,896	(2,445,709)	(10.14%)
Fines and Forfeits	23,179,091	30,932,768	31,452,923	520,155	1.68%
Interest Income	1	-	-	-	0.00%
Fees	2,212,409	2,250,841	2,396,538	145,697	6.47%
Charges for Services	2,018,958	1,194,519	1,219,099	24,580	2.06%
Use Charges	11,878,892	22,342,383	23,182,266	839,883	3.76%
Internal Service and Indirect Cost	6,410,910	4,513,555	4,648,962	135,407	3.00%
Miscellaneous Other	1,552,507	1,850,246	1,712,600	(137,646)	(7.44%)
<b>Total</b>	<b>89,868,812</b>	<b>105,244,801</b>	<b>105,963,158</b>	<b>718,357</b>	<b>0.68%</b>
<b>Internal Service Funds Revenue</b>					
Internal Service and Indirect Cost	9,466,005	9,500,000	9,500,000	-	0.00%
<b>Total Internal Service Funds Revenue</b>	<b>9,466,005</b>	<b>9,500,000</b>	<b>9,500,000</b>	<b>-</b>	<b>0.00%</b>
<b>Enterprise Fund Revenue</b>					
Property	270,749	188,000	196,000	8,000	4.26%
Interest Income	3,180,597	1,832,779	1,832,779	-	0.00%
Fees	1,021,131	1,148,560	1,185,659	37,099	3.23%
Charges for Services	187,245,295	182,840,362	192,249,844	9,409,482	5.15%

	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Variance	% Variance
Internal Service and Indirect Cost	1,471,725	876,156	876,156	-	0.00%
Investment Service	(645,842)	-	-	-	0.00%
Miscellaneous Other	1,712,201	-	-	-	0.00%
<b>Total Enterprise Funds Revenue</b>	<b>194,255,856</b>	<b>186,885,857</b>	<b>196,340,438</b>	<b>9,454,581</b>	<b>5.06%</b>
<b>Total Revenue</b>	<b>293,590,673</b>	<b>301,630,658</b>	<b>311,803,596</b>	<b>9,446,581</b>	<b>3.37%</b>

### Programmatic Changes

The City and County of Denver’s allocation of State and Local Fiscal Recovery Funds as a result of the American Rescue Plan Act (ARPA) allowed the City to restore some service reductions that were necessary to balance the budget in 2021 and to allocate funding to address operational backlogs. Many of these investments are ongoing and to avoid a financial ‘cliff’, the City has employed a ‘step down’ methodology that allows a portion of these investments to remain funded in the ARPA allocation in 2023, while some are transitioned to the General Fund. Additional ARPA funds also have been allocated to the Department of Transportation and Infrastructure in 2023 to support one-time capital equipment needs. These changes are described below, along with other significant programmatic changes for 2023.

2023 Impact Description	FTEs	Dollars
<b>Agencywide</b>		
• An increase in personnel services due to forgoing charging the Elevate Denver Bond program and the Capital Improvement Program for the salary portion of positions in 2023 for time spent supporting the delivery of GO Bond and CIP projects. There are no impacts to planned projects as a result of this financial action.	0.00	2,496,400
• An increase in personnel services to reverse a temporary budget move in 2022 to accommodate one-time needs. This is offset by a decrease in services and supplies and capital equipment.	0.00	528,000
• An increase in personnel services due to the annualization of positions that were budgeted to start in the middle of 2022.	2.25	272,900
• A decrease in personnel services due to moving four positions to the Technology Services appropriation in accordance with Executive Order 18, which defines the mission, role and authority of the Department of Technology Services.	(4.00)	(514,100)
• A net decrease in personnel services and FTE to accommodate evolving department needs in 2022 by restoring unbudgeted positions or upgrading existing positions and unbudgeting other positions for savings.	(3.00)	(164,600)
• An increase in services and supplies to restore services in the General Fund that were initially restored through DOTI’s allocation of American Rescue Plan Act dollars in 2021. This is offset by a decrease in grant expenditures.	0.00	2,279,700
• A net decrease in services and supplies due to the reversal of temporary budget moves in 2022 to purchase one-time items. This is offset by an increase in personnel services and internal services.	0.00	(354,100)
• A decrease in services and supplies to reallocate budget for one-time capital equipment needs in 2023.	0.00	(80,200)
• An increase in capital equipment due to the reallocation of budget from services and supplies and internal services to support equipment needs in 2023.	0.00	85,000

2023 Impact Description	FTEs	Dollars
<ul style="list-style-type: none"> <li>A decrease in capital equipment due to the reversal of a temporary budget move in 2022 to purchase one-time items. This is offset by an increase in personnel services and internal services.</li> </ul>	0.00	(181,900)
<b>Office of the Executive Director (OED)</b>		
<ul style="list-style-type: none"> <li>An increase in personnel services due to the mid-2022 addition of five limited positions to support increased contract and procurement needs associated with capital projects funded through the RISE Bond and Infrastructure Investment and Jobs Act (IIJA). This includes two Contract Compliance Coordinators, two Business Operations Administrators, and one Procurement Manager.</li> </ul>	5.00	482,400
<ul style="list-style-type: none"> <li>An increase in personnel services to fund two Maintenance Technicians and two Utility Workers in the Downtown Action Team, which supports clean-up efforts for the downtown area.</li> </ul>	4.00	271,200
<ul style="list-style-type: none"> <li>An increase in personnel services to add two Agency Trainers for Commercial Driver’s License (CDL) licensure to expedite onboarding of new employees.</li> </ul>	2.00	185,700
<ul style="list-style-type: none"> <li>An increase in personnel services to add a Program Manager for Elevate and RISE Bonds. This position will provide additional support to the positions added in mid-2022.</li> </ul>	1.00	160,800
<ul style="list-style-type: none"> <li>An increase in personnel services to fund a City Inspector III to complete the second team devoted to citywide clean-up efforts in the right-of-way and other public spaces.</li> </ul>	0.75	62,900
<ul style="list-style-type: none"> <li>A net increase in personnel services to move a Mayoral Appointee position to the Office of Social Equity and Innovation in 2023 to align the budget with the position’s function. This is offset by moving a Mayoral Appointee position from DEN to DOTI to support Mayoral initiatives that align with the General Fund.</li> </ul>	0.00	56,000
<ul style="list-style-type: none"> <li>An increase in personnel services to fund a portion of a position added in 2022 that is partially grant-funded. This position supports the Vision Zero and Safe Routes to School initiatives.</li> </ul>	0.15	17,800
<ul style="list-style-type: none"> <li>A decrease in personnel services due to moving four positions budgeted in the OED to the new Volume-Based Trash Pricing Special Revenue Fund in 2023 to support the new program.</li> </ul>	(4.00)	(309,700)
<ul style="list-style-type: none"> <li>A decrease in personnel services to fully allocate a limited position to two grants that support road safety initiatives based on the work performed by the position as well as the grants’ scope and capacity.</li> </ul>	(0.10)	(11,600)
<ul style="list-style-type: none"> <li>A continuation in personnel services due to converting a Fiscal Administrator I from limited to unlimited to accommodate an ongoing workload.</li> </ul>	0.00	0.00
<ul style="list-style-type: none"> <li>An increase in services and supplies to fund the increased cost of fuel and vehicle parts anticipated in 2023 due to inflation.</li> </ul>	0.00	1,000,000
<ul style="list-style-type: none"> <li>An increase in services and supplies to fund telematics software and subscriptions for the City’s vehicles. This software promotes the safety and productivity of the City’s fleet.</li> </ul>	0.00	800,000
<ul style="list-style-type: none"> <li>An increase in services and supplies for vehicle repair parts and labor needed to accommodate the growth in the City’s fleet.</li> </ul>	0.00	140,000
<ul style="list-style-type: none"> <li>An increase in services and supplies to support first year maintenance costs for new vehicles funded in the 2023 budget.</li> </ul>	0.00	17,700
<b>Mayor’s Office of the National Western Center</b>		
<ul style="list-style-type: none"> <li>A decrease in services and supplies to align the professional services budget with the 2023 needs for the buildout of future phases of the National Western Center Campus.</li> </ul>	0.00	(111,000)



2023 Impact Description	FTEs	Dollars
<b>Utilities - Solid Waste</b>		
<ul style="list-style-type: none"> <li>A decrease in personnel services due to moving all expenses associated with waste collection to the new Volume-Based Trash Pricing SRF. This decrease is offset by an increase in the new fund.</li> </ul>	(194.29)	(15,337,700)
<ul style="list-style-type: none"> <li>A decrease in services and supplies due to moving expenses associated with waste collection to the new Volume-Based Trash Pricing SRF. This decrease is offset by an increase in the new fund.</li> </ul>	0.00	(8,169,600)
<ul style="list-style-type: none"> <li>A decrease in capital equipment due to moving expenses associated with waste collection to the new Volume-Based Trash Pricing SRF. This decrease is offset by an increase in the new fund.</li> </ul>	0.00	(100,000)
<ul style="list-style-type: none"> <li>A decrease in internal services due to moving expenses associated with waste collection to the new Volume-Based Trash Pricing SRF. This decrease is offset by an increase in the new fund.</li> </ul>	0.00	(3,300)
<b>Department of Transportation - Transportation and Mobility Planning</b>		
<ul style="list-style-type: none"> <li>An increase in personnel services due to the mid-2022 addition of twelve limited positions to support the implementation of capital projects funded through the RISE Bond and IJJA. This includes four Project Manager IIs, two Senior Engineers, two Project Inspectors, one Bus Rapid Transit Director, one RISE Supervisor, one Program Manager, and one Applications Support Administrator Specialist.</li> </ul>	12.00	1,538,000
<ul style="list-style-type: none"> <li>An increase in personnel services to add an Engineering Manager in the Transportation and Mobility Engineering Group.</li> </ul>	1.00	160,800
<ul style="list-style-type: none"> <li>A continuation in personnel services due to converting two Project Manager IIs and one Manager for Engineering and Science from limited to unlimited to accommodate an ongoing workload.</li> </ul>	0.00	0.00
<ul style="list-style-type: none"> <li>A decrease in personnel services due to the expiration of a limited position in 2022 that was no longer needed.</li> </ul>	(1.00)	(118,900)
<b>Department of Transportation - Operations</b>		
<ul style="list-style-type: none"> <li>An increase in personnel services to add three Utility Worker IIs and one Crew Lead to support the traffic signs and markings crew. This will reduce response time to 311 calls and reduce the time required to resolve work orders and emergency repairs.</li> </ul>	4.00	277,900
<ul style="list-style-type: none"> <li>An increase in personnel services to fund a Crew Lead, a Traffic Signal Inspector, and a Traffic Signal Technician to complete a full and safe preventive maintenance program for traffic signal assets.</li> </ul>	3.00	271,600
<ul style="list-style-type: none"> <li>An increase in personnel services to add one Administrator II to support and manage the Transportation Operations' growing asset management program.</li> </ul>	1.00	122,800
<ul style="list-style-type: none"> <li>An increase in personnel services to add one Fiber Technician to support maintenance and operations of the fiber infrastructure throughout the City.</li> </ul>	1.00	105,300
<ul style="list-style-type: none"> <li>An increase in personnel services to add two Equipment Operator IIs starting in July of 2023 to meet the increased demand for street paving, street sweeping, and snow removal.</li> </ul>	1.00	74,000
<ul style="list-style-type: none"> <li>A decrease in personnel services to move four Underground Utility Investigator positions to the Wastewater Enterprise Fund to align the budget for Utility Locates with the function.</li> </ul>	(4.00)	(334,300)
<ul style="list-style-type: none"> <li>A decrease in personnel services to unbudget a position that was intended to be unbudgeted previously for savings.</li> </ul>	(1.00)	(92,800)



2023 Impact Description	FTEs	Dollars
<ul style="list-style-type: none"> <li>An increase in services and supplies to support asset management software for all roadway assets maintained by Transportation Operations including signs, markings, signals, vertical elements, parking meters, and bike parking.</li> </ul>	0.00	250,000
<b>Revenue</b>		
<ul style="list-style-type: none"> <li>A net increase in revenue primarily due to the Highway User Tax, which is impacted by projected vehicle miles traveled and gas sales in 2023, as well as continued growth in parking fine and parking meter revenue.</li> </ul>	0.00	3,256,600
<ul style="list-style-type: none"> <li>A decrease in revenue from street occupancy permits due to a few large, shovel ready-projects not carrying forward in 2023.</li> </ul>	0.00	(2,538,200)
<b>Special Revenue Funds</b>		
<ul style="list-style-type: none"> <li>An increase in SRF expenditures and FTE due to the launch of the Volume-Based Trash Pricing Program in 2023. An initial appropriation of \$10 million in 2022 was established to cover implementation costs, primarily cart purchases and an education campaign. These expenditures reflect increased cost of trash, recycling, and composting services in 2023 and are supported by new revenue from trash collection fees. This new SRF includes an additional \$7 million to make a cash transfer to the Fleet SRF for vehicle replacements within the program.</li> </ul>	227.67	17,001,700
<ul style="list-style-type: none"> <li>An increase in expenditures in the Fleet Replacement Fund for new and replacement vehicles.</li> </ul>	0.00	8,772,100
<ul style="list-style-type: none"> <li>An increase in expenditures and FTE in the Transportation and Mobility SRF due to additional programming capacity supported by new revenue from parking citations generated by fine increases that went into effect in 2022.</li> </ul>	4.00	671,500
<ul style="list-style-type: none"> <li>A decrease in expenditures and FTE in the Composting Fund due to composting operations being absorbed into the new Volume-Based Trash Pricing SRF in 2023.</li> </ul>	(12.00)	(1,977,100)
<b>Grants</b>		
<ul style="list-style-type: none"> <li>An increase in grant expenditures due to a new award from the Colorado Department of Agriculture to support construction at the National Western Center Campus.</li> </ul>	0.00	24,950,000
<ul style="list-style-type: none"> <li>An increase in ARPA grant expenditures to purchase vehicles for the traffic construction and maintenance team as well as the Downtown Action Team.</li> </ul>	0.00	510,000
<ul style="list-style-type: none"> <li>A net decrease in grant expenditures and FTE primarily driven by decreases in capital grant expenditures anticipated in 2023.</li> </ul>	(0.30)	(4,183,900)
<ul style="list-style-type: none"> <li>A decrease in grant expenditures due to funding services and supplies in the General Fund that had previously been restored through the ARPA allocation in 2021, as part of the ARPA step down process.</li> </ul>	0.00	(2,279,700)

The budgeted vacancy savings is \$3,517,743.

**Internal Service Fund - Asphalt Plant**

<ul style="list-style-type: none"> <li>A decrease in services and supplies primarily due to a one-time budget amendment in 2022 for one-time expenses that are not budgeted in 2023.</li> </ul>	0.00	(1,577,600)
<ul style="list-style-type: none"> <li>An increase in internal services to reverse a temporary move of budget to services and supplies in 2022. This is offset by a decrease in services and supplies.</li> </ul>	0.00	77,600

The internal service fund budgeted vacancy savings is \$0

2023 Impact Description	FTEs	Dollars
<b>Enterprise Fund - Wastewater</b>		
<ul style="list-style-type: none"> <li>An increase in personnel services to fund seven limited positions to support the South Platte River and Tributaries Project. This includes one Project Manager II Engineer to support the Real Estate Division’s planning efforts; two Engineer-Architect Specialists, one Manager of Engineering and Science, and one Project Manager II to develop and implement the program controls plan; and one Senior Engineer and one Engineer-Architect Specialist to support project floodplain management.</li> </ul>	7.00	1,044,600
<ul style="list-style-type: none"> <li>An increase in personnel services to restore nine positions that were frozen in 2021 for budget savings and were restored mid-2022. This includes two Operations Supervisors, two Wastewater Video Inspector IIIs, one Accounting Supervisor, one Stockkeeper, one Water Quality Control Manager, one Wastewater Quality Technician, and one Permit Review Technician.</li> </ul>	9.00	858,900
<ul style="list-style-type: none"> <li>An increase in personnel services due to moving four Underground Utility Investigator positions from DOTI’s General Fund appropriation and one from the Department of Parks and Recreation’s General Fund appropriation to the Wastewater Enterprise Fund. This aligns the budget for Utility Locates with the function.</li> </ul>	5.00	402,900
<ul style="list-style-type: none"> <li>An increase in personnel services to fund one Senior City Planner, one Engineer-Architect Specialist, and one GIS Analyst to support the One Water Plan, which identifies and pursues sustainable solutions to water challenges, including urban development, growth, and climate change.</li> </ul>	3.00	347,600
<ul style="list-style-type: none"> <li>An increase in personnel services to fund one Associate City Planner, one Staff Engineer, and one Senior Landscape Architect to support DOTI’s Green Infrastructure Program. These positions will support green projects in the six-year capital plan and work with stakeholders to develop policies, programs, and projects that result in new green infrastructure.</li> </ul>	3.00	306,800
<ul style="list-style-type: none"> <li>An increase in personnel services to fund one Senior Data Analyst and one Associate IT Data Architect to promote efficiency in the Right of Way Division’s business processes.</li> </ul>	2.00	245,700
<ul style="list-style-type: none"> <li>An increase in personnel services to add an Engineering Director for Right of Way Services to support leadership in the ROWS Division and better align the organizational structure with other business units in DOTI.</li> </ul>	1.00	185,900
<ul style="list-style-type: none"> <li>An increase in personnel services due to the mid-year addition of a Project Manager in 2022 to support the Utilities Division.</li> </ul>	1.00	185,900
<ul style="list-style-type: none"> <li>An increase in personnel services to fund one Supervisor City Inspector and one Water Quality Investigator to improve water quality through increased enforcement of utilities rules and regulations outlined in the Denver Revised Municipal Code.</li> </ul>	2.00	171,300
<ul style="list-style-type: none"> <li>An increase in personnel services due to the mid-year addition of an Accounting Supervisor to support the RISE and IJA accounting functions that align with Wastewater operations.</li> </ul>	1.00	115,700
<ul style="list-style-type: none"> <li>An increase in personnel services due to the mid-year conversion of an on-call position to an unlimited Administrator I to support Fleet Logistics.</li> </ul>	1.00	99,500
<ul style="list-style-type: none"> <li>An increase in personnel services due to the mid-year conversion of an on-call position to an unlimited Project Inspector.</li> </ul>	1.00	92,800
<ul style="list-style-type: none"> <li>An increase in personnel services to add one Project Inspector to support the growing workload of the primary construction inspection team.</li> </ul>	1.00	92,800

2023 Impact Description	FTEs	Dollars
• An increase in personnel services due to the mid-year addition of one Business Operations Administrator to accommodate a rising workload in Right of Way inspections driven by increased construction.	1.00	92,100
• An increase in personnel services due to the annualization of an Engineer position that was budgeted to start in April of 2022.	0.25	33,600
• A decrease in personnel services due to the expiration of a limited Engineer position.	(1.00)	(145,800)
• An increase in services and supplies to fund the 2023 costs associated with the multi-year implementation of the utilities enterprise billing system.	0.00	552,600
• An increase in services and supplies to pay upfront the invoicing costs generated by the Volume-Based Trash Pricing Program. The Volume-Based Trash Pricing SRF will reimburse the Enterprise Funds for these costs.	0.00	240,000
• An increase in services and supplies to support inflationary increases for utilities, repair, and maintenance.	0.00	140,000
• An increase in supplies and services to restore a temporary budget move from services and supplies in 2022 to purchase capital equipment. This is offset by a decrease in capital equipment.	0.00	84,300
• An increase in services and supplies to replace office furniture and supplies, including monitors and docking stations.	0.00	50,800
• An increase in services and supplies to support industry training for staff to maximize efficiencies for ratepayers.	0.00	50,000
• An increase in services and supplies to upgrade building security access at the Central Platte Campus.	0.00	40,000
• An increase in services and supplies to purchase items to ensure employee and visitor safety, including first aid kits, eye wash stations, and fire extinguishers for the Central Platte Campus and the Wastewater building.	0.00	10,000
• An increase in services and supplies for irrigation costs associated with green infrastructure facilities.	0.00	10,000
• An increase in services and supplies to support first-year maintenance costs associated with new vehicles.	0.00	6,400
• A net increase in services and supplies to support one-time items for new positions including monitors and office supplies. This is offset by a decrease in services and supplies for similar one-time items purchased in 2022.	0.00	6,000
• An increase in capital equipment to fund advanced computers and laptops that enable flexible teleworking and fieldwork.	0.00	66,200
• An increase in capital equipment to support software for building security at the Central Platte Campus and the Wastewater building.	0.00	50,000
• A net decrease in capital equipment due to one-time purchases of new and replacement vehicles in 2022, which more than offset increases in 2023 for new and replacement vehicles.	0.00	(162,400)
• A decrease in capital equipment due to the reversal of a temporary budget move from services and supplies to purchase one-time items in 2022. This is offset by an increase in services and supplies.	0.00	(84,300)
• A net decrease in capital equipment due to one-time computer and laptop purchases in 2022, offset by increases for one-time purchases in 2023.	0.00	(79,400)
• An increase in internal services due to cell phone stipends for new positions.	0.00	10,200

**Revenue**

2023 Impact Description	FTEs	Dollars
<ul style="list-style-type: none"> <li>An increase in revenue to the Wastewater Fund primarily driven by rate increases for sewage service and storm drainage, which are tied to the Consumer Price Index (CPI) as required by City ordinance.</li> </ul>	0.00	9,454,600

The enterprise fund budgeted vacancy savings is \$0.

### Budget Detail

Office of the Executive Director (5011000)	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Expenditures by Type</b>					
Personnel Services	15,346,831	17,993,603	21,322,272	3,328,669	18.50%
Services and Supplies	18,782,781	20,412,708	25,196,555	4,783,847	23.44%
Capital Equipment	33,707	33,277	34,057	780	2.34%
Internal Services and Misc.	1,487,134	20,699	25,883	5,184	25.04%
<b>Expenditures by Type Total</b>	<b>35,650,453</b>	<b>38,460,287</b>	<b>46,578,767</b>	<b>8,118,480</b>	<b>21.11%</b>
<b>Expenditures by Activity</b>					
Accounting	2,122,386	676,569	765,331	88,762	13.12%
Administration	5,106,933	5,417,380	10,181,075	4,763,695	87.93%
Collections	766,967	384,304	102,309	(281,995)	(73.38%)
Contract Administration	1,158,235	1,216,619	1,504,501	287,882	23.66%
FIN NDCC Support	-	600	600	-	0.00%
Finance - Logistics	9,675,463	9,929,979	10,097,081	167,102	1.68%
Lighting Construction	96,554	242,617	242,617	-	0.00%
Lighting Repair and Maintenance	2,398,544	2,765,839	2,946,758	180,919	6.54%
Maintenance	5,877,689	7,036,687	7,328,771	292,084	4.15%
Materials Handling	4,834,141	6,259,728	7,013,247	753,519	12.04%
Office of Business and Community Engagement	1,252,121	1,548,692	1,380,053	(168,639)	(10.89%)
Office of Policy, Legislative Affairs and Special Initiatives	496,506	663,904	841,411	177,507	26.74%
Performance Office	683,896	756,388	829,290	72,902	9.64%
Public Information Office	289,067	320,733	337,302	16,569	5.17%
Research and Analysis	653,679	869,687	1,006,720	137,033	15.76%
Safety Program	238,270	370,561	2,001,701	1,631,140	440.18%
<b>Expenditures by Activity Total</b>	<b>35,650,453</b>	<b>38,460,287</b>	<b>46,578,767</b>	<b>8,118,480</b>	<b>21.11%</b>
<b>Other Program Funding Sources</b>					
<b>Capital Grants</b>					
Advanced Transportation and Congestion Management Technologies Deployment	720,792	3,819,193	2,929,048	(890,145)	(23.31%)
Bluetooth Expansion	170,473	190,509	-	(190,509)	(100.00%)
Broadway Station & I-25 Safety/Access Imps-Phase 2	376,639	-	726,210	726,210	0.00%

<b>Office of the Executive Director (5011000)</b>	<b>2021 Actuals</b>	<b>2022 Appropriated</b>	<b>2023 Recommended</b>	<b>\$ Change</b>	<b>% Change</b>
CCTV Network Upgrade	42,415	146,327	-	(146,327)	(100.00%)
CDOT: 16th Street Mall Reconstruction	6,233,368	10,056,381	2,514,095	(7,542,286)	(75.00%)
Charge Ahead Colorado	-	-	22,500	22,500	0.00%
Colorado Department of Agriculture Stimulus Funding	-	-	24,950,000	24,950,000	0.00%
Denver Mobility Choice Networks	3,383	69,813	34,225	(35,588)	(50.98%)
Denver Passenger Amenity Program	200,000	-	-	-	0.00%
Denver Passive Pedestrian Detection	-	695,264	632,443	(62,821)	(9.04%)
DENVER TSSIP - 2012	14,072	186,846	-	(186,846)	(100.00%)
Denver TSSIP - 2017	362,901	750,000	-	(750,000)	(100.00%)
Denver TSSIP Design	400	-	-	-	0.00%
DRCOG Bicycle Detection	44,462	30,912	142,550	111,638	361.15%
DRCOG TIP	1,349,612	501,425	389,202	(112,223)	(22.38%)
FASTER - CDOT Signals	1,572,510	-	-	-	0.00%
Federal Blvd CDOT RAMP	2,306	11,499	8,749	(2,750)	(23.92%)
Federal Blvd. Speed & Reliability	124,144	383,168	397,380	14,212	3.71%
High Line Canal: Hampden & Havana	102,402	905,248	-	(905,248)	(100.00%)
Highway Safety Improvement Program	1,231,299	2,210,631	2,998,532	787,901	35.64%
HLC Underpass	932,259	3,157,422	-	(3,157,422)	(100.00%)
HOME Award	18,675	93,113	70,845	(22,268)	(23.92%)
I-25 & Broadway	2,216,338	2,987,200	-	(2,987,200)	(100.00%)
ITS Systems	300,784	300,000	1,330,306	1,030,306	343.44%
Martin Luther King Blvd	687,865	-	-	-	0.00%
Multi-Jurisdictional Monitoring and Management	37,150	120,000	-	(120,000)	(100.00%)
NACTO Streets for Pandemic Response and Recovery FY 21	9,999	-	-	-	0.00%
Platte to Park Hill	313,976	549,804	-	(549,804)	(100.00%)
RAQC Alt Fuel Veh/Equip	359,695	-	-	-	0.00%
RTD - Sidewalks	1,585,046	82,407	12,950	(69,457)	(84.29%)
RTD Bus Livability	2,499,107	892,747	1,289,511	396,764	44.44%
RTD Free MetroRide Bus Feasibility Study & Implementation	563,878	132,670	149,349	16,679	12.57%
Safe Routes to School	621	313,168	105,967	(207,201)	(66.16%)
Safer Main Streets	-	-	10,479,571	10,479,571	0.00%
Signal Performance System	99,768	54,244	142,550	88,306	162.79%
South Platte River Trail Improvements	-	-	711,666	711,666	0.00%
Surface Transportation Block Grant	121,765	50,000	-	(50,000)	(100.00%)
TAP_47th & York Crossing	149,526	-	-	-	0.00%
TIP Program for Iowa Underpass	37,350	24,239	74,000	49,761	205.29%
Traffic Signal Investments	-	233,989	70,731	(163,258)	(69.77%)
Traffic Signal Technology Deployment	35,250	67,654	106,837	39,183	57.92%
Variable Messaging Signs	26,994	275,368	67,806	(207,562)	(75.38%)
Vision Zero	-	-	248,000	248,000	0.00%

Office of the Executive Director (5011000)	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Capital Grants Total</b>	<b>22,547,224</b>	<b>29,291,241</b>	<b>50,605,023</b>	<b>21,313,782</b>	<b>72.77%</b>
<b>Grants</b>					
Cancer, Cardiovascular, and Pulmonary Disease Program	537,285	611,101	615,059	3,958	0.65%
Coronavirus Relief Funds	167,686	-	-	-	0.00%
CRF_DOTI Community Engagement	15,815	418	-	(418)	(100.00%)
Denver Booster and Seatbelt Engagement	39,430	24,445	124,633	100,188	409.85%
Denver Teen Safe Streets	49,160	65,544	40,844	(24,700)	(37.68%)
Safe Routes to School	-	4,000	55,367	51,367	1284.18%
State and Local Fiscal Recovery Funds	918,312	2,979,206	510,000	(2,469,206)	(82.88%)
Vision Zero	-	-	21,428	21,428	0.00%
<b>Grants Total</b>	<b>1,727,689</b>	<b>3,684,714</b>	<b>1,367,331</b>	<b>(2,317,383)</b>	<b>(62.89%)</b>
<b>General Government SRF</b>					
City Neighborhood Partner Project	-	137,646	-	(137,646)	(100.00%)
Planned Fleet Fund	3,654,427	10,983,100	19,755,200	8,772,100	79.87%
<b>SRF Total</b>	<b>3,654,427</b>	<b>11,120,746</b>	<b>19,755,200</b>	<b>8,634,454</b>	<b>77.64%</b>
<b>Capital Projects Funds*</b>					
Parks Citywide Projects - 30045	(9,196)	-	-	-	0.00%
DOTI Debt Payments	8,380,098	18,797,041	17,735,553	(1,061,488)	(5.65%)
DOTI Matching Funds	1,188,531	-	-	-	0.00%
DOTI Annual Programs	3,764,034	1,673,011	4,200,000	2,526,989	151.04%
DOTI Studies/Implementation	3,175,021	-	-	-	0.00%
DOTI Improvement Projects	20,857,390	26,585,000	10,165,500	(16,419,500)	(61.76%)
Facility CIP Projects	2,348,728	4,148,638	9,830,000	5,681,362	136.95%
Other Agency Capital Project	185,345	8,452,075	-	(8,452,075)	(100.00%)
Transportation and Mobility Capital Projects	-	9,200,000	14,624,000	5,424,000	58.96%
Facilities Plan & Mgmt Cap Maintenance	5,863,496	5,151,362	5,770,000	618,638	12.01%
DOTI Capital Maintenance	42,249,198	48,996,989	50,300,000	1,303,011	2.66%
05 Bond Justice Center Tranche 1	5,797	-	-	-	0.00%
05 Bond Justice Center Tranche 2	5,568	-	60,000	60,000	0.00%
07 Bond-Public Ofc Facilities	99,141	-	-	-	0.00%
07 Bond-Street,Tran,DOTI sys fac	6,000	73,183	1,250	(71,933)	(98.29%)
National Western Center 2016 Project Bonds	2,050,274	-	-	-	0.00%
National Western Center 2018A Bonds - Tax-Exempt	44,186,297	11,741,887	11,997,990	256,103	2.18%
National Western Center 2021A Bonds - Tax-Exempt	26,942,744	6,940,681	59,449,866	52,509,185	756.54%
National Western Center 2016 Project Bonds - Taxable	215,512	50,000	40,000	(10,000)	(20.00%)
National Western Center 2018B Bonds - Taxable	(433,589)	-	16,238,095	16,238,095	0.00%



<b>Office of the Executive Director (5011000)</b>	<b>2021 Actuals</b>	<b>2022 Appropriated</b>	<b>2023 Recommended</b>	<b>\$ Change</b>	<b>% Change</b>
Convention Center 2021A Bonds - Tax-Exempt	-	32,971,150	64,447,588	31,476,438	95.47%
Elevate Denver General Obligation Bond Fund	17,895,293	6,202,873	1,617,983	(4,584,890)	(73.92%)
Elevate Denver GO Bond 2019A	5,012,939	8,280,750	1,143,637	(7,137,113)	(86.19%)
Elevate Denver GO Bond 2019C	39,965,556	38,906,077	15,637,134	(23,268,943)	(59.81%)
Elevate Denver GO Bond 2020A	25,122,800	76,919,074	49,858,070	(27,061,004)	(35.18%)
Elevate Denver GO Bond 2022A	-	12,702,346	71,450,718	58,748,372	462.50%
RISE Denver GO Bond 2022C Taxable	-	2,075,761	-	(2,075,761)	(100.00%)
RISE Denver GO Bond 2022B	-	1,663,138	15,916,922	14,253,784	857.04%
Denver Art Museum Rehabilitation/Improvements	401,023	-	287,571	287,571	0.00%
Culture&Recreation SRF	3,146,826	-	-	-	0.00%
Globeville TIF Improvements Fund	-	-	1,600,000	1,600,000	0.00%
40th Avenue Bridge Devolution	1,009,777	-	-	-	0.00%
National Western Cntr Project	-	95,253	-	(95,253)	(100.00%)
National Western Center CSU Facilities Development Fund	6,122,860	214,455	-	(214,455)	(100.00%)
National Western WSSA Campus Development Fund	9,980,022	-	1,082,361	1,082,361	0.00%
Delgany Sewer Line IGA Metro Wastewater Fund	7,453,394	-	59,638	59,638	0.00%
Colorado Convention Center (CCC) Expansion	70,821,426	47,360,588	47,360,588	-	0.00%
District Energy	1,785,341	2,600,000	466,977	(2,133,023)	(82.04%)
Convention Center Settlement Funds	542,029	9,000,000	7,327,151	(1,672,849)	(18.59%)
High Line Canal/Yale Avenue Improvements	-	-	967,000	967,000	0.00%
East Corridor COP - 38507	5,605	-	-	-	0.00%
Public Art Contributions	10,800	-	-	-	0.00%
Parks and Recreation Capital Contributions	-	1,000,000	-	(1,000,000)	(100.00%)
Central Park Boulevard	(874)	840,000	840,000	-	0.00%
North Fire Station Reimbursement Agreement	23,433	-	5,729	5,729	0.00%
Central Branch Library Renovation	146,883	4,225,000	4,247,484	22,484	0.53%
DOTI Capital Contributions	-	2,176,400	-	(2,176,400)	(100.00%)
16th Street Mall Waterline Replacement IGA	537,634	2,182,000	3,207,124	1,025,124	46.98%
Theatres & Arenas Capital Projects	4,599	-	123,000	123,000	0.00%
WMD Sanitary Capital Improvement	92,855	-	-	-	0.00%
<b>Capital Projects Funds Total</b>	<b>351,160,611</b>	<b>391,224,732</b>	<b>488,058,929</b>	<b>96,834,197</b>	<b>24.75%</b>
<b>Other Program Funding Sources Total</b>	<b>379,089,950</b>	<b>435,321,433</b>	<b>559,786,483</b>	<b>124,465,050</b>	<b>28.59%</b>
<b>Total Program Expenditures</b>	<b>414,740,403</b>	<b>473,781,720</b>	<b>606,365,250</b>	<b>132,583,530</b>	<b>27.98%</b>

Office of the Executive Director (5011000)	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Personnel Complement (Budgeted)</b>					
Administration	6.75	7.75	14.75	7.00	90.32%
Office of Policy, Legislative Affairs and Special Initiatives	4.00	4.00	5.00	1.00	25.00%
Performance Office	6.00	6.00	6.00	-	0.00%
Public Information Office	2.00	2.00	2.00	-	0.00%
Safety Program	3.00	3.00	9.75	6.75	225.00%
Office of Business and Community Engagement	11.00	11.10	9.15	(1.95)	(17.57%)
Administration	5.23	5.23	9.23	4.00	76.48%
Research and Analysis	7.00	7.00	7.00	-	0.00%
Contract Administration	10.00	11.00	14.00	3.00	27.27%
Collections	7.11	7.11	0.11	(7.00)	(98.45%)
Finance - Logistics	20.00	20.00	22.00	2.00	10.00%
Administration	9.00	14.00	15.00	1.00	7.14%
Maintenance	71.00	71.00	69.00	(2.00)	(2.82%)
Lighting Repair and Maintenance	1.00	-	1.00	1.00	0.00%
Accounting	6.00	6.00	6.00	-	0.00%
<b>Personnel Complement Total</b>	<b>169.09</b>	<b>175.19</b>	<b>189.99</b>	<b>14.80</b>	<b>8.45%</b>
<b>Other Program Funds FTE</b>					
<b>Capital Grants</b>					
Advanced Transportation and Congestion Management Technologies Deployment	3.00	3.00	3.00	-	0.00%
<b>Grants</b>					
Cancer, Cardiovascular, and Pulmonary Disease Program	2.00	2.50	2.50	-	0.00%
Denver Booster and Seatbelt Engagement	0.32	0.32	1.50	1.18	368.75%
Denver Teen Safe Streets	0.34	0.34	0.50	0.16	47.06%
Safe Routes to School	-	-	0.10	0.10	0.00%
State and Local Fiscal Recovery Funds	5.95	2.00	-	(2.00)	(100.00%)
Vision Zero	-	-	0.25	0.25	0.00%
<b>Total</b>	<b>8.61</b>	<b>5.16</b>	<b>4.85</b>	<b>(0.31)</b>	<b>(6.01%)</b>
<b>Total Other Program Funds FTE</b>	<b>11.61</b>	<b>8.16</b>	<b>7.85</b>	<b>(0.31)</b>	<b>(3.80%)</b>
<b>Total Personnel Complement</b>	<b>180.70</b>	<b>183.35</b>	<b>197.84</b>	<b>14.49</b>	<b>7.90%</b>
<b>Revenue</b>					
Highway Users	19,045,010	18,030,884	19,666,874	1,635,990	9.07%
Fines and Forfeits	327,503	100,000	100,000	-	0.00%
Interest Income	1	-	-	-	0.00%
Fees	21,835	25,000	25,000	-	0.00%
Internal Service and Indirect Cost	4,570,494	2,213,555	2,279,962	66,407	3.00%
Miscellaneous Other	12,485	137,646	-	(137,646)	(100.00%)
<b>Revenue Total</b>	<b>23,977,327</b>	<b>20,507,085</b>	<b>22,071,836</b>	<b>1,564,751</b>	<b>7.63%</b>

<b>Office of the Executive Director (5011000)</b>	<b>2021 Actuals</b>	<b>2022 Appropriated</b>	<b>2023 Recommended</b>	<b>\$ Change</b>	<b>% Change</b>
Vacancy Savings			(786,594)		
<b>Mayor's Office of the National Western Center (5041000)</b>	<b>2021 Actuals</b>	<b>2022 Appropriated</b>	<b>2023 Recommended</b>	<b>\$ Change</b>	<b>% Change</b>
Personnel Services	1,126,320	1,151,886	1,178,786	26,900	2.34%
Services and Supplies	241,710	1,116,900	1,005,900	(111,000)	(9.94%)
Capital Equipment	1,099	-	-	-	0.00%
Internal Services and Misc.	1,296	2,000	2,000	-	0.00%
<b>Expenditures by Type Total</b>	<b>1,370,425</b>	<b>2,270,786</b>	<b>2,186,686</b>	<b>(84,100)</b>	<b>(3.70%)</b>
<b>Expenditures by Activity</b>					
NWCO Administration	1,370,425	2,270,786	2,186,686	(84,100)	(3.70%)
<b>Other Program Funding Sources</b>					
<b>General Government SRF</b>					
National Western Center Campus Management	177,625	325,000	325,000	-	0.00%
<b>Total Program Expenditures</b>	<b>1,548,050</b>	<b>2,595,786</b>	<b>2,511,686</b>	<b>(84,100)</b>	<b>(3.24%)</b>
<b>Personnel Complement (Budgeted)</b>					
NWCO Administration	8.00	8.00	8.00	-	0.00%
<b>Total Personnel Complement</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	-	<b>0.00%</b>
Vacancy Savings			(45,927)		
<b>Solid Waste (5052000)</b>	<b>2021 Actuals</b>	<b>2022 Appropriated</b>	<b>2023 Recommended</b>	<b>\$ Change</b>	<b>% Change</b>
<b>Expenditures by Type</b>					
Personnel Services	14,770,877	15,776,098	490,810	(15,285,288)	(96.89%)
Services and Supplies	9,433,199	8,733,980	78,903	(8,655,077)	(99.10%)
Capital Equipment	136,813	13,500	-	(13,500)	(100.00%)
Internal Services and Misc.	3,834	3,298	-	(3,298)	(100.00%)
<b>Expenditures by Type Total</b>	<b>24,344,722</b>	<b>24,526,876</b>	<b>569,713</b>	<b>(23,957,163)</b>	<b>(97.68%)</b>
<b>Expenditures by Activity</b>					
Administration	1,808,651	1,328,054	-	(1,328,054)	(100.00%)
Graffiti Program	333,845	722,872	567,922	(154,950)	(21.44%)
Keep Denver Beautiful	69,734	99,665	1,791	(97,874)	(98.20%)
Large Item Pickup	842,523	1,542,376	-	(1,542,376)	(100.00%)
Recycling	2,503,707	2,631,477	-	(2,631,477)	(100.00%)
Trash Collection	18,786,262	18,202,432	-	(18,202,432)	(100.00%)
<b>Expenditures by Activity Total</b>	<b>24,344,722</b>	<b>24,526,876</b>	<b>569,713</b>	<b>(23,957,163)</b>	<b>(97.68%)</b>
<b>Other Program Funding Sources</b>					
SEP - NE Denver Recycling & Training	109,430	-	-	-	0.00%
<b>General Government SRF</b>					
Composting Fund	1,905,986	1,977,106	-	(1,977,106)	(100.00%)
Volume-Based Trash Pricing Program	-	10,000,000	27,001,731	17,001,731	170.02%
<b>Other Program Funding Sources Total</b>	<b>2,015,416</b>	<b>11,977,106</b>	<b>27,001,731</b>	<b>15,024,625</b>	<b>125.44%</b>

Transportation and Infrastructure Department **5000000**

	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Solid Waste (5052000)</b>					
<b>Total Program Expenditures</b>	<b>26,360,138</b>	<b>36,503,982</b>	<b>27,571,444</b>	<b>(8,932,538)</b>	<b>(24.47%)</b>
<b>Personnel Complement (Budgeted)</b>					
Administration	13.30	13.30	-	(13.30)	(100.00%)
Trash Collection	125.63	136.63	-	(136.63)	(100.00%)
Large Item Pickup	22.91	22.91	-	(22.91)	(100.00%)
Recycling	37.45	30.45	-	(30.45)	(100.00%)
Graffiti Program	5.58	6.58	6.58	-	0.00%
Keep Denver Beautiful	1.00	1.00	-	(1.00)	(100.00%)
<b>Personnel Complement (Budgeted) Total</b>	<b>205.87</b>	<b>210.87</b>	<b>6.58</b>	<b>(204.29)</b>	<b>(96.88%)</b>
<b>Other Program Funds FTE</b>					
<b>General Government SRF</b>					
Composting Fund	12.00	12.00	-	(12.00)	(100.00%)
Volume-Based Trash Pricing Program	-	9.33	237.00	227.67	2440.19%
<b>Total Personnel Complement</b>	<b>217.87</b>	<b>232.20</b>	<b>243.58</b>	<b>11.38</b>	<b>4.90%</b>
<b>Revenue</b>					
Charges for Services	467,344	375,000	375,000	-	0.00%
Miscellaneous Other	80,868	-	-	-	0.00%
<b>Revenue Total</b>	<b>548,212</b>	<b>375,000</b>	<b>375,000</b>	<b>-</b>	<b>0.00%</b>
Vacancy Savings			(16,768)		

\*The Keep Denver Beautiful program will be funded in the Office of the Executive Director in 2023.

<b>Transportation and Mobility Planning (5071000)</b>	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Expenditures by Type</b>					
Personnel Services	16,126,008	19,878,485	24,744,055	4,865,570	24.48%
Services and Supplies	1,426,669	1,518,678	901,114	(617,564)	(40.66%)
Capital Equipment	41,775	93,980	3,000	(90,980)	(96.81%)
Internal Services and Misc.	39,582	38,428	42,240	3,812	9.92%
<b>Expenditures by Type Total</b>	<b>17,634,034</b>	<b>21,529,571</b>	<b>25,690,409</b>	<b>4,160,838</b>	<b>19.33%</b>
<b>Expenditures by Activity</b>					
Bikes and Pedestrians	181,689	47,000	-	(47,000)	(100.00%)
Community Design	133,533	2,504	-	(2,504)	(100.00%)
Grants	39,848	-	-	-	0.00%
Infrastructure Administrative	3,012,480	4,555,442	473,820	(4,081,622)	(89.60%)
Infrastructure Bridge	1,109,756	384,557	1,398,063	1,013,506	263.55%
Infrastructure Interagency	951,615	520,850	5,599,827	5,078,977	975.13%
National Western Center	-	-	1,255,494	1,255,494	0.00%
NDCC Support	200,988	163,298	1,860	(161,438)	(98.86%)
PDA Administrative	1,992,683	2,970,064	237,667	(2,732,397)	(92.00%)
PDA Transportation Plan	2,606,701	3,415,125	-	(3,415,125)	(100.00%)
PDA Transportation Project Management	3,401,090	4,732,108	-	(4,732,108)	(100.00%)
Program Management	161,077	39,507	1,425,135	1,385,628	3507.30%

<b>Transportation and Mobility Planning (5071000)</b>	<b>2021 Actuals</b>	<b>2022 Appropriated</b>	<b>2023 Recommended</b>	<b>\$ Change</b>	<b>% Change</b>
Project Development	556,796	2,544	-	(2,544)	(100.00%)
School Crossing Guards	-	177,800	-	(177,800)	(100.00%)
Special Projects and Initiatives	353,670	593,361	754,213	160,852	27.11%
Transit	118,324	-	-	-	0.00%
Transportation Administrative	-	-	402,258	402,258	0.00%
Transportation and Mobility Engineering	2,813,785	3,925,411	1,719,058	(2,206,353)	(56.21%)
Transportation Implementation	-	-	8,894,608	8,894,608	0.00%
Transportation Mobility Planning	-	-	3,130,606	3,130,606	0.00%
Transportation Mobility Planning - Programs	-	-	397,800	397,800	0.00%
<b>Expenditures by Activity Total</b>	<b>17,634,034</b>	<b>21,529,571</b>	<b>25,690,409</b>	<b>4,160,838</b>	<b>19.33%</b>
<b>Other Program Funds FTE</b>					
<b>General Government SRF</b>					
Transportation and Mobility	-	1,409,997	2,081,544	671,547	47.63%
<b>Total Program Expenditures</b>	<b>17,634,034</b>	<b>22,939,568</b>	<b>27,771,953</b>	<b>4,832,385</b>	<b>21.07%</b>
<b>Personnel Complement (Budgeted)</b>					
PDA Transportation Plan	23.00	23.00	-	(23.00)	(100.00%)
Transportation and Mobility Engineering	29.00	29.00	12.00	(17.00)	(58.62%)
Infrastructure Administrative	35.75	38.91	3.00	(35.91)	(92.29%)
Infrastructure Interagency	-	3.00	38.00	35.00	1166.67%
Infrastructure Bridge	5.00	5.00	11.00	6.00	120.00%
NDCC Support	-	1.00	-	(1.00)	(100.00%)
National Western Center	-	-	7.75	7.75	0.00%
PDA Administrative	19.00	20.00	1.00	(19.00)	(95.00%)
Special Projects and Initiatives	-	-	4.00	4.00	0.00%
Program Management	-	-	10.00	10.00	0.00%
PDA Transportation Project Management	37.00	38.58	-	(38.58)	(100.00%)
Transportation Administrative	-	-	2.00	2.00	0.00%
Transportation Mobility Planning	-	-	22.00	22.00	0.00%
Transportation Implementation	-	-	59.00	59.00	0.00%
<b>Personnel Complement (Budgeted) Total</b>	<b>148.75</b>	<b>158.49</b>	<b>169.75</b>	<b>11.26</b>	<b>7.10%</b>
<b>Other Program Funds FTE</b>					
<b>General Government SRF</b>					
Transportation and Mobility	-	2.00	6.00	4.00	200.00%
<b>Total Personnel Complement</b>	<b>148.75</b>	<b>160.49</b>	<b>175.75</b>	<b>15.26</b>	<b>9.51%</b>
<b>Revenue</b>					
Fees	21,835	55,000	55,000	-	0.00%
<b>Revenue Total</b>	<b>21,835</b>	<b>55,000</b>	<b>55,000</b>	<b>-</b>	<b>0.00%</b>
Vacancy Savings			(956,242)		

	2021	2022	2023	\$	%
Transportation Operations (5081000)	Actuals	Appropriated	Recommended	Change	Change
<b>Expenditures by Type</b>					
Personnel Services	36,598,322	42,606,001	46,318,212	3,712,211	8.71%
Services and Supplies	11,251,139	10,232,000	10,607,959	375,959	3.67%
Capital Equipment	179,333	103,215	16,480	(86,735)	(84.03%)
Internal Services and Misc.	30,392	94,427	99,611	5,184	5.49%
<b>Expenditures by Type Total</b>	<b>48,059,186</b>	<b>53,035,643</b>	<b>57,042,262</b>	<b>4,006,619</b>	<b>7.55%</b>
<b>Expenditures by Activity</b>					
Administration	4,008,787	4,188,722	6,370,388	2,181,666	52.08%
Alley Paving and Grading	48,993	79,335	29,335	(50,000)	(63.02%)
Concrete Repair and Construction	1,154,082	1,225,697	608,121	(617,576)	(50.39%)
Curbside Management	6,700,464	5,325,885	5,939,818	613,933	11.53%
Customer Service	289,805	289,740	307,080	17,340	5.98%
Development Services	416,176	424,486	443,074	18,588	4.38%
Engineering and Regulatory	714,336	734,591	764,913	30,322	4.13%
Inspection	4,211,149	4,854,453	5,145,731	291,278	6.00%
Permitting and Enforcement	9,315,669	11,056,415	11,543,497	487,082	4.41%
Pothole Patching	1,442,808	1,586,120	1,607,531	21,411	1.35%
School Crossing Guards	300,266	-	-	-	0.00%
Signals, Signs and Markings	7,337,468	7,719,935	9,012,682	1,292,747	16.75%
Signs and Pavement Marking	(82)	-	-	-	0.00%
Snow Removal	1,269,755	2,396,734	2,446,734	50,000	2.09%
Street and Alley Sweeping	2,751,104	2,900,789	3,898,089	997,300	34.38%
Street Resurfacing and Reconstruction	5,594,364	7,001,780	5,779,977	(1,221,803)	(17.45%)
Survey	1,182,892	1,352,740	1,433,262	80,522	5.95%
Transportation Mgmt Center	1,321,151	1,898,221	1,712,030	(186,191)	(9.81%)
<b>Expenditures by Activity Total</b>	<b>48,059,186</b>	<b>53,035,643</b>	<b>57,042,262</b>	<b>4,006,619</b>	<b>7.55%</b>
<b>Other Program Funding Sources</b>					
<b>General Government SRF</b>					
Sidewalk Repair Revolving Fund	45,942	831,120	845,502	14,382	1.73%
<b>Other Program Funding Sources Total</b>	<b>45,942</b>	<b>831,120</b>	<b>845,502</b>	<b>14,382</b>	<b>1.73%</b>
<b>Total Program Expenditures</b>	<b>48,105,127</b>	<b>53,866,763</b>	<b>57,887,764</b>	<b>4,021,001</b>	<b>7.46%</b>
<b>Personnel Complement (Budgeted)</b>					
Transportation Mgmt Center	10.00	16.00	11.00	(5.00)	(31.25%)
Signals, Signs and Markings	86.12	83.12	92.12	9.00	10.83%
Curbside Management	23.00	22.00	26.00	4.00	18.18%
Administration	30.00	31.00	47.00	16.00	51.61%
Customer Service	4.00	4.00	4.00	-	0.00%
Street Resurfacing and Reconstruction	90.10	98.10	79.10	(19.00)	(19.37%)
Pothole Patching	21.00	22.00	21.00	(1.00)	(4.55%)
Street and Alley Sweeping	39.00	40.00	50.00	10.00	25.00%
Concrete Repair and Construction	16.00	16.00	8.00	(8.00)	(50.00%)
Administration	8.00	8.00	8.00	-	0.00%
Survey	12.00	12.00	12.00	-	0.00%
Inspection	41.00	45.00	45.00	-	0.00%



	2021	2022	2023	\$	%
<b>Transportation Operations (5081000)</b>	<b>Actuals</b>	<b>Appropriated</b>	<b>Recommended</b>	<b>Change</b>	<b>Change</b>
Development Services	3.00	3.00	3.00	-	0.00%
Engineering and Regulatory	5.00	5.00	5.00	-	0.00%
Permitting and Enforcement	93.26	94.26	93.26	(1.00)	(1.06%)
<b>Personnel Complement Total</b>	<b>481.48</b>	<b>499.48</b>	<b>504.48</b>	<b>5.00</b>	<b>1.00%</b>
<b>Other Program Funds FTE</b>					
<b>General Government SRF</b>					
Sidewalk Repair Revolving Fund	4.00	4.00	4.00	-	0.00%
<b>Other Program Funds FTE Total</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>-</b>	<b>0.00%</b>
<b>Total Personnel Complement</b>	<b>485.48</b>	<b>503.48</b>	<b>508.48</b>	<b>5.00</b>	<b>0.99%</b>
<b>Revenue</b>					
Licenses and Permits	23,571,034	24,129,605	21,683,896	(2,445,709)	(10.14%)
Fines and Forfeits	22,851,588	30,832,768	31,352,923	520,155	1.69%
Fees	2,168,740	2,170,841	2,316,538	145,697	6.71%
Charges for Services	1,551,614	819,519	844,099	24,580	3.00%
Use Charges	11,878,892	22,342,383	23,182,266	839,883	3.76%
Internal Service and Indirect Cost	1,840,416	2,300,000	2,369,000	69,000	3.00%
Miscellaneous Other	1,459,153	1,712,600	1,712,600	-	0.00%
<b>Revenue Total</b>	<b>65,321,438</b>	<b>84,307,716</b>	<b>83,461,322</b>	<b>(846,394)</b>	<b>(1.00%)</b>
Vacancy Savings			(1,712,212)		

	2021	2022	2023	\$	%
<b>Asphalt Plant (67100-5054000)</b>	<b>Actuals</b>	<b>Appropriated</b>	<b>Recommended</b>	<b>Change</b>	<b>Change</b>
<b>Expenditures by Type</b>					
Personnel Services	636,728	800,748	832,741	31,993	4.00%
Services and Supplies	9,354,822	9,897,114	8,319,514	(1,577,600)	(15.94%)
Capital Equipment	44,410	-	-	-	0.00%
Internal Services and Misc.	32,377	89,148	166,748	77,600	87.05%
<b>Expenditures by Type Total</b>	<b>10,068,337</b>	<b>10,787,010</b>	<b>9,319,003</b>	<b>(1,468,007)</b>	<b>(13.61%)</b>
<b>Expenditures by Activity</b>					
Administration	255,992	326,031	311,750	(14,281)	(4.38%)
Production	9,812,345	10,460,979	9,007,253	(1,453,726)	(13.90%)
<b>Expenditures by Activity Total</b>	<b>10,068,337</b>	<b>10,787,010</b>	<b>9,319,003</b>	<b>(1,468,007)</b>	<b>(13.61%)</b>
<b>Total Program Expenditures</b>	<b>10,068,337</b>	<b>10,787,010</b>	<b>9,319,003</b>	<b>(1,468,007)</b>	<b>(13.61%)</b>
<b>Personnel Complement (Budgeted)</b>					
Administration	1.00	1.00	1.00	-	0.00%
Production	7.00	7.00	7.00	-	0.00%
<b>Personnel Complement (Budgeted) Total</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>-</b>	<b>0.00%</b>
<b>Total Personnel Complement</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>-</b>	<b>0.00%</b>
<b>Revenue</b>					
Internal Service and Indirect Cost	9,466,005	9,500,000	9,500,000	-	0.00%
<b>Revenue Total</b>	<b>9,466,005</b>	<b>9,500,000</b>	<b>9,500,000</b>	<b>-</b>	<b>0.00%</b>

<b>Wastewater Administration (72000-5061000)</b>	<b>2021 Actuals</b>	<b>2022 Appropriated</b>	<b>2023 Recommended</b>	<b>\$ Change</b>	<b>% Change</b>
<b>Expenditures by Type</b>					
Personnel Services	5,117,752	5,811,230	7,038,973	1,227,743	21.13%
Services and Supplies	70,379,300	73,425,666	74,447,516	1,021,850	1.39%
Capital Equipment	65,390	97,740	450,000	352,260	360.41%
Internal Services and Misc.	24,760,899	25,954,494	25,953,694	(800)	(0.00%)
<b>Expenditures by Type Total</b>	<b>100,323,341</b>	<b>105,289,130</b>	<b>107,890,183</b>	<b>2,601,053</b>	<b>2.47%</b>
<b>Expenditures by Activity</b>					
Accounting Services	87,695,622	90,450,314	90,346,176	(104,138)	(0.12%)
Administrative Services	5,978,779	6,401,631	6,634,074	232,443	3.63%
Customer Services	3,990,016	5,260,213	6,197,685	937,472	17.82%
Finance	-	-	417,627	417,627	0.00%
Finance - Logistics	225,374	229,169	570,786	341,617	149.07%
Safety	626,150	877,508	909,999	32,491	3.70%
Support Services	1,807,399	2,070,295	2,813,836	743,541	35.91%
<b>Expenditures by Activity Total</b>	<b>100,323,341</b>	<b>105,289,130</b>	<b>107,890,183</b>	<b>2,601,053</b>	<b>2.47%</b>
<b>Other Program Funding Sources</b>					
<b>Grants</b>					
<b>Capital Projects Funds*</b>					
WMD Sanitary Capital Improvement	2,710,929	19,550,000	20,050,000	500,000	2.56%
Private & Other Grants	(178,135)	-	-	-	0.00%
WMD Storm Capital Improvement	31,788,286	36,400,000	52,050,000	15,650,000	42.99%
WMD UDFCD Tracking	(181)	-	500,000	500,000	0.00%
Water Quality Capital Projects	3,243,980	8,600,000	8,600,000	-	0.00%
East Corridor COP - 72710	94,947	948,539	983,892	35,353	3.73%
WMD 2016 Bond Construction	4,558,180	-	-	-	0.00%
WMD 2018 Bond Construction	(2,795,421)	-	-	-	0.00%
<b>Capital Projects Funds Total</b>	<b>39,422,586</b>	<b>65,498,539</b>	<b>82,183,892</b>	<b>16,685,353</b>	<b>25.47%</b>
<b>Other Program Funding Sources Total</b>	<b>39,422,586</b>	<b>65,498,539</b>	<b>82,183,892</b>	<b>16,685,353</b>	<b>25.47%</b>
<b>Total Program Expenditures</b>	<b>139,745,927</b>	<b>170,787,669</b>	<b>190,074,075</b>	<b>19,286,406</b>	<b>11.29%</b>
<b>Personnel Complement (Budgeted)</b>					
Administrative Services	4.00	3.00	5.00	2.00	66.67%
Finance - Logistics	-	-	4.00	4.00	0.00%
Finance	-	-	5.00	5.00	0.00%
Accounting Services	17.09	18.09	14.09	(4.00)	(22.11%)
Customer Services	24.00	24.00	24.00	-	0.00%
Support Services	9.00	9.00	9.00	-	0.00%
Safety	6.00	7.00	7.00	-	0.00%
<b>Personnel Complement (Budgeted) Total</b>	<b>60.09</b>	<b>61.09</b>	<b>68.09</b>	<b>7.00</b>	<b>11.46%</b>
<b>Total Personnel Complement</b>	<b>60.09</b>	<b>61.09</b>	<b>68.09</b>	<b>7.00</b>	<b>11.46%</b>
<b>Revenue</b>					
Property	270,749	188,000	196,000	8,000	4.26%
Interest Income	3,180,597	1,832,779	1,832,779	-	0.00%

<b>Wastewater Administration (72000-5061000)</b>	<b>2021 Actuals</b>	<b>2022 Appropriated</b>	<b>2023 Recommended</b>	<b>\$ Change</b>	<b>% Change</b>
Fees	4,997	592,160	601,134	8,974	1.52%
Charges for Services	186,781,320	182,395,471	191,778,153	9,382,682	5.14%
Internal Service and Indirect Cost	1,471,725	876,156	876,156	-	0.00%
Investment Service	(645,842)	-	-	-	0.00%
Miscellaneous Other	1,765,030	-	-	-	0.00%
<b>Revenue Total</b>	<b>192,828,576</b>	<b>185,884,566</b>	<b>195,284,222</b>	<b>9,399,656</b>	<b>5.06%</b>

<b>Wastewater Operations (72000-5062000)</b>	<b>2021 Actuals</b>	<b>2022 Appropriated</b>	<b>2023 Recommended</b>	<b>\$ Change</b>	<b>% Change</b>
<b>Expenditures by Type</b>					
Personnel Services	11,522,574	13,610,436	16,820,564	3,210,128	23.59%
Services and Supplies	1,332,094	2,222,153	2,365,536	143,383	6.45%
Capital Equipment	2,198,112	2,249,283	2,064,381	(184,902)	(8.22%)
Internal Services and Misc.	406,913	1,509,676	1,513,564	3,888	0.26%
<b>Expenditures by Type Total</b>	<b>15,459,692</b>	<b>19,591,548</b>	<b>22,764,045</b>	<b>3,172,497</b>	<b>16.19%</b>

<b>Expenditures by Activity</b>					
Construction Operations	4,263,763	4,735,407	5,869,103	1,133,696	23.94%
Director of Operations	803,189	1,084,362	1,654,079	569,717	52.54%
Green Infrastructure	-	-	982,466	982,466	0.00%
Laboratory	863,580	912,452	1,183,474	271,022	29.70%
Quality Control	609,306	975,335	1,180,715	205,380	21.06%
Systems Maintenance	5,232,305	6,656,529	6,160,529	(496,000)	(7.45%)
Television Crews	1,215,800	2,187,672	2,067,667	(120,005)	(5.49%)
Utility Locates	-	-	1,027,568	1,027,568	0.00%
Water Quality	2,471,750	3,039,791	2,638,444	(401,347)	(13.20%)
<b>Expenditures by Activity Total</b>	<b>15,459,692</b>	<b>19,591,548</b>	<b>22,764,045</b>	<b>3,172,497</b>	<b>16.19%</b>
<b>Total Program Expenditures</b>	<b>15,459,692</b>	<b>19,591,548</b>	<b>22,764,045</b>	<b>3,172,497</b>	<b>16.19%</b>

<b>Personnel Complement (Budgeted)</b>					
Director of Operations	5.50	5.50	8.50	3.00	54.55%
Systems Maintenance	54.00	54.00	55.00	1.00	1.85%
Television Crews	15.28	15.28	16.28	1.00	6.54%
Quality Control	6.00	6.00	8.00	2.00	33.33%
Laboratory	7.00	7.00	9.00	2.00	28.57%
Construction Operations	35.00	35.00	30.00	(5.00)	(14.29%)
Water Quality	18.93	19.93	16.93	(3.00)	(15.05%)
Utility Locates	-	-	10.00	10.00	0.00%
Green Infrastructure	-	-	7.00	7.00	0.00%

<b>Personnel Complement (Budgeted) Total</b>	<b>141.71</b>	<b>142.71</b>	<b>160.71</b>	<b>18.00</b>	<b>12.61%</b>
<b>Total Personnel Complement</b>	<b>141.71</b>	<b>142.71</b>	<b>160.71</b>	<b>18.00</b>	<b>12.61%</b>

<b>Revenue</b>					
Miscellaneous Other	(52,829)	-	-	-	0.00%


Transportation and Infrastructure Department **5000000**

	2021	2022	2023	\$	%
<b>Right-of-Way Services (72000-5064000)</b>	<b>Actuals</b>	<b>Appropriated</b>	<b>Recommended</b>	<b>Change</b>	<b>Change</b>
<b>Expenditures by Type</b>					
Personnel Services	7,042,113	7,923,597	9,674,648	1,751,051	22.10%
Services and Supplies	169,113	531,052	547,950	16,898	3.18%
Capital Equipment	53,153	420,824	75,880	(344,944)	(81.97%)
Internal Services and Misc.	50,523	213,829	217,717	3,888	1.82%
<b>Expenditures by Type Total</b>	<b>7,314,901</b>	<b>9,089,302</b>	<b>10,516,195</b>	<b>1,426,893</b>	<b>15.70%</b>
<b>Expenditures by Activity</b>					
Administration	333,882	791,030	1,184,802	393,772	49.78%
Development Services	2,047,443	2,338,434	2,398,319	59,885	2.56%
Engineering Regulatory and Analytics	1,225,291	1,256,694	1,816,835	560,141	44.57%
Inspection	2,115,585	3,021,983	3,275,224	253,241	8.38%
Permitting and Enforcement	1,863	9,142	9,142	-	0.00%
Survey	1,590,836	1,672,019	1,831,873	159,854	9.56%
<b>Expenditures by Activity Total</b>	<b>7,314,901</b>	<b>9,089,302</b>	<b>10,516,195</b>	<b>1,426,893</b>	<b>15.70%</b>
<b>Total Program Expenditures</b>	<b>7,314,901</b>	<b>9,089,302</b>	<b>10,516,195</b>	<b>1,426,893</b>	<b>15.70%</b>
<b>Personnel Complement (Budgeted)</b>					
Administration	1.00	1.00	3.00	2.00	200.00%
Survey	15.75	15.75	15.75	-	0.00%
Inspection	20.50	21.25	24.50	3.25	15.29%
Development Services	16.00	16.00	16.00	-	0.00%
Engineering Regulatory and Analytics	9.00	9.00	12.00	3.00	33.33%
<b>Personnel Complement (Budgeted) Total</b>	<b>62.25</b>	<b>63.00</b>	<b>71.25</b>	<b>8.25</b>	<b>13.10%</b>
<b>Total Personnel Complement</b>	<b>62.25</b>	<b>63.00</b>	<b>71.25</b>	<b>8.25</b>	<b>13.10%</b>
<b>Revenue</b>					
Fees	1,016,135	556,400	584,525	28,125	5.05%
Charges for Services	464,100	444,891	471,691	26,800	6.02%
<b>Revenue Total</b>	<b>1,480,235</b>	<b>1,001,291</b>	<b>1,056,216</b>	<b>54,925</b>	<b>5.49%</b>
<b>Capital Projects Management (72000-5065000)</b>					
	2021	2022	2023	\$	%
	Actuals	Appropriated	Recommended	Change	Change
<b>Expenditures by Type</b>					
Personnel Services	7,243,667	8,718,997	9,906,345	1,187,348	13.62%
Services and Supplies	167,437	487,313	495,157	7,844	1.61%
Capital Equipment	23,277	117,874	85,600	(32,274)	(27.38%)
Internal Services and Misc.	27,064	68,991	72,231	3,240	4.70%
<b>Expenditures by Type Total</b>	<b>7,461,447</b>	<b>9,393,175</b>	<b>10,559,333</b>	<b>1,166,158</b>	<b>12.41%</b>
<b>Expenditures by Activity</b>					
Administration	2,219,485	2,681,262	1,540,306	(1,140,956)	(42.55%)
Construction	2,489,293	2,920,540	3,370,113	449,573	15.39%
NDCC Support	391,379	473,440	330,817	(142,623)	(30.12%)
Planning and Design	2,361,289	3,317,933	3,168,991	(148,942)	(4.49%)
Special Projects	-	-	2,149,106	2,149,106	0.00%

Capital Projects Management (72000-5065000)	2021 Actuals	2022 Appropriated	2023 Recommended	\$ Change	% Change
<b>Expenditures by Activity Total</b>	<b>7,461,447</b>	<b>9,393,175</b>	<b>10,559,333</b>	<b>1,166,158</b>	<b>12.41%</b>
<b>Total Program Expenditures</b>	<b>7,461,447</b>	<b>9,393,175</b>	<b>10,559,333</b>	<b>1,166,158</b>	<b>12.41%</b>
<b>Personnel Complement (Budgeted)</b>					
Administration	16.00	16.00	8.00	(8.00)	(50.00%)
Planning and Design	18.00	21.00	19.00	(2.00)	(9.52%)
Construction	23.00	23.00	24.00	1.00	4.35%
Special Projects	-	-	14.00	14.00	0.00%
NDCC Support	3.00	3.00	2.00	(1.00)	(33.33%)
<b>Personnel Complement (Budgeted)</b>					
<b>Total</b>	<b>60.00</b>	<b>63.00</b>	<b>67.00</b>	<b>4.00</b>	<b>6.35%</b>
<b>Total Personnel Complement</b>	<b>60.00</b>	<b>63.00</b>	<b>67.00</b>	<b>4.00</b>	<b>6.35%</b>

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A photograph of a city street featuring two large, colorful flags hanging from a string of lights. The flags have a blue background with a white vertical stripe and a red circle containing a yellow sun. The street is lined with brick buildings, and a clock is visible in the foreground. The text "Capital Improvement Fund" is overlaid on a blue rectangular background in the center of the image.

# Capital Improvement Fund

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### Overview

Infrastructure is everywhere. It's the road people walk, bike or drive or the park people play in. It's the library and cultural facility that promote community and education, and the fire station and recreation center that ensure our health and wellbeing. Residents and public officials in Denver have long supported capital investments that build infrastructure to make Denver the world-class city it is today.

The City's Capital Improvement Program (CIP) involves facilitating the development of the Six-Year Capital Improvement Plan, supporting strategic capital planning and implementation efforts with City leadership and departments, managing the City's annual capital budget process, and monitoring capital expenditures for effective use of financial resources. A capital improvement is a project or effort that maintains, improves, or constructs a City asset or infrastructure, such as buildings, transportation networks, parks and recreation facilities, water and sewer systems, and public art. The City owns over 300 buildings throughout Denver, ranging from office and maintenance facilities, fire and police stations, branch libraries, recreation centers, performing arts venues, and shelters. There are over 2,350 miles of streets with bridges, traffic signals, bike lanes, and sidewalks and 26,000 acres of urban and mountain parks.

### 2022-2023 Capital Improvement Program Strategies

As Denver emerges from the challenges of a global public health pandemic, the CIP is financially stable and a key contributor to the City's economic recovery. The following strategies were used to guide the approach to the 2022-2023 CIP.

- Support a sustainable economic recovery by providing jobs through delivery of capital projects.
- Deliver a more equitable City by prioritizing investments in historically marginalized communities.
- Mitigate financial risks of inflationary pressures on existing projects by supplementing funding to complete projects in progress.
- Maintain multi-year commitments, including major projects, mobility and parks, trails, and open space.
- Enhance commitment to capital maintenance at city owned facilities to improve safety and conditions for city employees.

### Supporting a Sustainable Economic Recovery

Capital projects keep Denver safe, accessible, and connected; but they are more than just construction materials like concrete or steel. It's the workers pouring the concrete and the businesses manufacturing the steel. It's the food truck or local restaurant that depends on a lunchtime crowd at a construction site. Infrastructure is the backbone of Denver's economy.

With Denver's dedicated and financially stable capital investments, the City is well positioned to spur economic recovery. Every \$1 million dollars spent on construction results in the provision of almost 13 jobs, \$850,000 in earnings, and \$2 million in total economic output. As workers spend their earnings and companies grow, there is a multiplier effect of spending through the regional economy.

In November 2021, voters approved Denver's most recent General Obligation Bond, the Rebuilding for an Inclusive and Sustainable Economy (RISE) program. This 10-Year, \$260 Million Investment supports a variety of infrastructure improvements citywide, including facilities, transportation, and parks and recreation. The RISE GO Bond program is estimated to create 4,200 good-paying jobs and \$550 million in economic output for businesses all across Metro Denver.



## Capital Improvement Program Overview

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By focusing on meeting voter commitments by advancing both Elevate Denver (2017) and RISE Denver (2021) GO Bond programs, annual CIP investments, and other high impact capital projects, the City will maintain a vigorous pace of capital project delivery. It is anticipated that this project delivery effort will increase investment opportunities for small businesses through professional services and construction activities.

### Delivering a more Equitable and Inclusive City

Consistent with City values, the Capital Planning and Real Estate Division (CPRE) collaborated with the Office of Social Equity and Innovation (OSEI) to integrate an equity lens into the various levels of decision-making in the CIP. There were three levels in particular in which equity is considered as part of the Capital Improvement Program.

- **Planning** – Focuses on making capital funding decisions that result in equitable infrastructure outcomes where race and ethnicity can no longer be used to determine quality of built environment. Evaluation of capital projects heavily weighted equity, defined by the characteristics of a project’s location and the populations served. This included a prioritization of projects located in areas of higher inequity as shown on the Comprehensive Plan’s Access to Opportunity Map, as well in neighborhoods with higher percentages of people of color and First Nations/Indigenous people as compared to the city in its entirety. It also considered how projects served certain other historically marginalized communities, such as older adults, people with disabilities, communities of color and First Nations people, and under-resourced communities.
- **Programming** – Relates to how City departments are allocating and scoping citywide program budgets to create equitable outcomes. Each department applies their own equity lens to inform their capital priorities for the assets in which the department is responsible for constructing and maintaining. This process includes in-depth conversations with internal Equity Diversity and Inclusion (EDI) teams, consultation with OSEI, and department wide project scoring with an equity perspective in mind.
- **Implementation** – Incorporates deliberate, inclusive actions taken to mitigate impacts of disruption as a result of capital project constructing to identified communities. Each project is responsible for considering how construction might interrupt access to infrastructure or services and how to mitigate potential disruptions.

As the CIP continues to progress its equity lens, it is important to acknowledge the potential for capital projects to contribute to displacement and to work with supporting agencies to implement programs or tools to address these unintentional consequences. **As such, in 2022, an Investment Impact special revenue fund (SRF) was created to support programs that mitigate displacement in neighborhoods most affected by the construction of public capital investments.** The current priority neighborhoods for the SRF include Globeville-Elyria Swansea, East Colfax, Sun Valley, and Westwood. A multi-department committee meets regularly to identify anti-displacement programs to provide additional funding support within these priority neighborhoods. The funding for the SRF is based on one percent of the project cost of major capital programs and projects (>\$10M) spread over a 10 year period through annual contributions.

### Mitigating Financial Risk

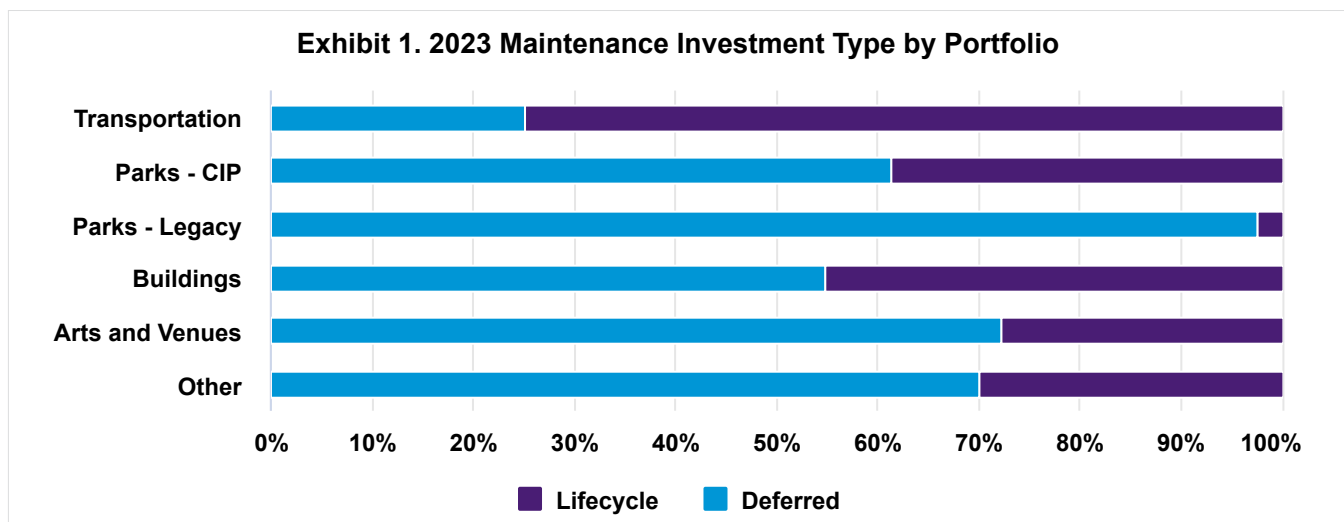
As the economy continues its recovery from the COVID-19 pandemic, inflation and escalation have emerged as major economic challenges worldwide. Supply chain delays, foreign conflicts, federal monetary policy, and labor shortages have all exacerbated these challenges, impacting some projects’ ability to move forward. To adapt to this changing environment, \$11 million of the CIP will be dedicated to supplementing projects that have experienced cost increases due to inflationary pressures. This

includes \$6.3 million in projects currently funded by the 2017 Elevate Denver GO Bond as well as continued support for mobility improvements and city facilities.

**Continuing Critical Maintenance and Addressing Facilities Deferred Maintenance Needs**

Infrastructure condition continues to be major emphasis for the City’s capital program to support over \$8 billion in capital assets. Overall, the City is trending positively in the condition of its assets. Looking to the future, it is important that the City continue this trajectory. The act of “keeping up” the condition of an asset is considered life cycle sustainment. In addition to life cycle sustainment, the City makes additional investments annually for the rehabilitation and replacement of existing assets that have reached the end of their useful life. This is commonly referred to as “catching up” or deferred maintenance. A 2017 analysis identified an annual need of \$140 million for both life cycle sustainment (64%) and deferred maintenance (36%) needs.

While total need outweighs annual funding availability, the City strives to dedicate over half of CIP revenues to annual capital maintenance programs resulting in an \$80 million investment in 2023. The distribution between life cycle sustainment and deferred maintenance is a 60/40 split, closely aligning with annual targets. Additional investments in deferred maintenance may be met through one-time capital project requests. In 2023, there is \$8.4 million of funding for additional deferred maintenance projects across the City facilities in the transportation, parks, and arts & venues portfolios.



**Advancing Multi-year Commitments**

Like many cities across the country, Denver must balance capital priorities with fiscal constraints. Funding major projects through multi-year commitments enables Denver to address recurring annual maintenance needs, while also investing in expansion projects that transform the city. In 2023, the CIP will continue to support major projects and initiatives which help improve the economic vitality and wellbeing of the community including:

- \$3 million for ADA improvements at several City facilities, including public buildings, human services centers, and event venues. Begun in 2021, this multi-year investment to make City spaces more welcoming and accessible to the community will continue through 2024.
- \$3.7 million investment to continue the revitalization of the 16th street mall, including forestry, safety, and ADA enhancements in the refurbished mall blocks.
- \$1 million additional investment in a new riverfront park, which is being developed in association with Sun Valley redevelopment and the Denver Housing Authority (DHA).

### Mobility Action Plan (MAP)

In 2017, the City released the Mobility Action Plan (MAP); a comprehensive strategy to address Denver’s transportation and mobility needs. The MAP outlines forty specific tactical actions which will ignite mode shift, make streets safer, reduce carbon emissions and air pollution, improve public health, and create smart connections. The plan accelerates policies, programs, and projects that promote pedestrians, bicycles, transit and technology, all of which will improve place-making and walkability and ensure a quality experience for all users.

Despite challenging economic times, the City continues to maintain its commitment to transportation and mobility. Five years into implementation of the MAP, the City has funded over half of the \$2 billion originally projected need. The City has restructured departments to prioritize delivery of transportation projects and explored new revenue opportunities to sustain investment, including an increase to the parking revenue in 2022 resulting in an additional \$14.6 million to mobility programs. **The total 2023 capital investment in the Mobility Action Plan is over \$90 million.** Capital projects funded in 2023 to support implementation of the MAP include:

- Nearly \$5.7 million for design and construction of bicycle projects to accelerate the implementation of Denver Moves Bicycles community networks and achieve the City goal of 125 miles of new bikeways in five years.
- Continued investment in Denver Moves Pedestrians, including \$3 million for the construction of sidewalks and \$850,000 for crossing improvements.
- \$3 million for projects that support Denver Moves Transit.
- \$2.2 million to address safety on Denver streets with the goal of zero transportation related deaths or injuries, including implementation of the Vision Zero Action Plan, and other innovative neighborhood safety and traffic calming projects.
- \$1.2 million investment in Safe Routes to School to improve safety for students and caregivers walking, bicycling, and rolling to school.
- \$12 million dedicated to federal and state grant matches to leverage over \$60 million in additional funding for projects that deliver mobility and pedestrian improvements.

### Parks Legacy, Trails, and Open Space

In November of 2018, voters of the City and County of Denver passed ballot measure 2A, increasing the sales and use tax by a rate of 0.25 percent and dedicating the revenue derived from the new tax rate to fund Denver parks, trails, and open space programs, projects, and resources. As part of that ballot measure, Denver Parks and Recreation (DPR) was required to develop a Five-Year Plan that details the investment framework for this new revenue. In alignment with the vision outlined in DPR’s Game Plan for a Healthy City, the Five-Year Plan focuses on the legacy of green space and outdoor culture that DPR will leave future generations. Capital improvements supported by the Parks Legacy, Trails, and Open Space funding are described by “maintaining the legacy” and “enhancing the legacy” of over 100 years of stewardship in historic parks, civic spaces, parkway systems, trees, trails, and mountain parks.

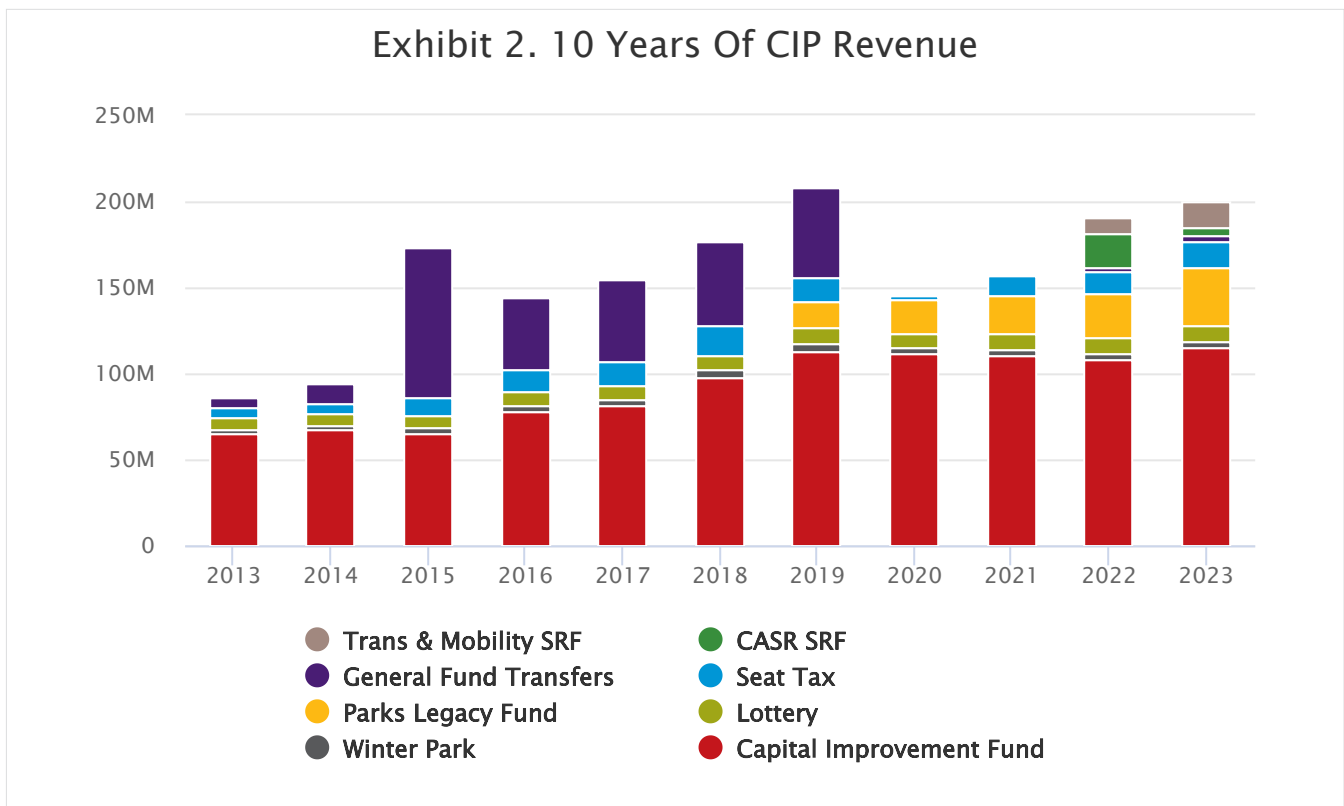
The total Parks Legacy, Trails, and Open Space funding (aka Legacy Fund) for capital projects in 2023 is nearly \$35 million, with \$10.2 million attributed to “maintaining the legacy” by providing additional dollars to DPR city wide maintenance programs. The other \$24.7 million is dedicated to “enhancing the legacy”. This includes acquisition of new parkland, new planning initiatives, and capital projects for outdoor recreation, resiliency, and signature spaces. The Legacy Fund contribution is coupled with robust funding levels from other CIP sources dedicated to parks, trails, and open space for a total investment of over \$55 million. Highlights include:



- \$7 million for the implementation of the first phase of the Martinez Park Master plan, which will include a Joseph P. Martinez Memorial Plaza, cultural playground, restroom, parking lot, pollinator garden, multi-sports court, fitness station, and multi-use lawn area.
- \$6.5 million for the Civic Center Greek Theater & Central Promenade Improvements include the first phase of implementation of the Civic Center Next 100 Concept Plan.
- \$3 million for Heron Pond/Heller/Carpio-Sanguinette to construct a regional water quality basin, regional park, and open space in accordance with the Master Plan.
- \$4.25 million for the implementation of Ruby Hill Phase 3.2. Phase 3 includes an outdoor recreation building that contains equipment rentals, classroom space, offices, storage, and restrooms.
- Several priority deferred maintenance projects including new playgrounds at Loretto Heights and Congress Park, native restoration to City of Chennai Park, new walks at Falcon Park and improvements to the South Platte River Trail.

### 2023 Capital Program Revenue Highlights

As the city begins to normalize from the impacts of COVID-19, 2022 CIP funding sources are expected to see a close return to pre-pandemic levels. Coloradans enthusiasm for the outdoors and entertainment and cultural events have resulted in a steady growth in parks and recreation revenues and very strong seat tax performance. However, commercial property tax revenues experienced slight underperformance and general fund transfers remain conservative. Yet, despite decreases in some revenue, the CIP remains stable because of reserves built during previous years and proactive financial planning.



## Capital Improvement Program Overview

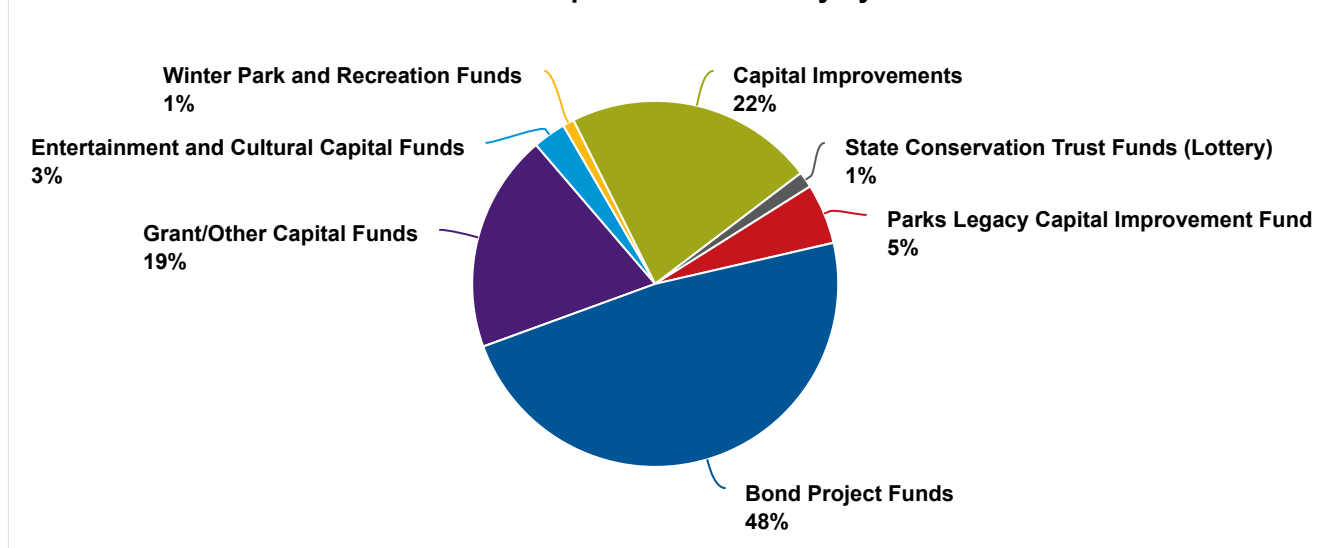
In 2023, projected CIP revenues are closer to achieving pre-pandemic levels, although at a gradual pace. The Capital Improvement Program is expected to increase by seven percent compared to 2022. In 2023 the CIP is fortified by the transfer of special revenue funds and the general fund, including, \$33.7 million for parks improvements and maintenance, \$14.6 million for transportation and mobility projects, \$5.2 million for climate action and resiliency and \$4.4 million from the general fund..

Many of the City’s larger capital projects currently underway are supported by bonds that were authorized by voters, and thereby have secure dedicated revenue sources pledged. For example, the Elevate Denver Bond and RISE Bond programs offer the opportunity to continue investment into projects the community voted overwhelmingly to support.

### 2023 Capital Program Expenditure Highlights

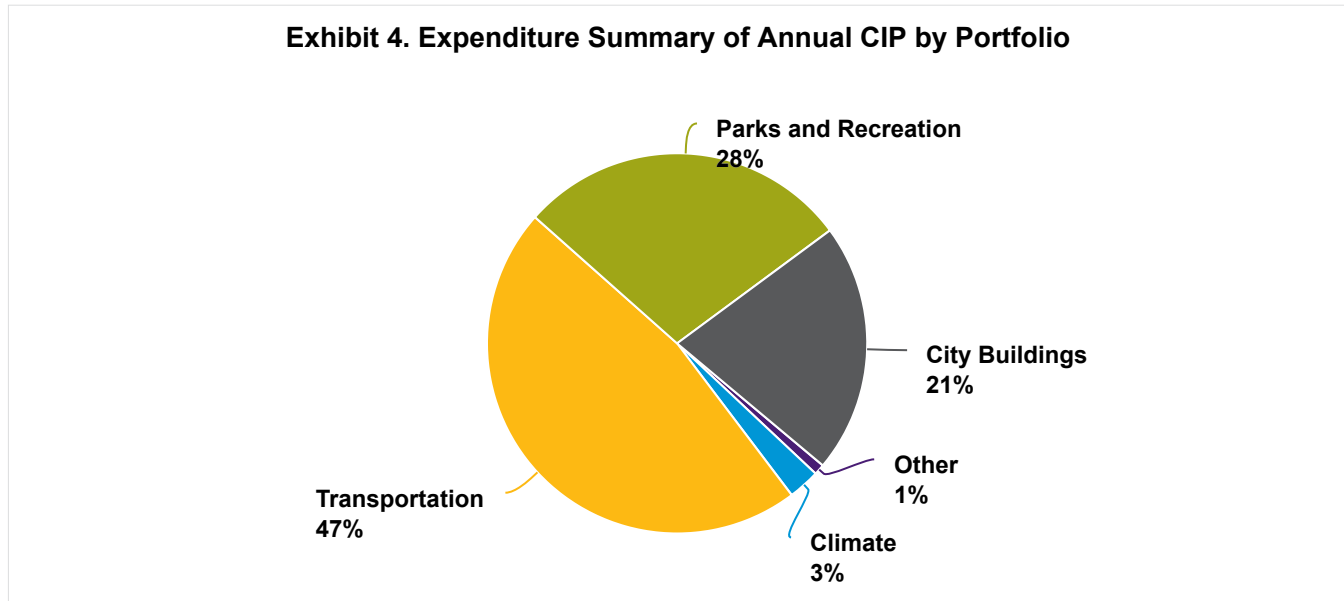
The funding for capital projects is based on annual appropriations from revenue sources such as property tax, sale of real estate, highway users trust fund, sales tax increment, state lottery revenues, and facilities development admission taxes. The CIP is also supported by other funding sources such as general obligation and revenue bonds, tax increment financing, federal and state grants, and certificates of participation. **The 2023 CIP includes \$533 million for capital projects, with over \$200 million appropriated from annual capital revenue sources (not including contingency, technology and DHS transfers).** There are cases when supplemental funding may be needed mid-year to address unforeseen circumstances. To protect against uncertainty of revenues in 2023, approximately \$6.5 million or four percent of annual capital revenues remain in unappropriated contingency (fund balance).

Exhibit 3. Expenditure Summary by Fund



### Expenditures by Portfolio

Another way to look at annual CIP expenditures is by Portfolio. Transportation, Parks and City Buildings are the largest portfolios but it is anticipated that Climate will continue to grow with investments from the Climate Protection fund and many new State and Federal climate programs being introduced in 2023. Capital improvement funding for each portfolio is grouped into three expenditure categories: financial obligations, capital maintenance programs, and system enhancements.



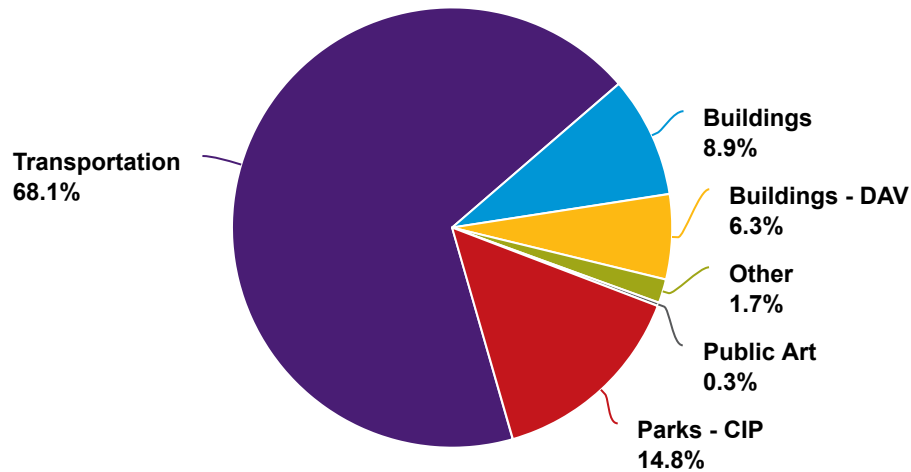
### Financial Obligations

Financial obligations include contractual commitments, matching funds for grants, certificate of participation (COP) financing for capital projects, and ongoing partnerships. **Approximately \$38.8 million of current available capital revenue is committed to existing financial obligations.** This includes \$12 million in local match to leverage grant funding for CIP projects and programs.

### Annual Capital Maintenance Programs/Projects

Annual capital maintenance programs comprise half the annual CIP, with the goal of maintaining or improving current levels-of-service in all City capital assets. Activities include street repaving, bridge rehabilitation/replacement, bike/pedestrian infrastructure, curb and gutter repair, traffic signal reconstruction, playground replacement, athletic field and sport courts rehabilitation, recreation center capital maintenance, city building repair, and public art restoration. In each budget year, City departments make decisions on how to allocate spending across asset categories to meet an overall target level for annual maintenance expenditures. This approach allows flexibility for departments on how to best utilize maintenance funding across asset categories and manage service delivery. Approximately \$80 million of current available capital revenue is committed to the City’s annual maintenance programs. This is complemented with an additional \$8.3 million in one-time, deferred maintenance projects for a **total 2023 maintenance investment of \$88.3 million.**

**Exhibit 5. Annual Capital Maintenance by Portfolio**



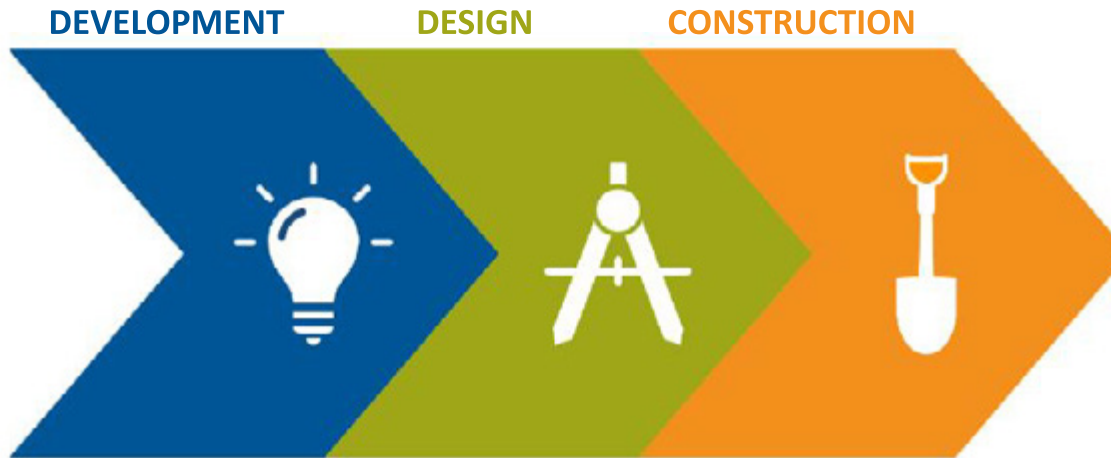
### System Enhancement Programs/Projects

System enhancements include projects that address the buildout of our infrastructure network, major deferred maintenance projects, facility upgrades, plans, studies, and other infrastructure investments that result in improved quality of life, economic development, and recreational opportunities. **Over \$95 million of current available capital revenue is committed to the City's system enhancement projects.** This includes \$33 million for parks and recreation projects, \$37 million for mobility, \$20 million for City facilities and real estate and over \$5 million for climate related projects.

### Project Delivery Lifecycle

It can take several years from the time funding is identified to complete a capital project. There are three phases involved in the implementation of a capital project: development, design, and construction. Most annual maintenance programs, such as roadway striping, usually involve standard work that do not need development or design and can be completed on an annual basis. However, more complex capital projects require all three phases and may take three or more years.

Exhibit 6. Project Development Lifecycle



This phase includes the establishment of fundamental design criteria and decision-making processes, which form the essential design choices made to meet the project goals.

- Establish project goals
- Define design criteria
- Preliminary programming needs
- Site studies
- Concept plans
- Land use/code review
- Agreement/partnership
- Public outreach
- Environmental analysis
- Establish schedule and budget

This phase includes development of the means, techniques, and criteria to meet the requirement of the project goals and design intent.

- Continued public outreach
- Design survey
- Geotechnical analysis
- Utility coordination
- Property acquisition
- Site plan development
- Cost and scope refinements
- Preliminary and final design
- Develop construction packages
- Environmental and historic investigation, permitting and clearances

In this phase, construction activities are initiated and completed as per the project's design requirements.

- Public information
- Manage traffic during construction
- Construction surveying
- Utility relocation
- Demolition
- Environmental remediation/abatement
- Site work
- Foundations/footing
- Paving
- Testing
- Furniture, Fixtures, and Equipment Installation

### Capital Planning Process

It is the responsibility of City departments, the Department of Finance’s Capital Planning and Real Estate Division (CPRE), the Mayor’s Office, and City Council to determine capital projects to be undertaken within the funds available.

### Six-Year Capital Improvement Plan

Denver needs capital funding to support the ongoing maintenance and construction of infrastructure and the City charter mandates a six-year capital planning process. DRMC § 7.1.2 states the City “shall develop long range plans for capital improvements and shall prepare a six-year capital improvements program.” The Six-Year Capital Improvement Program is a foundation for a healthy, transparent Plan that takes a citywide perspective on public infrastructure. It also serves as an important tool to effectively utilize limited resources to realize priority outcomes.

Every two to three years, the Capital Planning and Real Estate Division (CPRE) updates the City’s Six-Year Capital Improvement Plan. The Six-Year Capital Improvement Plan (“Plan”) is a framework that consists of a comprehensive list of major capital projects envisioned in Denver in the coming years. The current Six-Year Capital Improvement Plan, *2020-2025 Elevate Beyond*, acts as this guiding document.

The community-driven Plan guides capital budgeting and decision-making, as well as the programming of funding opportunities such as grants and general obligation bond programs. The intent of the Plan is to align capital expenditures with citywide goals and initiatives. It also serves as an educational document to share forecasts of expected citywide capital revenues, an overview of the allocation of capital expenditures, and highlights capital project needs beyond annual funding.

### Capital Project Intake

The Capital Planning and Real Estate Division (CPRE) oversees an on-going intake process to receive, evaluate, and fund capital program and project requests from sponsoring City departments and agencies. The type of project requests includes, but are not limited to:

- New capital program or project effort
- Renovation, refurbishment, or maintenance of existing capital assets
- Acquisition of real property
- Special districts and tax increment financing
- Private activity bonds and conduit financing
- Innovative financing proposals
- Local financial commitments for grants and other agreements

The majority of capital program and project requests are received and evaluated during the annual Capital Improvement Program (CIP) budget process described below. However, situations arise where a sponsoring City department or agency may submit a request outside of the annual CIP process. CPRE reviews project requests with the following qualifications:

- The project aligns with the City’s policies, priorities and values for investment.
- The project is likely to have a net positive benefit to the City.
- The project’s execution and operation falls within the city’s financial and operational capacity.

Specifically, CPRE reviews project proposals for the following:

- Sufficient project budget including contingencies, escalation, and requirements (i.e., public art)
- Project readiness and schedule



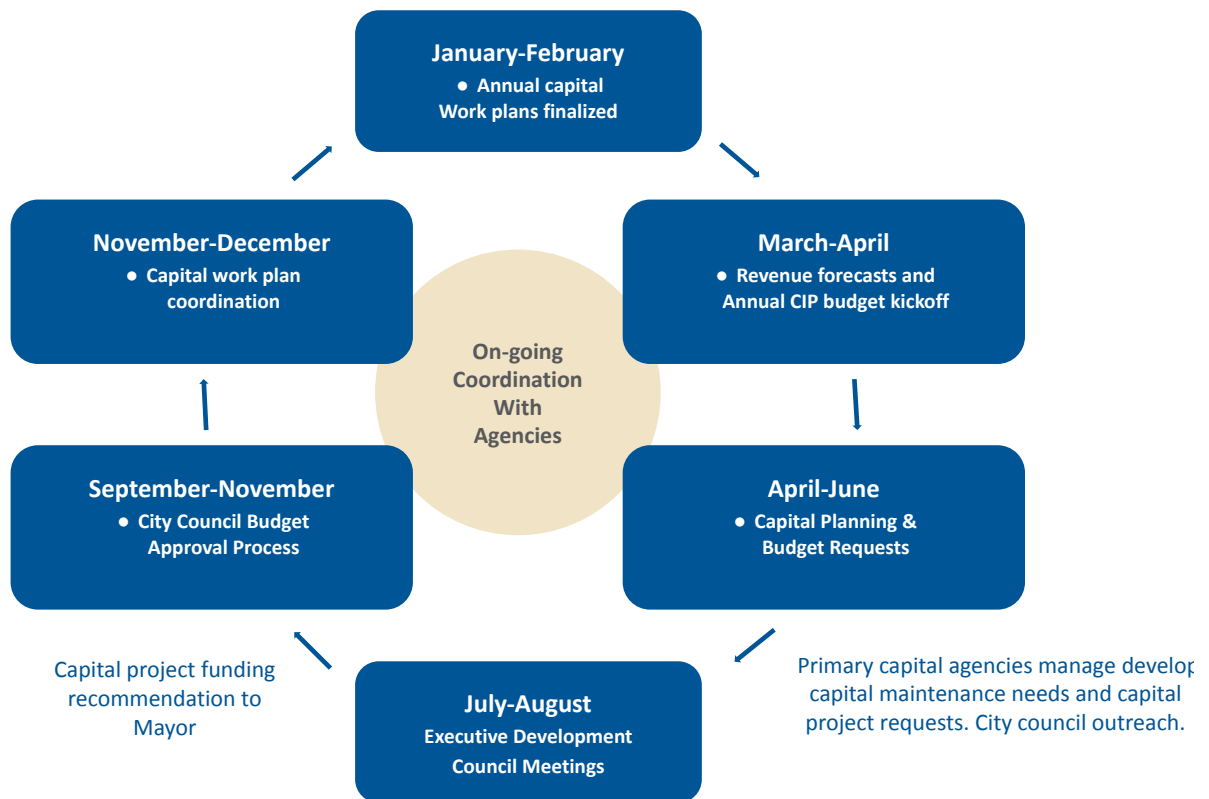
- Risks including possible impacts to adjacent neighborhoods
- Multi-departmental coordination
- Resource requirements to deliver and maintain the proposed infrastructure

If CPRE determines a capital project or program is ready for consideration, further evaluation is initiated by the appropriate executive level governing body before final recommendation to the Mayor’s Office.

### Annual CIP Budget Process

CPRE facilitates a citywide annual budget process to determine the allocation of annual capital funding to capital programs and projects. The City Charter states, “The budget proposed by the Mayor shall not propose expenditures in excess of estimated opening balances and anticipated income.” (Sec. 7.1.4) This applies to all funds. The executive branch is responsible for ensuring that the current year budget is in balance.

**Exhibit 7. Annual CIP Budget Process**



At the start of each annual Capital Improvement Program budget process, CPRE determines the amount of unbudgeted reserves, confirms the total needed for financial obligations and sets annual maintenance targets. City departments then manage an internal process to define capital improvement needs and submit capital maintenance budgets and project requests to CPRE. CPRE evaluates capital project requests and brings recommendations for the annual CIP to the City’s Executive Development Council, which has citywide representation at the cabinet level. Meetings occur year-round, with a focus on annual capital budget development in July and August. For the 2023 annual capital budget, the Executive Development Council used the following criteria to prioritize projects:

- Support a sustainable economic recovery by providing jobs through delivery of capital projects.
- Deliver a more equitable City by prioritizing investments in historically marginalized communities.
- Mitigate financial risks of inflationary pressures on existing projects.
- Enhance commitment to capital maintenance at city owned facilities to improve safety and conditions for city employees.
- Alignment with the Six-Year Capital Improvement Plan

Executive Development Council recommendations are forwarded to the Mayor and then to City Council as part of the annual budget approval process. The process includes City Council budget hearings in September of each year and the adoption of the City's annual budget in November. Capital appropriations are included in the City's annual Budget Book and annual long bill.

### Capital Improvement Program Roles and Partnerships

**Capital Planning and Real Estate (CPRE)** strives to provide citywide transparency and communication of expected capital revenues and expenditures. To facilitate identification of capital needs, CPRE prepares the Six-Year Capital Plan and facilitates the annual Capital Improvement Program process.

As part of the City's annual budget process, CPRE works in coordination with City agencies and the Mayor's Office to recommend projects that can be undertaken within the funds available. CPRE manages the list of committed financial obligations and sets annual maintenance target amounts for primary capital planning agencies to determine their annual maintenance program budgets. CPRE is also responsible for reviewing the submitted lists of expansion project requests from agencies. CPRE presents expansion project requests to Executive Development Council for review and recommendation to the Mayor and City Council. On an ongoing basis, CPRE performs long-range revenue and expenditure forecasting and analysis of the capital improvement program financials.

CPRE monitors agency delivery of all capital projects to ensure:

- Expenditures meet the original INTENT of the project budget appropriation.
- Projects are finished in a reasonable TIMEFRAME.
- Projects are completed on budget or with reasonable justifications for COST increases.

**Primary Capital Planning Agencies**, including Independent Cultural Agencies, are responsible for tracking their capital needs and appropriated capital budgets throughout the year. These agencies manage an internal decision-making process to identify required payments, prioritize capital maintenance projects, and develop a list of prioritized expansion capital project requests for submittal to CPRE. To support a fiscally responsible budget, CPRE provides capital maintenance targets to each agency, but agencies determine the allocation of spending across programs within this overall target, as the agency is most knowledgeable about portfolio asset needs.

The agency capital budget process is based on an agency's mission, strategic plans, and work program and is done in coordination with outreach to City Council. In addition to annual maintenance programs and design and construction of expansion projects, city staff undertake smaller condition assessments and facility plans. These studies inform implementation programs and provide another filter for looking at capital project needs.

The City routinely inventories and assesses the condition of all major capital assets owned by the City. Each department or agency prepares periodic reports to meet accounting requirements. In addition, each department or agency is encouraged to develop systems and processes to assess the condition of the capital assets that they are responsible for maintaining. These condition assessments are

reviewed by departments on an annual basis during the annual budget process and are generally updated every three to five years.

**Exhibit 8. Primary and Support Capital Planning Agencies**

Primary Capital Planning Agencies	Independent Cultural Agencies	Support Capital Planning Agencies
<ul style="list-style-type: none"> <li>• Department of Transportation &amp; Infrastructure</li> <li>• Department of Parks &amp; Recreation</li> <li>• Climate Action, Sustainability &amp; Resiliency (CASR)</li> <li>• Denver Arts &amp; Venues</li> <li>• Denver Arts &amp; Venues Public Art</li> <li>• CPRE, Office of Real Estate</li> </ul>	<ul style="list-style-type: none"> <li>• Denver Art Museum</li> <li>• Denver Botanic Gardens</li> <li>• Denver Museum of Nature &amp; Science</li> <li>• Denver Zoo</li> <li>• National Western Center Authority</li> </ul>	<ul style="list-style-type: none"> <li>• Community Planning &amp; Development</li> <li>• General Services</li> <li>• Housing Stability (HOST)</li> <li>• Denver Public Library</li> <li>• Public Health &amp; Environment (DDPHE)</li> <li>• Safety (Police, Fire, Sheriff)</li> </ul>

**Support Capital Planning Agencies** do not receive capital maintenance funding each year but are able to participate in the annual capital budget process by submitting expansion capital project requests to CPRE for Executive Development Council consideration. Additionally, these agencies often review and comment on requests made by Primary Capital Planning Agencies prior to submission. All capital project requests, including maintenance, require scope coordination with CASR, DDPHE, and the Department of Finance Office of Real Estate.

Primary and Support Capital Planning agencies have operating budgets supported by the City’s General Fund.

**Non-General Fund Agencies** such as Denver Health and Hospital Authority (DHHA), Denver Human Services (DHS), and Enterprise Fund agencies (Denver International Airport, Environmental Services, Golf, and Wastewater) also participate in the City capital program. For example, DHS coordinates with the Transportation & Infrastructure Facilities division for building maintenance. Enterprise fund agencies use enterprise-generated revenues for capital maintenance and improvement that support their missions. Each of these agencies can also submit expansion project requests to CPRE for Executive Development Council consideration during the annual CIP planning process.

The **Executive Development Council** is a cabinet-level group comprised of representatives from the Mayor’s Office and cabinet representatives of: Transportation & Infrastructure, Parks & Recreation, Community Planning & Development, Finance, Public Health and Environment, General Services, Climate Action, Housing Stability, the Denver Office of Economic Development, Denver International Airport, Department of Law, and the Denver Urban Renewal Authority (DURA).

The Executive Development Council serves as the decision-making body that recommends funding for capital expansion projects (once commitments to payments and capital maintenance have been fulfilled). Additionally, the Executive Development Council recommends new financial obligations and funding for new annual capital maintenance programs. The role of the Executive Development Council is to give a broader perspective to capital budgeting and align the annual capital budget with major City initiatives. The benefits of this organizational approach include:

- Citywide look at available resources and investment priorities
- Coordination with non-implementing departments and agencies
- Coordination with departments and agencies who implement capital projects outside of the funding typically included in the capital improvement program

The **City Council** is responsible for making laws, approving the Mayor’s budget, and serving the citizens of the City and County of Denver. Since 1971, the Council has had 13 members—11 from equally populated districts and two elected at large. Council committees, each concerned with various areas of city government, meet frequently to discuss and prepare proposed laws and policy.

It is the responsibility of capital planning agencies and CPRE to conduct outreach to the City Council while developing capital maintenance priorities and developing a list of prioritized expansion project requests to ensure the City's priorities are being met. Capital funding recommendations made by the Executive Development Council to the Mayor are included in the City's annual capital budget, which is approved by the City Council as part of the City's annual budget process.

## Definition of Capital Improvement

A capital improvement is a project or effort that acquires, maintains, improves, or constructs a capital asset such as buildings, streets, bridges, bike lanes, plazas, parks and playgrounds, public art, or other real property of a permanent nature. There are six capital infrastructure portfolios, not including the airport, that currently total \$8.4 billion in total asset value. The primary portfolios of Buildings, Transportation, and Parks and Recreation comprise the majority of the capital improvement program.

**Exhibit 9. Denver Capital Portfolios**



## Use of Funds

Capital improvements funds are used for the acquisition, repair, or rehabilitation of assets that last for 15 years or more. **A project is considered a capital improvement project if the expenses are non recurring and are in excess of \$10,000.** Allowable expenditures for capital funds are defined in Sec 20-18 of Denver Revised Municipal Code (DRMC).

The allowable expenditure of proceeds from debt or other financial obligations (including bond premium and interest earnings on bond proceeds) are specified by individual ordinance and are subject to Internal Revenue Service (IRS) tax code. Capital expenditures funded by debt and other obligations should generally have a useful life of greater than one year and the weighted average life of all expenditures funded by each issuance should align with the term of the issuance. Limited exceptions can be made for working capital expenditures needed to affect the completion of capital projects (i.e., cost of project management or other related program services).

**Exhibit 10. Examples of Eligible Uses for Capital Improvement Funds**

Allowable	Unallowable*	Special Considerations for Financed Capital Programs
<ul style="list-style-type: none"> <li>• Construction</li> <li>• Design</li> <li>• Capital planning studies</li> <li>• Asset condition evaluations</li> <li>• Community outreach associated with capital projects</li> <li>• Professional services associated with capital projects</li> <li>• Staff time*</li> </ul>	<ul style="list-style-type: none"> <li>• Travel and training</li> <li>• Food</li> <li>• Clothing</li> <li>• Marketing materials</li> <li>• Dues and Subscriptions</li> <li>• Vehicles</li> <li>• Equipment (not part of FF&amp;E)</li> <li>• Tools</li> </ul>	<ul style="list-style-type: none"> <li>• Temporary and/or traveling art installations</li> <li>• Bonuses in construction contracts</li> <li>• Studies</li> <li>• Options on real property</li> <li>• Building supplies that won't last a year</li> </ul>

\*Staff time is subject to review by the Department of Finance



Additionally, capital funding may be appropriated for a specific purpose. The annual long bill and budget book, or mid-year ordinance language, further defines the eligible project expenditures. Use of funds for capital expenditures are subject to review by Capital Planning and Real Estate (CPRE).

### **Furniture, Fixtures and Equipment**

The City routinely constructs new facilities. Furniture, fixtures and equipment (FF&E) may be funded from the capital budget and generally should have a useful live of one year or more. Items related to programming the facility typically include furniture, fixtures, equipment, information technology and telecommunications requirements. Initial software purchases related to a capital asset are an allowable expenditure of FF&E, however further software fees are not.

Facility project budgets should be developed from project development and refined into implementation. An estimated FF&E budget is provided for CPRE review prior to FF&E finalization. During, and upon completion of the FF&E procurement, a list of FF&E purchases is to be maintained and provided to CPRE by the project team.

Up to 90 days' supply of consumables may be budgeted as part of a FF&E budget for items related to the opening of a newly constructed or renovated facility. Consumables typically include items such as paper towels, light bulbs, garbage cans, toilet paper, etc. The inclusion of opening day consumables as part of a project budget is made on a project by project basis and is subject to change during implementation in response to market, financial, economic, or other unanticipated project conditions.

### **Program or Project Management Expenditures**

Capital improvement funds are generally reserved for the repair, rehabilitation, and construction of City infrastructure, but project management staff time is a capitalizable project cost under Generally Accepted Accounting Principles (GAAP). Therefore, capital funding may be used to support professional services for program or project management activities necessary to successfully deliver a capital project. If utilizing debt or other financing proceeds for program or project management, the use of proceeds for this purpose must be to the extent allowable by IRS tax code regulations.

City staff time spent on project management is traditionally paid for by the City's general fund to preserve capital funding in addressing the city's capital needs. However, in times of financial hardship, City staff time may be charged to the project budget and paid for by capital improvement funds.

Capital project management expenditure policies are subject to change based on market, economic, or other conditions at the determination of the Manager of Finance.

### **Public Art**

Denver's Public Art Program was established in 1988 by Executive Order No. 92 and is defined in Sec 20-85 to 20-89 of the DRMC. The purpose of the ordinance was to " ... establish policies and procedures for the funding and implementation of a public art program for the City and County of Denver. The intent of the program was to " ... expand the opportunities for Denver residents to experience art in public places, thereby creating more visually pleasing and human environments."

The Public Art ordinance directed that one percent of the construction budget of any capital improvement project over \$1 million undertaken by the City be set aside for the installation of public art. It must involve improvements to or new construction of a "building or structure, road, streetscape, pedestrian mall or plaza or park" or any other project which includes "finished space for human occupancy" and will be "available for public view." For capital projects that meet both of these qualifications, one percent of the construction budget is set aside for artwork at or adjacent to that

site. Exclusions to the Public Art Ordinance include temporary improvements, ordinary repair and maintenance projects, mechanical and electrical projects, and other projects not available to public view and for human occupancy.

Since the program was established in 1988, more than 400 public artworks have been commissioned and installed throughout the City and County of Denver through a process overseen by Denver Arts and Venues. More than 50 projects are in the works as of 2020 with nearly as many in the queue.

### Capital Program Budget Management

#### Annual CIP

**Recording of Funds.** Revenues are recorded by the Department of Finance in accordance with Generally Accepted Accounting Principles (GAAP), Governmental Accounting Standards Board (GASB) principles, and applicable Fiscal Accountability Rules.

**Establishment of Project Budgets.** Capital appropriations approved by City Council as part of the annual long bill or mid-year funding ordinances are uploaded by the Department of Finance into the City's financial system of record. Department of Finance coordinates with agencies to allocate the capital appropriations to the appropriate project(s).

New project appropriations from annual capital funds are described within the annual budget. Since capital appropriations do not lapse at the end of the year but rather roll forward, there will be capital expenditures in 2023 for projects authorized in previous years. These rollover capital expenditures only appear in the City's accounting system and are not detailed in the annual budget document.

**Expenditure Review/Approval Process.** CPRE is responsible for monitoring the implementation of the City's adopted annual capital budget, while capital project managers are expected to construct/ implement projects within appropriated budgets. Capital expenditures are initiated in the City's financial system of record and are subject to approvals by the Department of Finance and/or other City agencies as defined by Fiscal Accountability Rules. No obligation or payment shall be made against any annual capital budget appropriation unless there is a sufficient unencumbered balance in the appropriation.

During the year, CPRE will work with agencies to monitor the schedule, cost, and scope of capital projects to ensure projects are completed in a reasonable timeframe and in accordance with the DRMC and the scope approved by City Council as part of the annual budget appropriation. CPRE will also regularly review actual capital project expenditure and revenue reports compared to the budgeted amounts.

**Project Closeout and Rescind/Reappropriation.** Remaining capital budget appropriations from completed projects may be reviewed and rescinded by CPRE as part of the annual budget process or mid-year ordinance as referenced in Fiscal [Accountability Rule 4.3 Capital Projects](#). [Section 20-1](#) DRMC outlines appropriation requirements for capital improvements. Decreases to capital appropriations which exceed \$20,000 or 10% of the total appropriation (whichever is less) and supporting transfers of funds to increase other capital appropriations (rescind and reappropriation) requires approval by City Council. Once projects are completed and reach financial close, any remaining appropriation is rescinded and returned to fund balance to be programmed for future capital project needs through a future budget process.

**Contingency/Fund Balance.** Throughout the year, supplemental funds may be needed during the implementation of a capital project due to unforeseen circumstances. Each year, the annual capital budget maintains a contingency (fund balance) of annual revenue. Justifications for a supplemental from annual capital program contingency may include but are not limited to:

1. An unanticipated serious health and/or safety hazard;
2. An unanticipated repair immediately necessary to maintain the integrity of the asset;
3. Changed conditions such as laws, regulations, or standards that require additional project elements;
4. Additional capital improvement or maintenance investments that might otherwise be more expensive to design or construct in the near (5-10 year) future or may provide operational savings;
5. New/additional private/other non-City matching funds available to support additional scope, and funds that might otherwise be lost;
6. Extraordinarily high bids and a scope of work that cannot be reduced;
7. A change in work program initiated or approved by the Mayor's Office.

Any increase in a capital budget appropriation is requested by the project sponsoring agency to CPRE. Agencies will be asked to look at reducing scope or rescinding funds from other agency capital projects before new funds will be appropriated. Any changes in the annual capital work program will be approved by the Mayor's Office. If the request is approved and it is confirmed that additional funds are needed, the additional appropriation must be approved by ordinance.

### Debt and Other Obligations

**Recording of Funds.** Debt or other obligations are issued to fund public purpose capital improvements such as roads and public facilities. Upon financial close of a transaction, the following are recorded:

- a) Bond Premium (if applicable)
- b) Cost of Issuance
- c) Interest Earnings
- d) Project Funds
- e) Debt service payments
- f) Debt service reserve fund (if applicable)
- g) Changes in allocations

**Expenditure Review/Approval Process.** CPRE is responsible for monitoring the implementation and financial management of the City's capital programs funded with debt or other obligations. Capital project managers are expected to construct/implement projects within approved budgets. The expenditure of proceeds received due to debt or other financial obligations are subject to Internal Revenue Service (IRS) tax code regulations and as advised by the City Attorney's Office (CAO). Capital expenditures are initiated in the City's financial system of record and may be subject to approvals by DOF and/or other City agencies as defined by Fiscal Accountability Rules and the City's Post Issuance Compliance Procedures and outlined in the City's Debt Policy.

During the year, CPRE will work with agencies to monitor the schedule, cost, and scope of capital projects to ensure projects are completed in a required timeframe. CPRE will also review quarterly actual capital project expenditure and revenue reports compared to the budgeted amounts.

**Phased Encumbrances.** Certain larger capital projects financed with bonds or other obligations may benefit from phased encumbrances. Phased encumbrance is a tool that may be used if the capital project meets specific criteria, subject to review by CPRE and the ultimate determination of the Manager. Further information on phased encumbrance may be found in the DOF Phased Encumbrance Policy and Fiscal Accountability Rule 7.10.

**Governance and Change Management.** Capital projects/programs financed with debt or other obligations are encouraged to develop a change management plan and associated policies and procedures which outline a governance structure for the management of capital funding.

**Reporting Requirements.** For capital projects/programs financed with debt and other obligations, there are market disclosure considerations and IRS regulations on the use of proceeds which requires close tracking and monitoring of the expenditure of proceeds.

To comply with federal, state, and local regulations and the City's Debt Policy, the following reports are required of all major city capital projects and programs to ensure appropriate tracking, accounting and record keeping of capital projects and programs: cost worksheets, cash flow, supplier summary, schedule, major encumbrance pipeline, private use, staffing plan, and project closeout.

Many of the capital reporting requirements outlined in this policy will also be used by DOF to comply with post-issuance activities as outlined in the City's Debt Policy and Post Issuance Compliance Procedures.

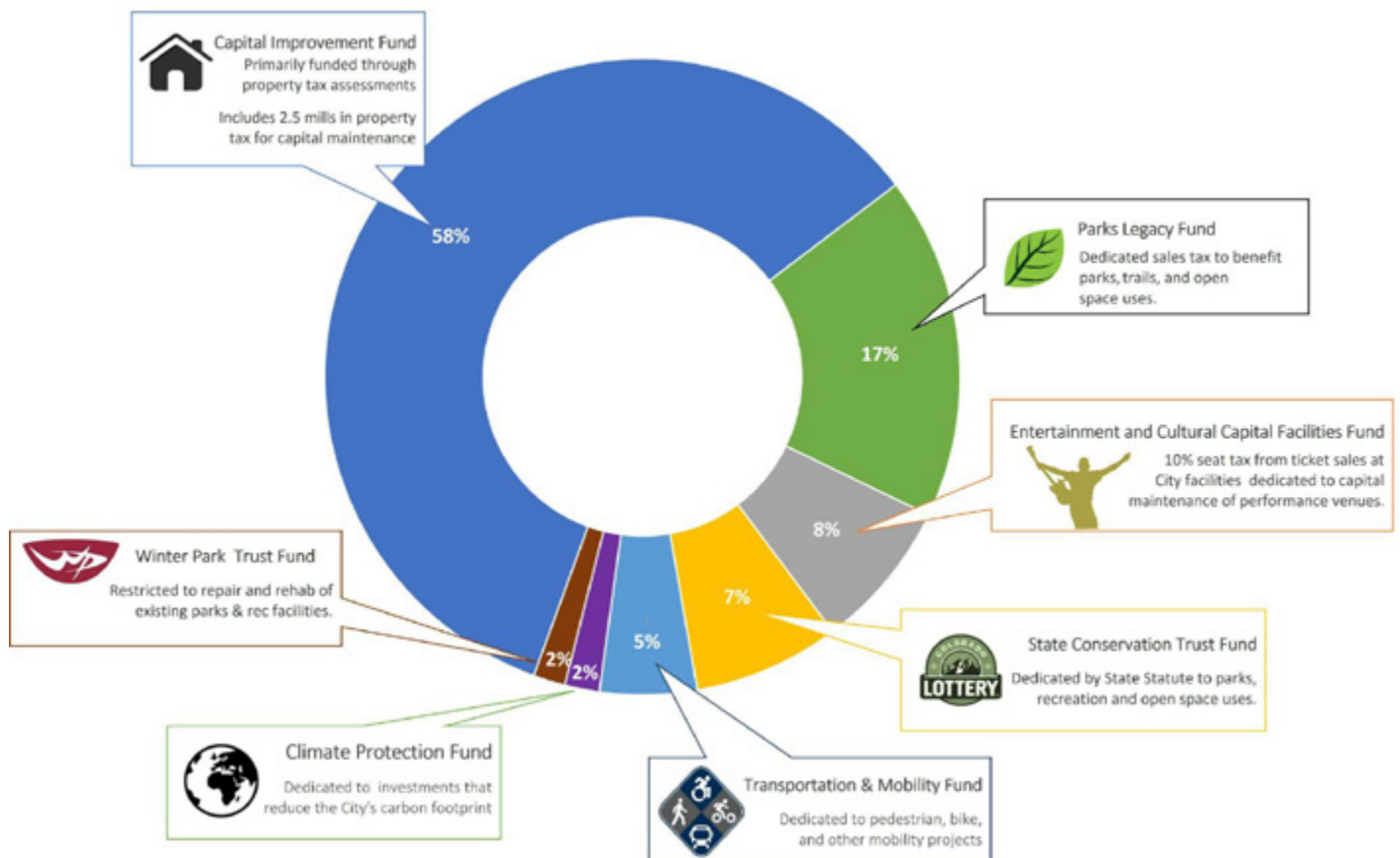
### Capitalization

Many capital improvement project expenditures are eligible for capitalization and recorded in the City's system of record. Capital assets are assets that are used in operations and have an initial useful life greater than one year. City agencies are responsible for reviewing capital improvement project expenditures and determining if the transactions meet the definition of a capital asset as defined by Generally Accepted Accounting Principles (GAAP) and the City's Fiscal Accountability Rule 4.2 – Capital and Controlled Assets.

## Annual Revenue

The City’s capital improvement program and budget process is based upon a commitment to annual capital financial obligations and maintenance programs, as well as working with citywide leadership to collaboratively fund expansion capital projects to adequately address the critical capital needs of the City. In 2023, the City has seven sources of annual revenue that support capital projects. The graph below describes the seven sources, the specific use of those revenues, and the distribution for the 2023 capital improvement program budget. Details regarding the 2022 estimates and 2023 projections for each Fund are described below.

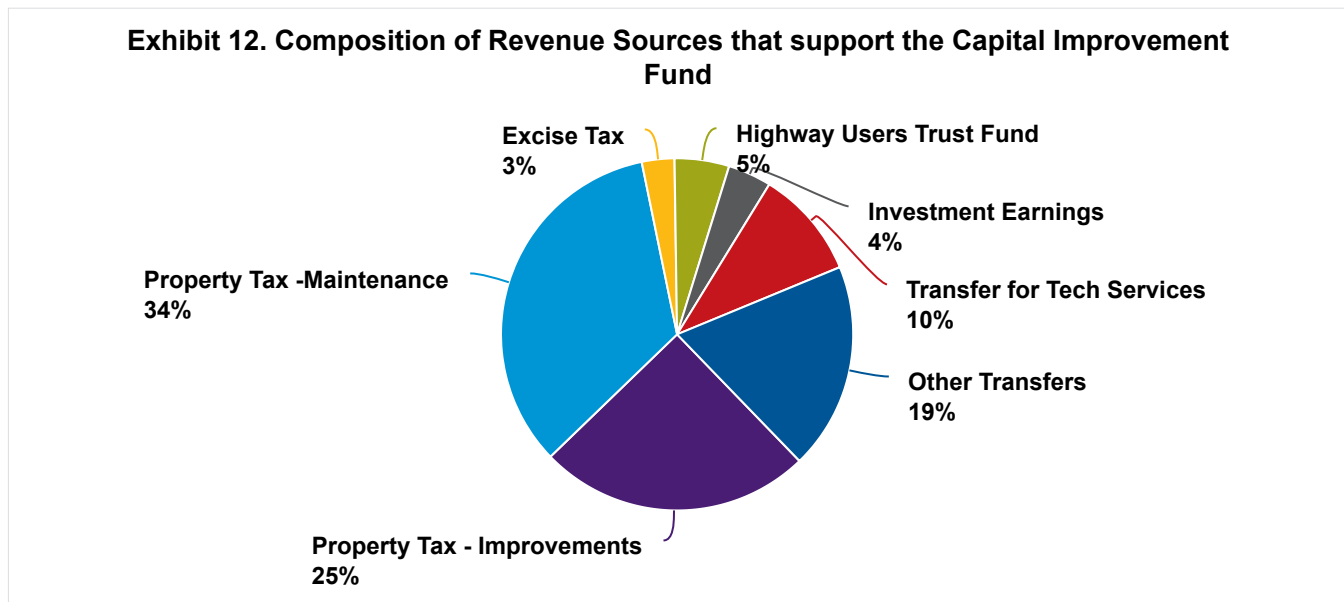
**Exhibit 11. Distribution of 2023 Annual CIP Revenue Sources**



**2022-2023 Revenue by Fund**

**Winter Park Fund.** Under a 2002 agreement with the operators of the Winter Park Ski Resort, the City received \$2 million annually from the resort through mid-2012. Based on a formula established in the 2012-2013 fiscal year with the Winter Park Recreational Association, the City continues to receive the \$2 million annual payments from the resort’s operations, as well as an additional incentive payment. As the world recovers from the pandemic, Winter Park Ski Resort remains in a stable financial position to make an incentive payment. A \$1.5 million incentive payment is estimated in 2022 and a \$1.25 million incentive payment is conservatively forecasted for 2023 due to a lag in performance seen in the ski industry. All Winter Park funds are restricted to capital repair and rehabilitation of existing park and recreation facilities.

**Capital Improvement Fund (CIF).** The Capital Improvement Fund is the primary annual funding source of capital improvement projects. The types of revenue that comprise the Capital Improvement Fund include general property tax, 2.5 mills dedicated for capital maintenance, interest earnings, a portion of the Highway Users Trust Fund (HUTF), transfers from other funds (on occasion), and the sales of real estate assets and reimbursements. In 2023, the CIF is estimated to experience a four percent increase in overall revenue from original projections, primarily due to slight decreases in property tax revenue, highway user trust fund revenues. The 2023 projected revenue into CIF exhibits a gradual growth to approximately \$185 million. This represents \$41 million in general property tax; \$54 million from the dedicated 2.5 mills for maintenance; \$5 million from dedicated lodgers tax committed to annual capital maintenance of the National Western Center; \$8.2 million in HUTF; \$6.8 million in investment earnings and other revenues; \$17 million technology transfer and \$50 million in transfers from other funds, including a \$14.7 million transfer from parking meter fee increases for mobility projects, a \$3.25 million transfer from the climate resiliency fund and a \$3 million transfer from the General Fund to support City space reallocation needs and other CIP projects.



**State Conservation Trust Fund (SCTF).** Based on Denver’s population, the City receives a share of the lottery funds generated by the State for parks and recreation projects. For 2023 revenue projections, the City is estimated to receive approximately \$9.6 million from the State.

**Parks Legacy Fund.** In November of 2018, voters of the City and County of Denver passed ballot measure 2A increasing the sales and use tax by a rate of 0.25 percent and dedicating the revenue



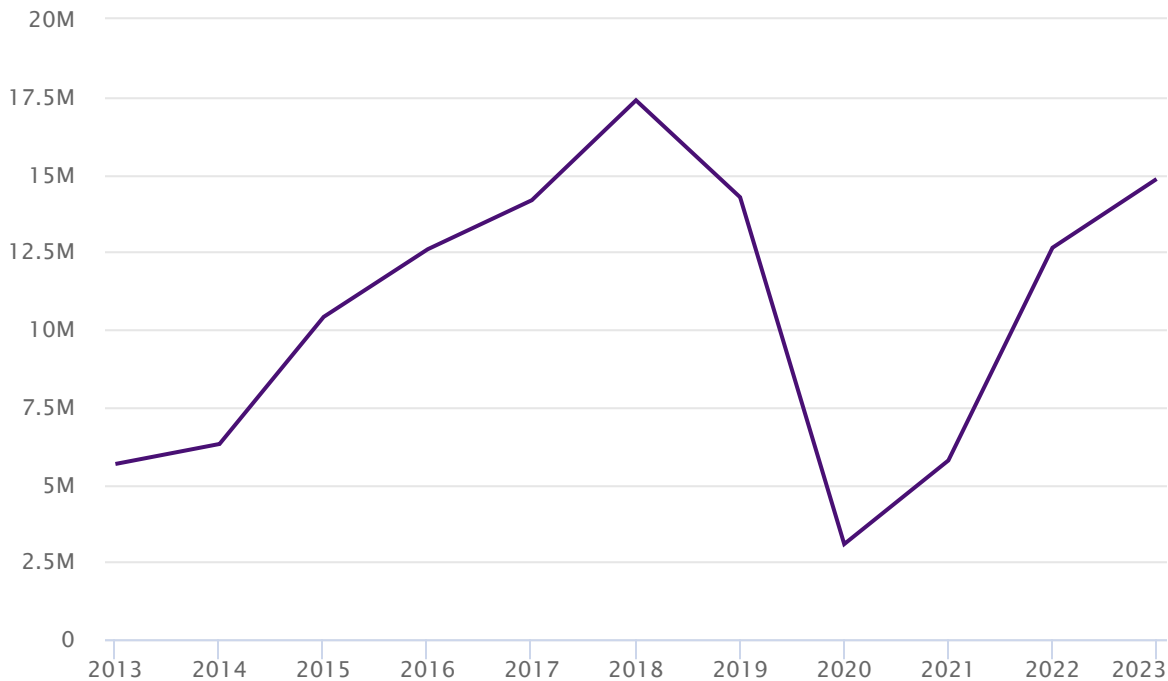
derived from the new tax rate to fund Denver parks, trails, and open space programs, projects, and resources. This is also known as the Parks Legacy fund. Revenues via the sales tax levy are collected in an operating special revenue fund and an annual transfer occurs into a dedicated capital fund to support parks, trails, and open space capital improvements. In 2023, the transfer into the Parks, Trails, and Open Space Capital Fund is over \$34 million as sales tax collection projections are forecasted at robust levels.

**Transportation and Mobility Capital Projects Fund.** Beginning in 2022, the City increased parking meter rates from \$1 to \$2 per hour. The incremental increase in revenue associated with this rate change will be dedicated to transportation and mobility programs and projects, such as safety improvements and enhancements to the city's bicycle, pedestrian, and transit networks. Revenues are collected in an operating special revenue fund and an annual transfer occurs into a dedicated capital fund. Authorized expenditures include planning, design, or construction activities for Transportation and Mobility Capital Projects. In 2023, the transfer into the Transportation and Mobility Capital Projects Fund is over \$14 million.

**Climate Protection Fund.** In November 2020, Denver voters approved Referred Measure 2A, which increased the sales tax rate by 0.25% to create the Climate Protection Fund (CPF), dedicated to mitigating the causes of climate change, with a focus on equity. Authorized expenditures include workforce training, investments in alternative energy and technology, environmental and climate justice programs, adaptation and resilience programs for vulnerable communities, clean transportation choices, and residential and commercial energy efficiency upgrades. Revenues are collected in an operating special revenue fund and an annual transfer occurs into a dedicated capital fund. In 2023, the transfer into the Climate Protection Capital Projects Fund is over \$5 million.

**Entertainment and Cultural Capital Facilities Fund.** Alternatively known as the Surplus Seat Tax Fund, the Entertainment and Cultural Capital Facilities Fund receives revenue from a facilities development admissions tax (seat tax). A seat tax of 10 percent is charged on tickets at many performing arts venues and events, including the Denver Coliseum, Red Rocks, Denver Performing Arts Complex, Denver Botanic Gardens, National Western Center, and the Convention Center Complex. Revenues for 2023 are projected to be \$14.8 million, which is more in line with historic levels based on the assumption that venues will be open for a full year of performances in 2023.

Exhibit 13. Seat Tax Revenue (2013–2023)



### Other Revenue Sources

There are many critical initiatives that are proposed during each annual capital budget process that are outside the capacity of annual revenue amounts. It is important that these initiatives are sufficiently tracked to prioritize significant needs from year to year. Prioritized critical needs will support future bond initiatives and use of other alternative funding strategies such as grant funding. These funding sources will be used to supplement annual capital funding in implementing City priorities on a periodic basis, or as revenue sources are available.

### Debt and Other Obligations

The City and County of Denver utilizes several types of financing obligations to provide funding toward certain capital projects, including property and equipment. These types of financing obligations include but are not limited to General Obligation and Revenue Bonds and lease purchase agreements, including Certificates of Participation (COPs).

#### General Obligation Bonds

General Obligation (GO) Bonds are backed by the full faith and credit of the City and are payable from ad valorem property taxes and other general revenues. Except for refunding bonds issued to achieve savings, Denver voters must approve general obligation debt prior to issuance.

- No GO Bonds, including limited tax GO Bonds, shall be issued unless approved by a majority of those qualified electors voting. The refunding of GO Bonds shall be in accordance with applicable law.
- The issuance of GO bonds should be carefully conserved and used only for projects clearly benefiting the broad public interest. True public projects of an essential nature and without associated revenue streams shall be the strongest candidates for GO financing.
- Per Section 7.5.2 of the City Charter, the City shall not become indebted for GO bonds to any amount exceeding three percent of the actual value, as determined by the last final assessment, of the taxable property within the city.

Since 2009, the City has issued all \$549,730,000 of General Obligation Bonds for the Better Denver Bond Projects authorized by Denver voters in 2007. In November 2017, Denver voters authorized \$937,418,500 of new Elevate Denver General Obligation Bonds to be issued to address a wide variety of infrastructure improvements citywide. As of August 31, 2022, the City has issued \$808,180,000 in general obligation bonds from the November 2017 authorization for the Elevate Denver Bond program.

In November 2021, voters approved Denver's most recent bond, the Rebuilding for an Inclusive and Sustainable Economy (RISE) program. This 10-Year, \$260 Million Investment supports a variety of infrastructure improvements citywide, including facilities, transportation, and parks and recreation. As of August 31, 2022, the City has issued \$120,310,000 in general obligation bonds from the November 2021 authorization for the RISE Bond program.

Since May 2010, the City's General Obligation Bonds have been rated AAA, the highest bond rating, by all three major national credit ratings agencies. These strong ratings will attract investors and help lower the cost to taxpayers when the City borrows money.

A summary of currently budgeted GO bond projects, including 2021 actual expenditures, 2022 estimated expenditures and 2023 projected expenditures, is included in this section in Schedule 37000.

#### Revenue Bonds

Revenue Bonds are payable from a specific, dedicated source of revenue which does not pledge the full faith and credit of the City. Denver's various types of revenue bonds are described below. There are no City Charter limitations stipulating maximum revenue bond debt. The City's revenue bonds currently include:

- Excise (Dedicated) tax revenue bonds (backed by portions of the City's Lodgers' tax and sales tax on short-term auto rentals and prepared food and beverages) for the construction and improvement costs of the National Western Center and expansion of the Colorado Convention Center. (Except for refunding bonds issued to achieve savings, Denver voters must approve Excise (Dedicated) tax revenue bonds prior to issuance.)

## Capital Funding Overview - Debt and Other Obligations

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- General Airport revenue bonds issued on behalf of Denver International Airport for capital projects of the airport. As a qualified Enterprise as defined by TABOR, voter approval is not required prior to the issuance of bonds.
- Wastewater revenue bonds issued on behalf of the Wastewater Management Enterprise Fund of the City's Department of Transportation and Infrastructure to finance the Platte to Park Hill storm drainage project and citywide storm drainage and sanitary sewerage improvements. As a qualified Enterprise as defined by TABOR, voter approval is not required prior to issuance of bonds.

### Certificates of Participation (COPs)

The City has used lease purchase agreements to facilitate the financing of certain public capital projects and capital equipment. The leases are subject to annual appropriation by the City Council and do not constitute a general obligation or other indebtedness of the City within the meaning of any constitutional, statutory, or Charter debt limitations. The City's obligation to make payments relating to its various leases is contingent upon the City appropriating the rental payments for the then current fiscal year. In the event of non-appropriation, the lease terminates, and the pledged asset becomes the benefit of the lease holders.

COP financing for assets should be used only for expensive and long-lived assets that, if financed with cash annually, would be disruptive to an annual capital program. In addition, the City should adhere to the following guidelines:

1. Capital improvements and certain capital equipment will be eligible.
2. Capital improvements should provide new revenue stream or measurable cost efficiencies or savings which may be realized and dedicated to lease payments of COPs.
3. Capital improvements financed should be for basic and essential City services.
4. The useful life of the asset(s) being financed should not be shorter than the term of the lease, but the maximum term of the lease should not exceed 30 years for real estate assets and 15 years for all other assets. Useful life will be determined based upon industry standards and past experience with consideration given to technological obsolescence.
5. Capital improvements may be new or replacement facilities.

Total annual certificate lease payments should not exceed five percent of annual fund revenues for assets being acquired by either the General Fund or an Enterprise Fund.

As of December 31, 2021, the principal portions of base rentals under the lease purchase agreements were \$401,918,898. Of this amount, \$375,180,779 was attributable to certificated lease purchase agreements and \$26,738,119 was attributable to non-certificated capital leases.

For more information on the City's debt obligations please refer to the City's [Debt Policy](#).

### Special Districts

Pursuant to Sections [7.6.1](#) and [7.6.2](#) of the Charter, the City may create local improvement districts to enable assessing the costs of constructing local public improvements. The financing of such costs can be accomplished through (1) the issuance of bonds or (2) the appropriation of revolving fund monies. Accordingly, the benefited properties will be assessed a proportionate share of the whole cost of the improvement in order to repay the principal of and interest due on any such funds advanced and any costs associated thereto.

1. The improvement must enhance the value of the property against which the assessment is levied in an amount at least equal to the amount of the assessment;

2. The term for repayment of the funds advanced should not exceed 15 years;
3. Voter authorization must be acquired to issue new bonds. An elector is defined as a person, qualified to register to vote in the general elections of the City, and (1) has been a resident of the district for not less than thirty days or (2) owns real or personal taxable property within the district—whether the person resides in the district or not;
4. If the revolving fund is the financing mechanism, the rate of interest to be charged for any funds advanced shall approximate the rate as if General Obligation bonds were issued. The expenditure of revolving funds requires an appropriation by the City Council.

### **Tax Increment Financing Districts**

The Denver Urban Renewal Authority administers Tax Increment Financing (TIF) districts. New districts are created only upon analysis demonstrating the future revenue benefits exceed the aggregate tax increment to be pledged for debt service.

### Grant/Other Capital Funds

The funds displayed in the Other Capital fund are for projects funded by other local or private monies. There are four fund categories: grants-in-aid for a City capital project, payments made in consideration for work performed by the City on behalf of another agency or jurisdiction, and municipal revenues dedicated for a specific capital project or purpose. The 38000 schedule includes 2021 actual expenditures, 2022 estimated expenditures, and 2023 projected expenditures including additional appropriations needed in 2023. Please refer to the Grants/Special Revenue Fund section of the budget book for information on State, Federal, and Local capital grants.

### Enterprise Funds

Enterprise Funds account for operations that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs of providing goods and services to the general public be financed or recovered primarily through user charges. Enterprise funds also fund capital improvement projects to support the infrastructure assets provided by the fund. The following describe the capital improvements funded by the four Enterprise Funds.

#### Wastewater Enterprise Fund

Accounts for all sanitary and storm water operations including monitoring, maintenance, repair and rehabilitation of related infrastructure, as well as planning and development of future needs. This fund is managed by the Executive Director of Transportation & Infrastructure.

Denver's Wastewater Management creates the Wastewater Six-Year Plan Capital Improvements Program ("Wastewater Program") and has prioritized enhancements and repairs in the following categories:

- Neighborhood Needs - citywide storm drainage, concrete repair and sanitary sewer projects
- Focus Basins - critical storm drainage and sanitary sewer projects to reduce risk to health, life, and property.
- Focus Waterways - restoration and infrastructure improvements to reduce risk to health, life, and property.
- Water Quality - projects that improve the health of Denver's waterways.

#### Aviation Enterprise Fund

Manages the operation, maintenance, planning, and development of Denver International Airport. The fund is managed by the Chief Executive Officer of Aviation.

#### 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, 54 holes of miniature golf, driving ranges, and pro-shops. The fund is managed by the Executive Director of Parks and Recreation.

#### Environmental Services Enterprise Fund

Manages the City's environmental liability and addresses environmental health and sustainability by improving air, land, and water quality. The fund is managed by the Manager of Environmental Health.



Financial Summary - All CIP Funds

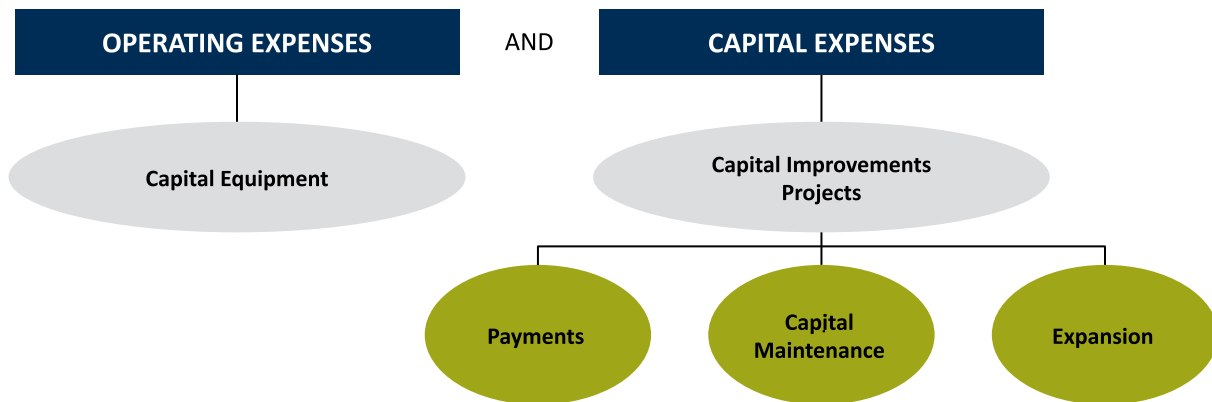
	2021 Actuals	2022 Appropriated	2023 Recommended
<b>Financial Resources</b>			
<b>Annually Appropriated</b>			
Property	92,469	95,287	95,033
Lodgers	-	1,000	5,000
Interest Income	(3,315)	8,636	8,660
Charges for Services	163	-	-
Miscellaneous Other	89,608	99,425	157,374
<b>Total Annually Appropriated CIP Revenues</b>	<b>178,925</b>	<b>204,347</b>	<b>266,067</b>
<b>Other CIP Revenues</b>			
Bond Project Funds	162,725	198,527	317,924
Grant/Other Capital Funds	120,310	103,845	129,066
<b>Total Other CIP Revenues</b>	<b>283,034</b>	<b>302,372</b>	<b>446,990</b>
<b>Total CIP Revenues</b>	<b>461,959</b>	<b>506,719</b>	<b>713,056</b>
<b>Uses of Resources By Fund</b>			
Winter Park and Recreation Funds	3,686	5,681	5,260
Capital Improvements	124,066	178,179	186,173
State Conservation Trust Funds (Lottery)	6,107	15,273	9,605
Parks Legacy Capital Improvement	12,472	25,791	35,456
Bond Project Funds	162,725	198,527	317,924
Grant/Other Capital Funds	120,310	103,845	129,066
Entertainment and Cultural Capital Funds	15,851	12,625	20,170
<b>Total CIP Expenditures by Fund</b>	<b>445,216</b>	<b>539,920</b>	<b>703,653</b>
<b>By Department</b>			
Transportation and Infrastructure	351,068	391,225	488,059
Finance	35,845	44,929	68,850
General Administration	1,087	-	5,500
Human Services	174	12,796	21,000
Health-Environmental Health	5,617	2,845	2,845
Parks and Recreation	36,149	66,208	81,616
General Services	2,263	3,229	1,837
Housing Stability	-	-	10,062
Community Planning and Development	1,733	300	250
Technology Services	11,233	14,938	17,103
Rescissions	-	(2,374)	-
Contingency	-	5,825	6,531
<b>Total CIP Expenditures by Department</b>	<b>445,170</b>	<b>539,920</b>	<b>703,653</b>
<b>Other Capital Improvements (Enterprise Funds)</b>			
Aviation	174,096	105,317	145,973
Environmental Services	5,733	600	1,050
Wastewater Management	39,507	65,499	82,184
Golf	601	1,000	1,500
<b>Total Enterprise Fund CIP Expenditures</b>	<b>219,936</b>	<b>172,415</b>	<b>230,706</b>

## Operating Impacts of Capital Projects

To provide service to its residents, a City government needs funding for costs such as salaries, supplies and other operating items. Most public services also entail costs for furniture, automobiles, other equipment and vehicles, land and construction of buildings or other public facilities. These costs are separated into two large categories: (1) operating expenditures and (2) capital outlays.

**Operating expenditures** include personnel costs, day-to-day maintenance and operation of City assets, and the acquisition of goods that are consumed as a service is provided. These types of expenses cost less on a unit basis than most capital outlays, and they recur at roughly the same level from year to year.

**Capital outlays** occur on a periodic basis. Within the broad category of capital outlay expenditures there are two subgroups: (a) capital equipment and (b) capital improvements. The City budgets capital equipment annually through an agency's operating budget. The City budgets capital improvements annually through dedicated revenue for the **acquisition, rehabilitation or expansion of assets**.



Capital improvement expenses also generate operating costs that must be recognized and accommodated. For example, the construction of a new City facility may result in increases in utility costs, additional long-term facility maintenance costs and additional personnel and supplies to support operations. Capital improvements can also promote economic development, which can have a positive impact on the City's economy and fiscal condition. During the annual budget process, the CPRE works with departments to determine the anticipated impacts of capital projects on operating budgets for future years. The timeline for an operating budget increase is typically driven by the anticipated completion date of the project.

It is the goal of the Capital Improvement Program to improve the estimation of operating costs of capital projects in collaboration with departments to better facilitate the annual budget process, financial planning and long-range capital planning.

The following provides a summary of the projected impact of the 2023 Capital Improvement Program on the City's operating budget. The summary is categorized by project and by type of impact. It does not include financial contributions or capital projects that are in the study phase of project development. Impacts are identified as either minor (small impact), modest (medium impact) or major (significant impact). The impact categories are as follows:

- Future Operating Cost Increases or Impacts Existing Work Programs
- Future Operating Cost Decreases (Rehab/Replacement of End of Life Assets)
- Capital Cost Avoidance (Decreases Costs and/or Avoids Future Costs)
- Potentially Increases Direct Revenues and/or Aids Economic Development

Given the impact of COVID-19 on the City's operating budget in the past 3 years, the Capital Improvement Program applied a strategy that preserved financial stability and strived to limit the

operating impacts of the CIP. This includes mitigating financial risks of inflationary pressures on existing projects by providing supplemental funding to finish projects that have already been started and maintaining multi-year commitments to deliver major projects.

**Future Operating Cost Increases or Impacts to Existing Work Program**

Project	Operating Budget Impact	Description
<b>Department of Climate Action, Sustainability &amp; Resiliency</b>		
Climate Adaption and Resilience	Minor	Expanded work program & increased operating costs
Electrified Mobility Improvements	Minor	Expanded work program & increased operating costs
<b>Department of Community Planning and Development</b>		
Participatory Budgeting	Modest	Expanded work program
<b>Department of Parks and Recreation</b>		
Heron Pond Phase 2	Major	New Park requiring additional operating costs
Sun Valley Park Supplement	Major	New Park requiring additional operating costs
Swansea Recreation Center - Facility and Natatorium Enhancements	Modest	Expanded work program & increased operating costs
Chennai Shelter	Minor	Expanded work program & maintenance costs
Denargo Open Space Improvements	Major	Expanded work program & increased operating costs
Land Acquisition Program Support	Modest	Expanded work program & increased operating costs
Martinez Park Master Plan Implementation	Major	Expanded work program & increased operating costs
Neighborhood Forestry Enhancements	Minor	Expanded work program & maintenance costs
New Park Master Plan	Major	New Park requiring additional operating costs
Ruby Hill Phase 3.2	Modest	Expanded work program & increased operating costs
<b>Department of Transportation and Infrastructure</b>		
Neighborhood Transportation Management Program	Minor	Expanded work program & maintenance costs
Bike Community Network Program Package 1	Major	Expanded work program & maintenance costs
Sidewalk Repair Program	Modest	Additional Personnel costs from increased scope of inspection obligation
New Warranted Signals	Minor	Expanded work program & maintenance costs
Bike Program Pavement Markings/Bike Planning	Major	Expanded work program & maintenance costs
Vision Zero	Minor	Expanded work program & maintenance costs
Safe Routes to School	Minor	Expanded work program & maintenance costs

## Operating Impacts of Capital Projects

Project	Operating Budget Impact	Description
Pedestrian Crossings	Minor	Expanded work program & maintenance costs
Denver Moves Transit Implementation	Major	Expanded work program & maintenance costs Expanded work program & increased operating costs
Iowa Underpass	Minor	Expanded work program & maintenance costs
Mobility Innovations (Bannock)	Minor	Expanded work program & maintenance costs
Corridor Study for East 38th Avenue	Minor	Expanded work program
Corridor Study for East Evans Avenue	Minor	Expanded work program
Signal Designs	Minor	Expanded work program & maintenance costs
<b>Real Estate</b>		
Technology Services Renovation	Minor	Renovation to provide increased level of service
<b>Finance</b>		
Participatory Budgeting Projects	Minor	Expanded work program & increased operating costs
<b>Denver Public Library</b>		
Denver Library Branch Renovation Support	Modest	Expanded work program & increased operating costs

## Future Operating Cost Decreases (Rehab / Replacement of End of Life Assets)

Project	Operating Budget Impact	Description
<b>Department of Climate Action, Sustainability &amp; Resiliency</b>		
Energy Conservation Improvements	Modest	Decrease operating costs through energy conservation
<b>Department of Parks and Recreation</b>		
Smith Road Maintenance Facility	Modest	Replacing existing facility with net zero building Decrease operating costs through water conservation
City Park Master Plan Implementation	Major	Decrease operating cost through irrigation replacement
Sunken Gardens Master Plan Implementation	Minor	Decrease operating cost through irrigation replacement
<b>Denver Human Services</b>		
Castro Campus Revitalization	Major	Replaces existing / avoid end of life failure
<b>Department of Transportation and Infrastructure</b>		

Project	Operating Budget Impact	Description
Public Works Facilities	Modest	Replace existing / avoid end of life failure/ major renovations
DOTI Project Delivery Support	Modest	Reduces staff resources necessary for existing scope of work

**Capital Cost Avoidance (Decrease Costs and / or Avoids Future Costs)**

Project	Operating Budget Impact	Description
<b>Department of Climate Action, Sustainability &amp; Resiliency</b>		
Solar Infrastructure Maintenance	Minor	Repairs to avoid asset class deterioration
Electrified Mobility Maintenance	Minor	Repairs to avoid asset class deterioration
<b>Cultural Facilities</b>		
DMNS Maintenance	Minor	Repair existing / avoid structural damage
Botanic Gardens Infrastructure Repairs	Minor	Repair existing / avoid future costs
Zoo Repairs	Minor	Repair existing / avoid future costs
DAM Maintenance	Minor	Repair existing / avoid future costs
<b>Denver Arts and Venues</b>		
Public Art Maintenance	Modest	Repair existing / avoid structural damage
AVD Annual Maintenance Programs	Modest	Repairs to avoid asset class deterioration
<b>Department of Parks and Recreation</b>		
Parks Annual Maintenance Programs*	Minor	Repairs to avoid asset class deterioration
Governor’s Park Master Plan	Minor	Repair and replace existing / avoid future costs
<b>Department of Transportation and Infrastructure</b>		
Annual Transportation Maintenance Programs*	Modest	Repairs to avoid asset class deterioration
Annual Facility Maintenance Programs	Modest	Repairs to avoid asset class deterioration
ADA Improvements at City Facilities	Minor	Cost avoidance through ADA compliance
<b>General Services</b>		
City Building Security Enhancements	Modest	Capital improvement to reduce contractual operating costs
<b>Community Planning and Development</b>		
Board-up / Securing of Hazardous Structures	Minor	Safety / avoid future costs
Demolish Hazardous Structures	Minor	Safety / avoid future costs
<b>Denver Public Library</b>		

## Operating Impacts of Capital Projects

Project	Operating Budget Impact	Description
Elevate Denver Library Branch Renovations Supplemental	Modest	Repair existing / avoid future costs

## Potentially Increases Direct Revenue and / or Aids Economic Development

Project	Operating Budget Impact	Description
<b>Department of Climate Action, Sustainability &amp; Resiliency</b>		
Solar Infrastructure Improvements	Modest	Excel & Federal reimbursements
<b>Department of Parks and Recreation</b>		
Downtown Forestry Enhancements 16th Mall Support	Minor	Aids economic development
Civic Center Greek Theater Renovation	Minor	Aids economic development
Downtown Forestry Enhancements	Minor	Aids economic development
<b>Department of Transportation and Infrastructure</b>		
16th St Mall Reconstruction Acceleration	Major	Aids economic development
DRCOG TIP 16th Street Mall Rehabilitation	Major	Major rehabilitation that provides jobs
	Major	Infrastructure improvements to support access and development
DRCOG TIP I-25/Broadway Interchange		
Gateway Regional Infrastructure	Major	Infrastructure improvements to support access

\*except for annual programs specifically mentioned in another section



Winter Park Parks & Recreation Fund - Schedule 30001

	2021 Actuals	2022 Appropriated	2023 Recommended
<b>Financial Resources</b>			
Interest Income	(120,441)	201,000	190,000
Miscellaneous Other	3,425,000	3,688,000	3,250,000
<b>Total</b>	<b>3,304,559</b>	<b>3,889,000</b>	<b>3,440,000</b>
<b>Uses of Resources</b>			
Expenditures/Appropriations	3,685,947	5,560,000	4,970,000
Rescissions	-	(104,347)	-
Contingency	-	225,000	290,000
<b>Total</b>	<b>3,685,947</b>	<b>5,680,653</b>	<b>5,260,000</b>
Net Increase (Decrease) in Fund Balance	(381,388)	(1,791,653)	(1,820,000)
Fund Balance January 1	10,744,000	10,362,612	8,570,959
<b>Fund Balance December 31</b>	<b>10,362,612</b>	<b>8,570,959</b>	<b>6,750,959</b>

## Winter Park Parks & Recreation Fund Projects by Agency

Projects	2023 Recommended
<b>Department of Parks and Recreation</b>	
<b>30015-7010000 Parks Debt Payments - 30015</b>	
RJ007 Sand Creek Greenway	25,000
RJ007 UDFCD Trail Development	400,000
<b>Total</b>	<b>425,000</b>
<b>30045-7010000 Parks Citywide Projects - 30045</b>	
RZ454 Mountain Parks - Facilities	325,000
RZ454 Mountain Parks - Infrastructure	125,000
RZ008 Park Access - Median Rehabilitation	250,000
RZ010 Park Amenities - Dog Parks	50,000
RZ010 Park Amenities - Outdoor Recreation	770,000
RZ010 Park Amenities - Playgrounds	1,275,000
<b>Total</b>	<b>2,795,000</b>
<b>30050-7010000 Parks Improvement Projects - 30050</b>	
RX011 Swansea Recreation Center - Facility and Natatorium Enhancements	1,750,000
<b>Total</b>	<b>1,750,000</b>
<b>Grand Total</b>	<b>4,970,000</b>

## Department of Parks and Recreation

### Park Debt Payments

**RJ007 — Sand Creek Greenway** (\$25,000). Annual funding is for multi-jurisdictional investment in the Sand Creek Greenway maintenance and improvements managed by Sand Creek Greenway Foundation.

**RJ007 — UDFCD Trail Development** (\$400,000). Funds will be used for annual match with the Mile High Flood Control District (f/k/a Urban Drainage and Flood Control District) for repairs and improvements to drainageways and adjacent trail systems citywide.

### Parks Citywide Projects

**RZ454 — Mountain Parks — Facilities** (\$325,000). Funding will be used for repair and maintenance of Denver Mountain Parks facilities including restrooms, shelters, historic structures, and other buildings.

**RZ454 — Mountain Parks — Infrastructure** (\$125,000). Funding will be used for repair and maintenance of Denver Mountain Parks infrastructure including trails, bridges, site improvements, and campground improvements.

**RZ008 — Park Access — Median Rehabilitation** (\$250,000). Funding is for routine capital maintenance of city medians, including landscape replacement and irrigation upgrades.

**RZ010 — Park Amenities — Dog Parks** (\$50,000). Funds will be used to enhance, restore, and maintain citywide dog parks.

**RZ006 — Park Amenities — Outdoor Recreation** (\$770,000). Funds will be used to replace, restore, and enhance the picnic facilities within Denver's park system.

**RZ010 — Park Amenities — Playgrounds** (\$1,275,000). Funding will be used for enhancements throughout the City's playground system, including necessary playground rehabilitation and replacement projects.

### Parks Improvement Projects

**RX011 — Swansea Recreation Center - Facility and Natatorium Enhancements** (\$1,750,000). Funding will be used to support improvements to the existing recreation center to respond to ADA and MEP restroom and entryway deficiencies to harmonize with the new bond-funded construction.

## Capital Improvement Fund - Schedule 31000

	2021 Actuals	2022 Appropriated	2023 Recommended
<b>Financial Resources</b>			
Charges for Services	163,093	-	-
Interest Income	(1,930,253)	6,164,868	6,182,267
Lodgers	-	1,000,000	5,000,000
Miscellaneous Other	44,061,334	49,684,891	96,722,838
Occupational Privilege	40	-	-
Property	92,469,131	95,286,653	95,032,556
<b>Total</b>	<b>134,763,345</b>	<b>152,136,412</b>	<b>202,937,661</b>
<b>Uses of Resources</b>			
Expenditures/Appropriations	124,066,072	175,566,856	181,872,513
Rescissions	-	(1,687,592)	-
Contingency	-	4,300,000	4,300,000
<b>Total</b>	<b>124,066,072</b>	<b>178,179,264</b>	<b>186,172,513</b>
Net Increase (Decrease) in Fund Balance	10,697,273	(26,042,852)	16,765,148
Fund Balance January 1	271,209,000	281,906,273	255,863,421
<b>Fund Balance December 31</b>	<b>281,906,273</b>	<b>255,863,421</b>	<b>272,628,569</b>

- 2023 CIF revenues include the following transfers into Fund 31000:
  - A \$14,867,000 transfer from the Transportation and Mobility Special Revenue Fund 34801 for pedestrian, bike and other mobility improvements.
  - A \$20,000,000 transfer from the Denver Human Service Delivery and Administration Fund 13008 for the construction phases of the Castro Campus revitalization project.
  - A \$5,150,000 transfer from the Climate Protection Special Revenue Fund 11880 into the Climate Protection Capital Projects Fund 34804 for climate related capital improvement projects.
  - A \$2,000,000 transfer from the general fund for city building improvements.
  - A \$4,250,000 transfer from the general fund for various capital improvements.
  - A \$1,495,834.39 transfer from fund 38349 - East Corridor to support mobility improvements.

## Capital Improvement Fund - Projects by Agency

Projects	2023 Recommended	
<b>Climate Action, Sustainability and Resiliency</b>		
<b>34804-0107000 Other Agency Capital Project</b>		
CW001	Solar Infrastructure Improvements	2,000,000
CW002	Energy Conservation Improvements	2,000,000
CW003	Electrified Mobility Improvements	1,000,000
CW004	Climate Adaptation and Resilience	50,000
CZ001	Solar Infrastructure Maintenance	50,000
CZ003	Electrified Mobility Maintenance	50,000
<b>Total</b>		<b>5,150,000</b>
 <b>Community Planning and Development</b>		
<b>34080-0141000 Other Agency Capital Project</b>		
GX004	Participatory Budgeting	250,000
<b>Total</b>		<b>250,000</b>
 <b>Denver Human Services</b>		
<b>34080-5511000 Other Agency Capital Project</b>		
DH003	Castro Campus Revitalization	21,000,000
<b>Total</b>		<b>21,000,000</b>
 <b>Denver Public Library</b>		
<b>33069-0801000 Facility CIP Projects</b>		
GX050	Elevate Denver Library Support	2,000,000
<b>Total</b>		<b>2,000,000</b>
 <b>Other Cultural Facilities Support</b>		
<b>34080-1000000 Other Agency Capital Project</b>		
ZF100	Museum of Nature and Science Maintenance	350,000
<b>Total</b>		<b>350,000</b>
 <b>34080-1200000 Other Agency Capital Project</b>		
ZG100	Denver Art Museum Maintenance	350,000
<b>Total</b>		<b>350,000</b>
 <b>Department of Finance</b>		
<b>34080-2590000 Other Agency Capital Project</b>		
SD100	2015A COP 911 and Fleet Service Center	558,111
ZV100	Capital Planning Support	300,000
PL001	Central Platte Service Payment	569,584
ZE002	National Western Center (NWC) Capital Maintenance	5,000,000
FW001	Participatory Budgeting Projects	350,000
PQ014	Space Reallocation Move Support	6,617,000
<b>Total</b>		<b>13,394,695</b>
 <b>Denver Arts and Venues</b>		
<b>34080-3050000 Other Agency Capital Project</b>		

## Capital Improvement Fund - Projects by Agency

Projects		2023 Recommended
ZZ401	Public Art Maintenance	200,000
<b>Total</b>		<b>200,000</b>
<b>Technology Services</b>		
<b>34080-3070100 Other Agency Capital Project</b>		
ZI905	Infrastructure and Network Replacement	2,040,085
ZI902	Innovation Fund Projects	9,500,000
ZI903	Radio System Upgrade	1,552,600
ZI908	Technology System Upgrades	2,500,000
ZI904	User Component Replacement	1,510,000
<b>Total</b>		<b>17,102,685</b>
<b>Department of Transportation and Infrastructure</b>		
<b>31015-5011000 DOTI Debt Payments</b>		
PO007	16th Street Mall Maintenance Program	300,000
PU008	DRCOG TIP 16th Street Mall Rehabilitation	5,500,000
PQ004	DRCOG TIP I-25/Broadway Interchange	3,500,000
PM008	East Corridor Payment	1,722,143
PW001	I-70 Availability Payment	2,688,010
PQ003	Pena Boulevard Operations and Maintenance	1,000,000
PQ001	Pena Boulevard Tower Road Interchange	25,400
PX004	Washington RAISE Grant Match	3,000,000
<b>Total</b>		<b>17,735,553</b>
<b>31025-5011000 DOTI Annual Programs</b>		
PZ041	Street and Alley Asphalt Maintenance - Street Rotomill and Overlay Program	2,200,000
PZ037	Traffic Signal Infrastructure and Maintenance	2,000,000
<b>Total</b>		<b>4,200,000</b>
<b>34993-5011000 DOTI Capital Maintenance</b>		
PZ034	Bridge Maintenance and Emergency Repairs Program	7,000,000
PZ033	Emergency Infrastructure Repairs (Orphan Assets)	500,000
PZ039	Neighborhood Infrastructure Maintenance	600,000
PZ039	Neighborhood Infrastructure Maintenance - Parking	145,000
PZ040	Parking Garage Maintenance	170,000
PZ043	Right of Way Concrete Maintenance - Concrete Street and Alley Repair Program	2,002,000
PZ043	Right of Way Concrete Maintenance - Curb and Gutter	1,800,000
PZ043	Right of Way Concrete Maintenance - Curb Ramps	3,800,000
PZ045	Signs and Marking Maintenance - Faded Signs	640,000
PZ045	Signs and Marking Maintenance - Pavement Markings	1,008,000
PZ041	Street and Alley Asphalt Maintenance - Street Rotomill and Overlay Program	20,645,000



## Capital Improvement Fund - Projects by Agency

Projects		2023 Recommended
PZ127	Street Light Maintenance	100,000
PZ128	System Operations Maintenance - Fiber Maintenance	750,000
PZ128	System Operations Maintenance - Signal System Conduit Cable, Electronics	350,000
PZ128	System Operations Maintenance - Transportation Management Center (TMC) Program	125,000
PZ128	System Operations Maintenance - Vehicle and Multi-Modal Detection	470,000
PZ037	Traffic Signal Infrastructure and Maintenance	10,195,000
<b>Total</b>		<b>50,300,000</b>
<b>31050-5011000 DOTI Improvement Projects</b>		
PO008	Denver Moves Bicycles Implementation	2,280,000
PV100	DOTI Project Delivery Support	1,500,000
PQ017	Neighborhood Transportation and Traffic Calming	350,000
PX001	Speer over Little Raven Bridge	1,435,500
PR009	DRCOG TIP Iowa/Santa Fe Connections	600,000
PX003	16th St Mall Reconstruction Acceleration	2,600,000
PX008	Corridor Study for 38th Avenue	100,000
PX009	Corridor Study for East Evans Ave	500,000
PX010	Signal Design	800,000
<b>Total</b>		<b>10,165,500</b>
<b>34801-5011000 Transportation and Mobility Capital Projects</b>		
PO008	Denver Moves Bicycles Implementation	1,396,500
PS006	Denver Moves Transit Implementation	2,993,000
PX002	Design/Build Guidance Document	143,000
PW005	Mobility Innovation Program	30,000
PI008	Pavement Markings	1,996,500
PS011	Pedestrian Crossing Improvements	493,000
PR008	Safe Routes to School	1,193,000
PR002	Sidewalk Gaps and Safety Repair	2,993,000
PZ037	Traffic Signal Infrastructure and Maintenance	1,193,000
PQ015	Vision Zero Implementation	2,193,000
<b>Total</b>		<b>14,624,000</b>
<b>33069-5011000 Facility CIP Projects</b>		
GX002	DOTI Facilities - Expansion and Improvements	5,500,000
GK070	ADA Improvements	3,000,000
GZ001	Facilities Support - Facilities Reserve for Emergency Projects	830,000
GZ060	Residential - Shelter Facilities Maintenance/Repair	500,000
<b>Total</b>		<b>9,830,000</b>
<b>34991-5011000 Facilities Plan &amp; Mgmt Cap Maintenance</b>		
GZ010	Administration - City and County Building Campus Maintenance/Repair	275,000

## Capital Improvement Fund - Projects by Agency

Projects	2023 Recommended
GZ010 Administration - Webb Building Maintenance/Repair	200,000
GZ020 Community Services - Library Facilities Maintenance/Repair	875,000
GZ020 Community Services - Support Facilities Maintenance/Repair	405,000
GZ001 Facilities Support - Studies/Assessments	250,000
GZ040 Industrial - Central Platte Campus Maintenance/Repair	1,485,000
GZ030 Safety - Combined Communications Center Maintenance/Repair	500,000
GZ030 Safety - Fire Facilities Maintenance/Repair	580,000
GZ030 Safety - Justice Center Maintenance/Repair	175,000
GZ030 Safety - PAB/PADF Maintenance/Repair	250,000
GZ030 Safety - Police Facilities Maintenance/Repair	50,000
GZ030 Safety - Sheriff Facilities Maintenance/Repair	725,000
<b>Total</b>	<b>5,770,000</b>
<b>Denver Department of Public Health and Environment</b>	
<b>34080-6508000 Other Agency Capital Project</b>	
EP001 DHHA Office of the Medical Examiner Relocation	1,645,080
EO001 DHHA Westside Clinic Payment	1,200,000
<b>Total</b>	<b>2,845,080</b>
<b>32050-7010000 Parks Improvements</b>	
<b>Projects - 32050</b>	
RJ010 Downtown Forestry Enhancements	1,105,000
RT001 Heron Pond Parks and Water Quality Improvements	3,000,000
RX010 Sun Valley Park Supplement	1,000,000
RX011 Swansea Recreation Center - Facility and Natatorium Enhancements	750,000
RU015 Park District Headquarters Renovation	400,000
<b>Total</b>	<b>6,255,000</b>
<b>34080-7010000 Other Agency Capital Project</b>	
ZZ303 Denver Zoo Repairs	350,000
<b>Total</b>	<b>350,000</b>
<b>Grand Total</b>	<b>181,622,513</b>

## Department of Climate Action, Sustainability and Resiliency

**CW001 — Solar Infrastructure Improvements** (\$2,000,000). Funding to support the design, development, and construction of solar photovoltaic generating facilities.

**CW002 — Energy Conservation Improvements** (\$2,000,000). Funding will be used to support the design and installation of efficiency measures and all-electric equipment in buildings.

**CW003 — Electrified Mobility Improvements** (\$1,000,000). Funds will be used to support the design, development, and construction of electric vehicle chargers and other measures that promote the use of electrified mobility.

**CW004 — Climate Adaptation and Resilience** (\$50,000). Funding will be used to support the design and implementation of improvements to create resilient landscapes and conserve natural resources.

**CZ001 — Solar Infrastructure Maintenance** (\$50,000). Funds will be used for the capital maintenance of solar photovoltaic generating facilities.

**CZ003 — Electrified Mobility Maintenance** (\$50,000). Funding will be used to support the maintenance of electric vehicle chargers and other measures that promote the use of electrified mobility.

## Community Planning and Development

**GX004 — Participatory Budgeting** (\$250,000). Funds will be used for the implementation and delivery of capital assets through a participatory budgeting program.

## Denver Human Services

**DH003 — Castro Campus Revitalization** (\$21,000,000) Funding for the initial construction phases of the Castro Campus Revitalization Project, focusing on the first and second floors of the Castro Building and other improvements to the campus.

## Denver Public Library

**GX010 — Elevate Denver Library Support** (\$2,000,000) Funding will be used to support improvements to City libraries originally funded by the 2017 Elevate Denver Bond initiative.

## Museum of Nature and Science

**ZF100 — Museum of Nature and Science Maintenance** (\$350,000). Funds will be used for ongoing maintenance and rehabilitation projects at the Museum of Nature and Science including sprinkler head replacement, fall protection systems, and other needed projects.

## Denver Art Museum

**ZG100 — Denver Art Museum Maintenance** (\$350,000). Funds will be used for ongoing maintenance and rehabilitation projects including fire system replacement and other needed projects.

## Department of Finance

**SD100 — 2015A COP 911 and Fleet Service Center** (\$558,111). Funding for the annual base rental payment for the Certificate of Participation that funded the rehabilitation of the new 911 Communications Center facility located on Peoria Street and the purchase of the new Fleet Service Center located on 31st Avenue.

## Capital Improvement Fund - Project Descriptions

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**ZV100 — Capital Planning Support** (\$300,000). Funding for a study to assess citywide capital maintenance needs.

**PL001 — Central Platte Service Payment** (\$569,584). This funding provides a portion of the annual base rental payment for the Central Platte Campus facilities project.

**ZE002 — National Western Center (NWC) Capital Maintenance** (\$5,000,000). Funding for the capital maintenance and improvements of facilities at the National Western Center complex. The capital improvement fund receives \$1 million annually from Lodgers Tax revenue to support these capital improvements.

**FW001 — Participatory Budgeting Projects** (\$1,700,000). Funding for capital projects that have been selected and prioritized via a community engagement and education process.

**PQ014 — Space Allocation and Move Support** (\$6,617,000). Funds for the planning, design, and construction of capital projects which address citywide space needs.

### Denver Arts and Venues

**ZZ401 — Public Art Maintenance** (\$200,000). Funds will be used to perform ongoing maintenance for the City's art collection.

### Department of Technology Services

**ZI905 — Infrastructure and Network Replacement** (2,040,085). Funding for the scheduled replacement of servers, routers, and other hardware, software, and tools necessary to maintain the City's network infrastructure.

**ZI902 — Innovation Fund Project** (\$9,500,000) Funding for the implementation of projects designed to improve City operations and efficiencies through automation and business process improvement.

**ZI903 — Radio System Upgrade** (\$1,552,600). Funding for a payment to replace current end of life radio system technology.

**ZI908 — Technology System Upgrades** (\$2,500,000). Funding provides for the periodic upgrades of existing city software systems.

**ZI904 — User Component Replacement** (\$1,510,000). Funding for the scheduled replacement of desktop and laptop computers for agencies within the General Fund.

### Department of Transportation and Infrastructure (DOTI)

#### DOTI Payments

**PO007 — 16th Street Mall Maintenance Program** (\$300,000). Funds will be used as the City's contribution towards the annual capital maintenance program for the 16th Street Mall in collaboration with the Regional Transportation District (RTD), the Downtown Business Improvement District, and the Downtown Denver Partnership.

**PU008 — DRCOG TIP 16th Street Mall Rehabilitation** (\$5,500,000). Funds will be used to support rehabilitation of the 16th Street Mall. This appropriation leverages funding from the 2020 Denver Regional Council of Governments (DRCOG) Transportation Improvement Program (TIP).

**PQ004 — DRCOG TIP I-25/Broadway Interchange** (\$3,500,000). Funding for design and construction of additional multimodal improvements as part of the Broadway/I-25 Interchange project. This appropriation leverages funding from the 2020 Denver Regional Council of Governments (DRCOG) Transportation Improvement Program (TIP) and other grant sources.

**PM008 — East Corridor Payment** (\$1,722,143). Funding provides the annual payment for the Certificates of Participation (COP) for additional transportation and drainage improvements constructed as part of the East Corridor project.

**PW001 — I-70 Availability Payment** (\$2,688,010). Annual payment to the Colorado Department of Transportation per the terms of the I-70 East Corridor IGA.

**PQ003 — Pena Boulevard Operations and Maintenance** (\$1,000,000). Funds will be used for the City's share of operations and maintenance of Pena Boulevard.

**PQ001 — Pena Boulevard Tower Road Interchange** (\$25,400). Funds will be used for the City's share of operations and maintenance of the Tower Road interchange on Pena Boulevard.

**PX004 — Washington RAISE Grant Match** (\$3,000,000). Required local match contribution to Washington Street Livability Project.

### DOTI Annual Programs

**PZ041 — Street Rotomill and Overlay Program** (\$2,200,000). Funding will be used to support paving activities such as hauling and traffic control.

**PZ037 — Traffic Signal Infrastructure and Maintenance** (\$2,000,000). Funding will be used to reconstruct, replace, maintain, and upgrade traffic signals. Funding will also be used for studies, analysis, and design related to timing, standards, and other needs for the signal program. The work program is based on the number of new warranted signals, crashes, and maintenance data.

### DOTI Capital Maintenance

**PZ034 — Bridge Maintenance and Emergency Repairs** (\$7,000,000). Funds will be used to provide maintenance, rehabilitation, and replacement of existing structures, including bridges, underpasses, and retaining walls. This also encompasses emergency repairs to all structures.

**PZ033 — Emergency Infrastructure Repairs (Orphan Assets)** (\$500,000). Funding will be used to provide routine maintenance, rehabilitation, and replacement of existing orphan assets and may include designs and studies. Assets include fences, walls, monuments, rails, and other nontraditional assets in the City's inventory program.

**PZ039 — Neighborhood Infrastructure Maintenance** (\$600,000). Funds will be used to assess and resolve transportation related safety concerns, typically identified through 311, studies, and plans. Neighborhood improvements may include pedestrian crossings and betterments, minor roadway modifications, and the associated analysis, data collection, and policy development.

**PZ039 — Neighborhood Infrastructure Maintenance - Parking** (\$145,000). Funds will be used for in-house specialty markings, long lines, and markings development for City Bike Parking Program and Curbside Access Plans.

**PZ040 — Parking Garage Maintenance** (\$170,000). Programmed projects include facility repairs, resurfacing, access control systems, and other needed projects at City-owned parking garages.

**PZ043 — Right of Way Concrete Maintenance — Concrete Street and Alley Repair Program** (\$2,002,000). Funding will be used for necessary repairs of concrete streets and alleys.

## Capital Improvement Fund - Project Descriptions

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**PZ043 — Right of Way Concrete Maintenance — Curb and Gutter** (\$1,800,000) . Funds will be used for the replacement of curbs and gutters citywide and supporting concrete roadway infrastructure.

**PZ043 — Right of Way Concrete Maintenance — Curb Ramps** (\$3,800,000). Funds will be used for the installation or upgrade of pedestrian curb ramps as required by the Americans with Disabilities Act (ADA).

**PZ045 — Signs and Marking Maintenance — Faded Signs** (\$640,000). This is an annual program to replace and repair existing faded or damaged traffic and street signs. Funds will be used to provide maintenance in a programmatic and cost-effective manner.

**PZ045 — Signs and Marking Maintenance — Pavement Markings** (\$1,008,000). This annual program provides installation of permanent pavement markings compliant with the Manual on Uniform Traffic Control Devices (MUTCD) including inventory, repair, replace, or otherwise maintain pavement marking assets.

**PZ041 — Street and Alley Asphalt Maintenance — Street Rotomill and Overlay Program** (\$20,645,000). Funding is for the citywide street rotomill and overlay program. This annual program to maintain streets is based on optimized overlay levels determined by the Pavement Management Program.

**PZ127 — Street Light Maintenance** (\$100,000). This program will fund maintenance, planning, and programming activities for City-owned street lights and may include conduit, poles, arms, luminaires, control systems, solar panels, wiring, and any associated parts.

**PZ128 — Systems Operations Maintenance — Fiber Maintenance** (\$750,000). Funds will be used for the operation and maintenance of the fiber and conduit infrastructure and may include repairs, upkeep, infrastructure upgrades, and programming.

**PZ128 — Systems Operations Maintenance — Signal System Conduit Cable, Electronics** (\$350,000). Funding will be used to furnish materials that connect traffic signal installations to the “Icons” traffic signal control system.

**PZ128 — System Operations Maintenance — Transportation Management Center (TMC) Program** (\$125,000). This program continues the installation of equipment for the operation of the Intelligent Transportation Systems (ITS) and the Transportation Management Center (TMC). The TMC handles emergency operations, event management, and congestion management.

**PZ128 — Systems Operations Maintenance — Vehicle and Multi-Modal Detection** (\$470,000). Funds will be used to install and maintain detection devices for vehicles, bicycles, and pedestrians citywide. Devices may include loops, cameras, or other sensors.

**PZ037 — Traffic Signal Infrastructure and Maintenance** (\$10,195,000). Funding will be used to reconstruct, replace, maintain, and upgrade traffic signals. Funding will also be used for studies, analysis and design related to timing, standards, and other needs for the signal program. The work program is based on the number of new warranted signals, crashes, and maintenance data.

### DOTI Improvement Projects

**PO008 — Denver Moves Bicycles Implementation** (\$2,280,000). Funding will be used for Community Transportation Network (CTN) bike projects construction to meet Mayor Hancock’s 125 miles by 2023 goal and beyond.

**PV100 — DOTI Project Delivery Support** (\$1,500,000). Funding will be used for projects that require additional data collection, outreach, analysis, and study to determine the treatment or project approach, prior to advancement to design.



**PQ017 — Neighborhood Transportation and Traffic Calming** (\$350,000). Funding will be used to implement traffic and safety improvements for vehicles, pedestrians, and cyclists to improve mobility within the neighborhoods.

**PX001 — Speer Over Little Raven Bridge** (\$1,435,500). Funding will be used for periodic maintenance to achieve the project's design life. The project consists of bridge repair, including milling the asphalt wearing surface and repairing the concrete deck below, removing and replacing the paint on the structural steel arches, replacing an abutment backwall and approach slab, and installing new expansion joints.

**PR009 — DRCOG TIP Iowa /Santa Fe Connection (Iowa Underpass)** (\$600,000). Funding will be used for upgrades to sidewalks along the north side of Iowa Avenue and at the intersection of the Santa Fe & Iowa. The project will also include removal of existing staircases, installation of ADA-compliant ramps, alterations or new installation of retaining walls, temporary easement acquisition, and lighting improvements as necessary.

**PX003 — 16th Street Mall Reconstruction Acceleration** (\$2,600,000). Funding will be used to accelerate the procurement of FF&E. FF&E is needed before reopening reconstructed mall blocks for safety (the FF&E provide an "amenity zone" for people with visual impairments by helping delineate the pedestrian way from the transit way).

**PX008 — Corridor Study For 38th Avenue** (\$100,000). This funding will allow DOTI to study the mobility needs of the West 38th Ave. corridor, including pedestrian, transit, bicycle, and vehicle, and do so in a manner that addresses development opportunities, parking needs, and movement patterns along this important corridor. The study would also allow DOTI to identify the existing right-of-way constraints, as well as future right-of-way needs to fund improvements appropriately.

**PX009 — Corridor Study For East Evans Avenue** (\$500,000). This funding will allow the department to examine multiple issues, including land use and transportation, along this heavily-used corridor.

**PX010 — Signal Designs** (\$800,000). This funding will be used for 8 signals.

### Transportation and Mobility Capital Projects

**PO008 — Denver Move Bicycles Implementation Bike Program Planning** (\$1,396,500). Funding to expand the successful bike paving program in close coordination with the annual paving program and other transportation and mobility projects to ensure a bike project pipeline for 2023 and beyond including design, planning, and public engagement.

**PS006 — Denver Moves Transit Implementation** (\$2,993,000). Funding to support the implementation of transit improvements, including design and construction of high frequency networks and transit amenities.

**PX002 — Design/Build Guidance Document** (\$143,000). Funding will be used for professional services to support development of a DOTI Design/Build Guidance Document.

**PW005 — Mobility Innovation Program - Innovations Bannock** (\$30,000). The Bannock Street mural is deteriorating after 2 years and recent large events. The mural is estimated to be at 50% end of life by summer. Funds will be used for the restoration of the mural project.

**PI008 — Pavement Markings - Bike Program Pavement Markings** (\$1,996,500). Funding to expand the successful bike paving program in close coordination with the annual paving program and other transportation and mobility projects to ensure a bike project pipeline for 2023.

## Capital Improvement Fund - Project Descriptions

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**PS011 — Pedestrian Crossing Improvements** (\$493,000). Funding will support implementation of Denver Moves Pedestrians, including signalized intersections, intersection improvements, and decorative crosswalks.

**PR008 — Safe Routes to School** (\$1,193,000). Funding to implement improvements identified through the Safe Routes to School program, including flashing beacons and pedestrian infrastructure.

**PR002 — Sidewalk Gaps and Safety Repair** (\$2,993,000). Funding for the construction and repair of sidewalks throughout the city with a focus near public facilities, educational facilities, transit, and other critical areas.

**PZ037 — Signal Funds** (\$1,193,000). Funding project delivers new traffic signals to multiple intersections to address mobility/safety issues.

**PQ015 — Vision Zero Implementation** (\$2,193,000). Funding for the implementation of the Vision Zero Action Plan including improvements at high-crash intersections, road crossing safety treatments, and signal modification.

### Facility CIP Projects

**GK070 — ADA Improvements** (\$3,000,000). Funds will be used for repairs and upgrades to city facilities for compliance with ADA requirements.

**GZ001 — Facilities Support - Facilities Reserve for Emergency Projects** (\$830,000). Funding is reserved as contingency for unprogrammed emergency issues or building needs.

**GX002 — Facilities Improvements and Expansion** (5,500,000). Funds will be used for CDC Fleet Building Security Improvements, Roslyn Campus Site Lighting Improvements, Osage Campus Site Safety Improvements, Cherry Creek Campus Site Lighting Improvements, CPC Site Lighting Improvements, and Cherry Creek Transfer Station Expansion.

**GZ060 — Residential - Shelter Facilities Maintenance/Repair** (\$500,000). Funding will be used for the maintenance and repair of City owned residential facilities including shelters.

### Facilities Plan & Management Capital Maintenance

**GZ010 — Administration - City and County Building Campus Maintenance/Repair** (\$275,000). Programmed projects include HVAC, electrical, and plumbing upgrades, concrete flatwork repair, and other needed projects.

**GZ010 — Administration - Webb Building Maintenance/Repair** (\$200,000). Funding to maintain the Wellington Webb Municipal Building as a class "A" building.

**GZ020 — Community Services - Library Facilities Maintenance/Repair** (\$875,000). Programmed projects include HVAC equipment replacement and repairs, snow melt system repairs, storm drain repair, and other needed projects at various library facilities.

**GZ020 — Community Services - Support Facilities Maintenance/Repair** (\$405,000). Programmed projects include electrical repairs and upgrades and other needed capital maintenance projects.

**GZ040 — Industrial - Central Platte Campus Maintenance/Repair** (\$1,485,000). Programmed projects include design and construction for roof access projects, concrete repair, design and construction for catwalk and fall protection, and other needed projects at various buildings on the Central Platte Campus.

**GZ030 — Safety - Combined Communications Center Maintenance/Report** (\$500,000). Programmed projects include exterior flatwork replacement, parking lot access control improvements, and other needed capital maintenance projects.

**GZ030 — Safety - Fire Facilities Maintenance/Repair** (\$580,000). Programmed projects include HVAC controls replacements, HVAC equipment replacements, HVAC system replacement, security system install, and other needed projects at various fire facilities.

**GZ030 — Safety - Justice Center Maintenance/Repair** (\$175,000). Programmed projects include lobby security construction, exterior door improvements, security layout, fire suppression system improvements, sealant improvements, electrical and fire alarm improvements, stair repairs, card access improvements, and other needed projects at various justice center facilities.

**GZ030 — Safety - PAB/PADF Maintenance/Repair** (\$250,000). Programmed projects include electrical and HVAC system repairs and other needed projects.

**GZ030 — Safety - Police Facilities Maintenance/Repair** (\$50,000). Programmed projects include fire alarm system improvements, HVAC improvements, door access improvements, security camera upgrades, site security improvements study, and other needed projects to various police facilities.

**GZ030 — Safety - Sheriff Facilities Maintenance/Repair** (\$725,000). Programmed projects include fire alarm system connections, fire suppression system improvements, HVAC and electrical improvements, and other needed projects at various sheriff facilities.

### Department of Environmental Health

**EP001 — DHHA Office of the Medical Examiner Relocation** (\$1,645,080). Funds will be used for the rehabilitation of the new Office of the Medical Examiner offices located near the Denver Health campus. The new facility will offer an improved working environment that meets operational space demands.

**EO001 — DHHA Westside Clinic Payment** (\$1,200,000). Funding will be used for the City's contribution for construction of a new Westside Clinic, which will provide adequate capacity to serve the neighborhood's health needs.

### Department of Parks and Recreation

#### Parks Improvement Projects

**RJ010 — Downtown Forestry Enhancements** (\$1,105,000). Funding will be used to expand Denver Parks and Recreation's partnerships with Downtown Denver Partnership Trees program and support the plantings along the 16th street mall project.

**RT001 — Heron Pond Parks and Water Quality Improvements** (\$3,000,000). Funding will be used for Phase II construction of the Heron Pond / Heller Carpio-Sanguinette project including a playground, picnic pavilion, and multigenerational recreational amenities.

**RX010 — Sun Valley Park Supplement** (\$1,000,000). Funding will be used for a new riverfront park in association with Sun Valley redevelopment and DHA. Scope includes utility work, earthwork and grading, stormwater improvements, sidewalks, seatwalls, plaza space, landscape plantings and native areas, and irrigation.

**RX011 — Swansea Recreation Center - Facility and Natatorium Enhancements** (\$750,000). Funding will be used to support the new natatorium and fund improvements to the existing recreation center to respond to ADA and MEP restroom and entryway deficiencies to harmonize with the new bond-funded construction.

## Capital Improvement Fund - Project Descriptions

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**RU015 — Park District Headquarters Renovation** (\$400,000). Funding will be used to construct a new maintenance facility on Smith Road to service the Northeast parks district.

### Denver Zoo

**ZZ303 — Denver Zoo Repairs** (\$350,000). Funding for maintenance and rehabilitation projects at the Denver Zoo.

State Conservation Trust Fund - Schedule 35000

	2021 Actuals	2022 Appropriated	2023 Recommended
<b>Financial Resources</b>			
Interest Income	(598,751)	1,341,000	1,426,000
Miscellaneous Other	8,662,815	7,991,000	8,180,000
<b>Total</b>	<b>8,064,064</b>	<b>9,332,000</b>	<b>9,606,000</b>
<b>Uses of Resources</b>			
Expenditures/Appropriations	6,107,348	14,785,000	9,155,000
Rescissions	-	(11,966)	-
Contingency	-	500,000	450,000
<b>Total</b>	<b>6,107,348</b>	<b>15,273,034</b>	<b>9,605,000</b>
Net Increase (Decrease) in Fund Balance	1,956,716	(5,941,034)	1,000
Fund Balance January 1	23,348,000	25,304,716	19,363,682
<b>Fund Balance December 31</b>	<b>25,304,716</b>	<b>19,363,682</b>	<b>19,364,682</b>

State Conservation Trust Fund - Projects by Agency

Projects	2023 Recommended
<b>Department of Parks and Recreation</b>	
<b>35045-7010000 Parks Citywide Projects - 35045</b>	
RZ006 Reinvestment - ADA Upgrades	550,000
RZ006 Reinvestment - Emergency Response	200,000
RZ006 Reinvestment - Parks Rehabilitation	1,095,000
RZ006 Reinvestment - Project Development Funds	300,000
RZ007 Resiliency - Natural Resources	600,000
RZ007 Resiliency - Tree Program	400,000
RZ007 Resiliency - Water Conservation	1,605,000
RZ008 Park Access - Park Walks	520,000
RZ008 Park Access - Trail Improvements	150,000
RZ008 Park Access - Bridges	50,000
RZ008 Park Access - Roads and Parking	50,000
RZ009 Park Facilities - Recreation Center Rehabilitation	825,000
RZ009 Park Facilities - Structures	100,000
RZ009 Park Facilities - Water Features	900,000
RZ009 Park Facilities - Outdoor Aquatics Rehabilitation	250,000
RZ009 Park Facilities - Park Restrooms	50,000
RZ010 Park Amenities - Historic Structures	250,000
RZ010 Park Amenities - Outdoor Recreation	380,000
RZ010 Parks Amenities - Picnic Facilities	180,000
RZ010 Park Amenities - Lighting	300,000
RZ454 Mountain Parks - Facilities	250,000
<b>Total</b>	<b>9,005,000</b>
<b>Department of Parks and Recreation</b>	
<b>35050-7010000 Parks Improvements Projects - 35050</b>	
RX012 Chennai Shelter	150,000
<b>Total</b>	<b>150,000</b>
<b>Grand Total</b>	<b>9,155,000</b>



## Department of Parks and Recreation

### Parks Citywide Projects

**RZ006 — Reinvestment — ADA Upgrades** (\$550,000). Funds will be used for citywide park and facility improvements as required by the federal Americans with Disabilities Act (ADA).

**RZ006 — Reinvestment — Emergency Response** (\$200,000). Funds will be used for emergency repairs projects within the Denver Parks and Recreation system.

**RZ006 — Reinvestment — Parks Rehabilitation** (\$1,095,000). Funds will be used to enhance, restore, and maintain citywide park areas.

**RZ006 — Reinvestment — Project Development Funds** (\$300,000). Funds will be used for the conceptual or preliminary design of projects or unanticipated mid-year programming needs, as well as studies, design, environmental clearance, and other pre-construction activities.

**RZ007 — Resiliency — Natural Resources** (\$600,000). Funding will be used for capital maintenance and improvement to the City's natural areas system, including restoration, reclamation, and lake edge management.

**RZ007 — Resiliency — Tree Program** (\$400,000). Funding is for the purchase of new replacement trees to maintain and refurbish Denver's tree canopy and to meet the sustainability program objectives of the City.

**RZ007 — Resiliency — Water Conservation** (\$1,605,000). Funding will be used to upgrade irrigation systems within Denver's park system.

**RZ008 — Park Access — Park Walks** (\$520,000). Funding will be used for the maintenance and repair of park walks citywide, including the rehabilitation of park walks in Garland, Saratoga, and St. Patrick's Park.

**RZ008 — Park Access — Bridges** (\$50,000). Funding will be used for capital maintenance of pedestrian and bicycle bridges located within Denver.

**RZ008 — Park Access — Trail Improvements** (\$150,000). Funding will be used for the maintenance and repair of park walks citywide, including the rehabilitation of park walks in Garland, Saratoga, and St. Patrick's Parks and trail system.

**RZ008 — Park Access — Park Roads and Parking** (\$50,000). Funding will be used for the capital maintenance or reconstruction of Park roadways and parking lots.

**RZ009 — Park Facilities — Recreation Center Rehabilitation** (\$825,000). Funding will be used for capital maintenance throughout the City's recreation center system such as siding replacement at Central Park Recreation Center.

**RZ009 — Park Facilities — Structures** (\$100,000). Funding will be used for capital maintenance on buildings throughout the City's park system that require immediate attention including pool building roof assessments.

**RZ009 — Park Facilities — Water Features** (\$900,000). Funding is for capital maintenance on water features, such as fountains and splash pads, throughout the park system.

**RZ009 — Park Facilities — Outdoor Aquatics Rehabilitation** (\$250,000). Funding is used for capital maintenance of outdoor pools and aquatic facilities such as splash pads.

## State Conservation Trust Fund - Project Descriptions

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**RZ009 — Park Facilities — Park Restrooms** (\$50,000). Funds will be used to maintain, repair, and enhance restrooms within the City's park system.

**RZ010 — Park Amenities — Historic Structures** (\$250,000). Funding is for the restoration and reconstruction of historic structures located within the City's parks and recreation system.

**RZ010 — Park Amenities — Lighting** (\$300,000). Funding will be used to replace, restore, and enhance lighting systems within Denver's parks system.

**RZ010 — Park Amenities — Outdoor Recreation** (\$380,000). Funds will be used for the capital maintenance of outdoor recreation facilities such as athletic fields and courts, including improvements to Tier A and C Fields.

**RZ010 — Park Amenities — Picnic Facilities** (\$180,000). Funds will be used to replace, restore, and enhance the picnic facilities within Denver's park system.

**RZ454 — Mountain Parks — Facilities** (\$250,000). Funding will be used for repair and maintenance of Denver Mountain Parks facilities including restrooms, shelters, historic structures, and other buildings.

### **Parks Improvement Projects**

**RX012 — Chennai Shelter** (\$150,000). Funding will be used to construct a picnic shelter and picnic tables at the City of Chennai Park.

Parks Legacy Capital Improvement Fund - Schedule 36000

	2021 Actuals	2022 Appropriated	2023 Recommended
<b>Financial Resources</b>			
Interest Income	(108,524)	300,000	516,000
Miscellaneous Other	21,710,000	26,061,000	34,375,000
<b>Total</b>	<b>21,601,476</b>	<b>26,361,000</b>	<b>34,891,000</b>
<b>Uses of Resources</b>			
Expenditures/Appropriations	12,471,611	26,061,000	34,940,000
Rescissions	-	(570,101)	-
Contingency	-	300,000	516,000
<b>Total</b>	<b>12,471,611</b>	<b>25,790,899</b>	<b>35,456,000</b>
Net Increase (Decrease) in Fund Balance	9,129,865	570,101	(565,000)
Fund Balance January 1	23,726,194	32,856,059	33,426,161
<b>Fund Balance December 31</b>	<b>32,856,059</b>	<b>33,426,161</b>	<b>32,861,161</b>

**Parks Legacy Capital Improvement Fund - Projects by Agency**

<b>Projects</b>	<b>2023 Recommended</b>
<b>36045-7010000 Parks Citywide Projects</b>	
RZ454 Mountain Parks - Facilities	800,000
RZ454 Mountain Parks - Infrastructure	675,000
RZ008 Park Access - Park Walks	480,000
RZ008 Park Access - Trail Improvements	4,500,000
RZ010 Park Amenities - Outdoor Recreation	150,000
RZ010 Park Amenities - Playgrounds	1,450,000
RZ010 Parks Amenities - Picnic Facilities	250,000
RZ006 Reinvestment - ADA Upgrades	150,000
RZ006 Reinvestment - Parks Rehabilitation	1,000,000
RZ007 Resiliency - Natural Resources	520,000
RZ007 Resiliency - Water Conservation	250,000
<b>Total</b>	<b>10,225,000</b>
<b>36050-7010000 Parks Improvement Projects</b>	
RJ010 Downtown Forestry Enhancements	250,000
RJ010 Neighborhood Forestry Enhancements	250,000
RU015 Park District Headquarters Renovation	1,600,000
RV004 City Park Master Plan Implementation	2,020,000
RX001 Civic Center Greek Theater Renovation	6,500,000
RX002 Denargo Open Space Improvements	1,000,000
RX003 Governor’s Park Master Plan	200,000
RX004 Land Acquisition Program Support	845,000
RX005 Martinez Park Master Plan Implementation	7,000,000
RX006 New Park Master Plan	200,000
RX007 Sunken Gardens Master Plan Implementation	600,000
RX008 Ruby Hill Phase 3.2	4,250,000
<b>Total</b>	<b>24,715,000</b>
<b>Grand Total</b>	<b>34,940,000</b>

## Department of Parks and Recreation

### Parks Citywide Projects

**RZ454 — Mountain Parks — Infrastructure** (\$675,000). Funding will be used for repair and maintenance of Denver Mountain Parks facilities including the construction of a water delivery system for Daniels Park.

**RZ454 — Mountain Parks — Facilities** (\$800,000). Funding will be used for repair and maintenance of Denver Mountain Parks infrastructure including a facility assessment for Echo Lake Lodge and rehabilitation of the CCC Camp Morrison.

**RZ008 — Park Access — Park Walks** (\$480,000). Funding will be used for the maintenance and repair of park walks citywide, including the rehabilitation of park walks in Falcon and Alamo Placita park.

**RZ008 — Park Access — Trail Improvements** (\$4,500,000). Funding will be used for capital maintenance throughout the citywide parks and recreation trail system including a TIP and ORLP grant match for the South Platte River Trail.

**RZ010 — Park Amenities — Playgrounds** (\$1,450,000). Funds will be used for capital maintenance throughout the City's playground system, including necessary playground rehabilitation and replacement projects including Playground and Picnic Area improvements for Loretto Heights and Congress Park.

**RZ006 — Reinvestment — ADA Upgrades** (\$150,000). Funds will be used for citywide park and facility improvements as required by the federal Americans with Disabilities Act (ADA).

**RZ006 — Reinvestment — Parks Rehabilitation** (\$1,000,000). Funds will be used to enhance, restore, and maintain citywide park areas.

**RZ007 — Resiliency — Natural Resources** (\$520,000). Funding will be used for capital maintenance and improvement to the City's natural areas system, including restoration, reclamation and lake edge management, including the rehabilitation of the Duck Lake Island Cormorant Habitat.

**RZ007 — Resiliency — Water Conservation** (\$250,000). Funding will be used to continue implementation of water conservation techniques to meet the sustainability goals of the City including rehabilitation of the central controllers.

**RZ010 — Park Amenities — Outdoor Recreation** (\$150,000). Funding will be used for capital maintenance of outdoor recreation amenities such as the basketball courts at Jefferson Square Park.

**RZ010 — Park Amenities — Picnic Facilities** (\$250,000). Funding will be used to refurbish picnic facilities within Denver's park system including the picnic facilities in Loretto and Congress park.

### Parks Improvement Projects

**RV004 — City Park Master Plan Implementation** (\$2,020,000). Funds will be used to implement recommendations from the City Park Master Plan, such as the restoration of the DeBoer waterway, development of a nature play experience and restoration of Lily pond, and adjacent play area to a native garden and picnic area.

**RX001 — Civic Center Creek Theater Renovation** — (\$6,500,000). Funds will be used to implement the Civic Center Next 100 Concept Plan that includes a new permanent reversible stage, improvements to the Greek Theater Bowl and pavement and electrical upgrades to the Central Promenade.

## Parks Legacy Capital Improvement Fund - Project Descriptions

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**RX002 — Denargo Open Space Improvements** — (\$1,000,000). Funding will be used for matching funds associated with a development agreement (DA) for improvements to open space on city property for public use. One of the Open Space improvements includes the Riverfront Open Space (playground, community garden, dog park, trail and landscape improvements), extension of the Arkins Promenade from 29th Ave to the Riverfront Open Space, and two “Corner Parks”.

**RJ010 — Downtown Forestry Enhancements** (\$250,000). Funding will be used to increase citywide forestation, with an emphasis on downtown.

**RX003 — Governors Park Master Plan** (\$200,000). Funding to develop a park master plan and preliminary concept design using community engagement and community visioning process. The master plan will summarize the community’s vision for the park, address current challenges and concerns, and provide a preliminary concept for improvements.

**RX004 — Land Acquisition Program Support** (\$845,000). Funding will be used for due diligence in the land acquisition process including, but not limited to site assessments, environmental reviews, and providing escrow funding. Funding can also be used for small post purchasing improvements including but not limited to site fencing, tree watering, temporary irrigation, and building demolition. Additionally, funds will be used to purchase small parcels less than \$500,000 to increase the footprints of existing parks.

**RX005 — Martinez Park Master Plan Implementation** (\$7,000,000). Funding will be used for the first phase that will include a Joseph P. Martinez Memorial Plaza, cultural playground, restroom, parking lot, pollinator garden, multi-sports court, fitness station, multi-use lawn area. The first phase will also include a new irrigation system and landscape improvements.

**RJ010 — Neighborhood Forestry Enhancements** (\$250,000). Funding will be used to increase the neighborhood forestation citywide.

**RX006 — New Park Master Plan** (\$200,000). Funds will be used to provide a master plan for a newly purchased or otherwise acquired park parcel. This allows Parks and Recreation to move swiftly into planning once a parcel is acquired.

**RX007 — Sunken Gardens Master Implementation** (\$600,000). Funds will be used to implement the Sunken Gardens Master Plan that includes preserving historic features, rehabilitation of the central lawn/ park irrigation, renewing the picnic area and playground, adding a new dog park, and improving overall park access.

**RX008 — Ruby Hill Phase 3** (\$4,250,000). This project will construct a portion of the 2008 Master Plan for Ruby Hill Park. Phase 3 includes an outdoor recreation building that contains equipment rentals, classroom space, offices, storage, and restrooms. The building will be a hub and gear library – providing bike, ski, and snowboard rentals for the bike course and railyard.

**RU015 — Smith Road Maintenance Facility** (\$1,600,000). Funding will be used to construct a new maintenance facility on Smith Road to service the Northeast parks district.



**Entertainment & Cultural Capital - Schedule 39000**

	<b>2021</b>	<b>2022</b>	<b>2023</b>
	<b>Actuals</b>	<b>Appropriated</b>	<b>Recommended</b>
<b>Financial Resources</b>			
Interest Income	(556,984)	629,000	346,000
Miscellaneous Other	11,748,706	12,000,000	14,845,910
<b>Total</b>	<b>11,191,722</b>	<b>12,629,000</b>	<b>15,191,910</b>
<b>Uses of Resources</b>			
Expenditures/Appropriations	15,850,742	12,124,604	19,194,763
Contingency	-	500,000	975,000
<b>Total</b>	<b>15,850,742</b>	<b>12,624,604</b>	<b>20,169,763</b>
Net Increase (Decrease) in Fund Balance	(4,659,019)	4,396	(4,977,853)
Fund Balance January 1	19,955,000	15,295,981	15,300,377
<b>Fund Balance December 31</b>	<b>15,295,981</b>	<b>15,300,377</b>	<b>10,322,524</b>

## Entertainment & Cultural Fund - Projects by Agency

Projects	2023 Recommended
<b>Department of Finance</b>	
<b>39010-2501000 Theatres &amp; Arenas Capital Projects</b>	
GM001 National Western Capital Projects	209,163
<b>Total</b>	<b>209,163</b>
<b>39010-2590000 Theatres &amp; Arenas Capital Projects</b>	
GE008 Auditorium Lease Payment	5,381,250
NW001 NWC Campus Energy Support	1,027,969
NX001 National Western Center Improvements	1,650,000
ZX002 Botanic Gardens Infrastructure Repairs	350,000
<b>Total</b>	<b>8,409,219</b>
<b>Denver Arts and Venues</b>	
<b>39010-3050000 Theatres &amp; Arenas Capital Projects</b>	
GZ101 Auditorium Capital Maintenance	600,000
GZ101 Boettcher Concert Hall Capital Maintenance	100,000
GI008 Bonfils Theatre Complex Capital Projects	211,381
GZ101 Buell Theatre Capital Maintenance	100,000
GZ103 Coliseum Capital Maintenance	575,000
GZ101 Denver Performing Arts Complex (DPAC) Capital Maintenance	3,700,000
GZ102 McNichols Capital Maintenance	875,000
GZ103 Red Rocks Capital Maintenance	2,550,000
CCC10 Colorado Convention Center Expansion	1,865,000
<b>Total</b>	<b>10,576,381</b>
<b>Grand Total</b>	<b>19,194,763</b>

## Department of Finance

### Theaters & Arenas Capital Projects

**GM001 — National Western Capital Projects** (\$209,163). Seat tax revenue generated at the National Western Center will be used for capital maintenance of NWC facilities.

**GE008 — Auditorium Lease Payment** (\$5,381,250). Represents the annual debt payment on the certificates of participation that was used to finance the remodel of the Ellie Caulkins Opera House.

**NW001 — National Western Center Campus Energy Support** (\$1,027,969). Pursuant to the Contingent Commitment Agreement with the National Western Authority, funds contribute to providing credit support to secure a district energy heating and cooling system for the National Western Center Campus.

## Denver Arts and Venues

### Theaters & Arenas Capital Projects

**GZ101 — Auditorium Capital Maintenance** (\$600,000). Funding will be used for ongoing capital maintenance and improvements at the Ellie Caulkins Opera House including electrical, plumbing, mechanical, structural, landscaping, and other capital improvements as needed.

**GZ101 — Boettcher Concert Hall Capital Maintenance** (\$100,000). Funding will be used for ongoing capital maintenance and improvements at the Boettcher Concert Hall including electrical, plumbing, mechanical, structural, landscaping, and other capital improvements as needed.

**GI008 — Bonfils Theatre Complex Capital Projects** (\$211,381). Seat tax revenues generated at the Bonfils Theatre Complex will be reinvested in capital improvements at the complex.

**GZ101 — Buell Theatre Capital Maintenance** (\$100,000). Funds will be used for ongoing capital maintenance and improvements at the Buell Theatre including elevator modernization, electrical, plumbing, mechanical, structural, landscaping, and other capital improvements as needed.

**GZ103 — Coliseum Capital Maintenance** (\$575,000). Funding will be used for ongoing capital maintenance and improvements at the Denver Coliseum including electrical, plumbing, mechanical, structural, landscaping, and other capital improvements as needed.

**GZ101 — Denver Performing Arts Complex (DPAC) Capital Maintenance** (\$3,700,000). Funding will be used for ongoing capital maintenance and improvements at the DPAC including electrical, plumbing, mechanical, structural, landscaping, and other capital improvements as needed. It also includes fire suppression improvements, security improvements, and critical maintenance for the garage.

**GZ102 — McNichols Capital Maintenance** (\$875,000). Funding will be used for ongoing capital maintenance and improvements at the McNichols building including roofing, electrical, plumbing, mechanical, structural, landscaping, and other capital improvements as needed.

**GZ103 — Red Rocks Capital Maintenance** (\$2,550,000). Funding will be used for ongoing capital maintenance at the Red Rocks Parks and Amphitheater.

**CCC10 — Colorado Convention Center Expansion** (\$1,865,000). Funding to complete the expansion of the Colorado Convention Center (CCC).

## Denver Botanic Gardens

**ZG200 — Denver Botanic Gardens Infrastructure Repair** (\$350,000). Funds will be used for maintenance and rehabilitation projects including the Monet and Japanese garden stream renovation and other needed projects.

## Bond Project Funds Summary - Schedule 37000

Projects	2021 Actual	2022 Estimated	2023 Estimated
<b>Use of Resources</b>			
37045 02 Bond - Art Museum	2,292	-	-
37072 05 Bond Justice Center Tranche 1	5,797	-	-
37073 05 Bond Justice Center Tranche 2	5,568	-	60,000
37105 07 Bond-Public Ofc Facilities	99,141	-	-
37110 07 Bond -Refurb Cultural Fac	4,688	-	2,260
37115 07 Bond-Health and Human Servc	101,570	-	-
37130 07 Bond-Street,Tran,DOTI sys fac	6,000	-	1,250
37140 07 Bond-Expansion Cult Facilit	750	73,183	-
37205 National Western Center 2016 Project Bonds	2,050,274	-	-
37206 National Western Center 2018A Bonds - Tax-Exempt	44,186,297	-	11,997,990
37207 National Western Center 2021A Bonds - Tax-Exempt	27,985,573	11,741,887	59,449,866
37210 National Western Center 2016 Project Bonds - Taxable	215,512	6,940,681	40,000
37211 Elevate Denver GO Bond 2022A	(433,589)	50,000	16,238,095
37307 Convention Center 2021A Bonds - Tax-Exempt	581,262	-	64,447,588
37401 Elevate Denver General Obligation Bond Fund	17,903,293	32,971,150	1,617,983
37402 Elevate Denver GO Bond 2019A	5,012,939	6,202,873	1,143,637
37403 Elevate Denver GO Bond 2019C	39,857,901	8,280,750	15,637,134
37404 Elevate Denver GO Bond 2020A	25,139,249	38,906,077	49,858,070
37405 Elevate Denver GO Bond 2022A	-	76,919,074	71,450,718
37410 RISE Denver GO Bond 2022C Taxable	-	12,702,346	10,062,217
37411 RISE Denver GO Bond 2022B	-	2,075,761	15,916,922

### Bond Funded Capital Programs

Schedule 37000 shown above lists each of the major bond projects and shows 2021 actual expenses, 2022 estimated expenditures and 2023 projected expenditures.

- The **Justice Center** was constructed using 2005 general obligation bonds. The downtown justice center campus was completed in 2011 and the buildout of Building 24 at the Denver County Jail was completed in 2021. Remaining bond funding has been allocated toward the completion of the public art project related to the buildout of Building 24 at the Denver County Jail.
- Work commenced in 2008 on the \$550 million **Better Denver bond program**. Projects are primarily complete, and the bond program is in the closeout stage.
- In 2016, work commenced on the **National Western Center (NWC)** campus and the expansion of the **Colorado Convention Center (CCC)** funded through the issuance of excise tax revenue bonds authorized by Ballot Measure 2C approved by Denver voters in late 2015. In 2016, \$206 million in bond proceeds was programmed consisting of \$200 million for the NWC campus and \$6 million for the CCC. An additional \$295 million in bond proceeds for the National Western Center was issued in August 2018. The final 2C issuance closed in April 2021 and included proceeds of \$193 million for the NWC and \$98 million for the CCC.
  - The **National Western Center (NWC)** will be a global destination for food and agriculture innovation, Western heritage, and culture. The current focus of the program is to deliver the vision and mission as outlined in the NWC Master Plan, which encompasses neighborhood connectivity, river access, and new facilities to support the annual Stock Show and future

campus activities. Since construction began in 2018, significant progress continues to be made on horizontal infrastructure and vertical construction for Phases 1 and 2 of the National Western Center campus. Construction is nearing completion on critical enabling infrastructure such as water, sewer, gas lines, electrical conduit, fiber for cable and internet, site grading, and stabilization. Two new multi-modal roadways, National Western Drive and Bettie Cram Drive are complete and open to the public. Construction is underway on the first of two bridges, 51st Avenue Bridge, that will connect the Center to the adjacent Globeville neighborhood. Construction also continues on the Riverfront Open Space, with 6 acres of grassy open space for recreation, relaxation, and small community events. The new 20-acre Stockyards and Stockyards Event Center are open and hosting a variety of public events such as Universal Studios and Amblin Entertainment’s Jurassic World exhibit, which has been a huge success and revenue generator. The next building under construction will be the Livestock Center, a flexible multifunctional space that will support the annual Stock Show and year-round events like livestock sales and shows, indoor festivals, sporting events, conventions, and trade and equipment shows.

- The **Colorado Convention Center Expansion (CCC)** project improves the quality and character of the facility and experience by providing improved connectivity, flexible and unique spaces, and additional wayfinding, all of which will help keep the facility modern, vibrant, and attractive. The pProject will add approximately 220,000 square feet of vertical expansion, the renovation of lobby space, installation of new vertical conveyances, and required code and life safety upgrades. It is anticipated that construction will be completed in 2023. In addition to the \$6 million in bond proceeds issued in 2016 and \$98 million in 2021, a certification of participation (COP) issuance totaling \$129 million occurred in August 2018. Information on the Colorado Convention Center expansion COP can be found in the “Grant/Other Capital Funds Summary” section.
- **Elevate Denver** is a 10-year, \$937 million general obligation bond program approved by voters in 2017 to enhance the City and County of Denver by providing critical improvements to the community’s infrastructure. Elevate Denver touches nearly every one of Denver’s 78 unique neighborhoods by fixing roads and sidewalks, replacing police stations and playgrounds, restoring theaters and museums, and more. The program strengthens the fabric of the city in seven distinct ways: transportation and mobility, parks and recreation centers, Denver Health and Hospital Authority, cultural and public facilities, libraries, and public safety. As of August 2022, Elevate continues to develop, design and construct projects across the city from the program’s first five bond issuances totaling \$808 million, of which 61 percent is obligated to a contract or spent. Across the program, projects are 95 percent on schedule and the majority of projects have remained on budget. A sixth issuance for the Elevate Denver bond program is anticipated to occur in 2023 (not included in 2023 projection).

The table below provides 2022 estimated expenditures and 2023 projected expenditures by bond purpose for the Elevate Denver bond program. The table excludes program level projected expenditures.

## Bond Project Funds Summary - Schedule 37000

	2022 Estimated*	2023 Estimated*
Purpose 1 - Transportation and Mobility	\$ 59,500,000	\$ 59,500,000
Purpose 2 – Cultural Facilities	-	-
Purpose 3 - Denver Health	-	-
Purpose 4 - Public Safety	13,000,000	13,000,000
Purpose 5 - Library	20,550,000	20,550,000
Purpose 6 - Parks	23,000,000	23,000,000
Purpose 7 - Public Facilities	5,000,000	5,000,000
	\$	
<b>Total</b>	<b>121,050,000</b>	<b>\$ 121,050,000</b>

\*2022 estimated does not include planned future bond issuances.

\*\*The table excludes program level projected expenditures.

- **Rebuilding for an Inclusive and Sustainable Economy (RISE) Denver** is a 10-year, \$260 million general obligation bond program approved by voters in 2021 to support a variety of infrastructure improvements citywide including facilities, transportation, and parks and recreation and is the first general obligation bond program that is supporting the housing and sheltering system. RISE Denver will serve our most vulnerable residents and unhoused neighbors, increase mobility and safety in our neighborhoods and accessibility within city facilities, and preserve Denver’s history and culture through building restorations.



## Grant/Other Capital Funds - Schedule 38000

Projects	2021 Actuals	2022 Estimated	2023 Estimated
<b>Use of Resources</b>			
38081 Local Imp District-Constr	-	-	-
38083 Local Improvement Districts-Assess	-	-	-
38095 Convention Center Replacement Fund	2,094,912	-	-
38266 Denver Water Irrigation Project	70,412	10,000	2,326
38297 Energy Conservation Capital Projects	1,200,000	228,510	1,836,747
38304 Denver Art Museum Rehabilitation/Improvements	401,023	-	287,571
38336 Culture&Recreation SRF	3,146,826	5,000,000	13,500,000
38367 DURA Downtown TIF Projects	5,782,056	17,675,000	39,982,492
38381 Globeville TIF Improvements Fund	-	-	1,600,000
38390 40th Avenue Bridge Devolution	1,009,777	-	-
38410 National Western Cntr Project	54,747	95,253	-
38419 Denver Water IGA	286,966	307,000	80,000
38420 NWC/CCC/Other Tourism Projects Fund	-	-	-
38421 Excise Tax Overperformance Capital Fund	-	-	-
38422 Colorado Convention Center Capital Fund	9,663,086	9,526,769	5,112,830
38424 Gateway Area Fee-in-lieu Fund Parks and Rec	209,172	224,000	-
38426 National Western Center CSU Facilities Development Fund	6,122,860	214,455	-
38427 National Western WSSA Campus Development Fund	8,560,005	-	1,082,361
38428 Delgany Sewer Line IGA Metro Wastewater Fund	7,453,394	-	59,638
38430 Colorado Convention Center (CCC) Expansion	70,821,426	47,360,588	47,360,588
38431 District Energy	1,785,341	2,600,000	466,977
38432 Convention Center Settlement Funds	204,529	9,000,000	7,327,151
38433 High Line Canal/Yale Avenue Improvements	-	-	967,000
38507 East Corridor COP - 38507	5,605	-	-
38509 Fleet Service Center COP	6,992	-	-
38604 Green Building Capital Fund	-	-	350,000
38650 Public Art Contributions	38,929	1,180,000	750,000
38705 Parks and Recreation Capital Contributions	823,578	1,000,000	-
38743 Central Park Boulevard	(874)	840,000	840,000

- Includes 2021 actuals, 2022 estimated and 2023 projected expenditures for appropriated and revenue-based funds in the Grant and Other Capital Funds fund series. An asterisk in the fund descriptions below denotes a new 2023 appropriation.
- Any transfers of funding from these funds above are identified in the fund descriptions below.

### Grant/Other Capital Funds Descriptions

**16th Street Mall Waterline Replacement IGA.** Reimbursement from Denver Water to support the design and construction work completed on water lines during the Mall reconstruction project.

**40th Avenue Bridge Devolution.** Funding for bridge maintenance related to shift of ownership of the 40th Avenue bridge from the Colorado Department of Transportation to the City and County of Denver.

**Central Branch Library Renovation.** Funding from Denver Public Library Friends Foundation for the design and construction of additional components completed as a supplement to the Central Library Renovation.

**Central Park Boulevard, 36th to 40th\*.** This project completes the final 0.65 mile section of Central Park Boulevard (South of I-70), including an additional 900' two-lane span over Sand Creek. Funding to support this project will be city retained tax via an annual transfer from the General Fund.

**Colfax/Welton/Galapago Intersection Reconstruction.** Federal funding through the Denver Regional Council of Governments for the reconstruction of the Colfax/Welton/Galapago intersection.

**Colorado Convention Center (CCC) Expansion.** Funding is Certificate of Participation (COP) proceeds issued in 2018 to complete the expansion of the Colorado Convention Center.

**Colorado Convention Center Capital Fund.** Funding to support debt obligations and capital maintenance at the Colorado Convention Center. Additional detail can be found in this section under "Colorado Convention Center".

**Convention Center Settlement Funds.** Fund for capital improvements for the Colorado Convention Center funded by monies received from a settlement for this purpose.

**Cultural & Recreation SRF.** Transfer from Denver Arts and Venues operating fund for capital improvements at performing arts facilities including Boettcher Concert Hall, Buell Theatre, Ellie Caulkins Opera House, Denver Coliseum, Red Rocks Amphitheatre, and the McNichols Building.

**Delgany Sewer Line IGA Metro Wastewater Fund.** Fund for the purpose of accounting for the receipt and expenditure of program dollars as stipulated in the Intergovernmental Agreement with Metro Wastewater Reclamation District concerning the Delgany Sewer Line.

**Denver Art Museum Rehabilitation/Improvements.** Fund for capital maintenance and capital improvements for the Denver Art Museum Hamilton Building funded by monies received from a settlement for this purpose.

**Denver Water IGA.** This is funding from an intergovernmental agreement (IGA) with Denver Water for irrigation, water main line, and other improvements at parks and golf courses.

**Denver Water Irrigation Project.** Funding will be used to support the intergovernmental agreement between the City and Denver Water to undertake measures that increase the efficient use of water on Denver parks and golf courses.

**Denver Water/NWC Recycled Water Pipeline IGA.** Funding from Denver Water to support the design and construction of a recycled water main within the National Western Center Campus with a goal to minimize potable water use at the National Western Center.

**Denver Zoo Public Art Project.** Funding is for public art projects at the Denver Zoo.

**District Energy.** Funding from reimbursement agreement for design and construction expenses related to the district heating and cooling system for the National Western Center.

**DURA Downtown TIF Projects.** This is an agreement with the Denver Urban Renewal Authority (DURA) to complete capital improvements in the designated Downtown Urban Redevelopment Area.

**Energy Conservation Capital Projects\*.** This is a fund for other revenues, including energy rebates, to be used for energy conservation projects in City facilities.

**Excise Tax Overperformance Capital Fund.** This fund consists of additional excise tax revenues which exceed the debt service for excise tax revenue bond issued to date. Funds will serve as a reserve

## Grant/Other Capital Funds - Schedule 38000

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for debt service and other future capital projects at the National Western Center and the Colorado Convention Center.

**Fleet Service Center COP.** Funding for the annual base rental payment for the Certificate of Participation that funded the purchase of the new Fleet Service Center.

**Gateway Impact Fee — Parks and Recreation.** A capital special revenue funds for depositing revenues from Gateway Area Development Fees in lieu of parkland dedication.

**Gates-Crescent Park.** Funding from a land sale used for the construction of Gates-Crescent Park.

**Gateway Area Fee-in-lieu Fund for Parks.** Funding from development fees paid in lieu of parkland dedication to be used for future park capital improvements in the Gateway Area.

**General Trail Improvements.** Funding from the Mile High Flood District to be used on general trail improvement projects.

**Globeville TIF Improvements\*.** This is an agreement between Adams County, the City and County of Denver, and the Denver Urban Renewal Authority for use of tax increment revenues on transportation and mobility projects.

**High Line Canal / Yale Ave Improvements\*.** Funding via an agreement between the City and County of Denver and Arapahoe County for improvements tot Yale Avenue, including the High Line Canal Trail.

**McNichols Building Renovation.** Donation funding for capital improvements to renovate the McNichols Building.

**National Western Center CSU Facilities Development Fund.** Funding from Colorado State University for the Equine Sports Medicine Facility/Community Outreach Clinic, Water Resource Center and CSU Center to be located at the National Western Center.

**National Western Center Project.** Fund to support financial contributions and miscellaneous partnership agreements related to the delivery of the National Western Center campus.

**National Western Center WSSA Campus Development Fund.** Funding from the Western Stock Show Association to support campus development in accordance with the National Western Center Framework Agreement.

**North Fire Station Reimbursement Agreement.** An agreement with the City of Denver, Denver Public Schools (DPS), Park Creek Metropolitan District, Forest City, and the Denver Urban Renewal Authority (DURA) to construct a new fire station in Northfield Stapleton.

**Parks and Recreation Capital Contributions.** A revenue-based fund to support the receipt of funds for parks and recreation projects from partner organizations or private entities. Eligible use of funds include planning, design, or construction activities of parks and recreation capital assets.

**Public Art Contributions.** A revenue-based fund to support the receipt of funds for public art projects from partner organizations or private entities. Eligible use of funds include planning, design, or construction activities for public art installations.

**Colorado Convention Center Capital Fund (38422)**

<b>Revenue</b>	<b>2022 Estimated</b>	<b>2023 Projected</b>
2C CCC Maintenance	1,000,000	5,000,000
CCC Hotel Special Revenue Fund	3,500,000	3,500,000
Seat Tax	1,200,000	1,323,000
Tourism Improvement District	3,826,769	3,450,144
	<b>\$ 9,526,769</b>	<b>\$ 13,273,144</b>

<b>Expenditures</b>	<b>2022 Appropriate</b>	<b>2023 Appropriate</b>
CCC Expansion COP Payment	8,149,769	8,150,144
CCC Capital Maintenance	1,377,000	5,123,000
	<b>\$ 9,526,769</b>	<b>\$ 13,273,144</b>

- Starting in 2021 and thereafter, a portion of Tourism Improvement District funding is retained to support capital maintenance per the agreement.
- Includes a transfer of \$3,500,000 from the Convention Center Hotel Special Revenue Fund (fund 11835) to the Colorado Convention Center Capital Fund (fund 38422) to support the annual certificate of participation (COP) payment for the Colorado Convention Center expansion project. The annual COP payment is also supported by Seat Tax and Tourism Improvement District funding.

## Enterprise Funds - Capital Projects

The tables below list the appropriations for capital projects funded by Enterprise Funds. They are included in this capital section only as part of the overall summary of 2023 capital expenditures. More information on Denver International Airport and the Enterprise Funds shown in this section can be found in the respective Agency Detail sections and in the Proprietary Fund section of the Budget Book.

### Wastewater Enterprise Fund

Projects	2023 Recommended
<b>Wastewater Management Division</b>	
<b>72400-5061000 WMD Sanitary Capital Improvement</b>	
PZ711 WW Capital Maintenance - Critical Sanitary	2,250,000
PZ711 WW Capital Maintenance - Manhole and Pipe Rehabilitation	6,400,000
PW715 Facility Improvements	5,000,000
PG712 Sanitary Capital Northeast	500,000
PZ726 General Sanitary Improvements	4,000,000
PZ726 Sanitary Project Development	250,000
PZ726 Sanitary Master Plan Updates	150,000
PZ718 Capital Project Support	1,500,000
<b>Total</b>	<b>20,050,000</b>
<b>72700-5061000 WMD Storm Capital Improvement</b>	
PC707 Citywide Concrete Improvements	2,200,000
PZ710 WW Capital Maintenance - Citywide Storm Rehabilitation	750,000
PZ710 WW Capital Maintenance - Critical Storm	2,000,000
PC708 Storm Master Planning	550,000
PC708 Storm Project Development	700,000
PC708 General Storm Improvements	5,900,000
PH718 Storm Capital - Southeast	7,500,000
PA776 Storm Capital - North	14,700,000
PF706 Storm Capital - Northwest	2,000,000
PF701 Storm Capital - Northeast	10,750,000
PC708 USACE Implementation: SPR & Gulches	5,000,000
<b>Total</b>	<b>52,050,000</b>
<b>72705-5061000 Green Infrastructure (Water Quality) Capital Projects</b>	
PZ712 WW Capital Maintenance - Green Infrastructure Maintenance	300,000
PC708 Water Quality Implementation	8,000,000
PC708 Water Quality Project Development	300,000
<b>Total</b>	<b>8,600,000</b>
<b>72701-5061000 Urban Drainage</b>	
PH725 Storm Capital - Southwest	500,000
<b>Total</b>	<b>500,000</b>
<b>72710-5061000 East Corridor COP</b>	
PA776 East Corridor COP Payment	983,892
<b>Total</b>	<b>983,892</b>
<b>Grand Total</b>	<b>82,183,892</b>

## Wastewater Management Division – Sanitary Capital Improvements

**PZ711 – WW Capital Maintenance - Critical Sanitary Capital Maintenance** (\$2,250,000). Construction of critical and emergency sanitary repairs.

**PZ711 – WW Capital Maintenance - Manholes and Pipe Rehabilitation** (\$6,400,000). Annual rehabilitation of sanitary sewers that are at imminent risk of failure with preventative maintenance.

**PW715 – Facility Improvements** (\$5,000,000). Funding for wastewater facility improvements including deferred maintenance on the wastewater building for mechanical, electrical, and plumbing upgrades, as well as new windows for energy efficiency.

**PG712 – Sanitary Capital Northeast** (\$500,000). Funding will be used to replace 200 feet of failing pipe.

**PZ726 – General Sanitary Improvements** (\$4,000,000). Annual sanitary infrastructure improvements throughout the City by means of open cut and/or trenchless technologies.

**PZ726 – Sanitary Project Development** (\$250,000). Annual design and development of citywide capital sanitary sewer projects.

**PZ726 – Sanitary Master Plan Updates** (\$150,000). Annual planning and feasibility studies to assess sanitary system future need and prioritize future sanitary sewer capital improvement projects.

**PZ718 – Capital Project Support** (\$1,500,000). Repairs, rehabilitation, and pre-construction activities on capital projects to support delivery schedules.

## Wastewater Management Division – Storm Capital Improvements

**PC707 – Citywide Concrete Improvements** (\$2,200,000). Annual capital improvements for curb, gutter, cross-pan, and miscellaneous drainage related concrete repairs citywide.

**PZ710 – WW Capital Maintenance – Citywide Storm Rehabilitation** (\$750,000). Annual rehabilitation and repair of storm improvements that are at imminent risk of failure and/or for operational and preventative maintenance needs.

**PZ710 – WW Capital Maintenance – Critical Storm** (\$2,000,000). On-call construction for critical and emergency storm repairs.

**PC708 – Storm Master Planning** (\$550,000). Annual planning and feasibility studies to assess flood risks and prioritize future storm drainage capital improvement projects.

**PC708 – Storm Project Development** (\$700,000). Annual design and development of citywide capital storm drainage projects.

**PC708 - General Storm Improvements** (\$5,900,000). Annual storm system upgrades at multiple locations to address nuisance flooding and other citywide stormwater management issues.

**PH718 – Storm Capital – Southeast** (\$7,500,000). To continue construction of a new enlarged system in Tennessee Ave upstream of Garland Park to help protect low-lying and flood prone neighborhoods.

**PA776 – Storm Capital – North** (\$14,700,000). Funding for construction of upgraded drainage systems along the 16th Street Mall in conjunction with overall mall upgrades, for design and construction of the large diameter backbone drainage system in 14th Avenue near Colorado Blvd, and for replacing 100-year-old infrastructure to provide increased flood protection to the Whittier and City Park West neighborhoods.

## Enterprise Funds - Capital Projects

**PF706 – Storm Capital Northwest** (\$2,000,000). Funding for flood control improvements and community enhancements of Weir Gulch near 9th & Decatur (Sun Valley) in accordance with the MHFD Weir Gulch Major Drainageway Plan.

**PF701 – Storm Capital — Northeast** (\$10,750,000). For flood control improvements and community enhancements of the Montbello channels in accordance with CPD neighborhood planning efforts and the MHFD Irondale Gulch Outfall Systems Plan.

**PC708 – USACE Implementation SPR & Gulches** (\$5,000,000). For local match of US Army Corps of Engineers and Mile High Flood District funds along the highest need reaches of South Platte River, Weir Gulch, and Harvard Gulch in accordance with the recommendations of the Urban Waterways Study.

### Green Infrastructure – Capital Improvements

**PZ712 – WW Capital Maintenance - Green Infrastructure Maintenance** (\$300,000). Annual rehabilitation of green infrastructure assets that are at imminent risk of failure and/or for operational and preventative maintenance needs.

**PC708 – Water Quality Implementation** (\$8,000,000). Design and construction of green infrastructure projects that use soils, vegetation, and natural processes to manage stormwater while providing many other citywide benefits, including improved air and water quality, urban heat migration, as well as resilience to climate change, and enhanced community livability including the construction of a regional water quality facility in Carpio-Sanguinette Park.

**PC708 – Water Quality Project Development** (\$300,000). Annual project for development and master planning of the citywide water quality program.

### Urban Drainage – Capital Improvements

**PH725 – Storm Capital - Southwest** (\$500,000). Construction of storm drainage improvements in partnership with MHFD to disconnect stormwater from the Bowles irrigation ditch and increase flood protection to surrounding homes.

### Wastewater – Payments

**PA776 – East Corridor COP Payment** (\$983,892). Annual debt service payment for the East Corridor COP for the portion of the proceeds related to wastewater improvements.

### Environmental Quality

Projects	2023 Recommended
<b>Environmental Quality</b>	
<b>78410-6506000 Underground Storage Tanks</b>	
EZ005                      Underground Storage Tanks	250,000
<b>Total</b>	<b>250,000</b>
<b>78500-6506000 Enviro Services Seeds Capital</b>	
EZ500                      Environmental Capital Fund	500,000
<b>Total</b>	<b>500,000</b>
<b>Grand Total</b>	<b>750,000</b>



**Environmental Quality Projects**

**EZ005 – Underground Storage Tanks** (\$250,000). Funding to support annual capital maintenance of the city’s underground fuel storage tanks.

**EZ500 – Environmental Capital Fund** (\$500,000). Funding to support the assessment and remediation of emerging contaminants and to support other environmental priority projects.

**Golf Enterprise Fund**

Projects	2023 Recommended
<b>Golf</b>	
<b>79400-7029000 Golf Enterprise Capital Improv</b>	
RG100          Golf Course Construction	1,500,000
<b>Total</b>	<b>1,500,000</b>
<b>Grand Total</b>	<b>1,500,000</b>

**Golf Improvement Projects**

**RG100 — Golf Course Construction** (\$1,500,000). Funds for course construction, such as tee box rehabilitation, green maintenance, bunker renovation and weather shelter upgrades.

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